

HOW REWARDS CAN DE-MOTIVATE

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Over-Justification Effect

- **Studies demonstrate that extrinsic rewards can de-motivate**
 - Drawing
 - Day care pickup
 - Blood donation
 - Teacher salaries

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- **Generally focused on “interesting” tasks**
 - **Reward types do matter**
 - Tangible
 - Unexpected
 - Performance-contingent

Deci, Koestner, and Ryan, “A Meta-Analytic Review of Experiments Examining the Effects of Extrinsic Rewards on Intrinsic Motivation,” 125 *Psychological Bulletin* 627 (1999)