



# Appreciation

is a key driver of workplace  
wellbeing

Expressions and actions of ***genuine appreciation*** can have a profound impact on your employees and co-workers' wellbeing. This simple action has been associated with numerous evidence-based wellbeing benefits for employees including increased job satisfaction, lower burnout, improved daily emotions, and stronger co-worker relationships.



# Appreciation Interventions

## Cultivate a culture of recognition

Employee recognition can come from multiple sources:  
the organisation, manager, peer, customer, patient, or even themselves.

Recognising both team and individual performance can reduce work-related stress by enhancing workplace collaboration and trust, while fostering a sense of belonging and organisational commitment.<sup>1</sup>

- Encourage peer-recognition and self-recognition.<sup>2,3</sup>
- Seek feedback from clients, customers or patients and celebrate positive reviews.<sup>3</sup>
- Encourage managers to lead by example by making time in their team's work schedule to come together for the purpose of expressing gratitude towards one another.<sup>4</sup>



### Sources:

1. Weziak-Bialowolska & Bialowolski (2022)
2. Tetrick & Haimann (2014)
3. Black (2023)
4. Angelopoulou & Panagopoulou (2020)



# Appreciation Interventions

## Be SAGE in how you deliver recognition

Employee recognition must be thoughtfully delivered to improve workplace wellbeing. Failure to do so can result in unintended negative consequences arising from conflict, inequality or a sense of injustice.

Therefore, effective recognition should be SAGE:

- **Specific** about what the employee is being recognised for;
- **Appropriate** in terms of delivery timing, setting, and mode of communication;
- **Genuine**, authentic, and sincere; and
- **Equitably** distributed across the workforce (ensuring remote, hybrid and independent workers are not overlooked)





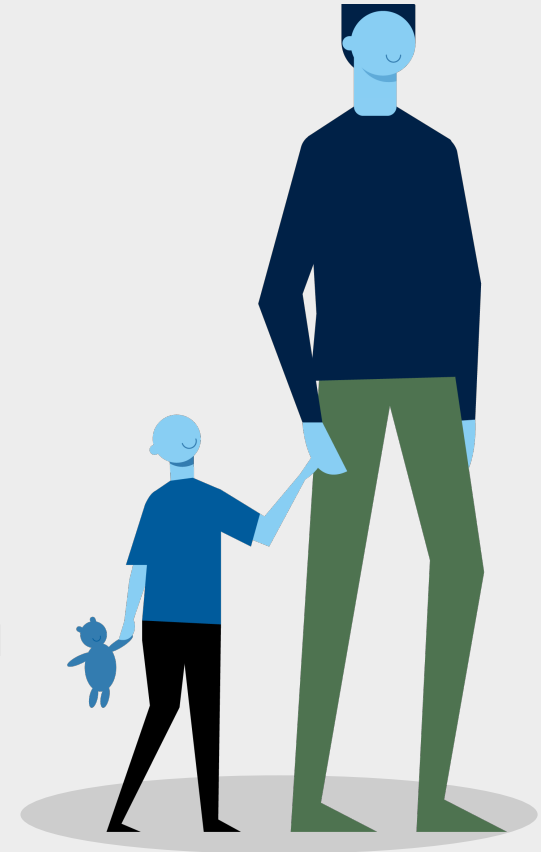
# Appreciation Interventions

## Reward employees for their effort

Rewarding employees for their work contributions is a valuable form of recognition that can play a role in protecting their wellbeing. **Monetary** rewards can off-set the negative impacts of demanding, repetitive, monotonous or less immediately rewarding work.<sup>1,2,3</sup> **Non-monetary** rewards and benefits such as flexible working options and paid volunteer days off can improve employee autonomy and work-life balance.<sup>4,5</sup>

Key considerations:

- Consider employees' motivational needs when designing reward systems. Team based rewards encourage collaboration and avoids overly competitive behaviours
- Evaluate the impact of rewards on employees to ensure that they do not increase work-related pressure, competition, or inequality.



Sources:

1. Victor and Hoole (2010)
2. van Vegchel et al. (2004)
3. Kosfeld et al. (2016)
4. Kelly et al. (2016)
5. Moen et al. (2016)



# Appreciation Interventions

## Prioritise decency, kindness and civility

Employee recognition programmes can have a greater impact on employee wellbeing in organisations that have a strong culture of decency, kindness, and civility. The former CEO of Mastercard, Ajay Banga, coined the term “Decency Quotient” (DQ):

**“DQ implies a person has not only empathy for employees and colleagues but also the genuine desire to care for them. DQ means wanting something positive for everyone in the workplace and ensuring everyone feels respected and valued. DQ is evident in daily interactions with others. DQ implies a focus on doing right by others.”<sup>1</sup>**

Psychiatrist Dr. Kelli Harding’s research reveals that kindness and human connection can positively impact our physical and mental health beyond traditional medicine. She suggests that having a good manager is just as critical as having a good doctor to avoid disease.<sup>2</sup>



Sources:

1. [Harvard Business Review \(2019\)](#)
2. [Harding \(2020\)](#)



# Appreciation

## References

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# Making the most of this resource



The Work Wellbeing Playbook is a concise guide derived from a systematic literature review of workplace wellbeing interventions. It offers a high-level summary of evidence-based interventions categorised by 12 key drivers of workplace wellbeing, distilled from over 3,000 academic studies.

Aimed at busy professionals, it provides accessible insights to improve employee wellbeing.

This playbook builds upon the World Wellbeing Movement's science-based recommendations for how to measure both [how employees are feeling at work](#), and [why they are feeling that way](#). You can then use the Work Wellbeing Playbook to address the areas for improvement within your organisation.

Business leaders are recommended to keep diversity top of mind when leveraging the playbook to craft a **holistic** employee wellbeing strategy for their organisation. While no single intervention guarantees success, combining multiple interventions across various levels and drivers of wellbeing can yield positive results for organisations.