



A Guide to
**RESTAURANT EMPLOYEE
ENGAGEMENT**



Table of Contents

 01 Introduction.....4	 02 Why Engaged Employees Grow Sales5	03 Unengaged Employees: The Industry's Status Quo?8	 04 3 Ways to Engage Your Restaurant Employees Tools and Tech.....11 Rethink Training.....14 Motivate with Meaning 19	05 Key Takeaways 23
---	--	---	--	-------------------------------

Introduction

An unengaged restaurant employee is a lot like a grumpy mascot at a basketball game who never waves, never poses for pictures with fans, and never gives any kids a high five.

Why should anyone watching get into the game if the mascot can't?

The role of a front-line employee has changed - it isn't a transactional one anymore. Front-line employees have become facilitators of every guest's experience.

They build relationships, they help turn new guests into loyal ones that drive future visits. They're the most important ambassadors of a restaurant's brand, and their knowledge, behavior and skills have the power to either increase sales or lose them.

Ambassadors who are deeply engaged in the work they do are the differentiator between a status-quo restaurant brand and a thriving one.

This eBook will show you how to boost sales and customer loyalty by giving your employees what they need to feel engaged in their roles.



01

Introduction

02

Engaged Employees & Sales

03

Retail's Status Quo?

04

Tips

05

Key Takeaways

Why Engaged Employees Increase Sales and Customer Loyalty

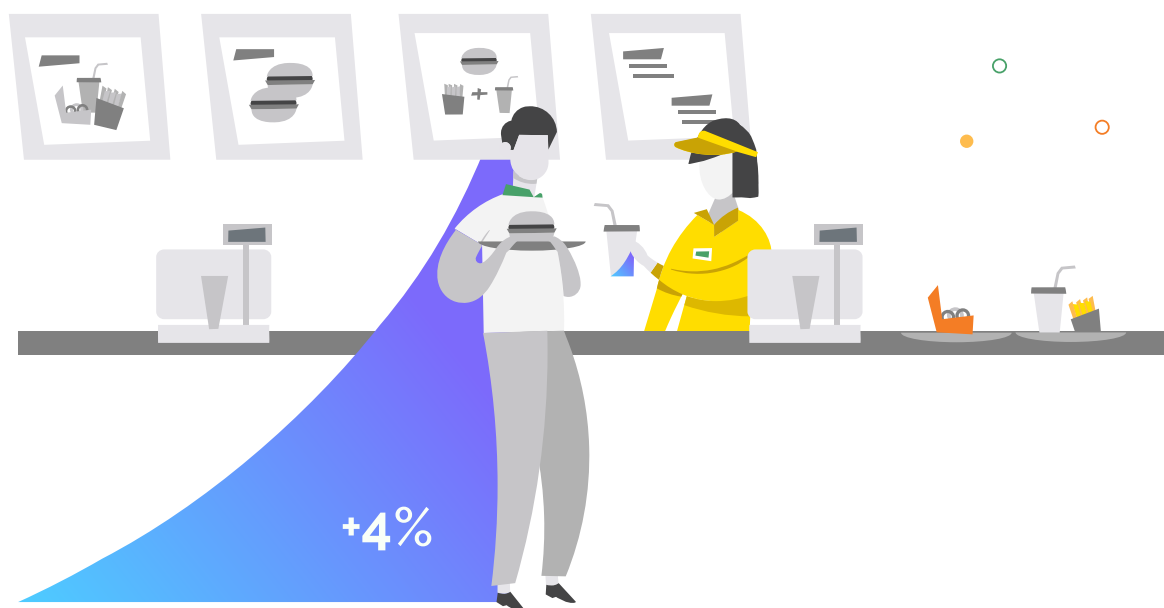
Unengaged employees are a threat to every industry, not just restaurants and hospitality. They cost the US economy between \$292 and \$355 billion per year¹ and \$7 trillion globally².

Only 24% of executives surveyed by the Harvard Business Review³ think their employees are highly engaged.

On the flipside, numerous studies have found significant relationships between employee engagement, customer satisfaction and profitability.

- A study of **7,939 business units across 36 companies**⁴ found strong relationships between management practices that increase employee engagement and positive business outcomes, including profit.

- Research by Gallup⁵ found that firms with an average of **9 engaged employees for every actively disengaged employee had 147% higher earnings per share (EPS)** vs. their competition.
- Researchers found that **the most engaged employees at home improvement retailer Lowe's drove 4% more sales than their unengaged counterparts**⁶. The difference in sales between stores with the most and least engaged employees was \$1 million per year.



01

Introduction

02

Engaged Employees & Sales

03

Retail's Status Quo?

04

Tips

05

Key Takeaways

It looks like Richard Branson was right - employees come first⁷ for the most profitable businesses.

And as the Lowe's study demonstrates, employee engagement has an exponential impact on top-line growth when employees are in contact with customers every single day.

Engaged employees improve guest experience, increase sales and decrease costs. But how?

- **Engaged restaurant employees are more productive.** Engaged teams are enthusiastic and are 21%⁸ more productive than their unengaged peers. They'll think of innovative ways to get the job done without being asked.
- **Engaged restaurant employees increase sales, customer loyalty and lifetime value.** When employees are engaged, so are customers. Engaged customers make 56% more visits per month to casual dining restaurants, and 28% more visits per month to fast food restaurants⁹.
- **Engaged restaurant employees are less likely to turnover, and turnover is costly.** Turnover in the restaurant industry is at 75%¹⁰. Turnover has both hard and soft costs. Hard costs include paying out accrued holiday time, hiring and training expenses, while soft costs are loss of knowledge and skills, a drop in team morale and disgruntled customers.

Employee engagement: just another meaningless corporate buzzword, or what every restaurant chain needs?

Management consulting firm Aon Hewitt¹¹ asserts that engaged employees:

- **Say** ("Given the opportunity, I tell others great things about working here")
- **Stay** ("I rarely think about leaving this organization to work somewhere else")
- **Strive** ("This organization motivates me to contribute more than is normally required to complete my work")



01

Introduction

02

Engaged Employees & Sales

03

Retail's Status Quo?

04

Tips

05

Key Takeaways

Gallup sums up the dimensions of employee engagement in these 4 questions¹²:

What do I get



What do I give



Do I belong



How can we grow

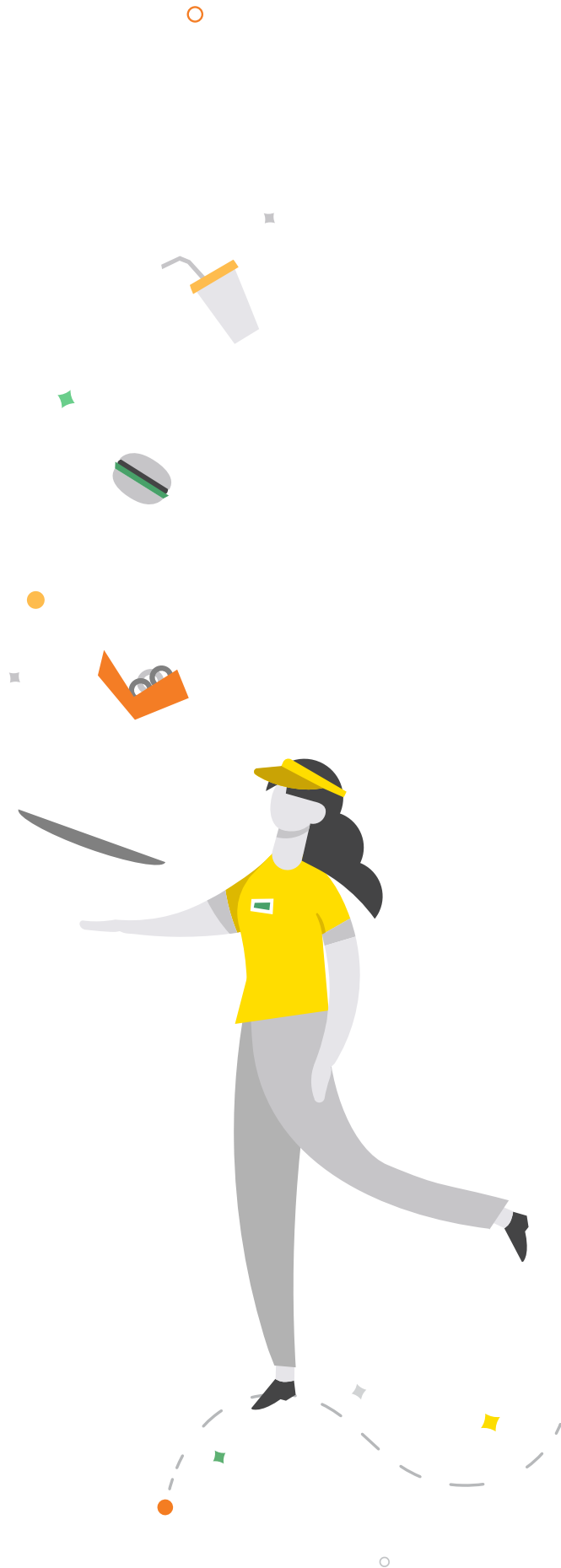


The onus is on organizations, not their employees, to come up with and communicate the answers to these questions.

What does engagement mean for restaurant employees? Engaged employees:

- 1 Derive** personal satisfaction from helping customers and going above and beyond
- 2 Care** about their success individually, as a team and as a company
- 3 Feel** an emotional connection with their organization and the brand

An engaged front-line workforce is instrumental in creating a flawless guest experience that increases both sales and customer loyalty.



01

Introduction

02

Engaged Employees & Sales

03

Retail's Status Quo?

04

Tips

05

Key Takeaways

Unengaged Front-line Associates: The Industry's Status Quo?



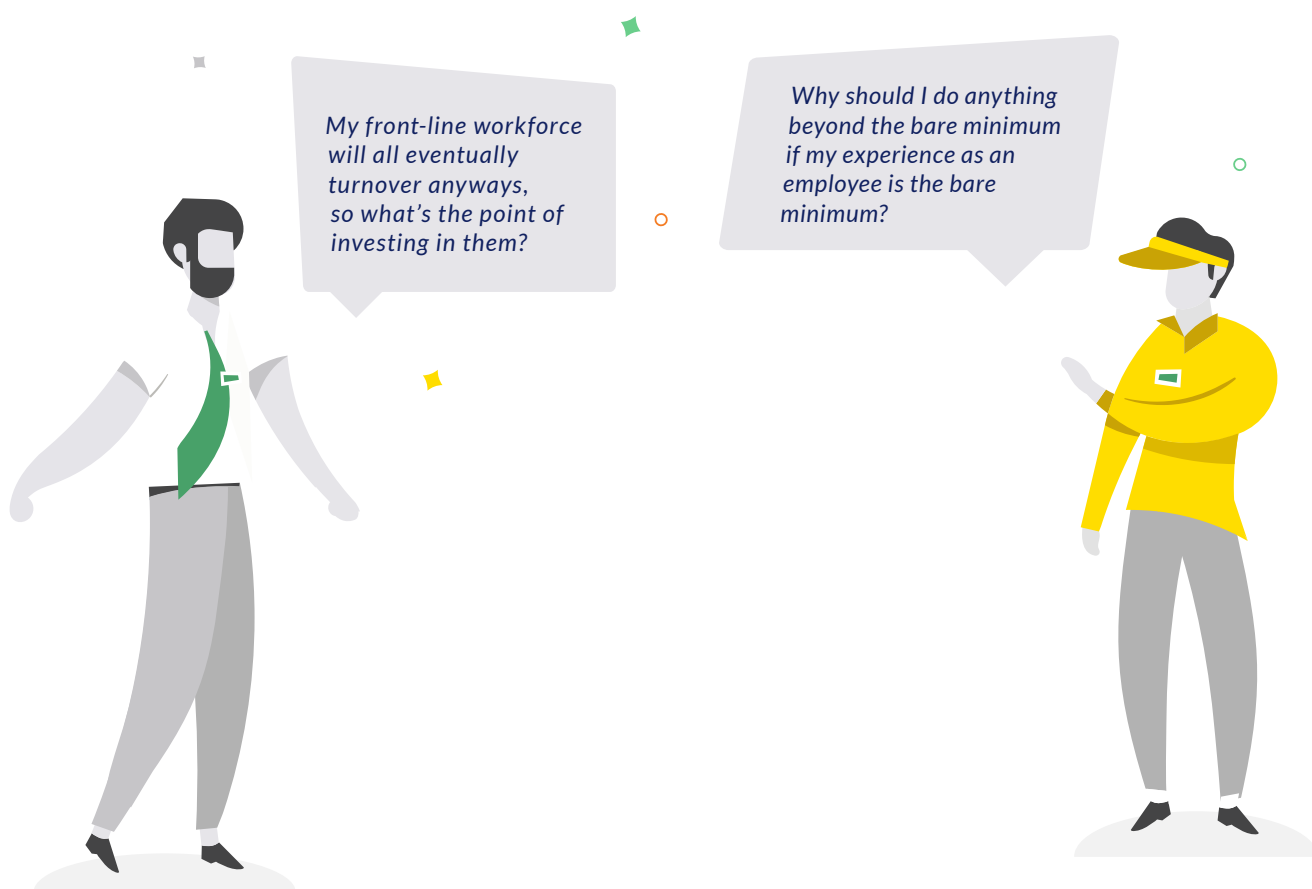
Unfortunately, most restaurants don't give employees what they need to feel engaged.

Employees perceive working in food service and hospitality to be a temporary, dead-end job because employers don't put enough effort into employee engagement. So employees stay, do the bare minimum, and then turnover. Rinse and repeat.

41% of retail and hospitality employees¹³ hardly ever look forward to going to work.

Employee turnover in the restaurant industry has risen to 75%, up from 72.5% in 2017¹⁴.

So why are restaurant and hospitality employees prone to feeling unengaged in their roles?



01

Introduction

02

Engaged Employees & Sales

03

Retail's Status Quo?

04

Tips

05

Key Takeaways



Workforce Demographics

43% of the restaurant workforce is under 25¹⁵. Employees are usually working part-time or seasonally. They have many other priorities, unlike a full-time office-based workforce.



Skilled Work Masquerading as Unskilled Work

Technology has automated or streamlined the transactional parts of working in a customer-facing role and refocused the frontline workforce on customer service - which is skilled work. Unfortunately, the overwhelming majority still perceive it as unskilled.



Underappreciation

Employees work long hours for minimum wage and collectively they're responsible for millions, if not billions of dollars in sales. They selflessly serve your happiest and unhappiest customers. They don't get much in return, because as the old adage goes: "working in foodservice sucks." But it doesn't have to.

01

Introduction

02

Engaged Employees & Sales

03

Retail's Status Quo?

04

Tips

05

Key Takeaways



A Deskless Workforce

80% of the workforce globally¹⁶ is deskless. 122 million people out of that 80% work in restaurants and hospitality. Workplace technology isn't built for the realities of a deskless job, so the strategies for increasing engagement in office environments won't work. But change is coming - 82% of companies surveyed last year planned on increasing spending on deskless technology.



The Millennial & Gen Z Mindset

It's the bane of many an employer's existence. They're entitled, they lack loyalty and they're bound to quit for a more exciting job. Right? Wrong. What these generations really want is a job with meaning and values that match their own. And that's a good thing. Millennials and Gen Z aren't just in search of any old job that pays the bills - they're looking for meaning, and if they choose your organization it's probably because they feel some sense of affinity for your brand and believe in it. Capitalize on that.



Spoiler Alert

Regardless of age, we pretty much all want the same thing. A 2011 study¹⁷ interviewed 6,000 employees of varied ages and found that when reward and recognition were given, engagement increased, regardless of age.

01

Introduction

02

Engaged Employees & Sales

03

Retail's Status Quo?

04

Tips

05

Key Takeaways

How Can Restaurants Improve Guest Experience and Grow Sales by Engaging Their Employees?



Tip #1

Invest in employee tech, just as you would with customer-facing tech.

Brands have invested heavily in tech that will engage customers and improve their experience, but they haven't done the same for their staff.

Most tasks are paper-based or require someone to run to the back office to send an email from the only computer on site. Working in retail, restaurants and hospitality hasn't caught up with the outside world - yet.

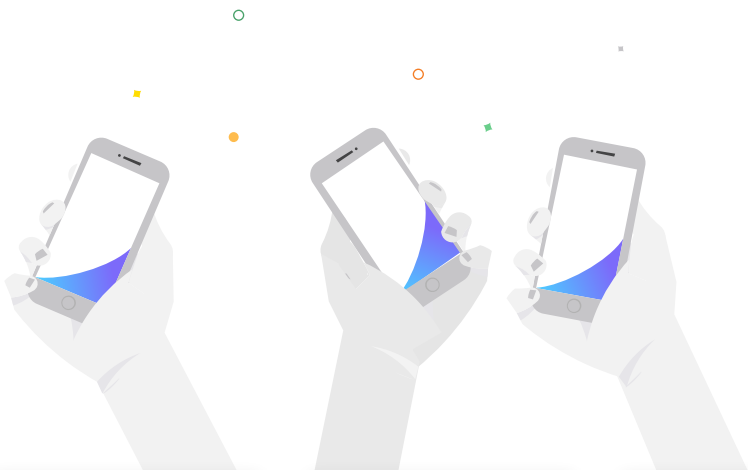
Low-value admin and operational tasks are necessary for the image, upkeep and health & safety of the site, but they prevent employees from focusing their time where it matters because they're so time-consuming.

Here are a few examples of low value admin tasks:

- ▶ Hand-writing, texting, transcribing and sending opening and closing checklists
- ▶ Flipping through 50 page onboarding binders in the back office
- ▶ Calling and emailing HQ about maintenance issues
- ▶ Manually checking expiration dates on inventory

And the list goes on.

The right tech can make these tasks easier by simplifying and streamlining them.



01

Introduction

02

Engaged Employees & Sales

03

Retail's Status Quo?

04

Tips

05

Key Takeaways

Why does simplifying low-value tasks engage employees?

- **It demonstrates your credibility as an organization¹⁸ to site teams.**

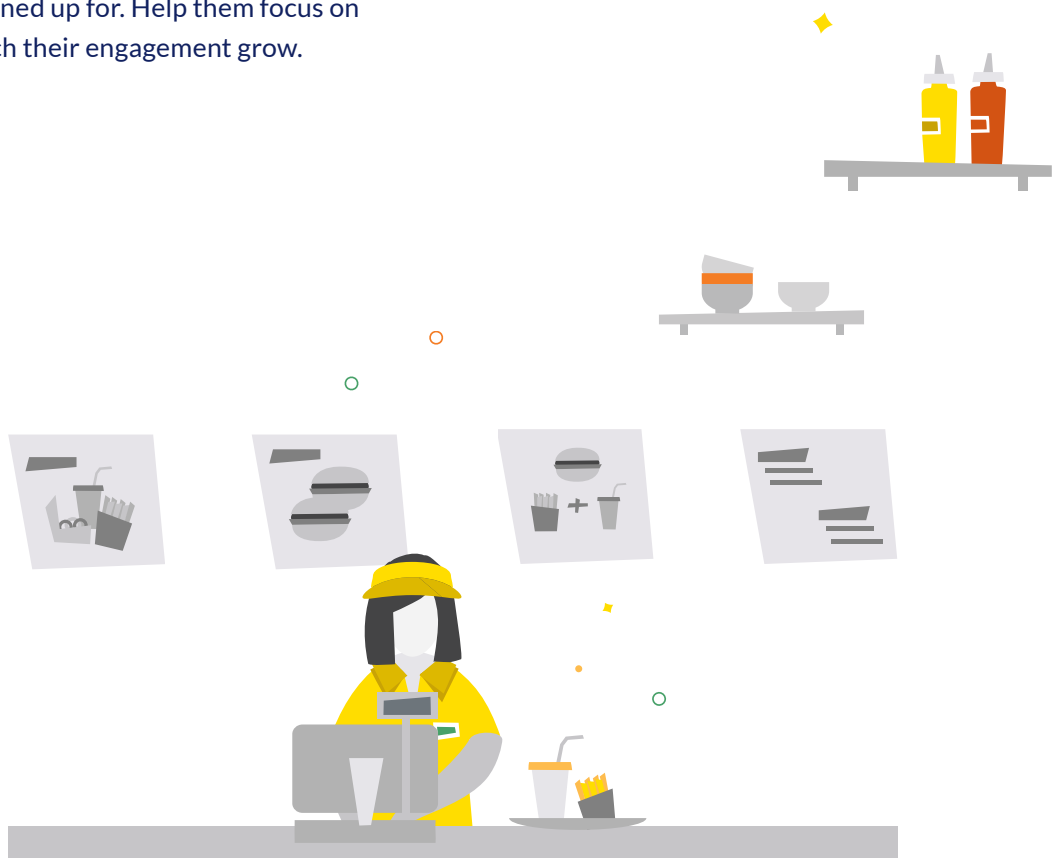
Employee engagement starts when an organization decides to equip frontline teams with everything they need to excel at their jobs. Invest in the technology to make life easier for your employees, and they'll invest their time in doing their best.

- **It increases job satisfaction.**

Your employees didn't take the job because wiping down tables or putting together a giant cardboard display are the most exciting things out there. Working in a food service role isn't a piece of cake (see what we did there?), but ultimately helping people is engaging and motivating, and it's what your employees signed up for. Help them focus on that, and watch their engagement grow.

- **It empowers employees to become more autonomous.**

An empowered employee has the tools they need to use their skills as an individual to help customers. Management can trust empowered employees to make the right decisions without micromanaging, hand-holding or big-brothering. When you know someone trusts you and your best judgment, you can't help but feel more engaged with your work.



01

Introduction

02

Engaged Employees & Sales

03

Retail's Status Quo?

04

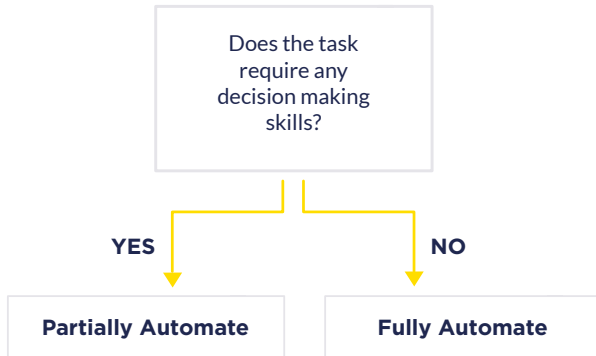
Tips

05

Key Takeaways

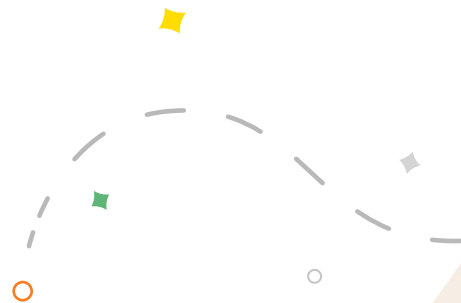
Where to start?

1 Identify low-value tasks.



2 Use technology to simplify them. For a deskless workforce this is going to be mobile-based tech. Does that mean it's time to rethink the age-old policy of "no devices out on the floor" when having them helps employees focus on what they do best? We'll let you decide.

3 Involve employees in the process to make sure the new tech will be user-friendly and achieve full adoption.



01

Introduction

02

Engaged Employees & Sales

03

Retail's Status Quo?

04

Tips

05

Key Takeaways



Tip #2

Rethink training

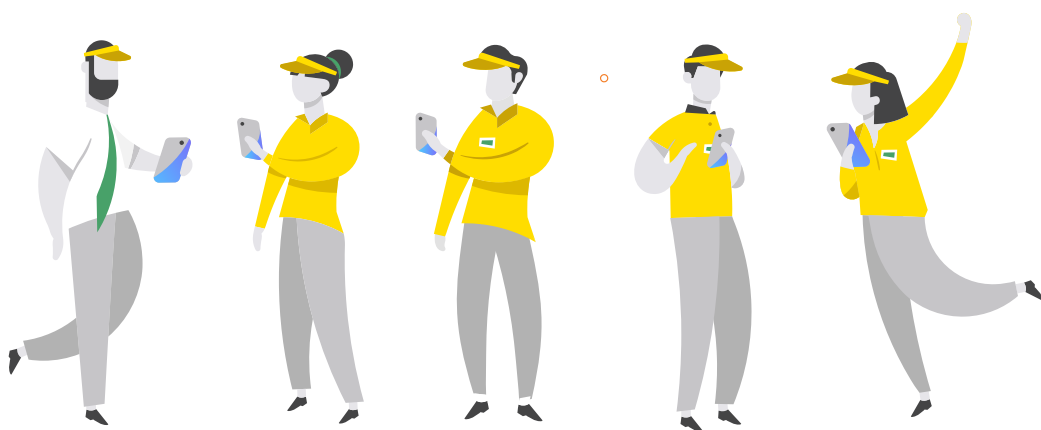
Restaurants already know that training is crucial for converting more indecisive menu-observers into customers. Training helps employees become the knowledgeable, friendly and helpful experts who make an experience infinitely better.

Unfortunately, training isn't serving frontline employees, and it shows.

- **59% of restaurant owners** say training and retaining employees are among the biggest challenges they face¹⁹
- **Only 58% of restaurants** provide new employees with a training manual²⁰
- Average tenure of a restaurant employee is **under 2 months**²¹

How can restaurants fix this?
Could the answer be *more* training?

- A study found that employees who engage with just 3 short online training modules saw an increase in their sales of 5%²².
- A study of customer satisfaction in the restaurant industry²³ found that the attributes of employees - their knowledge, politeness and more - was more important to customers than anything else in the restaurant - even price.



01

Introduction

02

Engaged Employees & Sales

03

Retail's Status Quo?

04

Tips

05

Key Takeaways

But to see results from training, employees have to actually want to complete it and retain what they've learned afterwards.

For either of these things to happen, training has to be engaging. And most training isn't engaging because it's:

- ▶ Too long, and only focused on an employee's first few days or weeks (you're on your own after that!)
- ▶ Not relevant to the employee's role
- ▶ Boring
- ▶ Isolating
- ▶ Stagnant, and doesn't evolve and progress with the employee's tenure, achievements or ambitions

Just like the tools and tech you give employees to make their jobs easier, training demonstrates your credibility as an employer. Not only is training essential for succeeding at your job, it's also critical for job satisfaction, personal development, career progression and retention.

Deloitte's 2019 Millennial Survey²⁴ found that of all millennial and Gen Z participants who planned to leave their jobs within the next 2 years, over a quarter cited lack of progression and development as their main reason to move on.

Making training engaging for a deskless workforce comes with its own unique set of challenges. Employers can't gather all their frontline staff in a big room and train them for 3 agonizing hours the way typical office jobs do. Front-line employees are always on the go and have a multitude of other competing priorities like

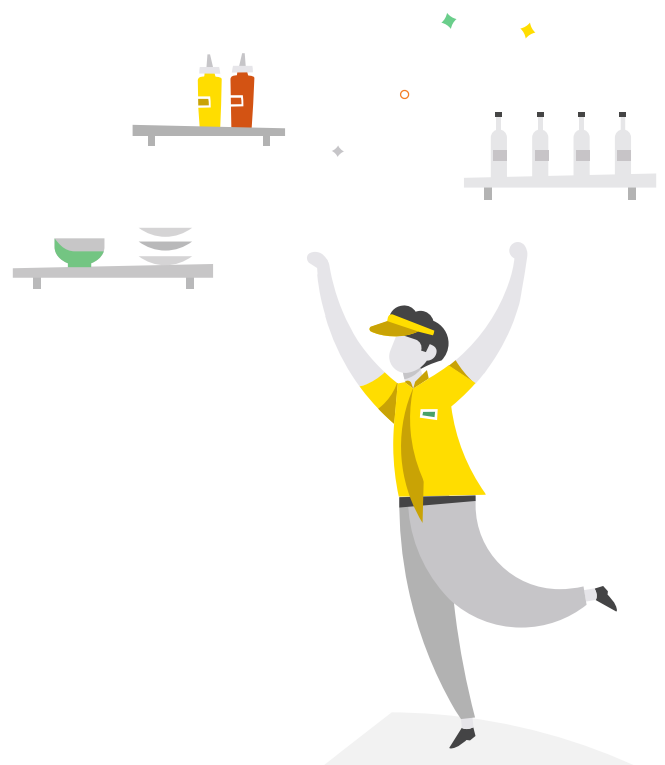
school, family and other jobs. Engaging training is specifically tailored to these realities, and:

- Helps employees retain the information over time. 50% of knowledge is forgotten the next day, and 90% is forgotten **after a week**, according to Ebbinghaus' Forgetting Curve²⁵



- Gives employees a feeling of enjoyment and achievement as they complete it

The secret to making training more engaging isn't in the subject matter - it's in the delivery.



01

Introduction

02

Engaged Employees & Sales

03

Retail's Status Quo?

04

Tips

05

Key Takeaways

Here are the changes every employer needs to make to their training:



Make It Short

Make it short and sweet but also continuous. Would you rather have to eat a snack-sized bag of cookies every day or be forced to down a box of 40 cookies once per week? The first option will get you through that 3 PM slump and leave you hungry for more the next day. The latter will leave you feeling lethargic and sad inside. It's the same with training. Short, frequent bursts of training (also known as microlearning) have been proven to help employees retain knowledge better. A study found that university students who answered just one question after reading just one chapter²⁶ outperformed their peers who answered more than one question after reading more than one chapter. Use microlearning to deliver training throughout the employee's tenure, not just the first week, and you'll see engagement grow.



Make It Interactive

Information dumps don't work for anyone, let alone people who are rarely sat at a desk. Most of us learn by doing, and training is far more engaging if it involves interaction in the form of quizzes and other more hands-on ways to test knowledge. Retaining knowledge is even more critical for restaurants when we consider the disastrous consequences of inadequate food safety training on customers.



Make It Relevant

Part-time employees don't have to know every procedure top-to-bottom in the way that full-time employees do. Employees in locations with completely different customer bases may need to be trained differently. If you train all these groups in the same way, you risk half your employees zoning out and not retaining all the relevant and non-relevant information. None of us learn in the same way, so no two employee learning tracks should look completely the same, either.

01

Introduction

02

Engaged Employees & Sales

03

Retail's Status Quo?

04

Tips

05

Key Takeaways



Make It Fun

A study found that websites with game-playing elements like scoring, leaderboards and badges boosted engagement by a third²⁷. Gamified training not only engages employees while they're doing the training - it also motivates them to start it, complete it, and see where they rank against their peers.



Make It Social

What's social learning? It's definitely not the dreaded Group Project or the "everyone pick a partner" exercise. Social learning makes learning collaborative by encouraging *and* facilitating knowledge sharing. Knowledge sharing makes training far more engaging, because a) the knowledge being shared by your peers is more relevant to your day-to-day; b) learning from your peers is less formal than hearing it from some big boss you've never met; and c) employees feel valued as they share their experiences.



Make It Empowering

Training is a huge part of an employee's progression in their role, and they should be able to decide what they want to learn. Whether it be cross-training in case a colleague is out sick, or training on running the site after a promotion to assistant manager, access to training is huge for retaining dedicated, ambitious employees.

01

Introduction

02

Engaged Employees & Sales

03

Retail's Status Quo?

04

Tips

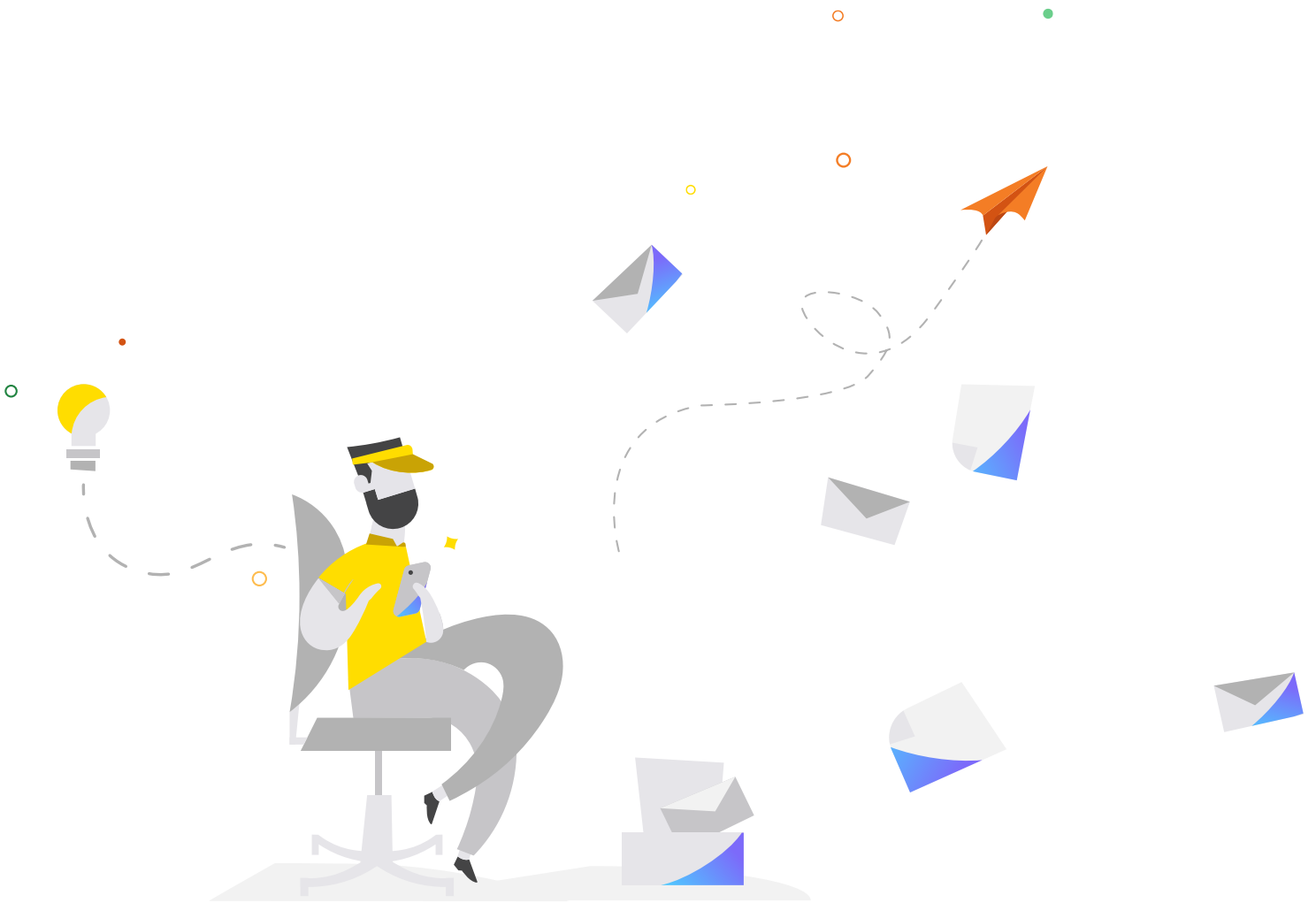
05

Key Takeaways



Make It Measurable

\$87.6 billion²⁸ was spent on training expenditures last year in the US. But what's the point of investing in training if you have no idea how it impacts sales and other KPIs? Employees who complete training should improve their knowledge, sales and customer service skills, and that means they should be doing better both individually and as a team. If they're not, HQ needs to make changes to the training. An engaging training program correlates training completion to KPIs like sales and lifetime customer value.



01

Introduction

02

Engaged Employees & Sales

03

Retail's Status Quo?

04

Tips

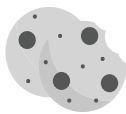
05

Key Takeaways

How do I start rethinking training?

- 1 Take stock of what's being used.**
- 2 Digitize training,** and partner with a provider who can work with you to understand exactly what you need.
- 3 Make it accessible on mobile devices.**

A big problem with take-home training is that it shifts the burden onto employees, who likely aren't paid for time spent training on their days off. Accessible training that's broken down into bite-sized chunks is far more manageable for busy employees with lots of other things on their plates. Ok, that's enough cookie analogies for now.
- 4 Set goals.** How long should it take employees to be up and running on menu knowledge and food safety? How will training support KPI goals for the store? These are just a few questions to get you started on thinking about how to make training worthwhile.
- 5 Rinse and repeat.** The service industry is always changing, so training should always be changing too.



01

Introduction

02

Engaged Employees & Sales

03

Retail's Status Quo?

04

Tips

05

Key Takeaways



Tip #3

Motivate with meaning

Engaged employees are motivated to go above and beyond, and that's what grows sales. But restaurants are missing out because they're not providing employees with the motivation in the first place.

But what actually motivates people to go the extra mile? Is it money, fame, or a pizza party for the winning team?

HR departments and organizational psychologists have been trying to figure out the answer to this question for decades.

Sure, money is a huge motivator. But using financial gain as a main performance motivator is inherently problematic.



What really motivates employees?

Behavioral economist Dan Ariely conducted an experiment²⁹ mimicking workplace conditions to see what really motivates people to keep going, even when the going gets tough. Participants were given a sheet of paper filled with random letters and asked to circle identical pairs of letters. Participants were paid for each page they completed, and after each page they were asked if they wanted to complete another for slightly less money.

The participants were divided into 3 groups. Participants in Group 1 would write their name on their page and hand it to the experimenter after they completed it. The experimenter would scan the sheet top to bottom, acknowledge the participant and then put the sheet on a pile beside them.

In Group 2, participants didn't write their name and their completed sheets went straight into the pile without a scan or acknowledgement from the experimenter.

In Group 3, the completed sheets went right into a shredder.

And the results? Group 1 worked harder and for longer, until they were paid only 15 cents per page.

Group 3, who saw their work destroyed before their eyes, stopped working at 30 cents per page.

But what about Group 2, who didn't get any recognition for their work? They stopped working at just a few cents less than Group 3.

How does this apply to the restaurant and hospitality industries? It turns out that receiving no recognition for your work is almost as demotivating as seeing your work tossed into a shredder. People are willing to work for longer, even if the work isn't the most exciting, because they're recognized for it.

01

Introduction

02

Engaged Employees & Sales

03

Retail's Status Quo?

04

Tips

05

Key Takeaways

In a TED Talk, career analyst Dan Pink³⁰ presents what social scientists have known for decades - extrinsic, carrot-and-stick style rewards aren't the best motivator for the cognitive, creative work of the 21st century, and can actually be damaging to creativity. Instead, he argues, intrinsic motivators like autonomy, mastery and purpose are the pillars of feeling motivated and engaged in any task.

This isn't to say that finance and compensation aren't important. Inadequate pay is a huge reason frontline employees feel discouraged and unmotivated.

But attempting to solve the challenge of unengaged employees by slapping on a bandaid fix of more commission won't get you far. If employees don't see the value in what they're doing every day, guests won't either.

To motivate through meaning, employers have to find the value in what employees do and reflect it right back to them like a giant mirror.



01

Introduction

02

Engaged Employees & Sales

03

Retail's Status Quo?

04

Tips

05

Key Takeaways



How to motivate with meaning:



Challenge

Engage by creating complete transparency around goals and progress towards those goals. Increasing customer lifetime value is a goal for every site. So it's illogical that employees have no visibility into what these metrics are and how they're contributing individually. Nothing is more motivating than seeing the progress you've made and celebrating the small wins. Seeing real numbers around the improvements they've made is a real source of motivation and team bonding for employees.



Communicate

Authentic communication of brand values from leadership creates an emotional connection with employees. Lowe's CEO Marvin Ellison³¹ goes as far as giving employees his email address and hosting a company podcast every week. Sharing shouldn't just come from the top either. The sharing of knowledge and best practices between employees and other locations boosts teamwork and individual performance. Each location is a goldmine of data and knowledge about how to work efficiently and handle the most difficult customer situations. That knowledge is pointless if it's not shared - but one of the biggest barriers to knowledge sharing is the lack of an appropriate sharing channel³². Channels for knowledge sharing have to democratize the communication process. Look at how people get their news and share knowledge on different topics through tailored newsfeeds. That's what communication channels should most closely resemble.



Reward

Individual commissions don't replace recognition and praise, the sense that what you're doing is contributing to something bigger. Never underestimate the power of being recognized by your peers as a source of motivation. Seeing your name at the top of a leaderboard or having your restaurant get a shoutout from head office can go a long way for engagement.

01

Introduction

02

Engaged Employees & Sales

03

Retail's Status Quo?

04

Tips

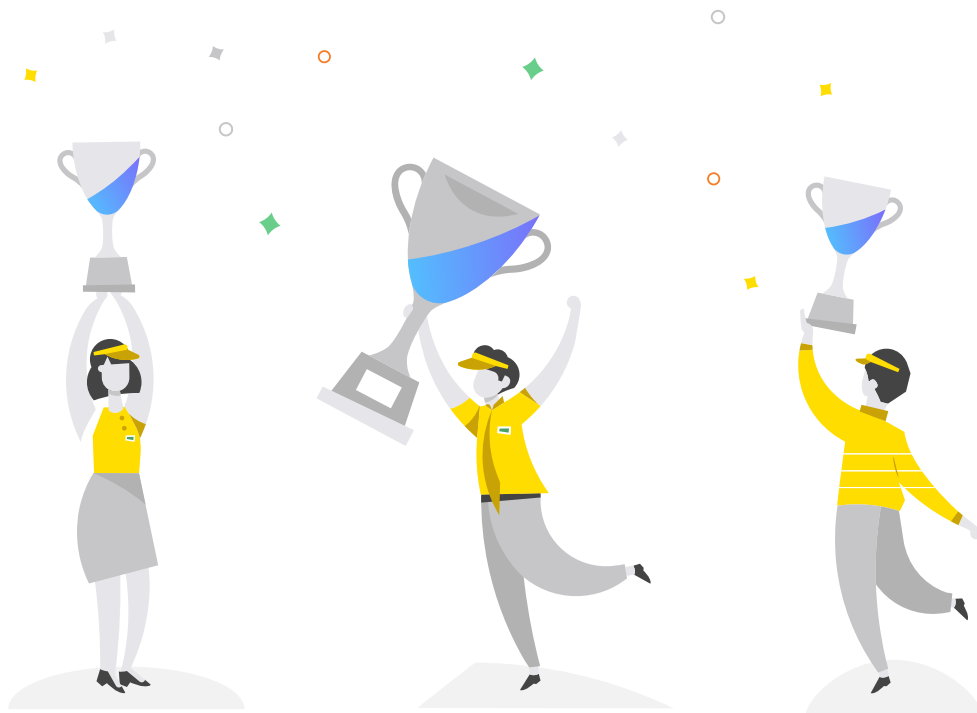
05

Key Takeaways



Could team bonuses work better than individual ones? Probably. German researchers conducted a study across 193 locations and 1300 employees of a bakery chain³³ using team incentives instead of individual ones. Not only did sales increase by 3%, but operational efficiency improved because employees got better at allocating tasks amongst themselves, giving them more time per customer and more time to serve more customers.

The right kind of reward and recognition not only encourages teamwork, it also creates an emotional connection between employees and the brand.



01

Introduction

02

Engaged Employees & Sales

03

Retail's Status Quo?

04

Tips

05

Key Takeaways

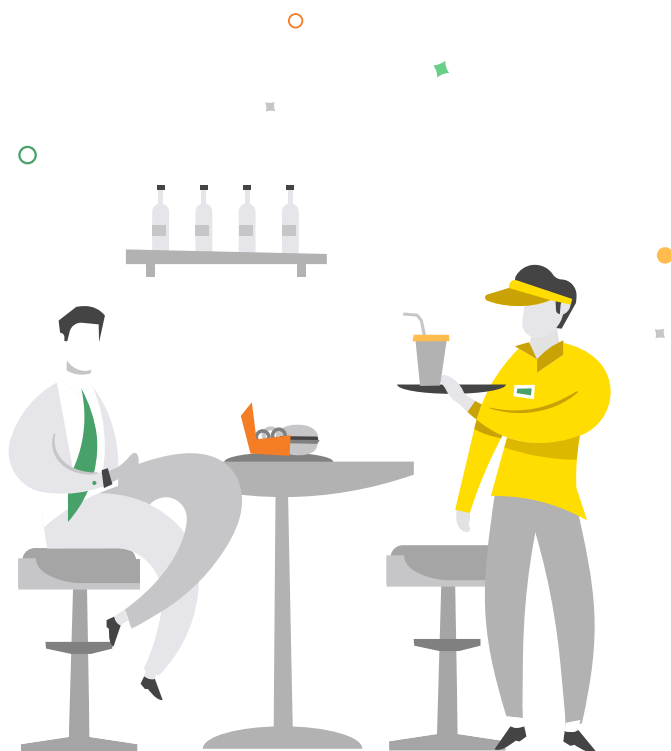
Key Takeaways

Employee engagement in the restaurant industry is about to become indispensable. Either restaurants get it right or customers get frustrated and leave in a huff. Sure, it's easy enough to use the same tired old excuses - restaurant employees are younger, they're working part-time, they're not skilled - but it won't be long until justifying an unengaged workforce starts to cost you.

Here's what it takes to make restaurant employees actually enjoy their jobs:

- 1 Equip employees with the tools and technology to eliminate friction in daily tasks, so they can focus their time on growing sales and improving guest experience.**
- 2 Adapt training to the realities of a restaurant and hospitality job, so employees actually want to do the training and retain the information afterwards.**
- 3 Show employees the meaning in everything they do and how it contributes to the success of the brand.**

The truth is, if you're engaging your front-line teams you're probably doing a great job of engaging the customers who step inside, too.



01

Introduction

02

Engaged Employees & Sales

03

Retail's Status Quo?

04

Tips

05

Key Takeaways

About YOOBIC

YOOBIC is an all-in-one platform that helps restaurant chains perfect operations, maximize team productivity, and unify all communications to deliver an irresistible customer experience and increase their sales. With YOOBIC, restaurants finally have the agility they need to deliver the ultimate guest experience that customers just can't resist.

Operational Excellence

Gain full visibility into execution across all your locations, measure performance easily and streamline all your daily processes.

Enhanced Collaborative Training

Strengthen your teams through interactive training, performance incentives, and collaborative learning.

Employee Engagement

Engage and inform your employees through one unified, interactive communication channel.



Interested? Get in touch to learn more about YOOBIC and get a demo:

www.yoobic.com/demo

Resources

1. Markos, S. & Sridevi, S. (2010). Employee Engagement: The Key to Improving Performance. 5 (12).
2. Just 15% of Employees are Engaged. The Rest Lose \$7 Trillion in Productivity.
3. The Impact of Employee Engagement on Performance.
4. Harter, J. & Schmidt, F (2002). Business-Unit-Level Relationship Between Employee Satisfaction, Employee Engagement, and Business Outcomes: A Meta-Analysis. 87 (2).
5. Sorensen, S. (2013, June 20). How Employee Engagement Drives Growth.
6. Coco, C. & Jamison, F. (2011) Connecting People Investments and Business Outcomes at Lowe's: Using Value Linkage Analytics to Link Employee Engagement to Business Performance. 34 (2).
7. Raymundo, O. Richard Branson: Companies Should Put Employees First.
8. Sorensen, S. (2013, June 20). How Employee Engagement Drives Growth.
9. Kashanchi, S. (2018, June 27). How Brand Ambassadors Can Transform Your Restaurant's Culture.
10. Hospitality Industry Turnover Rate Ticked Higher in 2018.
11. Aon Hewitt's Model of Employee Engagement. (2015, January).
12. Asplund, J. & Fleming, J. (2007) Where Employee Engagement Happens.
13. Muller Heyndyk, R. (2017, December 7). Retail and Hospitality Staff the Least Engaged.
14. Hospitality Industry Turnover Rate Ticked Higher in 2018.
15. Shierholz, H. (2014, August 21). Low Wages and Few benefits Mean Many Restaurant Workers Can't Make Ends Meet.
16. The Rise of the Deskless Workforce.(2018)
17. Boone-James, J. et al. (2011). Predicting Employee Engagement in an Age-Diverse Retail Workforce. 32 (2).
18. Botha, J. & van Scheers, L. (2014). Analysing Relationship between Employee Job Satisfaction and Motivation. 9 (1).
19. 60+ Delicious Restaurant Industry Statistics - 2019 Edition (2019, August 30).
20. 60+ Delicious Restaurant Industry Statistics - 2019 Edition (2019, August 30).
21. 60+ Delicious Restaurant Industry Statistics - 2019 Edition (2019, August 30).
22. Do Online Training Work in Retail? Improving Store Execution Through Online Learning.
23. Andaleeb, S. (2006) Customer Satisfaction in the Restaurant Industry: An Examination of the Transaction-Specific Model.
24. The Deloitte Global Millennial Survey 2019.
25. Dros, J. & Murre, J. (2015). Replication and Analysis of Ebbinghaus' Forgetting Curve. 10
26. Giurgiu, L. (2017). Microlearning: An Evolving Trend. 22 (1).
27. Kuo, I. (2013). Gigya's Social Gamification Boosts Content Discovery by 68%.
28. Freifield, L. 2018 Training Industry Report.
29. What Makes Us Feel Good About our Work? (TED, 2011).
30. The Puzzle of Motivation (TED, 2009).
31. Maras, E. (2019, May 17)Lowe's CEO Shares Insight on Honing Employees as a Strategic Advantage.
32. Thanmoli, Peariasamy & Abu Mansor, Nur Naha. (2008). On-the-job knowledge sharing: how to train employees to share job knowledge.
33. Friebe et al. (2015) : Team Incentives and Performance: Evidence from a Retail Chain.