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# The Impact of Positive Reinforcement and Noncash Rewards: A Study of How its Implementation Can Affect an Employee's Level of Motivation and Performance

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THE IMPACT OF POSITIVE REINFORCEMENT AND NONCASH REWARDS: A  
STUDY OF HOW ITS IMPLEMENTATION CAN AFFECT AN EMPLOYEE'S  
LEVEL OF MOTIVATION AND PERFORMANCE

By

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Master's in Human Resource Management

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May, 2007

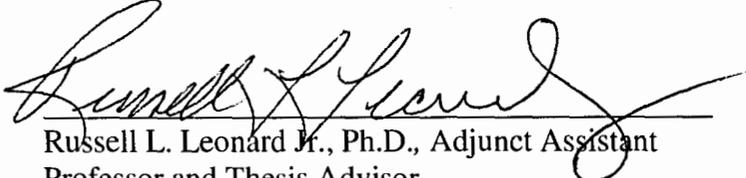
Dr. Russell Lomax Leonard, Jr., Ph.D.

ABSTRACT

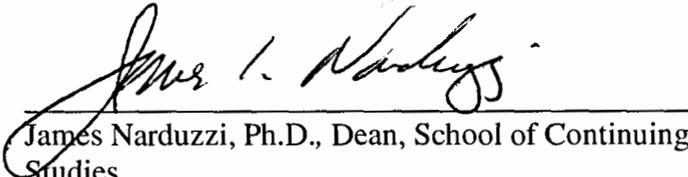
The most powerful forms of motivation cost little or nothing at all. Though nominally effortless, the proper rewarding of excellent performers has become sorely underutilized. As a result, employees are feeling less appreciated and becoming more unmotivated. A review of the literature found three reverberating observations: it is a fallacy that money motivates; recognition, such as positive reinforcement and praise motivate; and tangible, low-cost, noncash rewards can motivate. The anecdotal data in this current research tends to support the salient findings provided by scholarly researchers. Additionally, this current research aims to illuminate the pressing need to make a more concentrated effort towards recognizing and rewarding employees within the Chesterfield County Police Department in hopes of furthering high levels of motivation and performance.

Signature Page

I certify that I have read this thesis and find that, in scope and quality, it satisfies the requirements for the degree of Master of Arts/Master of Science.

  
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## Table of Contents

I. Chapter 1: Introduction	1
a. Rationale for Selection: A Topic Full of Possibilities	1
b. Significance of the Topic	4
c. Client – The Chesterfield County Police Department	6
d. Delimitations	13
II. Chapter 2: Literature Review	15
a. A Touch of Theory	15
b. Money Motivates: A Motivational Fallacy	19
c. No-cost Employee Recognition: An Emphasis on Positive Reinforcement and Praise	24
d. Low-cost Employee Recognition: Utilizing Tangible “Noncash” Rewards	33
III. Chapter 3: Methodology	39
a. Surveying the Chesterfield County Police Department	39
b. Research Questions	39
c. Hypotheses	39
d. Independent and Dependent Variables	41
e. Survey Format & Interpretation	41
IV. Chapter 4: Actual Research Findings	44
a. Crunching the Numbers: Key Findings Within the	44
i. Very Motivated Versus Not Motivated Whatsoever	45

ii. An Unfortunate Organizational Tendency: Treating Others as you Yourself Have Been Treated	47
iii. A Familiar Phrase: Treat Others how you Yourself Would Want to be Treated	49
V. Chapter 5: Applications, Implications, and Conclusions	51
a. Short-Term Application	51
b. Long-Term Implications	52
c. Dissemination	53
d. Bringing it Altogether	53
VI. Chapter 6: Appendix	55
VII. Chapter 7: References	76
VIII. Chapter 8: Vita	81
IX. Chapter 9: Pledge	82

## Introduction

### *Rationale for selection: A topic full of possibilities*

“What are you *doing*?” asks a four-year veteran of the Chesterfield County Police Department, a large department just outside Richmond, Virginia, to a wide-eyed rookie officer. The eager rookie sheepishly responds, “I’m just getting some traffic tickets prepared for tonight.” It is the senior officer’s next response that has since provoked a plethora of questions and assumptions about the attitudes of officers in this particular Department that may be generalized to other departments and organizations on a global level. Just by happenstance this conversation occurred in front of this writer. Had the writer known its impact upon future academic endeavors, he would have retained a more precise transcription. Unfortunately this story is being told as it is remembered. The senior officer bitterly responded, “You go ahead and write your tickets, and I’ll do what I do (significantly less ticket writing); we’re going to get paid the same regardless.” Traffic enforcement is merely one of many duties of a patrol officer. This writer is not arguing that one’s performance is solely judged on how many traffic tickets one writes. However, this writer hypothesizes that underperformance in one function of a job, likely indicates that there are also shortfalls in other areas. As a third party bystander to this conversation, one may write this interaction off as insignificant or even as a common occurrence; this writer saw a problem.

The interaction between the veteran officer and the rookie created many abstract and unanswered questions. Did the encounter exemplify a microcosmic view of a possible organizational epidemic? Why did this particular rookie officer want to be so

productive? Why had the senior officer become so cynical and unmotivated in terms of traffic enforcement? Do officers go unnoticed by supervision after their one-year probationary period and subsequently halt their productivity efforts? If pay-for-performance does not exist in the department, then what is it that catalyzes motivation and productivity? What, if any, factors can influence an employee's level of motivation and productivity?

What is it that motivates an employee to perform above and beyond the status quo? Flora (1994) argues that "the reason why *everyone* does what they do – is that *people do what they are reinforced for doing*" (p. ix). An employee whose efforts have been reinforced through a form of recognition, whether verbal or material, will likely be inclined to duplicate the kind of effort that garners recognition. Noted author on the subject of motivating and energizing employees and president of Nelson Motivation Inc., Bob Nelson (1994) found that "some of the most effective forms of recognition cost nothing at all. A sincere word of thanks from the right person at the right time can mean more to an employee than a raise" (p. 3). For the purposes of this document, the terms *rewards* and *awards* will be used interchangeably, and they, like positive reinforcement, are considered as forms of recognition. It has become apparent that humans, whether they like to openly admit it or not, truly thrive on various forms of recognition. Harmon (1991) concurs, "Human beings want attention and recognition" (p. 51). Yet, positive reinforcement and various forms of recognition have not been universally accepted as the answer to catalyzing higher levels of employee motivation and productivity.

There are contrary schools of thought that are hindering the effort for advocating the importance of recognizing employees for a job well done through positive reinforcement. One rival school of thought operates under the assumption that an employee should perform at a high level because it is their *job* and supervisors should not have to recognize or reward them for simply doing what they are being paid to do. In only a handful of employees do the innate responsibility for, and personal gratification of, performing one's job at a high level serve as motivation. "Unfortunately, managers too often take for granted that their top performers are self-motivated, and forget to nurture that motivation until it's too late and performance slips or the employee finds another job" (Deeprise, 1994, p. 15).

In addition to the formerly mentioned self-motivation theory, which is insufficiently subscribed to, another hackneyed theory that attempts to direct the focus away from the effects of positive reinforcement permeates the paradigm. This school claims that money is all that matters; if you want employees to perform at higher levels you have got to pay them higher amounts. Nelson and Spitzer (2003) denounce money as a motivator, shedding light on the myth. They argue that, "You will never get the best effort from employees merely by paying them more. Employees who only want more money will never be satisfied with what they are paid, and their expectations will rise with each salary increase" (ibid, p. 18).

As a more extensive review of the literature will soon reveal, the majority of employees need other means to be utilized to excite high levels of motivation and performance. These other means can be achieved at low cost, and in many cases no cost,

to the employer. This current research aims to examine the effect that positive reinforcement and other supervisory recognition efforts can have upon an employee's level of motivation and productivity.

*Significance of the topic*

This writer is currently employed by the Chesterfield County Police Department as a patrol officer, the same position he has gladly held since he completed the 43<sup>rd</sup> Basic Police Academy and took his sworn oath on January 7, 2005. As a patrol officer amongst the rank-and-file of the department, the writer has been privy to more intellectually stimulating sociological interactions and constructs than one could hope for in a lifetime.

In just over a two-year period the writer has seen patrol officers at their best and at their worst. Days where officers would intentionally suppress productivity to spite the Department were dwarfed by months where officers displayed high levels of motivation and excitement. He believes that those months were fueled by hope and the opportunity for officers to, in some cases, live their dream, and in others, do a public service that can better a community. Further fueling the motivational flame during those months of productivity were concentrated efforts by supervision to recognize excellent performance. But, in some instances, moments of recognition and praise appeared to have been met by confusion and even jealousy.

Other officers in this organization may see this topic as important to better understand why it is that sometimes singling out certain individuals can leave others feeling neglected and empty-handed. They will be interested to learn that it is not only important to recognize employees but that the time and manner in which recognition is

given can be crucial to achieving its desired affect. Michael Woodruff (1992) contends that “if all levels of effort are rewarded equally, there is no motivation. In addition, the more a reward is expected, the less it is appreciated” (p. 3). Not only is naturalness important, but so is timing. Bob Nelson (1994) found that:

Research by Dr. Gerald Graham throughout the United States revealed that the type of reward employees most preferred was personalized, spur-of-the-moment recognition from their direct supervisors. In a recent survey of American workers, 63 percent of the respondents ranked “a pat on the back” as a meaningful incentive (p. 3).

There are certain contemporary forms of recognition that carry unintended outcomes. For example, honoring an employee of the month can perpetuate a feeling of unappreciation amongst the masses at the expense of honoring one individual (Bob Nelson, 2005). McAdams (1996) also devalues employee of the month programs, noting that outstanding performance doesn't occur on a set schedule. “Employee of the whatever-it-is plans are time-based. There has to be a new outstanding person every month, quarter, or year, which forces organizations to go on reinforcement hunts as the end of each period approaches” (ibid, 129). As a result of the ill-advised award, Nelson (2005) found that “the employee of the month may feel guilty or even embarrassed” (p. 37). The award, after time, ends up being a hassle, consequently devaluing it. Nelson goes on to write, “Add to this the unwritten rule that ‘you can't be selected more than once for the honor,’ and suddenly you have management scrambling to find someone who hasn't yet received the award” (ibid). Scrambling to make a decision, it sounds as though the employee of the month award is a forced form of recognition that becomes expected, thereby making it significantly less appreciated by the honoree.

To reiterate, timing plays a critical role in how forms of recognition are received.

With respect to the timing of when to allocate praise, Nelson reflects on a survey he conducted that found:

Some 78 percent of employees indicated that it was “very” or “extremely” important to them to be recognized by their manager when they do good work and 73 percent of employees stated they expected that the recognition to occur either “immediately” or “soon thereafter” (ibid, p. 38).

It stands to reason then that recognizing employees may be more of an art than a science.

This writer hopes to express in layman’s terms why employees need to be recognized and why the manner in which recognition is allocated is paramount to the employee’s reaction, both in the short- and long-term.

#### ***Client - The Chesterfield County Police Department***

In order to better envision how an organization can acquiesce to change, namely, the acceptance of a concentrated effort towards employing employee recognition techniques, one must fully examine the underpinnings that encompass the organization with regards to strategy and leadership. Strategically, who and what do the Department value? In terms of leadership, who is at the helm governing the relationship where the influence of implementing reinforcement measures is going to be analyzed? The Chesterfield County Police Department, like the majority of strategically-savvy organizations that have come to surface in the 21<sup>st</sup> century, promote a mission statement, a vision statement, and a set of core values. As it corresponds to ethics, values, and policies, Herman (1991) argues, “The successful companies of the future, let alone the present, will be based on solid ethical principles. Corporate values will be recognized as the vital lifeblood that pulls people together and keeps them together” (p. 59). The

department provides the mantras for both the mission and vision statements on their website in their strategic plan for fiscal year 2007-2011. If seen as a priority, these statements should serve as the pedestal for promoting a culture of recognition. Bob Nelson explains:

When the value of recognition is central, it is highlighted in the vision and values statements of the organization, tied to all key business objectives, integrated into the organization's human resources plan, frequently discussed in management meetings, and included in most forms of communication within the organization (e.g., newsletters, e-mails, bulletin boards, written notes, formal certificates of appreciation, announcement, department and company meetings, casual conversations, etc.) In addition, recognition events and celebrations are held frequently, recognition programs are fresh with high participation, and recognition tools are readily available to all managers and employees (Nelson, 2004, p. 14).

The Chesterfield County Police Department was founded in 1924, with Chief A.T. Traylor officially named as the first Chief of the Department's now 83 year history (Lescault, 2006, p. 30). The first 'police precinct' in the County opened its doors on September 28, 1998. It is located in the area of the eastern portion of Midlothian Turnpike towards the city of Richmond at 20 N. Providence Road. The Midlothian precinct became the headquarters for the Uniform Operations Bureau North District (ibid, p. 65). On December 11, 2000 a second precinct opened and became the headquarters for the Uniform Operations Bureau South District. It is located at the busy intersection where Route 10 meets Jefferson Davis Highway (ibid, p. 68).

The mission statement for the Chesterfield County Police Department reads:

The mission of the Chesterfield County Police Department is to provide a professional and unbiased response to the needs of the community. It is the Department's goal to establish a partnership with the citizens in achieving a "First Choice Community through excellence in public service" (Chesterfield County Police Department: Strategic Plan – FY 2007-2011, 2007, p. 3).

The mission clearly places the focus of the organization on its customers as opposed to its

employees, which is perfectly acceptable. This mission is taught to each new hire on their first day of the Basic Academy during orientation.

In the private sector, Southwest Airlines provides a mission statement to its customers *and* its employees. According to their website, Southwest Airlines claims:

We are committed to provide our Employees a stable work environment with equal opportunity for learning and personal growth. Creativity and innovation are encouraged for improving the effectiveness of Southwest Airlines. Above all, Employees will be provided the same concern, respect, and caring attitude within the organization that they are expected to share externally with every Southwest Customer (The mission of Southwest Airlines, 1988, p. 1).

This mission statement to the employees vows that the employer will encourage innovation, show concern, and be respectful and caring. A mission statement to employees can truly denote an organization as an Employer of Choice; especially when the mission is concertedly carried to fruition. It seems to have worked for Southwest Airlines. In 2006, Southwest Airlines ranked 3<sup>rd</sup> amongst Fortune's Most Admired Companies to Work for List which surveys businesspeople and asks them to vote for which companies they admire most, from any industry (Fortune: America's Most Admired Companies in 2006 top 20, 2007).

The vision statement, like the mission statement is full of unbridled enthusiasm. It projects the organization's confidence, glorifies key assets, and demonstrates a progressive willingness to maintain ahead of the curve:

It is the vision of the Chesterfield County Police Department to continue to provide quality service to the community as a nationally recognized leader among law enforcement agencies, utilizing state-of-the-art of information and policing technologies, attracting and maintaining professional employees, consistently improving our quality of training, and demonstrating innovation and operational flexibility (Chesterfield County Police Department: Strategic Plan – FY 2007-2011, 2007, p. 3).

The vision statement conveys how the Department sees itself. They feel as though they can be seen as leaders, rather than followers, in terms of typifying what it is to be a successful law enforcement agency. To employees, it is their vision to attract and maintain professional employees. They vow to continuously improve training and demonstrate a willingness to adapt and improve.

The Chesterfield County Police Department also uses a set of core values to serve as their guiding principles in carrying out their sworn oath:

*Integrity:* We are committed to uphold our positions of trust by maintaining the highest ethical standards as set forth in the Law Enforcement Code of Ethics (see Appendix A).

*Community Safety:* We are committed to public safety through community partnerships, preparedness, crime prevention strategies, and steadfast enforcement of violations of the law.

*Service:* We are committed to prompt, professional, and courteous service, unbiased and effective in our response to community concerns.

*Quality:* We are committed to the highest standards of excellence through training, teamwork, leadership, innovation and accountability (ibid).

It is only in the core value of quality where there is mention of how the officers, the employees, are groomed. There is talk of training and teamwork, both very progressive and functionally necessary for organizational prosperity. However, the core values seem to lack some value in terms of valuing the employees. A comment that conveys how those who exemplify the “highest standards of excellence” are *recognized* might give off a perception that better demonstrates how the organization values its employees. Taking a glimpse into an application of the research, the writer has surmised that a new mantra for the core value of quality could read: *We are committed to the highest standards of excellence by advocating training, teamwork, leadership, innovation, and accountability; perpetuated and reinforced by never forgetting to acknowledge extraordinary feats, milestones, and accomplishments.* Herman (1991) advocates, “Value each person for

who and what he or she is. Recognize what each person can become. Appreciate the contribution each person makes to the organization” (p. 63).

The strategic plan outlines seven goals with corresponding objectives, whereby *one* objective within *one* of the goals focuses on recognizing employees for exceptional service. It is the second to last objective in the last goal, and it is not repeated like several of the other objectives, but it’s there nevertheless (see Appendix B). It is the plan of the department to reach 550 sworn officers by 2009. The goal for 2007 was to be at 500 sworn officers, which unfortunately was also the goal for 2005 as well. The Department currently employs approximately 450 sworn officers, with that number fluctuating from month to month as new hires are added and veterans either retire or seek employment opportunities elsewhere. In terms of reaching its staffing goals, the Department has had trouble growing the last three years, as employee separations have canceled out the influx of new officers being cycled through the Basic Academies (Chesterfield County Police Department: Strategic plan FY 2007-2011, 2007, 6-11).

The Chesterfield County Police Department has also conducted a SWOT Analysis which assesses the strengths, weaknesses, opportunities, and threats for an organization. Recognizing employees for exceptional service did not make the list in any of the four categories (see Appendix C). However, the Department, as a strength, claims to have dedicated and quality employees (Chesterfield County Police Department: Strategic plan FY 2007-2011, 2007, 23-24).

The Department’s structure is hierarchical. Bureaucracy, chain of command, and formalization are terms very near and dear to operations. The organizational chart helps

to demonstrate the Department's vertical structure, which is the norm for a paramilitary organization (see Appendix D). The leadership is top-down and supervision begins at the level of sergeant. A patrol officer's first-line supervisor is their sergeant. Since the sergeants are the ones tasked with managing patrol officers they will be a focal point in this project. On the operations side of the Department the hierarchy from top-to-bottom reads, Colonel, Lt. Colonel, Major, Captain, Lieutenant, Sergeant, Patrol, with the latter position reporting to the one formerly mentioned in the order. For the purposes of this research it will be the employer-employee relationship between the sergeant and patrol officer under the microscope. Bob Nelson (1994) illustrates the importance of the first-line supervisor finding that:

Several studies on employees have shown that the greatest influence on job satisfaction is the supervisor; any manager has all the ingredients for achieving a high degree of satisfaction – and correspondingly high level of performance – among his or her employees (p. 3).

The Chesterfield County Police Department conducts bi-annual, formal award ceremonies. At these ceremonies many accomplishments are recognized. Officers are both celebrated and honored for exceptional performance in several areas. Employees of the Year awards are given out annually to the Detective of the Year, the Rookie of the Year, and the Police Officer of the Year. The majority of awards given to police officers at the bi-annual ceremonies are in the form of Certificates of Achievement and Certificates of Commendation. At the fall of 2006 recognition and awards ceremony 10 officers of varying rank received Certificates of Commendation and forty received Certificates of Achievement (Chesterfield County Police Department: Awards and recognition, 2006, p. 1).

In addition to the possibility of being recognized at one of the formal awards ceremonies, other opportunities exist for employees to be recognized for their performance. The first line supervisors of the patrol officers, the sergeants, have the authority to write a positive Report of Performance (ROP) when an officer accomplishes the extraordinary. These reports are most often presented formally to officers in front of their peers at the beginning of a given shift. Copies of the reports are saved and placed into the officers' file. Lastly, at the level of patrol, there is the possibility of earning gift certificates to Outback Steakhouse. To their credit, supervisors give these out at their discretion and not at mandated times over a calendar year. Like the positive ROP's, the gift certificates are reserved for officers who engage in exceptional performances (see Appendix E). Appendix E outlines how the Department differentiates between monetary and nonmonetary rewards. For the purposes of this study, tangible rewards, such as plaques are going to be considered noncash or nonmonetary rewards, reserving the term monetary for only direct compensation in the form of cash or check.

From the departmental standpoint, the Chesterfield County Police Department should care about motivating officers. It is important for the administration as a collective whole to understand what motivates and demotivates patrol officers. Lee (2006) found that pay is rarely the origin of unhappy employees. He gives the following example:

What would happen if an employer with a morale problem gave all employees a fifteen percent increase in pay? Morale would likely improve for about a month. After the initial excitement, the root causes of the problems will resurface and there would be no net gain in morale (p. 208).

It has become well-documented, that as a motivator, money has strikes against it.

Deeprise, (1994) concurring with Lee, argues, “most major financial rewards come annually, and the effect wears off long before the year is out” (p. 11). It appears money is an unsatisfactory motivator. Manager’s often think that money is all that employees want and society has perpetuated that construct in the employees themselves. But, it isn’t the answer to producing higher levels of motivation and productivity. Deeprise continues:

People often do extra work for the pure enjoyment of performing the task, the satisfaction of solving a problem, or the excitement of confronting a challenge. But when they know they will get a bonus or incentive compensation for performing this work, they will perceive themselves as doing it for the money rather than for intrinsic, more sustaining motivation (ibid, p. 12).

More sustaining motivation can be achieved through positively reinforcing employees and recognizing them informally or formally, verbally or tangibly. Once a strategy is in place the administration can articulate to supervision the game plan for eliciting employee motivation. If the wrong factors are utilized to instigate motivation, a toxic culture could result amongst the rank-and-file. The whole idea of motivation is to breed a positive atmosphere where morale, job satisfaction, and productivity are all elevated.

### ***Delimitations***

This writer will be researching theories about, and arguments for, positive reinforcement and various forms of recognition. These findings will be expounded upon and correlated to employee motivation and productivity. Whereas several ideas will form and suggestions will be made that could be directly applied to a recognition and rewards program, it is *not* the aim of this research to provide a template for the ideal rewards system. Furthermore, this research will not be an analysis of the conjecture that certain

motivators may be generational and vary significantly across subgroups. Additionally, the disadvantages of the contrary, negative reinforcement and punishment will not be a focus. Rather, the writer aims to demonstrate that topical research shows positive reinforcement and forms of recognition to be a predictor of a more highly motivated and productive workforce.

Through reviewing the literature and presenting actual intradepartmental survey results, the writer will attempt to advocate a thesis that he thinks can be useful towards bettering the employer-employee relationship within the Chesterfield County Police Department. This current research aims to debunk money as a motivator. It seeks to emphasize the fruitfulness of verbal praise, a no-cost form of recognition, and low-cost, tangible rewards deemed to be “nonmonetary” as forms of positive reinforcement that can further an employee’s motivation and performance output. Furthermore, it is the hopes of this writer that the questions answered and solutions proposed can be applied to not only employer-employee relationships within the realm of public safety but to employer-employee relationships in the private sector as well.

## Literature Review

Upon reviewing the salient literature on how to recognize and reward employees utilizing means other than pay, three resounding contextual frameworks have come to govern the topic: (1) money is not a motivator, (2) no-cost employee motivation, such as positive reinforcement/praise motivates, and (3) low-cost rewards/awards motivate. When genuine and correctly timed, the two latter arguments can yield high levels of motivation and productivity that could never be achieved by simply doling out cash. However, before the aforementioned frameworks can justly be explored, it is incumbent upon this writer to provide a groundwork that covers the theories for which these frameworks have been so aptly built upon. Theories from B.F. Skinner's operant conditioning which paved the way for positive reinforcement to Herzberg's two-factor theory that saw recognition as a way to motivate employees must be touched upon. Wilson (1995) explains that by "understanding what *drives* human behavior, we can create the conditions necessary to encourage *desired* behaviors" (p. 35).

### *A touch of theory*

In the 1930s, psychologist, B.F. Skinner made a crucial discovery. Skinner found reinforcement in operant conditioning. Weiten (2000) explains how the term was derived from Skinner's belief that an organism "operates" on the environment instead of just reacting to a stimulus. The theory states that "operant conditioning is a form of learning in which voluntary responses come to be controlled by their consequences" (ibid, p. 170). This theory contends that organisms will tend to duplicate those responses that are met by favorable consequences. The former principle is molded in Skinner's concept of

reinforcement, which is believed to “occur when an event following a response increases an organism’s tendency to make that response” (ibid). If the event following an action is favorable, it is then held that the action will have a better chance of being repeated. Weiten profoundly states, “The principle of reinforcement may be simple, but it is immensely powerful” (ibid). As a tool, reinforcement can be utilized to achieve unbelievable results.

Spector (2006) helps to concisely conceptualize the reinforcement theory. At its most basic level, he sees the theory as the way rewards and reinforcement effect behavior. He believes that, “the major tenet of reinforcement theory is the law of effect” (ibid, p. 198). The law of effect simply states that the likelihood of a behavior increases when it is followed by reward or reinforcement. Tapp (1969) credits Edward Thorndike with coining the term in 1905 in *The Elements of Psychology*. It can then be concluded that in a workplace setting, if management wants to increase the frequency in which specific performance-related behaviors are displayed, they should reward the behaviors.

Spector (2006) concedes that reinforcement theory, in recent decades, has fallen out of favor in the minds of many industrial and organizational psychologists. He suggests that the theory is currently being met with skepticism because it “gives little insight into motivational processes” (ibid, p. 199). Whether psychologists are correct or not in their skepticism, it matters not. The theory of reinforcement never claims to be comprehensive. By marrying it up with certain motivational processes and theories it can become more inclusive. Regardless, Spector (ibid) advocates that “the principles of

reinforcement theory can be useful.” The practical value of the theory rests within how it is applied.

“Herzberg’s (1968) two-factor theory states that motivation comes from the nature of the job itself, not from external rewards or job conditions” (Spector, 2006, p. 197). This work motivation theory is predicated on two categories of human needs: “Those deriving from the animal nature of human beings, such as physiological needs, and those relating to the higher level, uniquely human ability for psychological growth” (ibid). Pay is a job factor symbolic of an animal need; it is referred to by Herzberg as a hygiene factor. Recognition, another job factor, is considered a growth need and referred to as a motivator factor. According to Herzberg, “The way to motivate employees and make them satisfied with their jobs is to provide appropriate levels of motivator factors. Hygiene factors, no matter how favorable, cannot lead to motivation or satisfaction with work” (ibid). Herzberg argues that the hygiene factor of pay cannot lead to motivation. Thus, by conjoining Skinner’s rationale on reinforcement with Herzberg’s observations that recognition is a growth need that breeds motivation, credence can be placed upon the motivational affect the two theories, that when put together, can have upon an employee’s levels of motivation at work.

Another influential theory, Victor Vroom’s expectancy theory, further develops the notion that rewards can lead to an expected behavior. The expected behavior is most commonly related to increased levels of motivation, and, in turn, productivity. Spector (2006) summarizes the essence of the expectancy theory, noting that it “attempts to explain how rewards lead to behavior by focusing on internal cognitive states that lead to

motivation” (p. 200). Whereas reinforcement theories surmise that reinforcement will lead to behavior, expectancy theorists promote *when* and *why* the behavior occurs.

Theorists have found that people will be motivated *when* they believe their actions will be followed by rewards or outcomes that they desire. Therefore, if in a given circumstance someone believes that rewards will not be a contingency of their behavior, they will not be motivated to perform that behavior. Vroom places four variables: force, valence, expectancy, and instrumentality, into an equation that can help predict levels of motivation (see Appendix F for definitions):

$$\text{Force} = \text{Expectancy} \times \sum (\text{Valences} \times \text{Instrumentalities})$$

Table 1-1 shows the relationship of expectancy, valence, and instrumentality to force (ibid, p. 201):

**Table 1-1**  
**The relation of expectancy, valence, and instrumentality to force**

<b>Expectancy Score</b>	<b>Valence Score</b>	<b>Instrumentality Score</b>	<b>Force Score</b>
High	High	High	High
High	High	Low	Low
High	Low	High	Low
High	Low	Low	Very Low
Low	High	High	Low
Low	High	Low	Very Low
Low	Low	High	Very Low
Low	Low	Low	Extremely Low

Spector (2006) breaks down the formula:

For each possible outcome, a valence and instrumentality are multiplied. Then each valence-instrumentality product is summed into a total, and the total is multiplied by expectancy to produce a force score. If the force score is high, the person will be motivated to achieve the outcomes of the job. If the force score is low, the person will not be motivated to achieve the outcomes (ibid, p. 200).

A hypothetical example may better illustrate how this relationship functions.

Suppose it's the last month of a twelve month period where a patrol officer working the midnight shift has been arresting a lot of suspects for DUI. This patrol officer is advised by supervision that if she can arrest a few more in this last month, then she will finish in the top five for the entire county and receive a gift certificate to the Outback Steakhouse. However, this officer has come to the conclusion that a typical DUI arrestee's tone and behavior really bother her. In this case there are two outcomes – receiving a gift certificate to the Outback Steakhouse and being overly annoyed. If she believes that she will receive the gift certificate, her expectancy will be high. Additionally, both instrumentalities will be high, assuming she believes that she will receive the gift certificate and that she will be annoyed. The final determinant of her motivation to earn the gift certificate will be the relative valences of the two outcomes. If the positive valence or desire for the reward is greater than the negative valence or desire to avoid being annoyed, then she will be motivated to arrest more subjects for DUI. Conversely, if the positive valence for the reward is less than the negative valence for boredom, then she will be motivated to avoid arresting those who are DUI (ibid).

***Money motivates: A motivational fallacy***

What motivates employees? Over the years, conventional wisdom has led many to believe that employees only want money; in exchange for payment, the employer will receive a motivated and productive employee. Unfortunately, as previously stated in the introduction, the influence of money upon an employee's level of motivation and productivity is short-lived, at best. Manas & Graham (2003) tell us, "On a list of the top

eight reasons why people leave their jobs, pay ranks at number eight. People seek the opportunity to contribute, and they want to feel their contribution is appreciated” (p. 4).

In his article, *Money Talks When it Comes to Recognition*, Fred Patton actually devalues his very own premise by having to concede certain truths. While trying to advance the idea that money, as a form of recognition, can motivate, he admits that “monetary compensation is ranked low on the list of things that motivate people” (Patton, 1999, p. 101). But, he then tries to discredit that admission by stating that the former notion is predicated solely upon anecdotal information and faulty surveys. To further hamper his premise, bolstering the argument for thoughts contrary to his, he divulges the results of a 1998 Aon Consulting America@Work survey that found a paycheck to be ranked 11<sup>th</sup> by employees who were asked to rank it among other motivating factors that may serve as a basis for staying with a company (ibid, p. 102).

In his article, *Forget Money, Load on Praise!*, Bob Nelson (2002) asks, “Why are salaries not enough to encourage employees to do their jobs?” (p. 12). He has found that employees will do their jobs to earn their respective wages, but that money will do little to entice them to go above and beyond the bare minimum that may be required of them. Eliciting extra effort is more a function of treatment than payment. Nelson, drawing upon the work of management theorist Frederick Herzberg, argues:

A fair salary is considered a ‘hygiene’ factor – something people need as an incentive to do the job. Hygiene factors include adequate workspace, light and heat and the necessary tools, such as a computer or telephone. Without any of these items, employees will be demotivated and unable to do their jobs. Having all of these items, however, will enable employees to do their jobs but will do nothing to motivate them to do the best job possible.

Getting people to do their best work is more a function of what Herzberg calls ‘motivators.’ These include praise and recognition, challenging work, and growth and development opportunities (ibid).

In a follow-up article to the one formerly referenced, Bob Nelson (2002) maintains that, as his title so aptly states, *Salary Alone is Not a Motivator*. In this article he aims to offer an employer an explanation to the following, “If money isn’t a top motivator, then why is it all I seem to hear about from my employees?” (ibid, p. 14). The explanations forthcoming are so crucial for extinguishing excuses about pay and replacing with them the concept of reinforcement and recognition. It seems as though the absence of praise causes employees to reach for solutions, thereby socially constructing that pay issues must be the answer to their disgruntlement. Nelson has come up with three explanations:

1. In some working environments people are doing jobs they don’t enjoy for managers who never show their appreciation. These employees conclude that if this is what it’s like to work here, at least they ought to be paid well. Money thus becomes a psychological exchange for enduring a miserable job.
2. In other companies. I’ve found that managers only use money to thank people – for example, bonuses for completing projects, on-the-spot cash for desired behavior or an extra percentage in the employees annual salary increase. Unintentionally, these managers implicitly send the message to employees that unless you get cash, your contribution to the company isn’t important. Essentially, they train employees to expect cash as the only true form of thanks. It’s true some people directly correlate the amount of money they earn with their perceived worth in the organization. You need to be careful, however, that you don’t just respond to those individuals who constantly ask for money, since you need to reinforce results, not requests. Also realize that you will never get the best effort from employees just by paying them more. For employees who just want more money, they’ll never be satisfied with what they are paid. Their expectations always will rise with each salary increase.
3. Realizing that money is a basic need, managers might wonder if employees must be paid well before the nonmonetary factors become motivating. This question came up during a conference keynote I was giving and I was delighted to have another member of the audience interject his experience. He found that by using positive reinforcement he was able to increase the level of performance of his employees (ibid).

Once again, conventional wisdom as held that paying employees for a job well done is a strong motivator. But, as Ettore (1999) found, pay can be a demotivator if it is not aligned with the strategic destination of an organization. She argues that, “Pay then serves to reinforce the wrong behavior” (ibid, p. 8). An organization that breaks their

strategic alignment can disenfranchise itself from maintaining a potential Employer of Choice status. Merit pay systems commonly fail because employees witness how they are haphazardly applied. As an example, if patrol officer A takes 300 calls for service and writes 300 tickets in a given year and patrol officer B takes 180 calls for service and writes 30 tickets that same year, yet they both received a 3% merit increase, officer A is going to have qualms about the pay equity. The following year, officer A realizes she can perform at a level of minimal compliance and still receive the same increase as if she were performing at her typical exceptional level (ibid).

Ettorre (1999) found that, “Merit pay systems often fail because employees perceive that their companies apply them either carelessly or across-the-board” (ibid). Without rhyme or reason in its application, it becomes crystal clear how pay can become demotivator. She adds, “If everyone gets money for ‘doing a good job,’ workers who excel at what they do are justifiably skeptical of merit raises for colleagues who perform at average or unsatisfactory levels” (ibid).

Bob Nelson & Dean Spitzer (2003) say it’s a myth to believe that money motivates. In their article, *The Money Motivation Myth*, they differentiate between compensation and recognition. They contend that:

The money paid to employees is compensation. Compensation is a function of your company’s compensation philosophy and pay policies, its market, and geographic considerations. Recognition is what you offer employees above and beyond compensation to get the best effort from them (ibid, p. 18).

It stands to reason then that if an employer fails to go above and beyond and recognize an employee, employees will fail to go above and beyond and produce for their organization.

Marley (1988) further describes some of the potential drawbacks of using cash as an incentive apparatus. He argues that, “Probably its most serious drawback is that it has no trophy value. It is not something that is easy to display to your fellow employees, you family and your neighbors as evidence of your value to your company” (ibid, p. 87).

Trophy value is of grave importance to tangible forms of recognition. It allows the receiver to relive the success and serves as a reminder of their value to the organization.

Marley notes three other key disadvantages to offering cash rewards:

1. Employee may feel guilty if it is not used to pay bills or spent for household necessities.
2. May more quickly be viewed by employee as part of normal compensation rather than as an incentive for extra effort.
3. Has no lasting value. The residual vision of the reward will be the item purchased (or the bill paid), which may be difficult to associate with the incentive program (ibid, p. 89).

Nalbantian (1987) found that even though performance-based pay as a means to motivate has widespread support, there is considerable evidence that pay systems fail. He writes that, “In most organizations pay systems fail to create a perceived relationship between pay and performance” (ibid, p. 69). Nalbantian references a 1983 study by the Public Agenda Foundation which found that only 22 percent of American workers believe there is a direct correlation between how productive they are and how much they get paid. Therefore, it can be concluded that “most pay-for-performance fail to produce the positive effects expected of them” (ibid, p. 70).

An organization that uses money to motivate can end up placing undue constraints on its fiscal well-being. Schuster & Zingheim (1992) believe that:

From the organization’s viewpoint, base pay increases lack flexibility. Once given for performance in one year, the increase becomes part of base pay and an annuity for the remainder of the employee’s tenure. In some cases, the employee may be barely meeting expectations but is paid at a base pay level well above the competitive market rate for the job because of past

performance. The organization is overpaying for the performance currently being received” (ibid, p. 132).

The argument here is not against bonuses or merit increases. Hedger (2006) quotes Peter Hart, Chief Executive of Rideau Recognition Solutions, in her article *From Appreciation to Motivation*. She recalls, “‘There’s only so much money you can pay before you price yourself out of the market,’ says Hart. ‘If your company creates a culture of recognition – one where people are being recognized and appreciated regularly – employees will want to work there’” (ibid, p. 38). The expectation that pay increases are indicative to achieving sustained levels of high performances from employees is misleading, and likely, a fallacy.

***No-cost employee recognition: An emphasis on positive reinforcement and praise***

Flora (2004) analyzes the natural phenomenon that is reinforcement. He finds that the affects of reinforcement are surefire, arguing, “Reinforcement is a natural phenomenon just as natural selection or gravity are natural phenomena. Claiming that ‘reinforcement doesn’t work’ is as logical as claiming that ‘natural selection doesn’t work’ or that ‘gravity doesn’t work’” (ibid, p. 15). Likening reinforcement with such certainties as gravity gives veracity to its existence. Once it is accepted that reinforcement “works,” ensure that it is positive and the possibilities are endless.

Author Bob Nelson, in his article entitled *No-Cost Employee Recognition*, helps stress the value of many under-utilized means of employee recognition that can be implemented without having to expend any monetary considerations. Nelson (2002) has learned that, “Believe or not, some of the most effective forms of recognition cost

nothing. A sincere word of thanks from the right person at the right time can mean more to an employee than a raise, a formal award or a wall of certificates or plaques” (p. 14). As previously reviewed, the research shows that money does not motivate employees. On the other hand, positive reinforcement *has* shown to have a motivating influence upon employees at the workplace.

Kam (1998) argues that positive reinforcement *does* affect an employee’s performance. He asserts that, “An organization that utilizes principles of reinforcement effectively will have increased desirable behavior and thus improved performance” (ibid, p. 21). He contends that positive reinforcement is the manager’s most powerful reinforcer. Supervisors can create an atmosphere that is conducive to inducing increased productivity amongst their employees by controlling specific organizational conditions. He explains that, “You can create conditions for positive reinforcement. When you change these conditions, you change what is possible. Managers need to identify behaviors that produce desirable outcomes, and implement consequences that will positively reinforce them” (ibid, p. 22).

According to Allan Kam, for positive reinforcement to be effective it must avoid four debilitating factors. Kam cites the views of behavioral psychologist and president of Precision Learning Systems, Inc., Aubrey Daniels, who identifies four common errors in positive reinforcement: the failures to make it immediate, frequent, personal, and earned” (ibid). The drawbacks of positive reinforcement stem from committing one of the former errors. The errors can easily be avoided by training supervisors on *how* to avoid them.

Immediacy, or the timeliness for which positive reinforcement is allocated, is crucial to achieving its desired outcome. As Kam illustrates in detailing the common errors that hinder reinforcement efforts, delaying reinforcement can be problematic to its purpose:

Since the consequence that cause people to improve performance occur every day. The manager should try to create a quick consequence, when it does not occur naturally. A reinforcer presented immediately for a specific behavior has more effect on the behavior than a delayed reward. The manager should not make the mistake of assuming that some people do not need reinforcement. Everyone needs some reinforcement, though some need more than others” (ibid).

The assumption that people do not need reinforcement is absolutely erroneous. Positive reinforcement should be an inbuilt occupational occurrence.

The second error that must be avoided is irregularity. All too often, employers recognize employees in bunches, employing significant amounts of praise over a short period of time and neglecting to recognize over longer periods. Recognition has epidemic-like tendencies it seems. It can be beneficially contagious. When one supervisor sees the affect recognition can have on an employee, another begins to utilize it as well. It then becomes the en vogue thing to do. However, like an epidemic it spreads and also scatters away. When it becomes employed as solely a fad, it is hazardous to its function. Recognizing employees needs to be done genuinely and only for deserved displays of performance. With this error, infrequent uses of reinforcement have shown not to generate any significant impact on performance. But, as Kam explains, “Frequent positive reinforcement is correlated with increased performance” (ibid).

Thirdly, the exponentially rising impersonal ways of the world thwart reinforcement efforts. Supervisors should have a personable connection with their employees. Personable does imply being personal, but it does not require getting into an employees *personal life*. By arguing that positive reinforcement be personal, Kam is stressing that managers should individualize reinforcers (ibid). Through getting to know their employees, managers can better grasp a hold of what may drive a given employee. They can learn that simply thanking one employee in person can lead to a spike in performance, whereas another may feed off formal praise at a meeting.

A final error that obstructs positive reinforcement is when it is given out without truly being earned. This likely stems from issues of irregularity and supervisors employing means of recognition haphazardly because it may be the current trend at a given time. When you give an employee something for nothing, you get what you are reinforcing, nothing! As Kam invokes, "Do not give somebody something for nothing. After all, it is a desired behavior which is being reinforced" (ibid). Bob Nelson (2004) encapsulates Kams' advice, summarizing:

Recognition is used positively and consistently to reinforce high performance, rather than sporadically by management as an attempt to manipulate employees to achieve short-term performance targets. Recognition is provided for improvement, as well as achieving desired results and absolute standards of performance (p. 14).

To better understand the issues of timing and appropriateness with regards to reinforcement requires supervisors to pull a role reversal and consider dual perspectives.

The advancement of positive reinforcement has been mired by supervisors placing a vocal emphasis on the negative, minimizing the positive in their interactions with their subordinates. When supervisors advise an employee at a staff meeting that they need to

see him/her in private after the meeting, the other employees automatically visualize the impending meeting to consist of a negative ribbing rather than a positive praising.

Knippen & Green (1997) explain that it is become so commonplace for employees to associate a looming conversation with a supervisor to be connected to a verbal scolding of sorts. They explain, “A pattern of negative reinforcement for doing something wrong and no positive reinforcement when a person does something right, for many people, has become a ‘way of life’” (ibid, p. 163). As the 21<sup>st</sup> century grows older, the aforementioned “way of life” needs to be significantly altered. The authors quip, “How do I know when I screw up on something? I hear about it. How do I know I’m doing a good job? The boss doesn’t say a word?” (ibid, p. 164).

Research has also shown that should organizations fail to facilitate a progressive management team that incorporates positive reinforcement into the managerial motivating-arsenal, employees may have to take it upon themselves and ask for positive reinforcement. To better inform the uninformed supervisors, Knippen & Green (1997) recommend employees:

Indicate what you want. Give examples of when the boss gave you PR. Cite specifically what you did that deserved PR and what the boss gave you. Indicate how it affected you positively and how it made you feel, i.e. good, happy, satisfied, confident, worthwhile, or glad you work here. Cite specific behavioral changes that have resulted from PR from your boss, changes your boss would view favorably, such as being motivated to work longer-harder-better (p. 168).

By employees expressing their feelings it will take the guessing game out of the equation. As a result, supervisors can then individualize rewards and steer clear of that formerly mentioned third error that stems from impersonal employer-employee relationships.

Herman (1991) further investigates the disconnect between what employees want and what employers think employees want. He conducted a research study where respondents were asked to rank a list of motivational factors in their order of importance to them. The workers prioritized a list from their own perspective. The supervisors were asked to then prioritize the motivational factors in the order they perceived the workers would rank them. Table 1-2 illustrates the results of the survey. Herman boldly concludes, “Clearly, the supervisors responding to the survey do not have a realistic understanding of what really motivates their people! (ibid, p. 43).

**Table 1-2**  
**Ranking motivational factors from dual perspectives**

<u>Motivational Factor</u>	<u>Workers' Response</u>	<u>Supervisors' Response</u>
Good working conditions	9	4
Feeling “in” on things	2	10
Tactful disciplining	10	7
Full appreciation for work done	1	8
Management loyalty to workers	8	6
Good wages	5	1
Promotion and growth	7	3
Help on personal problems	3	9
Job security	4	2
Interesting work	6	5

The survey disclosed that workers view full appreciation for work done to be their number one motivating factor. Ideally, in an organization where the employer-employee relationship is tight-knit, management would also understand how their employees value being appreciated. However, as the study found, the workers prioritized appreciation as their highest motivator and supervisors thought workers only found it to be the eighth best motivator out of ten choices; they assumed pay to be the most important. Sadly

enough, the factors supervisors believed would be the weakest motivators for their workers were actually their three strongest ones.

While the motivational factor of full appreciation for work done could have multiple meanings to different workers, it is likely that the meanings can be generalized into a specific core. Herman explains the workers' strongest motivator, full appreciation for work done, summarizing:

Employees want to receive feedback on how they are doing. This means that supervisors – in fact, all managers – need to provide recognition of achievement or even just progress toward agreed-upon goals. Without feedback and recognition, workers will have only a marginal commitment to the job. Alienation from supervisors and the organization increases. When commitment and recognition level is low, workers will seek recognition elsewhere – perhaps from outside the organization (ibid, p. 44).

By directly evaluating results with employee's supervisors open communications, which can, in turn, result in motivation.

Praised employees, make happy employees. Happy employees are then thought to be more productive as they truly enjoy going to work. "Bring out the positive aspects of your team's environment. Celebrate the victories. Celebrate birthdays" (ibid, p. 86). There are several ways in which an organization can create an atmosphere that breeds high morale. "Express congratulations, and perhaps say a few appropriate words of praise" (ibid, p. 87). Celebrating birthdays and anniversaries of employment can facilitate a more personable employer-employee relationship. "These things will carry over to support positive attitudes that will reinforce work being fun...an enjoyable experience rather than an oppressive drudgery" (ibid, p. 86). Taking a few seconds to say some small words can have a big impact.

Why is it so hard to say two little words? “Thank you.” Deeproose (1994) maintains that employers should say “thank you” frequently. She seeks to answer the oft-asked managerial question, “Why should I say ‘thank you’ to workers for just doing their jobs?” (ibid, p. 58). We live in a society where absolute strangers are extended a “thanks” for holding a door that they had to open anyways, yet supervisors go months without affording the same endearing, courtesy to their subordinates with regards to their performance. Their reluctance may stem from a number of different factors to include:

1. Saying “thank you” is not in the family tradition – the company “family,” that is. We learn social manners at the knees of our parents; we learn business manners across the desk from our earliest managers. So when we reach that exalted position ourselves, we behave as our role models did.
2. Employees don’t work for their managers personally, goes on line of reasoning, they work for the company, so it’s the company’s job to say “thank you.” The company does this with a paycheck, and that’s enough. This one’s a twist on the old “it’s not my job” syndrome.
3. There’s an argument that goes, “If I show appreciation, they’ll only demand more money.” But why would this happen unless the organization is trying to convince workers that they are inadequate as an excuse for underpaying them? In fact, employees who feel very appreciated often work contentedly for less money.
4. Some managers are afraid they’ll appear patronizing. And, in fact, some workers protest that they don’t want to be thanked every time they do something right. They too say that they are just doing their job. Yet they applaud their favorite athletes every time they score, and aren’t they just doing their job? (ibid, pp. 58-9).

As for the fourth factor, the few employees that protest being thanked are doing so in the vein that they likely feel as though they’ve only just been noticed. “Don’t thank me for just doing my job” really means “Don’t you know I do this all the time?” (ibid). The third factor once again portrays the glaring disconnect between *what* employees want and what supervisors *think* that employees want. Bridging this socially constructed gap requires a structural overhaul.

Deeproose (1994) explains that in an organization where all four of the formerly mentioned factors are realities, it may take a cultural revolution to introduce “thank you”

(ibid, p. 59). Yet, such a revolution carries with it generous benefits, thereby making the revolution a worthy cause.

One benefit aligns a “thank you” with an employee’s performance. “A thank-you validates the importance of the work people do. Since we were brought up to show our appreciation by saying ‘thank you,’ the logical line of thinking is: ‘no thanks...not appreciated...not worth doing’” (ibid).

Another benefit emphasizes how convenient saying “thanks” can be as a form of positive reinforcement. “Thank-you is always ready for use. With it you can give timely recognition, immediately reinforcing behaviors you want the employee to repeat” (ibid, pp. 59-60).

A third benefit allows supervisors to use it as a means to recognize the underperformer who is making efforts to become better. Supervisors can’t give ROP’s to an underperformer as it will devalue the prestige of the recognition. However, “Thank-you is one reward you can afford to give for partial success. You can motivate people to do a task by rewarding incremental improvements as the person performs in a way that approximates the desired behavior” (ibid, p. 60).

Again, because most forms of recognition are reserved for performances that go above and beyond expectations, it is beneficial to know that you can use a “thank-you” to show appreciation for the completion of daily tasks as a fourth benefit. To this end, more people are more consistently being reinforced. “Just as you can use a thank-you to recognize incremental improvement in performance that would never rate a major reward, you can also use it to show your appreciation of routine work” (ibid).

A final crucial benefit of utilizing “thank you” as a form of positive reinforcement is that it spreads. “Generous use of thanks is contagious. As people begin to realize that it feels good to be on both the giving and the receiving end of it, more people will use it more often...” (ibid).

In his article entitled, *Motivating the Workforce with a Positive Culture: Recognition that Works*, McCraey (2005) properly wraps up the influence that positive reinforcement has upon increasing an employee’s performance. With regards to positive reinforcement, he subscribes to the old adage, “You catch more bees with honey than vinegar” (ibid, p. 54). It is important to keep in mind that people are a company’s greatest asset. McCraey has found the following to be true:

Spend more time praising the positive performances of your employees, and you’ll suddenly have to spend less time correcting the poor performers. Constructive reinforcement has better results than punishment, and that’s especially true in the workforce. Praising positive actions yields more positive results and makes it easier to lead workers to improved performance” (ibid).

***Low-cost employee recognition: Utilizing tangible “noncash” rewards***

Manas & Graham (2003) argue that it is noncash rewards that matter most in today’s workforce, comprising itself as the key component towards bettering the employer-employee relationship. Service awards are a great way to motivate the more senior employees by recognizing and celebrating years of service. While an extra stripe on a uniform, denoting increments of service, can surely help an employee stand out from the less-seasoned, a more creative means may be long overdue. McAdams (1996) found that organizations would be better served by making service awards more personal to an employee’s taste. Traditional means of honoring service have become outdated and were likely never truly coveted in the first place. McAdams argues the following:

Traditionally, the organization decided on a specific award for each milestone (a pen and pencil set, then a glass paper weight, then a desk clock, and so on, all with the company logo). I appreciate the thought, but I've never found the large, expensive cut-glass bowl, emblazoned with the logo of my company and "15 years more," something I wanted to display on my dining room table" (ibid, pp. 135-6).

Inevitably, humans assign a trophy value upon tangible rewards. Thus, it is important that the rewards given carry value and meaning. "Trophy value is the primary reason that noncash awards of significant value (generally over \$400) are used" (ibid, 252). It is granted that in most budgets, spending such a high dollar amount on an award, for a single person, would not be feasible. The significance lies within the significance of the reward, not the dollar amount. Organizations can accordingly adjust what it is considered a high dollar amount to their budgets. McAdams notes the following:

Every time an employee looks at the lounge chair or uses a set of golf clubs earned for improving performance, he or she is reminded that it was earned for a particular accomplishment. This continual reinforcement has a quality that a cash bonus does not have" (ibid).

It is trophy value that allows one to explain how noncash rewards become far more memorable than a bonus or cash reward.

McAdams (1996) was privy to a conversation that, in a moment's time, typified the importance of how supplanting trivial cash bonuses with meaningful noncash rewards can have an effect on an employee's life forever. He recalls the following:

I was making a speech in Boston a few years ago, and I asked someone in the audience to let me know if they had ever received a noncash award of significant value. A number of hands went up, and I chose one man who said, "In 1969 – about 20 years ago – I earned an award I still have. A clock radio."

"What was its cost?" I asked.

"About \$30." A little surprised that he remember a \$30 item earned twenty years earlier, I asked, "How did you earn it?"

"I was on a team of engineers at RCA and we came up with an idea to change a screw size in a machine. We saved the company enough money to earn each of us a choice of merchandise from a catalogue they gave us. I picked a radio. I still have it, although it doesn't work now."

"Do you get a cash bonus in your job now?"

"Well, I left RCA a long time ago, but I've gotten a bonus for several years now."

“How many years ago? Can you remember how much it was?”

“Five, no, four, I guess.”

“What did you do with it?”

“Can’t remember. Probably paid some bills, went for a special dinner with the family – something like that.”

I’m not suggesting that a \$30 radio is as important as the man’s bonus, but look at what RCA got for \$30. He remembered the award, the company, and what he did to earn it – more than twenty years ago. That’s trophy value. It would have taken a good deal more than \$30 to make a cash award memorable. Plus, you can talk about a noncash award to others, even brag a little. It is socially acceptable to show off your new camcorder to your neighbor and say, “I earned this for working with a team on improving our process.” It is tacky to go from door to door showing your W-2 form” (ibid, p. 253).

Huff (2006) concedes, “No employee, of course, is going to pass up a paycheck padded with a healthy bonus. But studies, as well as managerial experience, indicate that a personalized non-cash award may reverberate longer in an employee’s mind” (ibid, p. 26). The customary way of using cash awards makes them the more comfortable choice for employers. However, through educating them on the positive effects that noncash awards can have, employers may soon realize the benefits. In answering which of the two is better, McAdams contends that, “Cash awards are more traditional and therefore more readily accepted. There is certainly less hassle. But if your objective is to create excitement, involvement, and action by employees, noncash awards may be more appropriate” (ibid, p. 254). An organization that cares about their employees will feel that they are worth the hassle and implement noncash forms of recognition.

Matejka (1982) found that for an impending reward to be successful in increasing performance it must pass through several critical aspects on a rewards checklist before it is implemented. Once these factors are examined, they can become understood by supervisors and applied in future rewarding instances to ensure intended outcomes result.

He suggests that, “If you ignore value, confidence, ability, perceptions, or fairness you are taking serious chances that will endanger your attempts to increase productivity” (ibid, pp. 47-8).

One factor that must be addressed aims at determining an awards perceived value to the employee receiving the award. “The employee must value the reward for it to cause improved performance. The more important the reward is, the greater the likelihood that performance will be higher” (ibid, p. 47). This can be achieved by strengthening personal bonds within the employer-employee relationship.

Employees who have seen certain levels of performance get rewarded in the past want to have some semblance that should they increase their levels of performance and meet or exceed past levels which have garnered recognition, that they too, can achieve a reward. “The employee must have *confidence* that increased effort on his part will culminate in the reward” (ibid). This confidence, a second factor for increasing the likelihood of increased performance, can be established by applying consistency and fairness across the board.

A third point holds that supervisors need to have realistic expectations of their employees. It is understood that rewards should be reserved for exceptional performance. Management must understand that exceptional doesn't mean unattainable. “The employee must have the “ability” to do what is being asked. Sometimes managers ask workers for performance that they cannot physically or mentally achieve” (ibid).

Three final points that Matejka lists represent aspects of perception and fairness that are crucial to consider before giving rewards. He argues for consideration of the following:

1. The employee must clearly understand and perceive that what you are requesting is part of his job.
2. The employee must see the reward offered as a “fair” amount for the performance required to get it.
3. The employee must see the reward and the level of performance as “fair” compared to other employees’ efforts and rewards (ibid).

Taking all points into consideration can help an employer become educated, and minimize the factors that hinder attempts to increase productivity via low-cost recognition.

In her article, *The State of Rewards & Recognition*, Huff (2006) examines how nonmonetary rewards have come to influence performance:

Like many of today’s companies, Jenny Craig, based in Carlsbad, California, believes that while money certainly does talk, other rewards can articulate the message better when it comes to boasting employee productivity and retention an increasingly competitive marketplace. Non-cash programs are viewed as more effective in achieving eight out of 10 corporate goals” (ibid, p. 25).

As has been formerly mentioned, rewards must be appropriately linked up with an employee’s personal taste. Huff reminds supervisors that, “...rewards must be appropriately targeted in order to mean anything” (ibid, p. 26). It is a huge disservice to an employee when desired forms of recognition fail to marry with what they actually receive. “According to a Maritz Research poll of 1,002 employees conducted in October 2005, only 27 percent of those who want to be recognized with gift cards, merchandise or trips actually receive that form of award. Only 40 percent craving written praise receive it” (ibid).

In his article entitled, *Simple Rewards Are Powerful Motivators*, Gregory Smith (2001) provides the final statistical correlation for the influence of rewards upon motivation. He found that at 33%, lack of appreciation is what causes the greatest dissatisfaction amongst employees at work; poor pay came back at 22% (ibid, p. 10). It is not just important for supervisors to utilize rewards, but do so genuinely and wholeheartedly, and only when warranted. “To be successful, a motivator needs to energize the employees to get involved in improving productivity” (ibid).

Wiley (1997) concludes, “Motivation is the number one problem facing business today” (p. 272). Early 20<sup>th</sup> century theories have provided the groundwork for which contemporary beliefs are built upon. “According to the content theories, managers must consider employees’ needs to provide the appropriate motivation strategies” (ibid, 274). The ability to inspire and motivate subordinates is a crucial aspect of a manager’s job that must be afforded more consideration. The review of current literature has intensely demonstrated the importance of incorporating reinforcement and recognition measures to incite motivation and productivity. Chapters III & IV of this work will entail actual research conducted by this writer that aims to support the topical research.

## Methodology

### *Surveying the Chesterfield County Police Department*

The Chesterfield County Police Department responded in mass to an anonymous survey during the final months of 2006 that this writer created with aspirations of discovering both employee (patrol officer) and supervisory (sergeant) opinions on matters involving recognition and motivation. Eliciting such responses is crucial to providing a constructive analysis of personal views that have come to govern given aspects of the employer-employee relationship.

### *Research questions*

(1) Do patrol officers in Chesterfield County perceive that they are receiving positive reinforcement and other nonmonetary forms of recognition? (2) Does the lack of such reinforcement have an impact on the perceptions of their motivational levels?

### *Hypotheses*

H<sub>1</sub>: The patrol officers will not perceive that they are receiving positive reinforcement and other nonmonetary forms of recognition.

H<sub>2</sub>: The lack of such reinforcement will negatively impact their motivational inclinations.

Church & Waclawski (2001) argue, "In the organizational context, surveys play an important role in helping leaders and managers obtain a better understanding of the thoughts, feelings, and behaviors of their own employees..." (p. 2). The use of surveys attracts vast appeal and carries an implicit sense of legitimacy. It has been universally accepted that the guarantee of anonymity breeds more authentic responses. The authors argue that, "They are viewed by many people as being democratic, fair, and typically

confidential means of assessing a wide range of opinions” (ibid, p. 3). To ensure confidentiality, all of the potential respondents received an informed consent pledge with their copy of the survey (see Appendix G). The informed consent page explains that a respondent’s participation in the project is voluntary. To guarantee confidentiality, participants were not asked to sign their surveys.

This researcher disseminated 270 copies of the survey (see Appendix H). As mentioned in the introduction chapter, the Department has two precincts for their patrol officers. At these precincts, officers and sergeants have mail boxes where they receive both inter- and intradepartmental mail. For the sampling technique, this researcher hand-placed a copy of the informed consent form, succeeded by the survey, in all of the boxes at the two precincts that belong to the sample, patrol officers and their sergeants. An envelope addressed back to this investigator was also included. Mail is delivered via an objective intermediary multiple times a day. The respondent’s could have also hand-placed the envelopes back in this investigator’s box at their discretion at a time they were sure anonymity would be afforded to them.

Church & Waclawski (2001) explain the intricacies of response rates. The response rate is calculated by taking the number of returned and completed surveys and dividing it against the total number of surveys distributed. Of the 270 total surveys distributed, 111 were returned and completed for a response rate of 41 percent. “A response rate can range, theoretically from 0 to 100 percent, but in practice a response rate of somewhere between 30 and 85 percent can be expected” (ibid, p. 143).

### ***Independent & dependent variables***

On the survey questionnaire, five demographical questions were followed by 23 more probing questions. In terms of demographics, respondents were asked to provide their gender, length of service, highest level of education, supervisory status, and age. The demographical questions represent the independent variables. The research questions and hypotheses have generated two primary dependent variables: (1) the perception of whether patrol officers are receiving reinforcement and recognition and (2) their perceptions of the motivational impact of the presence or lack of such reinforcement. Upon analyzing the results against the thesis argument and the corresponding review of the salient literature, only the independent variable that divides the supervisors and the patrol officers provided significant data when analyzed against the probing questions. When synthesized against a majority of the probing questions, the aforementioned independent variable of supervisory status provides significant findings that aim to support the thesis. While the statistics were not glaring for length of service, when contrasted with particular probing questions, this demographic also helped buttress the thesis question.

### ***Survey format and interpretation***

The entire survey is comprised of closed-ended questions. Church & Waclawski (2001) explain that, "close-ended items, the most popular of formats, by design present a question and a limited number of options from which respondents must make one or more choices" (p. 67). The majority of the questions in the survey required simple *yes* or *no*, *positive* or *negative*, and *agree* or *disagree* responses. Yet, some of the questions

used a frequency scale to denote how often something occurs, e.g., *always*, *occasionally*, or *never*.

The use of a close-ended survey format has its advantages and disadvantages.

Church & Waclawski (2001) explain:

A number of benefits of close-ended questions make them particularly useful for survey practitioners:

1. They are fast and easy for the respondent to answer.
2. They provide data that are easy to understand and interpret.
3. They ensure uniform responses across respondents in different functions, areas, and even organizations, thus making comparisons simple and efficient.
4. They provide the respondent with helpful memory cues to facilitate some sort of response.
5. They can remind respondents of ideas or potential options that were unknown or forgotten.

Of course, the close-ended format has its disadvantages as well. For example:

1. The questions chosen to be included in the survey instrument may not be representative of people's attitudes and opinions regarding a certain content area.
2. These types of items compel respondents to express attitudes, even if they truly do not have them.
3. The response options provided may not reflect the full range of needs or opinions.

Despite these problems, however, close-minded items are extremely popular in organizational assessment survey efforts (p. 69).

According to the independent variable that splits patrol officers and sergeants, 97 patrol officers and 14 sergeants responded to the survey. They responded to a majority of the questions. In the rare instances where all of the questions were not answered, the total number of respondent's was adjusted accordingly to accurately report only data in existence. When only 95 out of the 97 patrol officers answered a given question, an answer was not presumed for the missing two. However, the total number of respondent's for that question would be 95 instead of 97.

To appropriately analyze and interpret the results it is important to articulate the perspective in which the respondents were asked to assume when answering the survey. For example, survey question #2 asks, "Does your immediate supervisor talk to you about your productivity?" To appropriately answer this question, patrol officers were

expected to answer the question visualizing their sergeants as their immediate supervisors. The sergeants, when answering this question, were expected to consider *their* immediate supervisors, their lieutenants. In hindsight, these questions may have yielded even more intriguing results had the sergeants been told to answer the questions as they perceived the patrol officers would answer them. However, by allowing the sergeants to answer from their own perspectives, they were able to better recognize and assess how they are being treated and how that treatment is or is not being passed along to their subordinates, the patrol officers. The next chapter will attempt to report the significant findings as a result of the survey.

## Actual Research Findings

### *Crunching the numbers: Key findings within the survey results*

To properly explore the research inquiries, it is important to carefully analyze the results to minimize statistical errors. Additionally, a fair interpretation can alleviate the propensity to spin the written word just to prove a point. Veracity and careful representation of the findings will delimit the possibilities for misrepresentation through interpretation. In this instance, the data gathered from the survey is anecdotal. The findings are subjective accounts that when combined together can help illustrate a collective view. That being said, the statistical percentages reported tend to support the hypotheses. However, these percentages are merely descriptive in nature and by no means an inferential validation of the thesis questions. By nature, the survey potentially contains threats to validity, both internal and external.

There are threats to the internal validity of the survey with regards to the processes of selection and instrumentation. As for selection, responses were only obtained from subjects who voluntarily chose to fill out the survey. It is conceded then that the results may have been different had everyone been required to complete the survey. With respect to instrumentation, had the survey been conducted via a different medium, such as online or in a face-to-face interview, the results may have differed from those acquired in this instance by way of paper and pencil. However, looking beyond such threats, the subjective accounts that were gathered can be accepted, not to *prove*, but, to *support* the argument.

Looking externally, threats to validity also surface. The responses of the chosen target population, patrol officers and sergeants of the Chesterfield County Police Department, may not necessarily reflect the views of the rest of the Department. Additionally, the opinions expressed by the chosen sample may not correlate with the opinions of patrol officers and sergeants in other police departments. While it is an objective of this work that the inferences made from the results of the survey can be generalized to other departments, this work does not by any means guarantee that such a generalization is applicable or valid.

*Very motivated versus not motivated whatsoever.* Is there a motivational problem within the Chesterfield County Police Department? Does the Department even need to bother exploring ways to boost performance, namely, through reinforcement initiatives? According to survey question #20 in which 96 of the 97 patrol officers responded, only 20 percent of them perceive that they are *very motivated* to perform above the status quo. Once again, these responses are subjective. The “status quo” can mean different things to different people. However, general assumptions and conclusions can be inferred that can unofficially be used to support an argument or help answer a question. Written spin would require that this statistic be left alone by omitting further comments pertaining to the remaining respondent’s. However, there is 80 percent left to be divided between *somewhat motivated* and *not motivated whatsoever*. While the statistics will most certainly be presented to favor the argument, presenting only the most interesting findings to support the cause; there will not be an underlying intent to mislead. When so alarming, as the aforementioned statistic is, statistical elaboration can be assured. That

being said, 59 percent, 57 out of the 96 responding officers reported to be only *somewhat motivated*. The remaining 21 percent reported to be *not motivated whatsoever*.

Why is it then that there is this motivational disparity? What makes 20 percent of the patrol officers *very motivated*? In looking at the responses of the 19 officers that claim to be very motivated to perform above the status quo, it was interesting to learn how they responded in near consensus-form to other questions. Question #11 asks, “When and if a supervisor acknowledges you for a job well done by way of a pat on the back or handshake does it serve as a meaningful incentive to keep up the good work?” 100 percent of the 19 officers who believe that they are very motivated believe that the formerly mentioned means of recognition would serve as a meaningful incentive for them to continue a high level of performance. Additionally, 95 percent of the 19 officers that are *very motivated* view being publicly recognized for good performance as a meaningful incentive that makes them want to continue to perform at a high level.

Granted different things motivate different people. Perhaps, even those that are not motivated whatsoever to perform couldn't be swayed by such incentives as being publicly recognized or patted on the back. However, of the 20 officers who responded as being not motivated whatsoever, 100 percent of them believe that managers *should* take the time to personally congratulate employees who do a god job. Additionally, the unmotivated employee may not just be looking for money to give them that extra boost. 13 of the 20 completely unmotivated officers believe that while money is important to employees, what tends to *motivate* them to perform is the thoughtful, personable kind of recognition that signifies true appreciation for a job well done. Those that think the

unmotivated can not be motivated through reinforcement measures may want to think otherwise.

It is important to make all employees feel as if what they do matters. Of the 20 unmotivated officers, only 35 percent feel like their employer appreciates the work that they do. The officers may be answering this question honestly, in that; because they are unmotivated there isn't any work for the employer to appreciate. However, conventional wisdom can lead one to surmise that the lack of appreciation has likely resulted in the lack of motivation.

*An unfortunate organizational tendency: Treating others as you yourself have been treated.* Whether currently motivated or not, patrol officers in the Chesterfield County Police Department desire forms of reinforcement and recognition, but are not receiving it. Whose fault is that? One may try to pin it all on their direct supervisors, the sergeants. However, lack of education, training, and experience with regard to the impact of recognition and rewards has likely failed to saturate a sergeant's mold as being "reinforcement gurus." Instead of treating others how you yourself would want to be treated, in the workplace it is more often, treat others how you yourself have been treated. Sergeants have been promoted to supervisory status for their above average performance and leadership capabilities. Ascending to such a rank has had to have come with praise and adoration. Yet, 14 out of the 14 sergeants have never received a birthday card or a thank you note to their home. And sadly, only 5 out of 14 have received a letter of praise recognizing their contributions and accomplishments from their current supervisor.

Human nature takes over at some point. It becomes hard for a person to do what has never been done to them.

When answering question 3, how often a supervisor tells them they are doing a good job, only 31 percent of the 95 responding patrol officers receive positive reinforcement *daily* or *weekly*. This means that 69 percent of patrol officers can go an entire week without getting a single “good job.” 24 percent of the officers reported they hear such praise either yearly or never at all, nine and 15 percent, respectively. One may think patrol officers don’t need to hear that they are doing a good job. However, a resounding 94 out of 97 patrol officers believe that managers *should* take the time to personally congratulate employees who do a good job. Strangely enough, 14 out of the 14 sergeants agree. Remember though, they are answering that question from their own perspective, seeking recognition from *their* superiors. Regardless, they know how they want to be treated; therefore, they should begin to treat their subordinates in the same manner. It’s not hard to do either. Patrol officers are not asking for monetary compensation or things that a sergeant can not provide. Instead, they are merely seeking verbal and written praise. Occasionally, a low-cost, monetary reward would also be greatly appreciated.

Shockingly, only 51 percent of the 97 responding officers have ever received a written letter of praise recognizing an accomplishment or contribution. Even more harrowing, only 30 percent have ever received a nonmonetary reward for good performance. Well, maybe this is because much of the workforce is younger and has not had time to achieve a performance that warrants a nonmonetary reward. 53 percent of the

97 patrol officers have only served six years or less. Yet, of the 20 patrol officers with 16+ years of experience, only 25 percent of *them* have ever received a nonmonetary reward.

*A familiar phrase: Treat others how you yourself would want to be treated.* Not only do employees seek recognition for their performance, but so do supervisors. 12 out of 14 supervisors view being publicly recognized for good performance as a meaningful incentive that makes them want to continue to perform at a high level. Of the 14 sergeants that responded, 12 of them also believe that when and if a supervisor acknowledges them for a job well done by way of a pat on the back or handshake, it serves as a meaningful incentive for them to keep up the good work. It then follows that, supervisors too, possess the human desire for such forms of recognition. This understanding makes it all the more important for them to do for others what they want done for them.

Sadly, only 55 percent of the patrol officers feel like their employer, Chesterfield County Police Department, appreciates the work that they do; countless subjective reasons and experiences could account for this statistic. A more concentrated effort towards recognizing and rewarding employees may raise the percentage by which employees feel they are appreciated for the work that they do. As it reads in the Law Enforcement Code of Ethics, The Chesterfield County Police Department expects employees to treat the profession with respect. Employees want the respect to be reciprocal. Treating the employees how you would want to be treated may elevate the lowly 55 percent. If deemed to be important, as an employer, the Department can

achieve the elevation through altering the mindset of their first-line supervisors, their sergeants. Chapter V seeks to offer how the information formerly provided can be effectively implemented, and over time, have beneficial implications for the Chesterfield County Police Department.

## Applications, Implications, & Conclusions

*Yeah, now what!?* Well, if the front-line supervisors, the sergeants, can unlearn particular prevailing ways of the employer-employee relationship, a revolutionary change in strategy can occur within the Chesterfield County Police Department. By placing a more concentrated effort on recognizing and rewarding patrol officers, sergeants can evoke future high-performing outcomes that are so desired. Buried, nominal efforts directed towards recognizing and rewarding employees, found stowed away in the Department's core values and policy manuals need to surface and infiltrate day-to-day operations.

*Short-term application.* As a part of their supervisory training, newly promoted sergeants should be educated on how their words and actions can affect their officers' levels of performance and motivation. It is understood that the Department operates based on a chain of command and in a paramilitaristic-fashion, but that is no reason to disregard the humane treatment that most employees seek. When necessary to reprimand, as will be the case, supervisors must learn to couch negative comments in with some positive ones, as to not alienate the officer. Marrying negative comments with positive reinforcement measures will not affect the likelihood that the negative action will be repeated. It will simply allow the employee to hear how they failed, along with something they have done well. This will prevent officers from turning off their motivational prowess; which is a common occurrence, post reprimand.

When deserved, offering written and verbal praise as tokens of appreciation for a job well done must be an essential job function of the patrol sergeant. A time where a

booming 24 percent of patrol officers contend that their immediate supervisors tells them they are doing a good job once a year at best, must end. A time when one in four patrol officers can go 16+ years without receiving a noncash reward must become an aberration of the past.

Understanding the words of wisdom found in the literature review can serve as a guiding template in preparing for this transformation in strategy. Key principles, like those identified by Aubrey Daniels, must be understood and the training must be constructed accordingly for sergeants to acquire the proper level of comprehension. Daniels noted the four common errors in positive reinforcement: the failures to make it immediate, frequent, personal, and earned. The drawbacks of positive reinforcement stem from committing one of the former errors. The errors can easily be avoided by training supervisors on *how* to avoid them.

*Long-term implications.* In regards to recognizing and rewarding employee performance, the Chesterfield County Police Department will have bred a line of supervisors that will be seen as employee champions. The former social constructions that had come to govern the employer-employee relationship will have been strategically amended for the betterment of the patrol officers. Adept sergeants, in the art of positive reinforcement and rewards, will have garnered excited levels of motivation and productivity through their inbuilt ability to encourage and appropriately recognize excellent performances. Linking the cultural transformation to performance improvements will not be easily quantifiable. But, unless it is to boast about how the organizations initiative of recognizing and rewarding employees has motivated them and

increased their production, quantifying a presumably, inherent business objective would be a wasted effort as recognizing and rewarding must be done regardless of its outcome

*Dissemination.* This current research will be available to all inquiring parties. It is the review of the literature, more so, than the anecdotal results of the survey that need to be circulated and accepted. However, all chapters will be available in the order as they are currently being read. Should the Chesterfield County Police Department, any police department, or even a private sector organization seek a presentation of the findings, it can be arranged. This body of work details an organizational objective that can and should be applied to all organizations.

*Bringing it altogether.* In hopes of learning what it is that catalyzes an employee to be motivated, the same assumption came to surface time and again. Glimpses into human nature and the realization of money as a motivational myth has directed the research towards the assumption that higher levels of motivation and performance can be achieved in conjunction with the effective use of rewards and recognition.

Employers who fail to timely, appropriately, and genuinely recognize and reward their employees are by no stretch of the imagination bad employers. It is the contention of this work that they are simply uneducated on the impact that, when properly utilized, forms of recognition can have upon getting the best out of their people over sustaining periods of time. Using praise and recognition as motivational tools will help minimize, if not eradicate, the excuses given by employees that the reason for their poor performance is, and will continue to be, the result of poor pay. The body of this research has attempted to show that pay is an ineffective means of motivating employees. Sitting idly

by and promoting invalid excuses for poor performance and decreased levels of motivation will only exacerbate a negative work environment. An understanding of how something so readily accessible, if only realized, can profoundly impact overall employee behavior in the Chesterfield County Police Department will behoove everyone involved. The review of the literature has provided the empirical groundwork. In order to turn testament into reality it requires only a simple, conscious choice.

Through effective training that clearly articulates the intricacies that govern the topic of positive reinforcement, recognizing, and rewarding employees, sergeants will arguably possess a key to organizational success. If it were an easy feat to accomplish, this research inquiry would obsolete. It will take time and effort, but it is the heart-felt contention of this writer that employees *want* to perform; they just need to *know* that they are performing.

## Appendix A: Law Enforcement Code of Ethics

“As a law enforcement officer, my fundamental duty is to serve the community; to safeguard lives and property; to protect the innocent against deception, the weak against oppression or intimidation, and the peaceful against violence or disorder; and to respect the Constitutional rights of all people to liberty, equality, and justice.

I will keep my private life unsullied as an example to all and will behave in a manner which does not bring discredit to me or my agency. I will maintain courageous calm in the face of danger, scorn, or ridicule; develop self restraint; and be constantly mindful of the welfare of others. Honest in thought and deed in both my personal and official life, I will be exemplary in obeying the laws of the land and the regulations of my Department. Whatever I see or hear of a confidential nature or that is confided to me in my official capacity will be kept ever secret unless revelation is necessary in the performance of my duty.

I will never act officiously or permit personal feelings, prejudices, political beliefs, aspirations, animosities or friendships to influence my decisions. With no compromise for crime and with relentless prosecution of criminals, I will enforce the law courteously and appropriately, without fear or favor, malice or ill will, never employing unnecessary force or violence and never accepting gratuities.

I recognize the badge of my office as a symbol of public faith, and I accept it as a public trust to be held as long as I am true to the ethics of the police service. I will never engage in acts of bribery nor will I condone such acts by other police officers. I will cooperate with all legally authorized agencies and their representatives in the pursuit of justice.

I know that I alone am responsible for my own standard of professional performance and will take every opportunity to enhance and improve my level of knowledge and competence. I will constantly strive to achieve these objectives and ideals, dedicating myself before God to my chosen profession . . . LAW ENFORCEMENT.” (IACP 1991)

Appendix B: Chesterfield County Police Department's  
Goals & Objectives

**Goal 1: Establish, maintain, and enhance community partnerships**

Objective 1.1: Expand community policing concept

- Reach 550 sworn officers by 2009
- Expand community policing programs
- Open Hull Street Station
- Continue Hispanic Outreach Initiative
- Increase citizen perception of safety

Objective 1.2: Increase utilization of volunteers

- Expand Auxiliary Police Program to 50 officers by 2007
- Conduct three Citizen Academies per year
- Expand volunteer advertising, recruitment, and retention
- Continue volunteer recognition program
- Utilize retirees for non-emergency projects and programs

**Goal 2: Maximize operational efficiency and deliver excellence in customer service**

Objective 2.1: Maintain an average response time of 3.0 minutes or less for priority 1 (life threatening) calls, 5.0 minutes or less for priority 2 calls, and 10.0 minutes or less for priority 3 calls

- Review beat structure
- Build flexibility with schedules for special events and high activity periods
- Ensure beat integrity by providing coverage in all beats at all times
- Open Hull Street Station
- Complete Phase II of the public safety integrated Information Management System

Objective 2.2: Maintain low cost per capita

- Identify cost saving measures throughout the department
- Expand Volunteer Program
- Monitor expenditures daily
- Forecast expenditures monthly
- Continue to anticipate future needs through strategic planning and budget process

**Goal 3: To increase the proportion of crimes cleared by arrest**

Objective 3.1: Maintain a 50% Incident Based Reporting Group A clearance rate

- Cold case reviews
- Weekly staff reviews of reported crimes
- Continue to promote Crime Solvers Program
- Expand community policing programs

- Continue School Crime Solvers Program
- Continue emphasis on Crime Prevention through Environmental Design

#### **Goal 4: Reduce and control criminal activity**

##### Objective 4.1: Maintain an IBR (Incident Based Reporting) incident rate below benchmarked communities

- Cold case reviews
- Weekly staff reviews of reported crimes
- Continue to promote Crime Solvers Program
- Expand community policing programs
- Continue School Crime Solvers Program
- Continue emphasis on Crime Prevention through Environmental Design
- Reach 550 sworn officers by 2009

#### **Goal 5: Provide effective policing and ensure continued public safety**

##### Objective 5.1: Meet or exceed national goal of less than 1.2 traffic crash deaths per 100 million miles driven

- Continue enforcement of traffic signal violations
- Continue high intensity enforcement at high accident locations
- Continue Operation Buckle Up
- Continue traffic safety public education outreach programs
- Continue Motorist Assistance Program
- Continue proactive driving under the influence enforcement
- Expand training for Traffic Accident Reduction Team

##### Objective 5.2: Maintain officer training

- Meet and exceed DCJS standards for police officers basic and in-service training
- Increase the number of enhanced and specialty training classes offered
- Anticipate future training needs through strategic planning processes
- Open the Enon driving facility
- Increase the use of alternative delivery methods of training
- Conduct a minimum of two basic academies per year

#### **Goal 6: Increase citizen safety and perception of safety**

##### Objective 6.1: Respond to 100% of crime prevention (support) program requests

- Fill all crime prevention officer vacancies
- Increase safety and crime prevention programs
- Emphasize Crime Solvers Program
- Increase public service announcements
- Provide Neighborhood Watch information via the internet
- Institute Police Apartment Coalition

Objective 6.2: Provide the community with an enhanced child safety education information and support

- Increase school and safety programs
- Obtain funding for two additional school resource officers
- Obtain funding for eight additional child safety officers over the next five years

**Goal 7: To be the law enforcement employer of choice**

Objective 7.1: Attract diverse, well-qualified police department applicants

- Emphasize pre-certified law enforcement officers hiring program, a major source for minority officers
- Attend diversity career fairs
- Regularly attend career functions at several historically black colleges and universities
- Continue membership in the Chesterfield County Hispanic Chamber of Commerce
- Conduct off-site tests in urban areas that are more representative of the diversity statistic being addressed

Objective 7.2: Increase career opportunities for employees

- Continue to seek employee input through Quality Council
- Continue routine review of management processes
- Strengthen career development throughout the department
- Conduct organizational climate assessments
- Develop action plan in response to organizational climate assessments
- Recognize employees for exceptional service**
- Increase tuition reimbursement funds

## Appendix C: Chesterfield County Police Department's SWOT Analysis

### **Strengths**

- A well organized and service oriented department
- Dedicated and quality employees

### **Weaknesses**

- Inadequate personnel resources which affects:
  - supervision
  - ability to be innovative in crime suppression
  - ability to be innovative in program services
- Lack of adequate personnel which creates a delay in first response for demands for service by citizens, department personnel, and county personnel

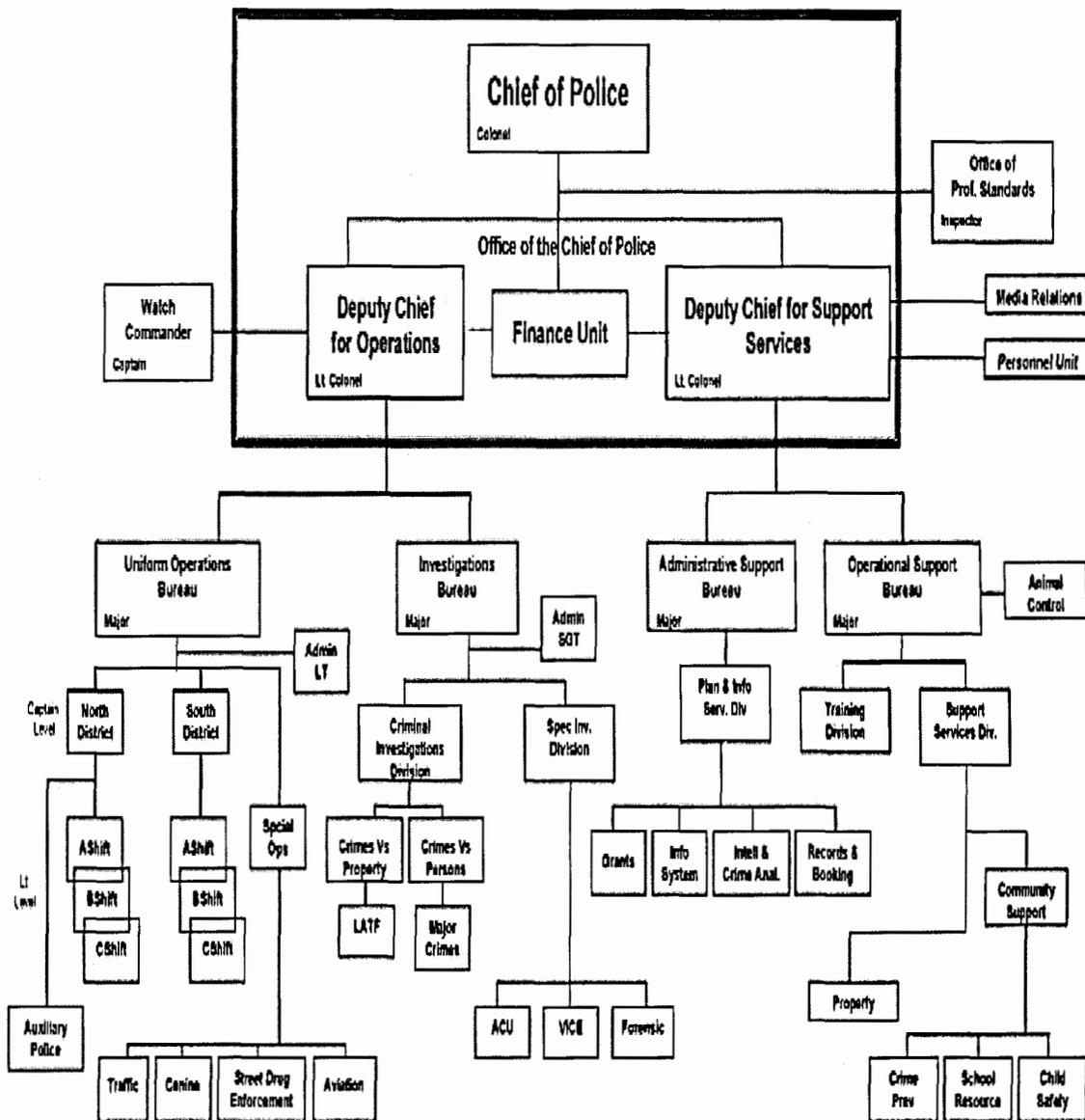
### **Opportunities**

- Technological advancement
- Provide quality training
- Enhance operations and training through other agencies and professional organizations
- Regional data sharing system

### **Threats**

- Inability to meet the administrative demands of citizens as the county continues to grow rapidly
- Increasing traffic problem volumes
- Terrorism response and prevention
- Increasing juvenile crime
- Continuous budgetary restraints which affect:
  - operations
  - training
  - capital improvements
  - long term planning

Appendix D: Chesterfield County Police Department's Organizational Chart (2007)



January 27, 2005

Appendix E: Chesterfield County Police Department's  
Rewards & Recognition Policy 3-33

Category	Personnel Policy / Procedure		Number
			3-33
Subject	<b>Rewards &amp; Recognition Programs</b>		Effective Date
			060425
Reference			Review Date
			070401
Amends/Supersedes	3-33, effective 980901	VLEPSC Standard(s)	
Approved: _____ Chief of Police			

Related Policies, Procedures and/or General Orders:

#3-26          Police Service Awards

I.     POLICY:

It is the policy of the Chesterfield County Police Department to ensure that all employees are awarded for innovation, dedication, and superior job performance. One method of ensuring that this takes place is through active participation in the department's numerous awards and recognition opportunities. The overall scope of this program is described in County Administrative Policy 6-14. Expediency in nominating a team or individual is one hallmark of a meaningful award program. Therefore nominations should be submitted as promptly as possible, normally within one month of the date of the specific accomplishment. There is no limit on the number of awards an individual may receive during the fiscal year.

II.    PURPOSE:

To define the principles and guidelines for department awards and recognition, and to outline award and recognition opportunities/programs and the procedures for each.

### III. RECOGNITION GUIDELINES

- A. Criteria – There are numerous reasons for recognizing employees. They include, but are not limited to the following:
1. Providing exceptional customer service
  2. Identifying areas of monetary savings
  3. Exemplifying county values
  4. Identifying a process improvement
  5. Initiating productivity enhancements
  6. Being innovative/creative
  7. Performing a special act or service above normal duties
  8. Excellence in safe work practices
- B. Recognition Principles
1. Every employee deserves some form of appreciation throughout the year, even if it is a verbal or written thank you from a supervisor.
  2. In order for recognition to be meaningful it must be linked to desired behavior and be timely.
  3. Appropriate public recognition can enhance its impact, e.g. at a roll call or unit meeting.
  4. Generally, the nature of the award is less important than the gesture of recognizing the employee.
  5. Recognition should take into account what is meaningful to the person being recognized.
  6. Every employee has a responsibility to ensure that actions that merit recognition are brought to the attention of a supervisor.
  7. Recognition should never become an entitlement or expected compensation.
  8. Recognition of any type must be fairly and equitably spread throughout an organization.
  9. Both team and individual recognition are important.
  10. For cross-functional, inter-departmental teams, department directors/office administrators must ensure that any awards and recognition given is consistent and equitable for all team members.
- C. Types of Recognition – There are a variety of ways to recognize employees, both monetary and non-monetary. Examples of methods currently being used by county departments and other employers are

provided in **Attachment 1**. Recognition should be commensurate with the reason it is being given. In determining the type of recognition, the behavior being encouraged should be identified and the award should be meaningful to the recipient.

- D. Documentation – Employee recognition should be documented during the year and incorporated in the annual review process. Documentation can be forwarded to HRM at the time of recognition, or may accompany the employee’s annual performance evaluation. Multiple small awards may be summarized in a memorandum. Documentation should contain the following:
1. Name(s) of all employees recognized
  2. Form of recognition
  3. Employee’s actions or activities that warranted recognition
  4. Dates that actions occurred and that recognition was given
- E. Appropriate ceremony – Supervisors should recognize employees in an appropriate ceremony or gathering and should take every opportunity to publicly say thank you and to publish names and events (e.g. in the department newsletter), if appropriate.
- F. Timeliness of Recognition – Every attempt should be made to recognize employees as close as possible to the action for which they are being recognized. Recognition loses its impact the longer it is delayed.
- G. Non-discretionary awards – Any agreed upon or incentive award related to efficiency, attendance, quality or some other measure of performance is considered a non-discretionary award. The amount of this award must be included in the regular rate of pay of the recipient for the period in which it was earned. This rate of pay is used to calculate any overtime pay due a non-exempt employee.

An example of a non-discretionary award would be promising an employee or team of employees an award if they meet a specific goal. Documentation of non-discretionary awards shall be provided to accounting-payroll, which will determine the effect of the award on the recipient’s regular rate of pay, and calculate and pay any additional amount due the employee.

#### IV. MONETARY REWARD PROGRAMS:

##### A. Cash Award Recognition

All full time and part time county employees are eligible to be nominated for cash awards, except for executives and department directors. Two types of cash awards are authorized. They are:

1. Celebrating Success Award - A Celebrating Success Award is a cash award given to recognize exceptional day-to-day accomplishments, taking on extra projects or implementing innovative ideas, which significantly improve customer service. Awards may be given to teams or individuals and are designed to provide timely recognition for outstanding performance. This award will be monetary in nature and will be between \$50.00 and \$500.00 per individual, in increments of \$25.
2. First Choice Award - A First Choice Award is a cash award that recognizes effort which goes beyond expected job performance and awards nonrecurring or infrequently occurring exemplary efforts such as exceptional achievements and accomplishments, and/or development of new or modified business practices which significantly improve productivity and quality. Acts of heroism and sustained superior performance where exceptional achievements result may also qualify for the First Choice Award. To be eligible for this award the employee or team must demonstrate exceptional performance in customer service, efficiency, cost savings, innovation and/or quality improvement. This award will also be monetary in nature and will be between \$525.00 and \$5000.00 per individual, in increments of \$25.

##### B. Nominations

1. Eligibility - Individuals or teams may be nominated for an award by supervisors, co-workers or customers. Customers may be internal or external.
2. Submissions - Nomination for awards shall be submitted to the office of the chief, through the chain of command using the

attached form identified as “Chesterfield County Nomination for Cash Awards.”

- a. The nominating individual will submit the nomination to his or her supervisor who will forward it to the nominee’s supervisor for comments prior to forwarding it through the chain of command. Nominations should be submitted as promptly as possible, normally within one month of the date of the specific accomplishment.
  - b. Expediency in processing is critical to ensure the award retains its meaning and all recommendations will be processed within three calendar days at each step in the coordinating process.
  - c. The office of the chief will forward recommendations that occur from outside the normal departmental channels to the nominee’s bureau commander.
  - d. CPD Form 255 will be attached to all award nominations to ensure complete processing.
  - e. The chief of police will determine the amount of the cash award. The amount of the award will be based on the effort being awarded, benefits derived and available funding.
3. Processing - The office of the chief of police will establish a Standard Operating Procedure (SOP) to ensure thorough and timely processing. A goal of five workdays for administrative processing of all cash award submissions will be included in this SOP.

#### V. NON-MONETARY REWARD PROGRAMS:

There are numerous examples of non-monetary forms of recognition listed in appendix 1. A few of particular note:

- A. Police Service Awards – see policy 3-26
- B. Positive Reports of Performance

1. Send those of noteworthy events to the department newsletter for publication.
2. Memo to supervisor and director of performance of employee with copy to employee.

## **Attachment 1**

### **Examples of rewards and Recognition**

#### **Non-monetary Forms of Recognition**

- |   |   |
|---|---|
| -Nominations for Employee of the Year   | -Special Project                          |
| -Meeting with County Administrator  | -Certificates for various accomplishments |
| -Casual day   | -Spruce up work area                      |
| -Choice of tasks  | -Positive Reports of Performance          |
| -Letter of appreciation   | -Recognition at staff meetings            |
| -Department specific awards e.g., Police Medal of Valor                                   | -Verbal recognition                       |
| -Memo to supervisor and director on Performance of employee with copy of memo to employee | -Parking space                            |
|   | -Certificate of recognition from peers    |

#### **Monetary Forms of Recognition**

- |                                   |                         |
|-----------------------------------|-------------------------|
| -New equipment                    | -Retreat                |
| -Special celebrations             | -Balloons               |
| -Free lunch                       | -Time off               |
| -Mugs                             | -Work area improvements |
| -Gift certificate                 | -Software               |
| -Picnic in park                   | -Extended lunch         |
| -Tickets to events                | -Gifts                  |
| -Note pads, pens, calendars, etc. | -Plaque                 |
| -Training                         | -T-shirts               |
| -First Choice Award               | -Conferences            |
| -Celebrating Success Award        |                         |

### Appendix F: Vroom's Expectancy Theory Glossary

**Force** – represents the amount of motivation a person has to engage in a particular behavior or sequence of behaviors that are relevant to job performance.

**Expectancy** – is the subjective probability that a person has about his or her ability to perform a behavior.

**Valence** – is the value of an outcome or reward to a person; the extent to which a person wants or desires something.

**Instrumentality** – is the subjective probability that a given behavior will result in a particular reward.

## Appendix G: Informed Consent Page

University of Richmond  
Department of Human Resource Management

### **Positive Reinforcement & Motivation Survey Informed Consent**

HRM 540: Thesis

Principal Investigator: Michael Young  
For: Dr. Russell Leonard  
Fall 2006

The purpose of this study is to explore the effects of noncash rewards and positive reinforcement, both verbal and tangible, upon an employee's level of motivation and productivity. The culmination of the study will result in a body of work that will satisfy the thesis requirement for the University of Richmond's Public Safety University graduate program. The survey aims to better gauge how employees perceive and receive the notion of positive reinforcement and determine what effect, if any, noncash rewards may have on motivation. Your participation involves completing the following survey. The survey should take you approximately 5-10 minutes to complete. It will simply ask you to divulge your steadfast opinions and attitudes about the workplace that deal with the notion of positive reinforcement and how it can alter your level of motivation and production.

I, Michael Young, am the principal investigator of this study and work for the Chesterfield County Police Department. I can be contacted at [michael.young@richmond.edu](mailto:michael.young@richmond.edu). I am being supervised by Dr. Russell Leonard of the University of Richmond's School of Continuing Studies. Should you have any questions or concerns, please contact him at [Leonard@alongside.com](mailto:Leonard@alongside.com). If you have any questions concerning your rights as a research subject, you may contact Kathy Hoke, Chair of the University of Richmond's Institutional Review Board for the Protection of Research Participants at 289-8417 or [khoke@richmond.edu](mailto:khoke@richmond.edu).

**Your participation in this project is voluntary and you are free to withdraw your consent and discontinue your participation at any time without penalty.** Anonymity will be ensured as your name will in no way be linked to your responses on the survey. I will not even know whether or not you chose to participate. Survey results will be made available to the places of employment where the survey is administered and to anybody requesting the data at the conclusion of the research.

**In order to ensure confidentiality, I will not be asking you to sign your survey or a document indicating that you agree to participate.** However, by completing this survey you give consent to participate in the study and have your opinions expressed and compared against others.

## Appendix H: The Survey

### The Questionnaire

#### Demographical Questions (Circle answer please)

1. Gender
  - a) male
  - b) female
  
2. Length of Service
  - a) 0-6
  - b) 7-15
  - c) 16+
  
3. Highest level of education
  - a) High school diploma
  - b) Some college credits
  - c) Associates degree
  - d) Bachelors degree +
  
4. Are you in a supervisory role?
  - a) yes
  - b) no
  
5. How old are you?
  - a) 21-25
  - b) 26-35
  - c) 36+

#### Survey Questions (Circle the best answer when appropriate)

- 1.) What motivates you to be productive at work? (How motivating on a level of 1-5 are the follow responses with a 5 being very motivating and 1 meaning not very motivating).
  - a) money \_\_\_\_
  - b) fear of losing my job \_\_\_\_
  - c) verbal recognition from supervision for good work \_\_\_\_
  - d) personal gratification of a job well done \_\_\_\_
  
- 2.) Does your immediate supervisor talk to you about your productivity?
  - a) yes
  - b) no

2a.) If yes, how often?

- a) daily
- b) weekly
- c) monthly
- d) yearly

2b.) If yes, are comments most often positive or negative?

- a) positive
- b) negative

3.) Which answer best describes how often your immediate supervisor tells you that you are doing a good job?

- a) never
- b) daily
- c) weekly
- d) monthly
- e) yearly

4.) Which answer best describes how often your immediate supervisor tells you that you are doing something wrong or poorly?

- a) never
- b) daily
- c) weekly
- d) monthly
- e) yearly

5.) Do you agree or disagree with the statement that employees who want more money will never be satisfied with what they are paid as their expectations will always rise with each salary increase.

- a) agree
- b) disagree

6.) At work do you operate under the assumption that you will get paid regardless of how well you perform and therefore there is no reason to go above and beyond the minimum?

- a) yes
- b) no

7.) Do you believe that while money is important to employees, what tends to *motivate* them to perform is the thoughtful, personable kind of recognition that signifies true appreciation for a job well done?

- a) yes
- b) no

8.) Should managers take the time to personally congratulate employees who do a good job?

- a) yes
- b) no

9.) Do you believe that a sincere word of thanks from the right person at the right time can mean more to an employee than a raise or a formal award?

- a) yes
- b) no

10.) Do you view being publicly recognized for good performance as a meaningful incentive that makes you want to continue to perform at a high level?

- a) yes
- b) no

11.) When and if a supervisor acknowledges you for a job well done by way of a pat on the back or a handshake does it serve as a meaningful incentive to keep up the good work?

- a) yes
- b) no
- c) a supervisor has never displayed such an act towards me

12.) Has your employer ever given you a non-monetary reward for good performance? (ie: tickets to local events, plaques, gift certificates, or special parking spaces)

- a) yes
- b) no

13.) Has your current supervisor ever written you a letter of praise recognizing your contributions and accomplishments?

- a) yes
- b) no

14.) Has your current employer ever sent you a birthday card or a thank you note to your home?

- a) yes
- b) no

15.) Do you feel like your employer appreciates the work that you do?

- a) yes
- b) no

16.) At your place of employment is there a rewards system in place that is competitive and that recognizes performance?

- a) yes
- b) no

17.) Do you feel your organization through its actions develops loyalty and trust with the majority of its employees?

- a) yes
- b) no

18.) Are there means in place to ensure that employee concerns are heard and taken into account whenever possible?

- a) yes
- b) no

19.) Are employees aware of how their performance is rated and what is expected?

- a) yes
- b) no

20.) How motivated are you to perform above status quo?

- a) not motivated whatsoever
- b) somewhat motivated
- c) very motivated

20a.) If you responded as being somewhat or very motivated to the former question what is it that serves as your motivating incentive to perform above the status quo?

- a) recognition from supervisors
- b) recognition from my peers
- c) self gratification for good work
- d) pay
- e) possibility of a non-monetary reward

21.) Would a concentrated effort by supervisors to acknowledge and celebrate individual and team successes *help* you cope with the fact that you may be enduring a comparable pay salary to someone hired years after yourself?

- a) yes
- b) no
- c) nothing will ever help me cope with that issue

22.) What kind of performer do *you* think you are?

- a) below average, I do the bear minimum and less
- b) average, I do what I have to do to get by and stay off the supervisor's radar
- c) above average, I feel I am a cut above average
- d) high performer, I feel I am one of the most productive workers

23.) When all is said and done, are you *satisfied* (do you enjoy what you do) with your current job?

- a) yes
- b) no

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## Vita

I, Michael Young was born in Ohio on October 27, 1981, thus making me a quarter of a century old at the time of this research effort. In May of 2004 I graduated from James Madison University with a Bachelor's of Science. I majored in Interdisciplinary Social Science with concentrations in Sociology and Criminal Justice. My father is a recently retired United States Secret Service Agent and my mother is a Registered Nurse. I have two younger brothers, one, who is only 18 months younger than me, also graduated from JMU. The other brother currently attends JMU and is a junior.

After obtaining my undergraduate degree I didn't waste anytime getting my feet wet in the "real world." Just three months after graduation I began my endeavor with my current employer, the Chesterfield County Police Department. On July 19, 2004 at 0700 hours I reported for my first day of Basic Training at the Academy. The adjustment from life on campus to life in the Academy was literally, sobering. On January 7, 2005 I graduated from the Basic Academy and became a sworn member of the Chesterfield County Police Department's Uniformed Operation's Bureau as a patrol officer; the same position I so willingly hold today.

In the fall of 2005 I was accepted into Public Safety University, which in coordination with the School of Continuing Studies at the University of Richmond offered to let me earn my graduate degree in Human Resource Management. And that brings to where I am today, the spring of 2007, fulfilling my exhaustive, yet rewarding thesis requirement for my Master's Degree in Human Resource Management at the prestigious University of Richmond.

## The Pledge

On my honor I hereby affirm that this work was created by me, the writings and conclusions are entirely my own, I actually completed the research (surveys, interviews, etc.) noted in this thesis, and all ideas from others are properly cited and referenced.

Signed: Michael B. Young

Michael B. Young