

What Do Employees Want?

Employee Recognition Practices Inventory

Following are factors (groups of related variables) listed in priority order from most to least important as reported by employees who responded to an Internet survey I conducted across industries ($N=762$) that asked respondents to rank the importance of 52 types of recognition provided to them when they perform well in their jobs. [m = the factor mean, the average of the means of individual variables within each factor; a = alpha, the degree of correlation of individual variables within each factor (e.g., .824 = 82%, a high correlation)] These 52 items were expanded from a list of 25 recognition items used in my doctoral dissertation with 2400 employees in 34 organizations. This survey was conducted using WebSurveyor (www.websurveyor.com). Please direct all questions to me at 1-800-575-5521 or BobRewards@aol.com.

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*1001 Ways to Reward Employees and
 The 1001 Rewards & Recognition Fieldbook*

	Extreme Impt	Very Impt	Some Impt	Not V Impt	Un Impt
In general, how important is it to you to be recognized by your manager when you do good work?	49.6%	39.1%	10.7%	0.7%	0.0%

#1 SUPPORT & INVOLVEMENT m=6.12 a=.781

Manager provides employee information he needs	65.9%	29.3%	4.2%	0.3%	0.4%
Manager supports employee when he makes mistake	57.4%	37.5%	3.8%	0.9%	0.4%
Manager involves employee when making decisions	51.0%	37.8%	9.7%	0.9%	0.5%
Manager asks employee for his/her opinion or ideas	49.5%	42.5%	7.1%	0.4%	0.4%

#2 PERSONAL PRAISE m=7.22 a=.854

Employee is personally thanked for doing good wrk	55.5%	32.4%	10.0%	1.7%	0.4%
Employee is given a verbal praising	50.3%	35.6%	12.3%	1.3%	0.4%
Manager seeks out employee to commend him/her	47.8%	33.9%	14.0%	3.6%	0.7%
Employee is praised for good wrk in front of another	31.0%	29.8%	27.4%	9.4%	2.4%

#3 AUTONOMY & AUTHORITY m=7.44 a=.838

Employee is allowed to decide how best to do work	46.4%	42.5%	9.5%	1.3%	0.3%
Employee is given increased job autonomy	39.2%	47.6%	11.4%	0.9%	0.8%
Employee is given increased authority in the job	39.0%	45.6%	12.4%	2.2%	0.8%
Employee is given a choice of assignment	21.2%	45.8%	27.1%	4.4%	1.5%

#4 FLEXIBLE WORKING HOURS m=7.47 a=.805

Employee is allowed to leave work early when nec	54.4%	31.0%	11.1%	2.8%	0.7%
Manager allows an employee flexible hours	48.3%	30.5%	16.2%	3.6%	1.3%
Manager gives employee time off from work	41.8%	34.0%	17.3%	5.8%	1.1%
Employee is allowed time off for extra hrs worked	34.5%	31.7%	22.3%	7.8%	3.6%

#5 LEARNING & DEVELOPMENT m=7.55 a=.752

Manager supports employee in learning new skills	51.0%	39.1%	8.4%	0.7%	0.8%
Manager discusses career options with employee	40.5%	40.1%	14.5%	3.8%	1.2%
Employee is allowed a learning activity	37.0%	41.8%	17.1%	3.0%	1.2%
Manager discusses learnings after completed projects	22.8%	43.6%	26.7%	5.4%	1.5%

#6 MGR AVAILABILITY & TIME m=9.20 a=.813

Manager is available to address questions/concerns	42.8%	47.5%	7.8%	1.2%	0.7%
Manager takes time to get to know employee	20.2%	47.6%	24.5%	5.8%	2.0%
Manager spends time with employee	17.1%	41.6%	31.7%	7.5%	2.0%
Manager listens to employee on non-job issues	8.7%	26.5%	37.6%	19.4%	7.8%

#7 WRITTEN PRAISE m=9.33 a=.901

Letters of praise are placed in employee's pers. file	37.3%	35.0%	17.2%	6.4%	4.1%
Employee is given written praise	24.4%	36.4%	26.3%	9.3%	3.5%
Employee is given a written note of thanks	22.7%	36.3%	27.1%	10.4%	3.5%
Employee is given a thank you card	17.3%	31.2%	29.1%	15.7%	6.6%

#8 ELECTRONIC PRAISE m=10.32 a=.883

Positive e-mail messages are forwarded to employee	28.5%	41.1%	20.6%	7.2%	2.6%
Employee is copied on positive e-mail messages	23.6%	41.8%	23.2%	6.8%	4.6%
Employee is given a praising on e-mail	12.0%	30.7%	36.5%	15.7%	5.2%
Employee is given a praising on voice mail	7.7%	18.3%	36.6%	22.7%	14.7%

#9 PUBLIC PRAISE m=10.36 a=.864

Customer letters are publicly shared or posted	21.4%	40.7%	23.9%	9.4%	4.6%
Employee is praised in a dept/company meeting	19.0%	35.4%	29.0%	12.3%	4.3%
Employee is recognized at a co awards ceremony	18.1%	27.8%	29.8%	15.9%	8.3%
Employee is acknowledged in the co newsletter	13.2%	25.6%	35.1%	17.6%	8.5%

#10 CASH/CASH SUBSTITUTES m=11.07 a=.901

Employee receives a nominal cash award	15.7%	29.8%	32.2%	14.2%	8.0%
Employee receives a gift certificate or voucher	13.9%	33.6%	29.8%	16.6%	6.1%
Manager gives the employee dinner out for two	13.8%	29.0%	29.7%	18.6%	8.9%
Employee receives entertainment tickets	11.5%	27.1%	31.8%	19.8%	9.9%

#11 ACHIEVEMENT AWARDS m=11.21 a=.827

Employee is given a years-of-service award	21.4%	28.8%	27.5%	14.3%	8.0%
Employee receives a special achievement award	19.1%	34.7%	27.6%	13.0%	5.6%
Employee receives a certificate of achievement	13.7%	29.1%	30.2%	17.8%	9.1%
Employee is named employee-of-the-month	8.0%	18.8%	27.9%	25.0%	20.4%

#12 NOMINAL GIFTS OR FOOD m=11.64 a=.860

Manager provides food to celebrate success	11.7%	27.1%	32.7%	21.7%	6.8%
Employee is given flowers, a gift or memento	11.0%	27.8%	33.6%	20.3%	7.3%
Employee gets coupons for food, car wash, movies	10.0%	24.7%	31.7%	22.4%	11.2%
Manager buys the employee lunch or dinner	9.9%	25.9%	34.7%	21.0%	8.5%

#13 PUBLIC PERKS m=12.80 a=.809

Employee is given special privileges or perks	16.7%	35.0%	27.1%	14.1%	7.2%
Employee gets to use a preferred parking space	8.4%	16.7%	28.1%	25.0%	21.9%
Employee is named "employee of the month"	8.0%	18.8%	27.9%	25.0%	20.4%
Employee receives a "pass around" trophy	4.6%	14.3%	29.2%	27.7%	24.2%

For online assessments to measure your employees and managers on the above items, please contact Nelson Motivation Inc. at 1-800-575-5521 or www.nelson-motivation.com