

## Chapter 1 : How Can Managers Use Reinforcement Theory to Motivate Employees? | calendrierdelascience

*Positive Reinforcement.* Positive reinforcement occurs when you provide a positive response when an employee behaves in an appropriate manner. For example, if an employee stays late to finish an important project, your thanks and praise is a positive reinforcement.

Politics[ edit ] Politics provides an excellent setting for the study of reinforcement theory. The statistics on undecided voters indicate that most people have pre-existing beliefs when it comes to politics. Relatively few people remain undecided late into high-profile elections. For example, about a month prior to the U. Part of the reason why undecided voters are frequent message targets can be found in reinforcement theory. Reinforcement theory predicts that people with already developed opinions will selectively attend to and cognitively incorporate information that supports their own views. Reinforcement theory has three primary mechanisms behind it: Selective exposure[ edit ] The primary basis for the selective exposure assumption can be located within cognitive dissonance theory, although contemporary work Knobloch-Westrick, draws on numerous theories. Basically, this theory states that people do not like to have previously-held beliefs challenged. When individuals encounter information that is discrepant from their own opinions, they seek to resolve the resultant disharmony somehow. People in general do not like to be wrong. A change or shift in attitude is sometimes interpreted as an admission that the original belief was inaccurate or inadequate. To avoid having their opinions challenged, research indicates that people tend to simply avoid information that might be discrepant in nature Johnson-Cartee and Copeland, Support for this tendency to avoid dissonant messages can also be found in mood management theory. The selective exposure phenomenon focuses on how people manage to avoid incongruent information and primarily encounter information that supports predispositions. Obviously, most are not able to completely avoid all potentially challenging information. In these cases, message receivers may outright reject dissonant messages Wheelless, The reasons for rejection are varied and plentiful. A topic as emotional and involving as political preference is especially subject to the selective exposure phenomenon. In fact, Lazarsfeld, Berelson, and Gaudet found selective exposure early on to be a necessary link in their theory that campaigns primarily reinforce and activate preexisting political notions. McLeod, Kosicki, and McLeod stated that information selection and "exposure is much more specialized and individualized" p. Furthermore, cable channel options continue to multiply with specific, niche target audiences in mind. Selective perception[ edit ] It is not possible to completely avoid all discrepant messages. When exposure to a dissonant message has occurred, the phenomenon of selective perception often follows. Perception is subjective and dependent on several factors; one factor, for example, is media type. The selective perception discussed here, however, is done in order to reduce dissonance with previously held beliefs Wheelless, Several communication theories use this assumption of skewed perception as their basis i. In the political realm, selective perception often occurs when a voter is presented with a candidate position that he or she does not agree with but supports the candidate otherwise. He pinpointed three primary reasons why the initial disagreement happens. First, the candidate and voter may share political party affiliation, but may not agree on all of the issues. Third, social pressure to take a particular stand on an issue may exist that causes the voter to be incongruent with his or her preferred candidate Sherrod, Selective Perception is not only associated with the voter and the candidate they affiliate with. Selective perception is also seen when someone attacks a political opponent by focusing on a particular issue they disagree with. Voters will ignore any common stances on issues with the opposition, and thus scorch the opponent on one main idea Falcon, In this chart, we are given the unemployment numbers at specific points in time under different House Majorities. This does not require any change in attitude regarding either the candidate or the issue on the part of the voter. Selective retention[ edit ] The final mechanism behind reinforcement theory has to do with selective retention and recall. The ease with which a person can recall information impacts the level and intensity of judgment related to the topic. For example, people who can easily recall an example related to the message are more likely to make an intense judgment about it Shrum, In general, most people are unable to accurately recall current event information presented on the news. Although additional variables such as news

presentation and format affect information retention, people generally can better remember messages that are consistent with their own attitudes and beliefs Wheelless, Surlin and Gordon found that political information in particular is more readily retained and summoned up when it supports preexisting beliefs and political opinions. Information that threatens such beliefs is more easily forgotten or lost. This phenomenon also extends to political advertising. Organizational Behavior[ edit ] Moving away from politics and toward business organizational management, Stajkovic and Luthans "A Meta-Analysis of the Effects of Organizational Behavior Modification on Task Performance ".

## Chapter 2 : The Importance of Positive Reinforcement in the Workplace

*Reinforcement Theory in the Workplace by Jackie Lohrey - Updated September 26, In the workplace, the reinforcement theory of motivation says that you can manage employee behavior in even the most diverse work groups by controlling consequences rather than causes.*

Reinforcement theory of motivation overlooks the internal state of individual, i. This theory focuses totally on what happens to an individual when he takes some action. Thus, according to Skinner, the external environment of the organization must be designed effectively and positively so as to motivate the employee. The managers use the following methods for controlling the behaviour of the employees: Positive Reinforcement- This implies giving a positive response when an individual shows positive and required behaviour. For example - Immediately praising an employee for coming early for job. This will increase probability of outstanding behaviour occurring again. Reward is a positive reinforce, but not necessarily. Positive reinforcement stimulates occurrence of a behaviour. It must be noted that more spontaneous is the giving of reward, the greater reinforcement value it has. Punishment- It implies removing positive consequences so as to lower the probability of repeating undesirable behaviour in future. In other words, punishment means applying undesirable consequence for showing undesirable behaviour. For instance - Suspending an employee for breaking the organizational rules. Punishment can be equalized by positive reinforcement from alternative source. Extinction- It implies absence of reinforcements. In other words, extinction implies lowering the probability of undesired behaviour by removing reward for that kind of behaviour. For instance - if an employee no longer receives praise and admiration for his good work, he may feel that his behaviour is generating no fruitful consequence. Extinction may unintentionally lower desirable behaviour. Implications of Reinforcement Theory Reinforcement theory explains in detail how an individual learns behaviour. Managers who are making attempt to motivate the employees must ensure that they do not reward all employees simultaneously. They must tell the employees what they are not doing correct. They must tell the employees how they can achieve positive reinforcement.

## Chapter 3 : Reinforcement Theory in the Workplace | Bizfluent

*In this lesson, you will learn about reinforcement theory as it applies to the workplace and be provided some examples to illustrate the theory.*

**Differences Between Reinforcement and Punishment** This educational and amusing video demonstrates examples of positive and negative reinforcement and punishment. Shaping with successive approximations is used to elicit a behavior that has never been displayed, or rarely occurs, by building the desired behavior progressively and rewarding each improvement on the behavior until the desired behavior is reached. Sundel , the following steps must be taken to shape a behavior: Specify the desired response Specify the positive reinforcers to be used Specify initial and intermediate responses Reinforce the initial response each time it occurs and withhold reinforcement from other responses until the initial response is performed consistently Shift the criterion for reinforcement from the initial response to an intermediate response Reinforce the intermediate response until it is performed consistently, then shift the criterion for reinforcement gradually to other intermediate responses that are increasingly similar to the desired response Reinforce the desired response when it is performed An example of shaping is teaching a child sign language. The desired response would be for the child to learn how to sign the word "candy. It would not make sense to use bubbles as a reinforcer, because they are not requesting bubbles, they are requesting candy. The initial response in this example could be to just point the left finger. Every time this is done the child would be reinforced. Once this is done consistently, the intermediate response could be used. The intermediate response could be to point their finger and touch their cheek. Every time this is done it would be reinforced. Just pointing their finger would no longer be an acceptable response, and would no longer be reinforced. Once the intermediate response is consistent, the desired response would be reinforced. The desired response in this case would be the accurate sign of candy. This is an example of how shaping can be used. Another example involves Skinner and his students at Harvard University. The story is legendary albeit anecdotal: When Skinner was lecturing from the podium, they pretended to be disinterested by looking bored and shuffling their feet. As soon as the instructor took one step away from the podium, they pretended to pay attention and showed keen interest in the lecture. When Skinner became conditioned to lecturing one step away from the podium, students raised the criterion for their attention to two steps away from the podium. Eventually, by raising the criteria, each time further and further away from the podium, they were able to make Skinner give his lectures from the door, with one foot in the hallway. He would occasionally run to the podium to look at his notes and then return to the door to continue his lecture. When one of his colleagues asked him why he was lecturing from the door, Skinner replied: According to Stangor , the set of assumptions, rules, and procedures that scientists use to conduct research is called the scientific method. The scientific method increases objectivity by placing the data under the scrutiny of fellow scientists and informs them of the methods used to collect the data. The example took place in a college psychology class where most of the students had decided to test the principles of reinforcement on their own professor. The students had noticed that the professor had the annoying and distracting habit of pacing back and forth in the front of the classroom during his lectures. Using the principles of Reinforcement Theory, they set out to end this habit. To do this, the students who were in on the experiment sat in the first two or three rows of the classroom as the lecture began. When the professor stood in the center of the classroom, the students in the experiment would act as though they were immensely involved in the lecture, eyes locked in. When the professor would wander off center, they acted disinterested and uninvolved. Reinforcement Theory was clearly in action in this example. As the professor wandered to the sides of the room, he was punished by students who became disinterested in his lecture. This was negative punishment. In a study by Del Chiaro , the use of verbal positive reinforcement as a means of improving employee job satisfaction was examined. Five supervisors were trained in the use of verbal positive reinforcement. Analysis of the results of the employee surveys revealed no clear patterns, but when the means of all the supervisors were added, there was a small increase in job satisfaction ratings. Since the validity data the supervisors submitted was incomplete, the small increase could not be solely attributed to the verbal

positive reinforcement Del Chiaro, Del Chiaro concludes that based on the data, "training supervisors in the use of positive verbal reinforcement has no negative effect on employee job satisfaction" p. According to this study, verbal positive reinforcement may increase job satisfaction slightly, but it is more likely that it does not decrease job satisfaction. Under this schedule, cocaine dose-dependently increased responding relative to placebo, indicating that cocaine functioned as a positive reinforcer Stoops, The groups created consisted of employees that either performed complex tasks, or performed relatively simple tasks. Each group was then broken into subgroups for a total of 4 groups. The complex group was reinforced with money and paid leave, or outcome and process feedback. The simple group was reinforced with an informal dress code, or flexible working hours. One subgroup 18 employees received discounts on products sold by the company and were offered paid leave for an additional half day every month. The monetary reinforcer worked well and employee purchases at the retail store almost doubled after the reinforcers were used. The second subgroup 18 employees of group G1 received outcome and process feedback. Outcome feedback communicated to the employee what their performance level was against the set standard Raj et al. Process feedback conveyed to each employee how the performance was executed, and, more importantly, as to what should be done in future to improve their performance Raj et al. All of the 40 employees were asked to list what would motivate them and make them feel comfortable in their work spot, which in turn would lead to an increase in their performance Raj et al. The biggest reinforcer chose was informal dress code. Out of 40 employees, 23 of them selected this reinforcer. Plus, the formal dress code made them very uncomfortable because of the weather in India. The remaining 17 employees that made up G2 viewed working hours that were flexible would be the best reinforcer. They suggested that management allow them to leave early in lean seasons as soon as the task assigned to them for that day was completed Raj et al. When the season was at its peak the same workers would work longer hours to ensure all tasks were completed before leaving. Money and social recognition are better reinforcers than feedback for less complex tasks according to previous literature. This experiment shows that providing suggestions and information for future improvement has a more enduring benefit than does the use of monetary discounts combined with increased paid leave Raj et al. Reinforcement was successful, but management needs to come up with new reinforcements to maintain a high level of performance among employees. Besides an increase in job performance there was an increase in satisfaction for G2. Their attitudes were better than before, their willingness to do the jobs assigned to them was higher, and their spirits were high Raj et al. The basis for this theory is extrinsic motivation which critics say can offend those whose behavior is the subject. Further evidence reveals that if the target of the behavior modification is aware of the attempt, certain personality types will do everything in their power to skew the results Gergen, The culture needs to be examined to determine if the reward holds value. What held value twenty years ago, may not hold value today. Strengths Provides clues to motivation. Unlike Needs Theory of motivation which focused on internal needs, Reinforcement Theory is based on external conditions. Because of this, it may be easier to motivate a group of workers through external factors such as pay raise, promotion, etc Operant Conditioning, Installing a schedule of reinforcement, such as a variable interval schedule will keep employees on their toes. The employee does not know exactly when a test or performance review is coming, so they cannot afford to work poorly on a given task Redmond, Reinforcement Theory deals with learned behaviors, therefore it is easy to apply to organizational management. Upon joining a company, workers deal with certain stimuli, responses, and their consequences. Reinforcement Theory has had substantial research done in the workplace. This research has shown impressive results due to its focus on observable behaviors. Weaknesses Disregards internal motivation. One main weakness in dealing with Reinforcement Theory is the difficulty to identify rewards or punishments Booth-Butterfield, Each human being is different and unique, and Reinforcement Theory has to take this into account. A reward that works for one person may not work for someone else. For example, one person may be lacking self-confidence, so higher praise from a manager may act as a reward. If only a raise in pay were the reward in this situation, the lack of self-confidence would still be evident and an increase in productivity would not be present. Hard to apply to complicated forms of behavior. It is not equally reliable in all situations. Using it to impact behaviors involved in complicated task work can be problematic. It is easier to reinforce behavior that applies to a simple task because positive and negative behaviors are easier

to keep track of and modify Redmond, The control and manipulation of rewards in order to change behavior is considered unethical by some Redmond, Even when an acceptable reward or punishment is met, they often become less meaningful over time Booth-Butterfield, The reward of praise seen above, for instance, becomes much less desirable after the person receives a boost in self-confidence. Now, the manager may have to move on to another reward to keep the motivation fresh. The punishment aspect of Reinforcement Theory can be difficult to apply well. According to Booth-Butterfield , for punishment to be effective, a few guidelines may be required: The punishment should be immediate. The punishment should be intense. The punishment should be unavoidable. The punishment should be consistent. Findings and conclusions of behaviorism, to a large extent, are based on research with animals. Thorndike used cats, Pavlov used dogs, and Skinner - pigeons and rats. Many aspects that are important to human beings, such as problem-solving and thinking process, are not addressed by behaviorism. The emphasis is on the environmental stimuli that modify behavior, not on any internal factors that may be present Funder,

**Chapter 4 : Management Styles: Positive and Negative Reinforcement | Career Trend**

*Reinforcement Theory Reinforcement theory implies that motivation through rewards or incentives produces desired behaviors (Spector, ). The perception of behavior is a response to the environment, and motivation occurs externally through the major tenet of the law of effect (McLeod, ).*

Jennifer Michaelsen - Olivas B. Dealers report hostile work environments and have chosen lower wage jobs within the local competition. Housekeepers are reported to have become unreliable and manage a larger workload causing customer dissatisfaction as rooms are not ready for check in. Employee retention is crucial to maintaining a positive and consistent organization. Positive motivational strategies combined with stress relievers could have a profound impact on employee retention rates. Proper motivation and reducing stress promotes employee job satisfaction and increases production. Motivation Employee motivation drives the individual to have a desire to maximize performance and seek out higher opportunities Spector, An organization that expects employees to perform at or above a certain level must keep employee motivation high Spector. Motivational theories delve into the expectations about the reasons individuals behave and perform in a certain manner, as well as indicate predictors of future performance Spector, Although the housekeepers are paid to clean and prepare rooms by three in the afternoon, they are not reaching their quotas. The casino does not offer any form payment for the heavier workload. Reinforcement Theory Reinforcement theory implies that motivation through rewards or incentives produces desired behaviors Spector, The perception of behavior is a response to the environment, and motivation occurs externally through the major tenet of the law of effect McLeod, Thorndike declared a behavior supported with an incentive would likely cause repetitive desired behavior and punishment would decline undesired behaviors Spector, The use of positive reinforcement promotes desired behavior through a reward system McLeod, The use of negative reinforcement extracts stimulus that causes negative behaviors and promotes desired behavior McLeod, Punishment deflects undesired behavior through the use of negative consequence for undesired behavior McLeod, All three forms of reinforcement weaken the undesired, or negative behavior while strengthening the positive, or desired behavior. According to Skinner, applying reinforcement on a consistent basis ultimately leads to a permanent behavior modification that is desirable McLeod, Implementing incentive programs for housekeepers could potentially increase performance and attendance. JC could reward housekeepers for each room cleaned and prepped over their quota, as this is going beyond normal job expectations. An additional incentive could be given for each room cleaned and prepped before the three o'clock check in time. Another incentive that can prove to be useful is simple praise. Praise gives individuals a sense of appreciation and should be given to housekeepers consistently as it is a form of recognition of a job well done. Adding positively reinforcing incentives promotes higher productivity, better performance, and increased customer satisfaction. Implementing an incentive program keeps housekeepers motivated to perform above expectation as they strive to obtain an incentive outside of normal pay. They may begin to feel appreciated and valued by the casino giving an internal desire to report for work and enhance personal job performance. Justice and Equity Theories Justice theories declare employees seek fair, conventional treatment in the workplace Spector, Equity theory declares that individuals compare their performance to others to validate compensation differences. Comparisons potentially cause an increase in motivation as individuals attempt to perform to the same standard as more respected employees Spector, In a supervisory role, a leader should demonstrate moral and just treatment to motivate employees to maximize their potential and productivity Spector, When an individual feels unvalued or unappreciated by supervisors, performance declines that may result in the employee quitting Spector, Employees strive to attain an equilibrium of fairness among expectations in the workplace. The inability to attain equilibrium deteriorates motivation and sends a chain reaction of undesired work behaviors Spector, When an employee feels as though their workplace is causing harm to them emotionally, they tend to seek a healthier working environment Spector, Dealers report that job separation is due to hostile work environment created by their supervisor, Joe. Dealers are willing to take a pay cut to achieve job satisfaction through a pleasant work environment. Additionally,

housekeepers feel overwhelmed with higher demands placed on them with no form of compensation. The unconventional and unjust treatment of the employees has created a deteriorating retention rate that has impacted all aspects of production, customer satisfaction, and profit for the organization. Stressors and Alleviations Occupational stress is an occurrence in the workplace that causes an individual to have an adaptive response, similar to a defense mechanism. Stressors, Individuals experiencing occupational stress may experience job dissatisfaction, loss of motivation, or even health problems. Indicators of stress include heavy workloads, hostile work environments, conflicts, and anything else that appears to be abnormal working environment. The work environment created by the overbearing boss is a major stressor that leads to employee turnover. Stressors for housekeeping include understaffing, heavy workloads, and having to add more work when employees call out. Additionally, the administrative staff is under stress because they are asked to fill in when housekeeping cannot handle the demands of the company. The HR Manager should implement a morals and ethics training class, along with creating a positive work environment for the management team. The implementation of a training program designed to teach the proper management skills to retain employees should be necessary for Joe, or a replacement boss put into effect immediately. Repairing the hostile environment is the priority. Giving the management team insight on the effects of the ways leaders lead should impact management to create a more positive work environment that will allow for employee retention to increase. Recruitment and training are an immediate need as well. Housekeepers and dealers are necessary to the operations of the business and having a full, properly trained staff will create a reduction in stress and increase in job satisfaction because the workloads will decrease. Additionally, a properly trained staff increases retention. Job Satisfaction Job satisfaction is a the attitude portrayed by an employee accommodating the amount of like or dislike the individual feels about the job. Job satisfaction can have a direct impact on employee turnover if satisfaction is not apparent in the workplace. Housekeepers demonstrate inconsistent attendance and are unable to attain goals due to the large workload they experience. Expectations to cover when someone calls out has become the norm with no compensation for working double duty in the same amount of time. The use of the administrative staff outside of their job description creates dissatisfaction. Dealers are forced to deal with a hostile leader. Alleviating the stressors created by poor management will create satisfaction among employees. Training Joe how to manage properly or dismissing him from his duty for a more reputable manager will create a more efficient and pleasant work environment. Adding staff or giving incentives to the housekeepers and administrators who fill on for those calling out will create more satisfaction in the workplace. Acknowledging employee efforts, giving positive feedback, and employee reviews will enhance satisfaction as this gives the employee a sense of recognition that will build motivation. Counterproductive Employee Behavior A counterproductive employee is one who elicits negative behaviors in the workplace. A counterproductive employee hinders the growth of the company as they appear unmotivated or to act with malicious intent. The inability of the housekeeping manager to maintain staff at proper levels is counterproductive to the expectations of the staff. The dealers are counterproductive to the casino as they feel threatened and reside their loyalty and seek work with competitors. Although the dealers and housekeepers behaviors appear counterproductive, the attitudes and lack of motivation are a direct result of a hostile and over demanding work environment. Properly training or eliminating Joe from his position is vital to repairing employee satisfaction. Hiring and training more housekeepers is an obvious solution to the housekeeping department. To reduce counterproductive behaviors, the Casino must do a complete overhaul of the entire staff and develop a plan of action to bring the casino morale to a normal standard. Implementing motivational theories increases job satisfaction and employee desire to do more. The use of reinforcements pushes employees to go the extra mile and learn different aspects of the company that could potentially lead to promotion and increase retention. High employee retention indicates job satisfaction and loyalty that leads to a more united team. Reducing counterproductivity increases production and leads to a more stable production rate and increases job satisfaction. References Management Study Guide. Skinner " Operant Conditioning. Industrial and organizational psychology 6th ed.

**Chapter 5 : Reinforcement Theory - PSYCH Work Attitudes and Job Motivation - Confluence**

*According to reinforcement theory, choosing one positive attribute to target at a time and applying positive reinforcement techniques with a focus on extinction of the negative behavior, can help.*

Reinforcement theory, "is the process of shaping behavior by controlling the consequences of behavior" Reinforcement Theory, n. Because individuals operate based on their environment, any behavior that induces a consequence is called operant behavior. Given identical situations, behavior followed by satisfaction will be strengthened and behavior followed by dissatisfaction will be weakened Reinforcement Theory, Stimuli also called the antecedent are the conditions or reinforcer that causes a behavioral response. Stimuli can be because of a demand given or because of being denied access to something. It can also be an automatic response that gives the person some kind of pleasure. A response is the behavior or action that a person engages in. A consequence is the result of the behavior. Consequences determine future actions. Positive and negative reinforcement both cause an increase in a desired behavior. On the other hand, punishment, which can be positive or negative, causes an unwanted behavior to be decreased. Furthermore, Skinner developed schedules of reinforcement which are used to manage reinforcement via different combinations of timing and frequency. In brief, schedules of reinforcement are straightforward rules for when reinforcement should be given following a desired behavior. Fixed interval, variable interval, fixed ratio, and variable ratio all have different effects on the rates of responding. Behavior is affected by its consequences and can be strengthened or reinforced by a single consequence, thus, schedules of reinforcement are important in maintaining behavior Skinner, n. One is positive reinforcement and the other is negative reinforcement. Positive reinforcement uses the reward system. The rewards in the workplace include, but are not limited to: In educational settings the rewards can include: The reward must stimulate the person to produce the desired behavior. This means that the reinforcer should be highly motivating to the individual. Skinner introduced people to Positive reinforcement by conducting experiments on animals, most notably his rat experiment. Skinner designed a box with a lever inside that released food when pressed. He placed a hungry rat into the box to see if the rat could figure out how to get to the food. Skinner tested positive reinforcement, and concluded it does produce desired behaviors McLeod, Negative Reinforcement Negative Reinforcement is a, "psychological reinforcement by the removal of an unpleasant stimulus when a desired response occurs" Negative Reinforcement, n. Negative reinforcement uses the reward system. A person is rewarded for desired behavior by having something unpleasant removed. This removal is the reward. For example, in the workplace a person may find it undesirable to be monitored closely. If a person is doing their job to the held standard, they may not be monitored as closely anymore. This removal of the monitoring is the reward for consistently doing their job well. Skinner used the rat to demonstrate positive reinforcement, but he also utilized the same test to prove negative reinforcement. Skinner placed an electric current inside the box. The electric current was an unpleasant stimulus for the rat. The rat inadvertently hit the lever and learned that this turned the electric current off. Through several trials, the rat learned that if it went straight to the lever, it would turn off the current McLeod, One is negative punishment and the other is positive punishment. Remove - what employees like when they have performed the undesired behavior Redmond, Imagine a coworker who comes to your desk everyday wanting to visit. If you do not engage him in conversation the pleasant stimulus he desires he will eventually stop coming for his morning visit. Non-reinforcement of an undesirable behavior will cause its extinction. Using the example, if you engage your co-worker in morning chats again, he will be back, every day. The extinction of an undesirable behavior is good, but extinction works both ways. If a manager does not reinforce desirable behaviors, they too may end. Remember that these behaviors are not lost, just stopped. They will return if proper reinforcement is used. Positive Punishment Positive punishment is the type of punishment most of us are familiar with. The objective is to apply a negative stimulus with the goal of eliminating the undesirable behavior. Using the example of a chatty co-worker, the employee could be orally reprimanded for spending too much time away from his desk. It is important to realize that even though consequences are aversive, such as suspension, demotions, etc. Once a person makes the connection between

an undesirable consequence and an undesirable behavior, the behavior will most likely be eliminated. Positive Punishment is quite common. Positive punishment is very effective in eliminating undesired behaviors but it does have limitations. The greatest drawback is that punishment fails to teach desirable behaviors. Without being taught the expected behavior, once the punishment is removed, the undesirable behavior may return. Furthermore, a possibility exists of undesirable emotional reactions to punishment, such as resentment, retaliation, and embarrassment. Immediate punishment ensures a connection between the undesirable behavior and its negative consequences. If a punishment occurs after a delay, the person may not know exactly what they are being punished for. This will not help to decrease the undesirable behavior. Be fair and consistent. What goes for one goes for all. Never be lenient with one employee and harsh to another. Consistency is very important to reinforcement theory. Not only does a person have to be consistent between employees, but they have to be consistent within each individual employee. If an employee is punished once for being late, they should always be punished for being late. Use the 5 to 1 Rule. Frequent positive reinforcements will make an occasional punishment more effective. If there are always punishments and no reinforcements or very little people could have emotional reactions. Alternative behaviors should be explained. Make sure the reasons for punishment are explained and offer alternative behaviors. This gives the supervisor the chance to teach a new behavior. It also increases the likelihood of having another undesirable behavior take its place. Praise in public, punish in private. Public punishments may cause unwanted emotional reactions. People are much more open to change when they do not feel like they have been embarrassed or belittled. Likewise, praising in public will make people feel good, and can be a motivator to continue the desirable behavior. Desirable behaviors should be rewarded and undesirable behaviors should be punished. Schedules of Reinforcement A schedule of reinforcement determines when and how often reinforcement of a behavior is given. Schedules of reinforcement play an important role in the learning process of operant conditioning since the speed and strength of the response can be significantly impacted by when and how often a behavior is reinforced. Van Wagner, b. Two types of reinforcement schedules are: Redmond provides an example of a manager praising a new employee for every correctly performed work behavior in order for the employee to learn how to effectively execute the job. However, continuous reinforcement will not generate enduring changes in behavior, once the rewards are withdrawn, the desired behavior will become extinct. It is impractical and unproductive for organizations to provide continuous reinforcement; therefore, organizations utilize intermittent partial reinforcement schedules. Intermittent reinforcement is when a desired behavior is reinforced only occasionally when it is displayed. In this type of reinforcement schedule behaviors are obtained more gradually; however, the behaviors are more enduring, defying extinction. Ratio reinforcement is the reinforcement of a desired behavior after a number of occurrences; while, interval reinforcement is the reinforcement of a desired behavior after a period of time. Consequently, four types of intermittent reinforcement schedules exist: A reinforcement of the desired behavior occurs after a specific period of time has elapsed ex. An employee receives a paycheck at the end of the week. The fixed interval schedule causes more or faster behavior responses before the consequence and less or slower behavior responses immediately after. Redmond, ex. The fixed interval schedule is a form of continuous schedule and works well for punishment or learning a new behavior. Heffner, A reinforcement of a desired behavior occurs after a variable amount of time has elapsed ex. Employees refrain from taking drugs or drinking before work because the employer has a random drug testing policy. The variable interval schedule tends to be more effective than a fixed interval schedule because it generates a constant rate of response. Redmond, A reinforcement of a desired behavior occurs only after a given number of occurrences ex. Because the fixed ratio schedule is methodical, it produces a high, steady rate of response. The fixed ratio schedule is also a form of continuous schedule and works well for punishment or learning a new behavior. Heffner, A reinforcement of a desired behavior occurs after a variable number of occurrences ex.

## Chapter 6 : Examples of Negative Reinforcement in the Workplace - Woman

*Reinforcement Theory in the Workplace Abstract This research aimed at analyzing how reinforcement theory works in the workplace environment. The study critically analyzes journal articles and other relevant credible to get an in- depth information of reinforcement theory in workplace setting.*

To find out more about how leaders can go about doing that effectively, I spoke with Bill Sims. The Remarkable Power of Positive Reinforcement. What is the best way to motivate your employees and why? Conventional wisdom has always held that cash is king when it comes to employee motivation. Companies spend trillions of dollars annually doling out bonuses and performance incentives. Quite often these approaches fail miserably. Why is it that the least effective motivators are the ones used most often? You see, quite often, the best kinds of positive reinforcement are free. In my book, I discuss the Neuron Study, done in Japan. It scientifically proves why and how positive verbal praise and feedback stimulate the same neural pathways that cash stimulates. With one huge difference. The irony is, that the thing workers say they need the most, is the thing they receive the least—genuine positive reinforcement and feedback. How does positive reinforcement drive profitability and employee engagement? Why are performance evaluations a total waste of time and money? Microsoft was one of many companies to drink that Kool Aid. And it probably did more damage to the collaborative structure of GE, Microsoft, and the others who tried it than just about anything else. I think we can learn another lesson from my Mom here. What did mom do? First, she clearly pinpointed and communicated the behavior she needed from me, and then BAM! From behavioral science, we know that behavior needs to be reinforced instantly, within 10 seconds or less. How do you recommend managers increase engagement with their teams? Employee engagement has gotten lots of attention due to the work of Gallup and Towers Perrin, and we are all deeply indebted to them for this. That ultimate level of performance is Employee commitment. Simply put, it means that we leave people alone and say nothing when they do something right giving no positive feedback, but we are quick to ZAP! It only gets you a temporary change in behavior which lasts about 60 seconds after you and your big stick leave the room. What do you do as a manager if an employee is performing poorly? I like the Deming Test. On the other hand, once the gun is aimed at him, if he can do the job properly, the problem is motivation. Have we provided them the tools to do the job? Have we removed the barriers to doing the job safely, delivering production and quality? Quite often, the answer is no, and the failure lies in the management system. One group was told they were smarter, nicer and neater than the others. The second group was criticized and humiliated and told they were less intelligent. The lesson we learn is clear. You coach them to the limit of yours.

**Chapter 7 : Why Is Positive Reinforcement Important in the Workplace? | calendrierdelascience.com**

*Positive reinforcement is the process of recognizing and rewarding a desired behavior in an effort to encourage its continuance. Positive reinforcement can consist of praise, offering incentives.*

Negative Reinforcement Further ideas and concepts[ edit ] Distinguishing between positive and negative can be difficult and may not always be necessary; focusing on what is being removed or added and how it is being removed or added will determine the nature of the reinforcement. Negative reinforcement is not punishment. The two, as explained above, differ in the increase negative reinforcement or decrease punishment of the future probability of a response. In negative reinforcement, the stimulus removed following a response is an aversive stimulus; if this stimulus were presented contingent on a response, it may also function as a positive punisher. The form of a stimulus is separate from its function in terms of whether it will reinforce or punish behavior. An event that may punish behavior for some may serve to reinforce behavior for others. A child is repeatedly given detention for acting up in school, but the frequency of the bad behavior increases. Thus, the detention may be a reinforcer could be positive or negative ; perhaps the child now gets one-on-one attention from a teacher or perhaps they now avoid going home where they are often abused. Some reinforcement can be simultaneously positive and negative, such as a drug addict taking drugs for the added euphoria a positive feeling and eliminating withdrawal symptoms which would be a negative feeling. Or, in a warm room, a current of external air serves as positive reinforcement because it is pleasantly cool and as negative reinforcement because it removes uncomfortable hot air. Reinforcement in the business world is essential in driving productivity. Employees are constantly motivated by the ability to receive a positive stimulus, such as a promotion or a bonus. Employees are also driven by negative reinforcement. This can be seen when employees are offered Saturdays off if they complete the weekly workload by Friday. Though negative reinforcement has a positive effect in the short term for a workplace i. Most people, especially children, will learn to follow instruction by a mix of positive and negative reinforcement. Some primary reinforcers, such as certain drugs, may mimic the effects of other primary reinforcers. While these primary reinforcers are fairly stable through life and across individuals, the reinforcing value of different primary reinforcers varies due to multiple factors e. Thus, one person may prefer one type of food while another avoids it. Or one person may eat lots of food while another eats very little. So even though food is a primary reinforcer for both individuals, the value of food as a reinforcer differs between them. Secondary reinforcers[ edit ] A secondary reinforcer, sometimes called a conditioned reinforcer, is a stimulus or situation that has acquired its function as a reinforcer after pairing with a stimulus that functions as a reinforcer. This stimulus may be a primary reinforcer or another conditioned reinforcer such as money. An example of a secondary reinforcer would be the sound from a clicker, as used in clicker training. The sound of the clicker has been associated with praise or treats, and subsequently, the sound of the clicker may function as a reinforcer. Another common example is the sound of people clapping " there is nothing inherently positive about hearing that sound, but we have learned that it is associated with praise and rewards. When trying to distinguish primary and secondary reinforcers in human examples, use the "caveman test. If, on the other hand, the caveman would not react to it e. As with primary reinforcers, an organism can experience satiation and deprivation with secondary reinforcers. Other reinforcement terms[ edit ] A generalized reinforcer is a conditioned reinforcer that has obtained the reinforcing function by pairing with many other reinforcers and functions as a reinforcer under a wide-variety of motivating operations. One example of this is money because it is paired with many other reinforcers. Socially-mediated reinforcement direct reinforcement involves the delivery of reinforcement that requires the behavior of another organism. The Premack principle is a special case of reinforcement elaborated by David Premack , which states that a highly preferred activity can be used effectively as a reinforcer for a less-preferred activity. A reinforcement hierarchy can be used to determine the relative frequency and desirability of different activities, and is often employed when applying the Premack principle. Contingent outcomes are those directly linked to a causal behavior, such a light turning on being contingent on flipping a switch. Note that contingent outcomes are not necessary to demonstrate reinforcement, but perceived

contingency may increase learning. Contiguous stimuli are stimuli closely associated by time and space with specific behaviors. They reduce the amount of time needed to learn a behavior while increasing its resistance to extinction. Giving a dog a piece of food immediately after sitting is more contiguous with and therefore more likely to reinforce the behavior than a several minute delay in food delivery following the behavior. Noncontingent reinforcement refers to response-independent delivery of stimuli identified as reinforcers for some behaviors of that organism. However, this typically entails time-based delivery of stimuli identified as maintaining aberrant behavior, which decreases the rate of the target behavior. In , Baer and Wolf created a name for the use of natural reinforcers called "behavior traps". Behavior traps have four characteristics: This behavior trap may simply be a social situation that will generally result from a specific behavior once it has met a certain criterion e. The simplest rules controlling reinforcement are continuous reinforcement, where every response is reinforced, and extinction, where no response is reinforced. Between these extremes, more complex "schedules of reinforcement" specify the rules that determine how and when a response will be followed by a reinforcer. Specific schedules of reinforcement reliably induce specific patterns of response, irrespective of the species being investigated including humans in some conditions. However, the quantitative properties of behavior under a given schedule depend on the parameters of the schedule, and sometimes on other, non-schedule factors. The orderliness and predictability of behavior under schedules of reinforcement was evidence for B. The reliability of schedule control supported the idea that a radical behaviorist experimental analysis of behavior could be the foundation for a psychology that did not refer to mental or cognitive processes. The reliability of schedules also led to the development of applied behavior analysis as a means of controlling or altering behavior. Many of the simpler possibilities, and some of the more complex ones, were investigated at great length by Skinner using pigeons , but new schedules continue to be defined and investigated. Simple schedules[ edit ] A chart demonstrating the different response rate of the four simple schedules of reinforcement, each hatch mark designates a reinforcer being given Ratio schedule " the reinforcement depends only on the number of responses the organism has performed. Continuous reinforcement CRF " a schedule of reinforcement in which every occurrence of the instrumental response desired response is followed by the reinforcer. Simple schedules have a single rule to determine when a single type of reinforcer is delivered for a specific response. Fixed ratio FR " schedules deliver reinforcement after every nth response. Variable ratio schedule VR " reinforced on average every nth response, but not always on the nth response. Fixed interval FI " reinforced after n amount of time. Variable interval VI " reinforced on an average of n amount of time, but not always exactly n amount of time. Reinforcement is delivered on the average after 4 minutes. Fixed time FT " Provides a reinforcing stimulus at a fixed time since the last reinforcement delivery, regardless of whether the subject has responded or not. In other words, it is a non-contingent schedule. Simple schedules are utilized in many differential reinforcement [22] procedures: Differential reinforcement of alternative behavior DRA - A conditioning procedure in which an undesired response is decreased by placing it on extinction or, less commonly, providing contingent punishment, while simultaneously providing reinforcement contingent on a desirable response. An example would be a teacher attending to a student only when they raise their hand, while ignoring the student when he or she calls out. Differential reinforcement of other behavior DRO " Also known as omission training procedures, an instrumental conditioning procedure in which a positive reinforcer is periodically delivered only if the participant does something other than the target response. An example would be reinforcing any hand action other than nose picking. An example would be reinforcing clapping to reduce nose picking Differential reinforcement of low response rate DRL " Used to encourage low rates of responding. It is like an interval schedule, except that premature responses reset the time required between behavior. If you ask more often, I will give you none. It is like an interval schedule, except that a minimum number of responses are required in the interval in order to receive reinforcement. Ratio schedules produce higher rates of responding than interval schedules, when the rates of reinforcement are otherwise similar. Variable schedules produce higher rates and greater resistance to extinction than most fixed schedules. The variable ratio schedule produces both the highest rate of responding and the greatest resistance to extinction for example, the behavior of gamblers at slot machines. Fixed schedules produce "post-reinforcement pauses" PRP , where responses

will briefly cease immediately following reinforcement, though the pause is a function of the upcoming response requirement rather than the prior reinforcement. Organisms whose schedules of reinforcement are "thinned" that is, requiring more responses or a greater wait before reinforcement may experience "ratio strain" if thinned too quickly. This produces behavior similar to that seen during extinction. Usually higher ratio requirement causes longer post-reinforcement pauses to occur. Partial reinforcement schedules are more resistant to extinction than continuous reinforcement schedules. Ratio schedules are more resistant than interval schedules and variable schedules more resistant than fixed ones. Momentary changes in reinforcement value lead to dynamic changes in behavior. There are many possibilities; among those most often used are:

- Alternative schedules – A type of compound schedule where two or more simple schedules are in effect and whichever schedule is completed first results in reinforcement.
- Multiple schedules – Two or more schedules alternate over time, with a stimulus indicating which is in force. Reinforcement is delivered if the response requirement is met while a schedule is in effect. FR4 when given a whistle and FI6 when given a bell ring.
- Mixed schedules – Either of two, or more, schedules may occur with no stimulus indicating which is in force. FI6 and then VR3 without any stimulus warning of the change in schedule.
- Concurrent schedules – A complex reinforcement procedure in which the participant can choose any one of two or more simple reinforcement schedules that are available simultaneously. Organisms are free to change back and forth between the response alternatives at any time.
- Concurrent-chain schedule of reinforcement – A complex reinforcement procedure in which the participant is permitted to choose during the first link which of several simple reinforcement schedules will be in effect in the second link. Once a choice has been made, the rejected alternatives become unavailable until the start of the next trial.
- Interlocking schedules – A single schedule with two components where progress in one component affects progress in the other component. In an interlocking FR 60 FI s schedule, for example, each response subtracts time from the interval component such that each response is "equal" to removing two seconds from the FI schedule.
- Chained schedules – Reinforcement occurs after two or more successive schedules have been completed, with a stimulus indicating when one schedule has been completed and the next has started. Example: On an FR 10 schedule in the presence a red light, a pigeon pecks a green disc 10 times; then, a yellow light indicates an FR 3 schedule is active; after the pigeon pecks a yellow disc 3 times, a green light to indicates a VI 6-s schedule is in effect; if this were the final schedule in the chain, the pigeon would be reinforced for pecking a green disc on a VI 6-s schedule; however, all schedule requirements in the chain must be met before a reinforcer is provided.
- Tandem schedules – Reinforcement occurs when two or more successive schedule requirements have been completed, with no stimulus indicating when a schedule has been completed and the next has started. VR 10, after it is completed the schedule is changed without warning to FR 10, after that it is changed without warning to FR 16, etc. At the end of the series of schedules, a reinforcer is finally given.

*Reinforcement theory of motivation was proposed by BF Skinner and his associates. It states that individual's behaviour is a function of its consequences. It is based on "law of effect", i.e, individual's behaviour with positive consequences tends to be repeated, but individual's behaviour.*

Salary Examples of Negative Reinforcement in the Workplace Hearing the words negative reinforcement makes most think about rewarding bad behavior. This is the aversive stimulus that you want to avoid. What do you do? The simplest solution would be to alter you behavior. Simply put, you leave your home early in order to beat traffic. But how can this be used in the workplace? Here are some examples: To be honest, it just ruins the entire day. But sometimes, nagging is used as a negative reinforcement technique so an employee reaches the desired productivity level required of them. Nagging puts employees into an unpleasant situation but when they improve their productivity levels, the nagging will stop. As such, nagging was able to reinforce the desired behavior. Not Participating In Meetings Not every employee looks forward to meetings. So whenever the weekly meetings are scheduled, employees usually dread it. A boss who sees this may want to do something about it. One thing that could be done is encourage employees to hit certain goals and if that is successful, they can skip the weekly meeting. Doing this may get employees excited about skipping the meeting. Six-Day Workdays Sometimes, employees are asked to come in on Saturdays. Employees want to rest during the weekends and a boss understands that. This will give employees motivation to work harder so they can have time off on Saturday. Any opportunity to rest and relax will likely motivate an employee to work harder so that all the targets that need to be hit are met within the work week. Many consider negative reinforcement an effective way to strengthen a desired behavior. Then again, it works best when the reinforcers are presented right after a behavior. This means that the technique is best used on a short-term basis as the response will get weaker as time drags along.

## Chapter 9 : Reinforcement theory in the workplace | Psychology Student

*reinforcement theory which is developed by B. F. Skinner. One of the most commonly used methods is positive reinforcement in which one's behavior is strengthened or increased based on consequences.*

Motivating employees can be difficult, as each employee has a distinctive personality and different goals. Finding a motivational system that works for an entire group might seem impossible. Using the reinforcement theory of motivation can help you to manage a group with disparate personalities because it focuses only on employee behavior and performance to achieve desired outcomes.

**Positive Reinforcement** Positive reinforcement occurs when you provide a positive response when an employee behaves in an appropriate manner. For example, if an employee stays late to finish an important project, your thanks and praise is a positive reinforcement. Positive reinforcement also can involve giving the employee some sort of reward, such as a bonus or gift card. Employees who receive positive reinforcement may be more likely to repeat the behavior in the future, particularly if they view expressions of thanks as genuine and spontaneous.

**Negative Reinforcement** Negative reinforcement encourages an employee to behave in a desired way by removing a negative consequence when he meets goals or objectives. If an employee fails to meet several deadlines, you might require him to submit a progress report to you every day. The employee may view this requirement negatively, especially if he previously worked independently. When the employee demonstrates that he can meet deadlines consistently, removing the negative consequence of the progress reports acts as a negative reinforcement. While negative reinforcement can be effective, positive reinforcement is more effective in achieving a long-lasting effect.

**Extinction** Extinction can undo all the work of positive reinforcement. Extinction occurs when you stop reinforcing behavior. As time goes by, you might feel that you no longer need to provide the same level of positive reinforcement to an employee. When the employee no longer receives positive reinforcement, he might feel unappreciated, which could eventually result in decreased morale and lower productivity.

**Considerations** Praise has the greatest impact right after an employee completes a project or performs particularly well. Make a habit of praising good work as soon as it occurs, either in person or with a note or e-mail. Think carefully about the behaviors you want to reinforce before you offer positive reinforcement. The Poynter website notes that rewarding a specific behavior one day and a contradictory behavior on another day will confuse your employees.