

About PF7: Recognition & Reward

What are Psychosocial Factors?

Psychosocial factors are elements that impact employees' psychological responses to work and work conditions, potentially causing psychological health problems. Psychosocial factors include the way work is carried out (deadlines, workload, work methods) and the context in which work occurs (including relationships and interactions with managers and supervisors, colleagues and coworkers, and clients or customers).

What is PF7: Recognition & Reward?

GM@W defines PF7: Recognition & Reward as present in a work environment where there is appropriate acknowledgement and appreciation of employees' efforts in a fair and timely manner. This includes appropriate and regular financial compensation, as well as employee or team celebrations, recognition of years served, and/or milestones reached.

Why is Recognition & Reward important?

Recognizing and rewarding employees motivates them, fuels their desire to excel, builds their self-esteem, encourages employees to exceed expectations, and enhances team success. This, in turn, provides staff with more energy and enthusiasm and a greater sense of pride and participation in their work. In addition, employees who receive recognition are more likely to treat colleagues and customers with courtesy, respect and understanding.

What happens when employees don't receive appropriate recognition and reward?

When employees believe that their efforts are not appreciated it can undermine their confidence in their work and trust in the organization. At the least, employees are likely to feel demoralized; alternatively, they may quit. An imbalance between effort and reward is a significant contributor to burnout and emotional distress leading to a range of psychological and physical disorders.

How can Recognition & Reward be improved?

Start by conducting the GM@W Organizational Review and/or the GM@W Survey and reviewing the results. If **Recognition & Reward** is identified as an area of concern or relative strength, refer to the GM@W Action Resources for a practical strategy and evidence-based and effective suggested actions that can improve **Recognition & Reward**. It is also important to discuss the findings with employees to gain a further understanding of the results and to obtain input into possible interventions. Furthermore, it is important to evaluate the undertaken interventions over time to ensure they are effective and to take corrective action where needed. Consider reviewing the resources below. Finally, refer back to the GM@W website on occasion for new ideas about how **Recognition & Reward** can be enhanced.

Further information about Recognition & Reward:

- Canadian Mental Health Association, Ontario. (2012). *Mental health works*. Retrieved from <http://www.mentalhealthworks.ca>
- de Jonge, J, & Bosma, H. (2000). Job strain, effort-reward imbalance and employee well-being: A large-scale cross-sectional study. *Social Science & Medicine*, 50(9), 1317-1327. Retrieved from <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.196.1790&rep=rep1&type=pdf>
- Gilbert, M. & Bilsker, D. (2012). *Psychological Health and Safety: An Action Guide for Employers*. Retrieved from http://www.mentalhealthcommission.ca/SiteCollectionDocuments/Workforce/Workforce_Employers_Guide_ENG.pdf
- Harrell, R. (2001). Employee recognition brings excellence to the forefront. *Health Care Registration: The Newsletter for Health Care Registration Professionals*, 11(1), 10-11.
- Harrell, R. & Bruno, A. (2001). Genuine recognition is never trite. *Health Care Registration: The Newsletter for Health Care Registration Professionals*, 11(2), 7-9.
- Nelson, B. (2002). The rewards of recognition. *Leader to Leader*, 23, 16-19.
- Nelson, B. (2002). Tips to make employee recognition a habit. *Health Care Registration: The Newsletter for Health Care Registration Professionals*, 11(12), 11-13.
- The Great-West Life Assurance Company. (2012). PF7: Recognition and Reward. In *Centre Resources by GM@W Factor and On the Agenda*. Retrieved from <http://www.workplacestrategiesformentalhealth.com>

www.guardingmindsatwork.ca