Research Foundation for Appreciation at Work Resources

White, P. (2025), Have employees changed in how they want to be appreciated? An empirical comparison, Strategic HR Review, Vol. ahead-of-print No. ahead-of-print. https://doi.org/10.1108/SHR-03-2025-0032

Purpose: Significant cultural changes have occurred in workplaces over the past decade, including the increase in employees working remotely, a shift in the generational composition of employees and differing values of younger employees. Previous research has documented the various ways employees prefer to be shown appreciation. The purpose of this study was to investigate whether significant differences exist in how the current workforce want to be appreciated in comparison to the employees assessed prior to these cultural factors occurring. **Design/methodology/approach:** The Motivating By Appreciation Inventory, an online assessment which identifies how individual employees prefer to be appreciated, was used. Results from the initial 100,000 employees to take the inventory (from 2011–2017) were compared with 80,005 employees' results obtained in 2023–2024. **Findings:** Similar patterns were obtained for both groups of employees. Words of Affirmation continued to be the most preferred appreciation language (by 44%–46% of employees), followed by Quality Time (26%–27%) and Acts of Service (20%–22%). Tangible Gifts was the least preferred language of appreciation in both groups (6%–9%). **Research limitations/implications:** The vast majority of participants were US employees. Therefore, to generalize the findings to other cultures may be inappropriate. **Practical implications:** Employees continue to desire to be shown appreciation in different ways. If HR professionals want their actions to have impact, they should implement practices and strategies which use the various appreciation languages valued by their team members. **Originality/value:** No other research comparing large groups of employees regarding their appreciation preferences is known to exist.

White, P. (2024), How appreciation preferences compare across employees who speak different languages, Strategic HR Review, Vol. 23 No. 3, pp.114-120. https://doi.org/10.1108/SHR-03-2024-0014

Purpose: Research has demonstrated that employees desire to be shown appreciation in various ways. The five languages of appreciation provide a model for exploring these differences. This study aims to explore whether individuals who speak different languages (and are from various cultures) differ in how they prefer to be shown appreciation. **Design/methodology/approach:** The Motivating By Appreciation Inventory (MBAI) is an online tool that assesses each person's preferences in how they desire to be shown appreciation at work. Initially developed in English, the MBAI has been translated into seven additional languages. Over 2,200 employees took the MBAI in their preferred spoken language: Mandarin (Chinese), Danish, French (Canadian), Portuguese (Brazilian), Spanish (Latin American), Thai and Turkish. The frequency of each group's preferred appreciation languages was analyzed to determine similarities and differences across the languages spoken.

Findings: Given the non-normal distribution of the data, the Kruskal–Wallis test found that there was a significant difference in preferences for participants' primary appreciation language across the seven groups of various spoken languages. One key theme was that words of affirmation were most frequently chosen by five of the seven language groups, whereas employees from Thailand and Turkey chose acts of service most frequently. Additionally, tangible gifts were the least frequently chosen appreciation language by all groups, and at rates below their US counterparts. In three of the languages, quality time was preferred significantly less compared with the other languages. **Research limitations/implications:** Some of the groups' findings (Portuguese, Thai) may be impacted by a confounding variable of the type of work setting (manufacturing) in which the employees worked – in comparison to office-based work settings. **Practical implications:** One theme was, in comparison to other ways of receiving appreciation, tangible gifts are not highly valued by most employees across all language groups. Therefore, organizations using gifts as the primary way to communicate appreciation to employees may be wasting a lot of money. Similar to English-speaking employees, five of the seven language groups chose words as their preferred appreciation language. A wide range exists, however, across language groups with regards to the proportion who desire words, quality time or acts of service. Multicultural organizations should pay attention to employee preferences, lest they waste time and energy on undesired actions. **Originality/value:** To the best of the author's knowledge, this is the first study that has examined the preferences of how employees like to be shown appreciation across seven different language groups.

White, P. (2023), The accuracy of the Motivating By Appreciation Inventory: a construct validity study, Strategic HR Review, Vol. 22 No 5, pp. 174-178. **https://doi.org/10.1108/SHR-07-2023-0041**

Purpose: *(MBA) Inventory accurately identify the ways that individuals prefer to be shown appreciation by their colleagues at work?* **Design/methodology/approach:** Over 400 remote employees responded to an online questionnaire, answering an open-ended question regarding how they liked to be shown appreciation by colleagues. Their answers were coded according to the four languages of appreciation assessed by the *Motivating By Appreciation Inventory*, and then a pairwise comparison was completed with their primary language of appreciation as identified by the *MBA Inventory.* **Findings:** Eighty percent (80%) of the participants' responses matched their preferred appreciation language from specific actions given with their primary language of appreciation on the *MBA Inventory.* A chi-square analysis was found to be highly statistically significant ($p < .001$) and the Cramer V Effect Size (.61) indicated a strong relationship between the observed and expected number of matches. As a result, the *Motivating By Appreciation Inventory* was found to be highly accurate in identifying individuals' preferred appreciation language when comparing their primary language of appreciation to specific actions they identified as meaningful to them. **Originality:** No other research exploring the validity of an online assessment of appreciation is known. **Research limitations/implications:** Participants were remote employees, with a majority being 40 years old or older. Therefore, caution should be taken in generalizing these results to other populations. **Practical implications:** HR practitioners can use the *Motivating By Appreciation Inventory* with a reasonable amount of confidence that the results are accurate.

White, P. (2023), The internal consistency of the Motivating By Appreciation Inventory, Strategic HR Review, Vol 22 No. 2, pp. 65-68. https://www.emerald.com/insight/content/doi/10.1108/SHR-02-2023-0012/full/html

Purpose: The Motivating By Appreciation (MBA) Inventory is an online assessment that identifies employees' preferred ways of receiving appreciation from their colleagues, including their primary language of appreciation. This study aims to examine the internal consistency of the MBA Inventory by analyzing the results of over 114,000 employees. Given that the data are categorical, the coefficient alpha τ, a nonparametric measure of internal consistency, was used. The results found the internal consistency for identifying employees' primary language of appreciation to be at an acceptable level.
Design/methodology/approach: Results of 114,828 individuals who had taken the MBA Inventory were analyzed. The results of the MBA Inventory are nominal data (the languages of appreciation: Words of Affirmation, Quality Time, Acts of Service, Tangible Gifts); therefore, the commonly used Pearson's correlation coefficient is not appropriate. Alternatively, a nonparametric measure of internal consistency, Cronbach's coefficient alpha τ, was used for the analysis to determine the consistency of the items for each appreciation language in identifying employees' primary language of appreciation. **Findings:** While, for the Pearson's correlation coefficient, correlations of 0.70 or higher are considered acceptable, acceptable coefficient alpha τ correlations range from 0.20 to 0.40. The results of this analysis found the MBA Inventory to have acceptable internal consistency, with a coefficient alpha τ of 0.32. That is, the ability of the assessment items to identify an individual's preferred appreciation language is significantly more accurate than if the individual had responded randomly. **Research limitations/implications:** Even though the MBA Inventory is available in eight languages and has been used globally, the vast majority (>90%) of individuals taking the inventory are primarily English-speaking and located in the USA. Thus, the generalizability of the results is limited for other cultures and languages. **Originality/value:** The MBA Inventory has been used by thousands of companies and organizations, and taken by over 350,000 employees, but the psychometric properties of the inventory are still being examined. This study helps solidify one aspect (the internal consistency) of the inventory's ability to accurately assess the ways employees prefer to be shown appreciation.

White, P. (2023), Differences in preferences for appreciation across various work settings, Strategic HR Review, Vol. 22 No. 1, pp. 17-21. https://doi.org/10.1108/SHR-11-2022-0061

Purpose: Previous research has documented the distribution of preferences of various appreciation languages by employees in general work settings. This paper aims to explore if employee preferences for appreciation vary across different types of workplace settings. **Design/methodology/approach:** The *Motivating By Appreciation Inventory* assesses individuals' preferred ways of receiving appreciation from their workplace colleagues, determining each person's primary language of appreciation in one of four appreciation languages. Results for 114,827 individuals were examined across the general workforce and in six work settings (government agencies, medical settings, military personnel, nonprofit organizations, remote employees and schools). **Findings:** Preferences within four work settings (government, nonprofits, remote, schools) were consistent with those from general work settings. But employees in medical settings and in the military choose Acts of Service more frequently than other employees. Quality Time is more valued by school and remote employees. Tangible Gifts are chosen at lower rates by government employees and military personnel. **Research limitations/implications:** The subjects are all English-speaking and predominately in the USA. The results may not be generalizable to other cultures and language speakers. **Practical implications:** Human resource professionals should be aware that employees in different types of workplaces vary in their

appreciation preferences. Adjusting appreciation programs and practices should mirror these differences. **Originality/value:** To the best of the author's knowledge, this research is the first known to document differences in preferences for appreciation across various types of workplaces.

White, P. (2022), How Training Focused on Connectedness Improves Talent Retention, *Training Industry.com*. https://trainingindustry.com/articles/compliance/how-training-focused-on-connectedness-improves-talent-retention

Four areas of research have recently converged to advance the ability to deliver effective training which results in improved connectedness between coworkers, leading to increased employee retention. Group training has been developed which combines concepts from positive psychology (optimism, gratitude, focusing on strengths), resiliency (the critical impact of social support), neuroscience (the importance of face-to-face interactions), and the needs of remote employees (to interact at a personal level with colleagues). This intervention is demonstrating significant positive results in increasing team morale, creating more positive workplace cultures, and developing healthier workplace relationships.

White, P. and George, G. (2022), How preferences for types of appreciation differ across employee age groups, *Strategic HR Review*, Vol. 21 No. 1, pp. 25-30. https://doi.org/10.1108/SHR-11-2021-0053

Purpose: Organizational leaders and human resource professionals affirm that to have (and keep) an effective workforce, understanding one's employees is critical. Thus, understanding the differences between employees of different age groups is important. Simultaneously, studies have demonstrated the significant positive impact appreciation has on the functioning of organizations. When team members feel truly valued, numerous positive benefits result, including lower staff turnover, less absenteeism, higher customer ratings and greater profitability. **Design/methodology/approach:** Because individuals prefer to be shown appreciation in different ways and prior research has shown some age differences, this study examined how appreciation preferences differ across seven employee age groups. Over 190,000 individuals completed an online assessment based on the five languages of appreciation, which identifies employees' preferred ways of receiving appreciation. The respondents were separated into seven age groups, from 19 years old and younger to 70 years old and above. **Findings:** The results of an analysis of variance found that there were significant differences across groups. Although the patterns of preferences were largely the same across many groups, post hoc analyses found both the youngest and oldest age groups differed from employees in their 30s with regards to their desire for quality time. Additionally, older employees were extremely low in their desire for tangible gifts. **Originality/value:** As the proportion of employees shifts from older to younger groups of employees, these results raise important implications for organizations' approaches regarding how appreciation and other motivators should be adjusted for different groups of employees.

White, P. (2021), Exploring remote and onsite employees' preferred appreciation languages prior to COVID-19 and during COVID-19, *Strategic HR Review*, Vol. 20 No. 4, pp. 130-136. https://doi.org/10.1108/SHR-04-2021-0017

Purpose: Communicating appreciation to employees has been shown to be an important factor in contributing to employee engagement and making workplaces more effective. Research has shown that employees differ in how they desire to be shown appreciation. The purpose of this paper is to examine how working remotely (vs onsite), the experience of the COVID-19 pandemic and employees' age group impacted the ways employees want to be shown appreciation at work. **Design/methodology/approach:** Using the five Languages of Appreciation as a framework (Chapman and White, 2019), over 200,000 individuals' results from the Motivating By Appreciation Inventory were compared across various groups. The dependent variable: (Primary Language of Appreciation) was examined in light of three independent variables: work setting (onsite vs remote), timeframe (pre-COVID-19 vs during COVID-19) and age range of the employee. **Findings:** Preferences for how to be shown appreciation were quite stable across work setting, timeframe and age range, suggesting that one's preferred ways of being shown appreciation is largely an internal characteristic that is only mildly influenced by external factors. Minor trends were found when comparing various age groups and remote vs onsite employees. **Originality/value:** Understanding the impact of the COVID-19 pandemic on employees' desires for appreciation is critical for organizational leaders. With vast numbers of new remote employees in the workforce, understanding how they are similar to and vary from onsite employees is paramount for addressing the needs of all team members. This study provides valuable information on both topics, as well as differences across age groups.

Hamrick, N. and White, P. (2020). How to support and encourage employees newly working from home, *Training Mag*. https://www.appreciationatwork.com/wp-content/uploads/2020/05/Training-Mag-New-WFH-Employees-Private-use.pdf

Purpose: Newly working from home employees have significant circumstantial differences than those who were working remotely prior to the COVID-19 crisis. Two of the most impactful aspects are instability and unpredictability. These factors lead to an overriding anxiety in our lives. We felt it was important to gain a current view of employees' perceptions, concerns, feelings, responses, and their ways of coping with stress. **Design/methodology/approach:** From 1,200-plus applicants, we chose 50 individuals, attempting to get a balanced sample of gender, living situations and location—some participants had worked remotely for several months or years, but most had worked from home less than two weeks when the study began. The participants completed an online questionnaire weekly for four weeks. **Findings:** We found a number of themes—some confirming previously identified principles. Employees working from home experience a moderate amount of anxiety. A key set of findings related to how people cope with their stress and anxiety: Individuals who experienced lower stress reactions, lower anxiety, and higher levels of positive feelings were more likely to: a) Get adequate sleep; b) Eat healthy; c) Limit their "binge watching" of the news; d) Take breaks from work; e) Engage in rejuvenating activities; and f) Make efforts to connect with colleagues. Interestingly, some factors did not influence employees' stress, anxiety, or positive feelings, including: age, location (urban, suburban, rural), living situation (alone, roommate, family), or their degree of extraversion/introversion. Remote employees strongly report enjoying the extra time experienced as a result of working from home. **Originality/value:** The results from this study have significant pragmatic relevance for leading others. The following issues should be integrated into workplace cultures: understanding and managing anxiety, staying connected, maintaining healthy habits and positive "work from home" factors.

Hamrick, N. and White, P. (2020), Specific acts of appreciation valued by employees, *Strategic HR Review*, Vol. 19 No. 4, pp. 163-169. https://doi.org/10.1108/SHR-03-2020-0024

Purpose: Although managers agree that showing appreciation to their employees is important, many do not know how to do so effectively. Languages of Appreciation have been identified that uniquely convey that the recipient is valued when appreciation is expressed in the "language" they prefer. Moreover, a wide range of specific actions can be effective within a given appreciation language. Therefore, the purpose of this study was to identify the top ten action items within each language of appreciation to discover the actions preferred most frequently by employees. **Design/methodology/approach:** Of the over 200,000 individuals who have completed the Motivating by Appreciation Inventory, approximately 1% of respondents were randomly selected to represent each primary language (Words of Affirmation *N* = 1,000, Acts of Service *N* = 500, Quality Time *N* = 500 and Tangible Gifts *N* = 300). Respondents' action item preferences were then tallied. **Findings**: Numerous themes were identified, along with the most desired acts of appreciation within each language: Words of Affirmation: acknowledge when I have handled a difficult situation well; Acts of Service: offer to do some menial tasks that will allow me to focus on higher priorities for me; Quality Time: go to lunch together and not talk about business issues; and Tangible Gifts: gift cards (visa gift card or to favorite store/restaurant). **Originality/value:** To the best of the authors' knowledge, this is the first study to report on the specific actions most desired by employees within their preferred appreciation languages. The results can help inform actions that are most likely to be successful in showing appreciation to colleagues in the workplace.

White, P. and Hamrick, N. (2019), Understanding the tangible gifts language of appreciation, *Strategic HR Review*, Vol. 18 No. 5, pp. 222-226. https://doi.org/10.1108/SHR-03-2019-0023

Purpose. Businesses are spending billions of dollars on recognition rewards with the intent of boosting employee engagement, job satisfaction, and ultimately, their bottom line. However, employee engagement is at an all-time low. The purpose of this study was designed to take a step back to understand if there are demographic differences that influence personal preferences for tangible gifts as their preferred language of appreciation and of those who prefer to receive gifts, what types of gifts are most valued. **Methods.** This study compared the demographics of those who selected tangible gifts as their primary (N = 8,811), secondary (N = 14,827) or least valued (N = 108,586) language of appreciation (motivating by appreciation inventory, White, 2011). From those with tangible gifts as their primary language of appreciation, 500 were randomly selected to code their open-ended suggestions for a preferred gift. **Findings.** There are no important factors across the demographics of gender, age or work setting that influence whether individuals are more or less likely to choose tangible gifts as their primary, secondary or least valued language of appreciation. Respondents identified gift cards, additional paid time off and gifts related to desired personal experience astheir top gift choices. **Originality.** When giving gifts to colleagues, discovering individuals' personal preferences (favorite store, restaurant, ticketed event, food, drink and lunch option) is more likely to result in a gift that "hits the mark" in showing appreciation to the recipient.

White, P., Hamrick, N, Hepner, T., & Toomey, R. (2019). How Personality Type and Languages of Appreciation Interrelate, *Strategic HR Review.* Vol. 18 Issue: 1, pp.2-7, https://doi.org/10.1108/SHR-08-2018-0069

Purpose: Given that assessment tools based upon the Jung/Myers personality framework and the *Motivating By Appreciation Inventory* are utilized by tens of thousands of workplaces, questions have arisen regarding their interrelatedness. The purpose of the current study was to assess the relationship between *TypeCoach* personality type and language of appreciation. **Methodology:** Three hundred participants took both the *MBA Inventory* and *TypeCoach Verifier*. Each person's primary language of appreciation, as well as summary scores for each of the four languages (Words of Affirmation, Acts of Service, Quality Time, and Tangible Gifts) were calculated. Each participant's *TypeCoach* data were scored as one of sixteen traditional 4-letter types (I.e., INTJ, ENFP), as well as dichotomously coded as extraversion (vs. not), sensing (vs. not), thinking (vs. not), and judging (vs. not). Logistic regression and Chi Square were conducted to assess the relationships between Primary Language of Appreciation and *TypeCoach Verifier.* **Findings:** None of the analyses yielded a statistically significant relationship between Language of Appreciation and *TypeCoach* scores (all ps > 0.05). **Originality/Value** – We are the first study to assess the relationship between Jung/Myers personality types and languages of appreciation. It appears that personality type and preferred ways of receiving appreciation are independent, but potentially complimentary constructs. We provide suggestions on how to best combine the tools to create an engaging work environment.

White, P., Hamrick, N, Liew, J. (2019) The Comparison of Preferred Languages of Appreciation Between Singapore Employees and U.S. Employees, *Development and Learning in Organizations.* Vol. 34 No. 1, pp. 12-15, https://doi.org/10.1108/DLO-04-2019-0066

Purpose. Recent reports suggest Singapore employees especially value practical assistance in resolving work-related issues. As such, this study explored whether the appreciation language *Acts of Service* was chosen as the Primary Language of appreciation by Singapore employees at a higher frequency rate than the general MBAI population of primarily U.S. employees. **Methods.** Nine hundred sixty-seven Singapore employees completed the *Motivating By Appreciation (MBA) Inventory,* which assesses individuals' preferred ways of being shown appreciation. A sample of 898 from the general *MBA Inventory* population was created that matched with the Singapore employees group on age, gender and work setting. **Results.** *Acts of Service (39%)* was virtually equivalent with *Words of Affirmation (37%)* as the most preferred Language of Appreciation by the Singapore employees, whereas the general population of MBAI users preferred *Words of Affirmation* at a significantly higher rate (38%) than *Acts of Service* (28%). **Implications.** Workplace leaders in Singapore need to be aware that understanding the work issues and providing practical assistance is highly valued by their employees and communicates appreciation as much as verbal and written praise. This emphasis on the desire for practical assistance is a cultural difference in comparison to their U.S. counterparts. Yet, in both cultures, the leader-employee interpersonal working relationship is a key factor that enables organizations to grow and work through changes successfully. **Originality.** This is the first study to compare preferred appreciation languages of Singapore and US employees, and report Singapore employees especially value practical assistance in resolving work-related issues.

White, P. (2018). Do Remote Employees Prefer Different Types of Appreciation Than Employees in Face-to Face Settings?, Strategic HR Review, Vol 17 Issue: 3, pp. 137-142. https://doi/abs/10.1108/SHR-03-2018-0018

Purpose: The proportion of remote workers in America continues to increase every year. Research has demonstrated that feeling appreciated in the workplace increases employee engagement, reduces turnover and increases profitability. The current study was designed to determine if remote workers differ in the manner they prefer to be shown appreciation. **Methods:** From 2014-2018, workers completed the Motivating By Appreciation Inventory (White, 2011a), opting for either the General version designed for face-to-face work settings (N = 86,393), or the version designed for long distance work relationships (N= 2,640). **Findings:** Employees in a long-distance work relationship chose Quality Time ("hanging out" with coworkers, working together on a project, someone taking time to listen to them) as their preferred means to be shown appreciation more frequently (35%) than workers on-site (25%). Words of Affirmation (oral or written praise) remain high for both groups, but the long-distance group did not value it as much (Long-distance: 38%, General: 48%). **Implications:** The results suggest that supervisors and staff members working in long-distance work relationships *must be more proactive* than in face-to-face relationships to incorporate meaningful interactions that speak to long-distance colleagues.

White, P. (2018). Do Millennials Prefer to Be Shown Appreciation Differently?, *Human Resource Management International Digest,* Vol 26 Issue: 5, pp. 22-26. *https://doi/abs/10.1108/HRMID-04-2018-0065*

Purpose: The number of Millennials in the workplace is growing rapidly, to the point where they will be over 50% by 2020. No work to date has explored age differences in appreciation preferences. The current study was designed to determine if Millennial workers vs their older colleagues differ in the manner they prefer to be shown appreciation. **Methods:** From 2014-2018, over 62,000 workers completed the *Motivating By Appreciation Inventory* (MBAI) (White, 2011) and provided age, gender and work industry information. Each person's primary and least valued languages of appreciation in the workplace were identified. Four age groups of approximately equal numbers: $\leq$ 29 years old, 30-39, 40-49, and 50+ were created. **Findings:** Words of Affirmation was the most prominent primary language of appreciation across all four age groups, and most pronounced in the oldest group (50+). The $\leq$29 year old group valued Quality Time more and Acts of Service less than the other three age groups. There were no age group differences in least valued language of appreciation. **Implications:** The results suggest that supervisors and staff members must be mindful to include opportunities for quality time interactions with Millennial workers, as well as providing words of affirmation to show appreciation for their work. Additionally, paying attention to the type of Quality Time is also important; with Millennials being more focused on collegial relationships rather than supervisor/employee relationships.

White, P. (2017), How do employees want to be shown appreciation? Results from 100,000 employees, Strategic HR Review, Vol. 16 No. 4, pp. 197–199. https://www.emeraldinsight.com/doi/full/10.1108/SHR-06-2017-0037

Summary: Communicating appreciation to employees in ways that they prefer to receive it is one of the core components to help them feel truly valued for their contributions. Discovering the specific language of

appreciation (and actions within their primary appreciation language) has been shown to be effective in increasing employees' sense of feeling appreciated (White, 2016b, 2017).

Data from over 100,000 respondents to the MBA Inventory indicate that words of affirmation are employees' first choice for being shown appreciation, by 47% of respondents. Quality time (25%) and acts of service (22%) are desired by large numbers of employees as well.

But when compared to the other languages of appreciation, receiving rewards or tangible gifts are the least chosen manner in which employees want to be shown appreciation – by less than 6 per cent of all employees. This is clearly an important message for the human resource (HR) professionals to hear – tangible gifts are not the primary way in which over 90 per cent of employees want to be shown appreciation. Thus, if an organization is trying to use rewards to communicate appreciation to their employees, they are not only missing the mark, but probably wasting a lot of money!

The vast majority of employees would prefer some individual time and attention, help on tasks (especially on time-sensitive projects) and hear specifically what others appreciate about them.

White, P. (2016), Appreciation at Work training and the Motivating by Appreciation Inventory: Development and Validity, Strategic HR Review, Vol. 15 No. 1, pp. 20–24.
https://www.emeraldinsight.com/doi/abs/10.1108/SHR-11-2015-0090

Purpose: This paper aims to present the process, progress and validity of the Motivating By Appreciation Inventory and the Appreciation at Work training. **Design/methodology/approach:** Several methods were utilized such as surveys, pre- and post-interviews and data from the inventory results. **Findings:** For the *Motivating by Appreciation Inventory*, the results showed that the results are consistent and stable over time. For the Appreciation at Work training, the results of surveys before and after the training showed high levels of positive change. **Originality/value:** When individuals feel appreciated and valued for their contributions in the workplace, good results follow, including increased employee engagement, less staff turnover, higher customer satisfaction ratings and the organization grows in its sense of purpose. The Motivating by Appreciation Inventory and Appreciation at Work Training are unique tools that help organizations grow in employee appreciation.

White, P. (2016), The relationship between the DISC personality assessment and the 5 languages of appreciation, *Training Mag*. https://trainingmag.com/the-relationship-between-the-disc-personality-assessment-and-the-5-languages-of-appreciation/

The results show that the constructs of personality style the DISC assesses (Dominance, Influence, Steadiness & Conscientiousness) are independent from the Appreciation Languages the MBA Inventory assesses. Therefore, individuals with any personality style as assessed by the DISC may prefer any of the Languages of Appreciation. The DISC provides valuable information for selecting and successfully incorporating new employees into their respective work group, while the MBA Inventory gives important information on how to *keep* key team members engaged and employed. When utilized together, the DISC and MBA Inventory provide collaborative information on *how* to effectively communicate appreciation and *for what* colleagues want to be shown appreciation.

ADDITIONAL RESEARCH (CITATIONS)

White, P. (2023). Appreciation preferences across age groups should shape your recognition strategies. *HR.com*. https://www.hr.com/en/magazines/recognition_engagement_excellence_essentials/december_2023_human_experien ce_excellence_engagement_performance_rewards_recognition/appreciation-preferences-across-age-groups-should-_lq0jjgnp.html?s=PnTQcyeMKzuiHEu6EM

White, P. (2023). A snapshot of remote employees' experiences and perspectives. *Employees Benefits and Wellness (HR.com), April.* https://www.hr.com/en/magazines/benefits_wellness_essentials/april_2023_employee_benefits_wellness_excellence/a-snapshot-of-remote-employees%E2%80%99-experiences-and-pe_lgvwxksu.html

Gilbert, B. and White, P. (2021). Creating a positive workplace culture with authentic appreciation, *American Physical Therapy Association*. https://www.apta.org/fit-for-practice/practice-health/creating-positive-workplace-culture-authentic-appreciation

White, P. (2021). The COVID-19 pandemic changed everything about work, *TrainingIndustry.com*. https://trainingindustry.com/articles/performance-management/the-covid-19-pandemic-changed-everything-about-work-except-how-people-want-to-be-shown-appreciation/

White, P. (2021). A survival guide for managing workplace COVID discussions, *Ragan.com.* https://www.ragan.com/a-survival-guide-for-managing-workplace-covid-discussions/

White, P. (2021). Navigating the stress of the long COVID-19 journey, *McKnight's Long-Term Care News/mcknights.com.* https://www.mcknights.com/blogs/guest-columns/navigating-the-stress-of-the-long-covid-19-journey/

White, P. (2021). How to deal with return-to-work pushback, *Ragan.com*. https://www.ragan.com/how-to-deal-with-return-to-work-pushback/

White, P. (2020). When should you not communicate appreciation, *HR.com*. https://www.hr.com/en/magazines/all_articles/when-should-you-not-communicate-appreciation_kcevkrpt.html

White, P. (2020). Newly remote employees during the COVID-19 pandemic, *HR. com*. https://www.hr.com/en/magazines/all_articles/newly-remote-employees-during-the-covid-19-pandemi_ka2pa1fk.html

Tippett, D. and White, P. (2020). Making appreciation work—a view from the shop floor*, Industry Today.com.* https://industrytoday.com/making-appreciation-work-a-view-from-the-shop-floor/

White, P. (2020). How to grow your appreciation for others, *HR.com*. https://www.hr.com/en/magazines/all_articles/how-to-grow-your-appreciation-for-others_k7lhvxs4.html

White, P. (2020). The changing workplace: generational differences, *HR.com*. https://www.hr.com/en/magazines/all_articles/the-changing-workplace-generational-differences_k681kyso.html

White, P. (2020). Avoiding mistakes: how others don't want to be shown appreciation, *The Ladders*. https://www.theladders.com/career-advice/avoiding-mistakes-how-others-dont-want-to-be-shown-appreciation

White, P. (2020). How appreciation varies across work setting, *The Ladders*. https://www.theladders.com/career-advice/how-appreciation-varies-across-work-settings

White, P. (2020). The benefits of a vibrant workplace, *Wellbeing World*, ISSN: 2516-3426, (23), 44-45. https://issuu.com/wellbeingworldmagazine/docs/wbw_spring_2020_web

White, P. (2015), "Authentic appreciation creates a winning workforce: Focus on the individual and watch the transformation take place", *Human Resource Management International Digest*, Vol. 23 (1), 25-27.

White, P. (2015). Appreciating your staff makes sound business sense. *Human Resource Management International Digest*.

White, P. (2015), "How to show appreciation to long distance employees", *Strategic HR Review*, Vol. 14 (5)

White, P. (2014), "Improving staff morale through authentic appreciation", *Development and Learning in Organizations*, Vol. 28 (5), 17-20.

White, P. (2014). Learning the Languages of Appreciation. *Educational Leadership*, *71*(5), 30-34.

White, Paul E. (2012). Unhappy? Low morale? Try the 5 languages of appreciation in the workplace*. Journal of Christian Nursing*, July/September 2012, Volume 29 (3), 144-149.

Other Contributions and Interviews

White, P. (2023). Understanding the Dynamics of Staff Retention: *Law Practice Magazine*. https://www.americanbar.org/groups/law_practice/publications/law_practice_magazine/2023/may-june/understanding-the-dynamics-of-staff-retention/

Grella, T. (2023). The Languages of Appreciation in a Law Firm: Part 2. *Law Practice Magazine.* https://www.americanbar.org/groups/law_practice/publications/law_practice_magazine/2023/march-april/the-languages-of-appreciation-in-a-law-firm-part-two/

Grella, T. (2023). The Languages of Appreciation in a Law Firm. *Law Practice Magazine.* *https://www.americanbar.org/groups/law_practice/publications/law_practice_magazine/2023/january-february/managing-languages-of-appreciation-in-a-law-firm/*

White, P. (2023). 5 Misconceptions about Workplace Culture: *HR.com*. https://web.hr.com/n1syx

Goldberg, E. (2022). Bosses are finding new ways to drive employee satisfaction, *The New York Times.* https://www.nytimes.com/2022/03/04/business/employee-satisfaction-remote-work.html

Morgan, K. (2021). Why not every good worker has to be a superstar, *BBC.com.* https://www.bbc.com/worklife/article/20211008-why-not-every-good-worker-has-to-be-a-superstar

Aten, J. (2021). Turning appreciation to encouragement in the workplace, *PsychologyToday.com.* https://www.psychologytoday.com/us/blog/hope-resilience/202105/turning-appreciation-encouragement-in-the-workplace

Aten, J. (2021). Love languages and appreciation in the workplace, *PsychologyToday.com.* https://www.psychologytoday.com/us/blog/hope-resilience/202105/love-languages-and-appreciation-in-the-workplace

Aten, J. (2020). The biggest concerns of working-from-home employees, *PsychologyToday.com.* https://www.psychologytoday.com/us/blog/hope-resilience/202010/the-biggest-concerns-working-home-employees

Aten, J. (2020). How to manage stress as a newly remote employee, *PsychologyToday.com.* https://www.psychologytoday.com/us/blog/hope-resilience/202005/how-manage-stress-newly-remote-employee

Brownlee, D. (2020). What do you do when your toxic team goes remote? *Forbes.com.* https://www.forbes.com/sites/danabrownlee/2020/05/01/what-do-you-do-when-your-toxic-team-goes-remote/?sh=644bd2a858d7

White, P. (2020). How to manage stress as a newly remote employee. *COVID-19 Mental Health Handbook.* (Aten, J., Annan, K., and Meeker, J. [Eds.]) Humanitarian Disaster Institute. Wheaton, IL.

MBAI Research by Others

Chapman, Shelley. (2012). Motivating Faculty and Residents by Improving the Ability to Communicate Appreciation within Teams, *Focusing on our Learners' Success: Collaboration, Character Competence* Association of Professors of Gynecology and Obstetrics Annual Faculty Development Seminar. Manapalan, Florida.

Purpose: The current study assessed whether a structured training intervention, including individuals identifying specific actions which communicate appreciation, can positively impact medical residents' and faculty members' ability to effectively communicate appreciation and increase individuals' perception of feeling appreciation by their colleagues. **Methods:** Participants were 24 medical resident students and 25 academic faculty in a Southeastern United States University Medical School. Participants were given a pre- and post-test, assessing individuals' perceived appreciation between colleagues and supervisors, quality of workplace communication, and whether colleagues had sufficient knowledge of how to encourage one another effectively. A 5-month training intervention was then implemented: A Grand Rounds presentation summarizing the research and concepts of different ways to communicate appreciation; participants then took the Motivating By Appreciation Inventory (MBAI) to identify their preferred ways of being shown appreciation. Participants moved through medical teams on a monthly basis and received information about the primary language of appreciation for each of the individuals on their team. Additionally, participants received an educational and encouraging email on applying the concepts every 1-2 weeks. **Results:** The data indicated significant positive movement ($p < 0.10$) when comparing respondents' pre- and post-intervention ratings of their perceived ability to encourage others, perceived ability for supervisors to show meaningful appreciation, extent people felt appreciated by their supervisor(s), extent people thought their co-workers and supervisors feel appreciated, and the extent that direct co-workers are able to communicate effectively. **Implications:** The results suggest that a structured training process, including individuals identifying specific actions which communicate appreciation to them, may positively impact medical residents' and faculty members' ability to effectively communicate appreciation and increase individuals' perception of feeling appreciation by their colleagues. Further work is needed to confirm these trends.

Coy, Aubrey. (2011). The role of appreciation in higher education: the experience of online faculty members with institutional administration: *Qualitative Research Dissertation*, Liberty University.

Purpose: This study explored the role of expressed appreciation in an online education working environment. Through assessments and interviews, this research intended to evaluate the role of appreciation in the workplace, namely higher education, and the relationships between online faculty members and their administration. **Methods:** Utilizing a newly created assessment tool, the *Motivating by Appreciation Inventory*, the act of appreciation was evaluated in terms of the Languages of Appreciation*: verbal praise*, *acts of service*, *giving gifts*, and *quality time*. The research also evaluated each participant's understanding and experience of appreciation in relation to the identified language of appreciation. The study was conducted with eight current online faculty members at a large Christian university in the Southeastern region of the United States. **Results:** The following themes emerged throughout the data collection process: value of encouragement through words, significance of timely interactions, a desire to play an active role within the university, the need for administrator's support in decision making, intrinsic motivation, stimulation through student interactions, and the importance of monetary incentives.