

## Summary of Paper: [Mitigating the Demotivating Effects of Frequent Unfavorable Feedback about Goal Progress](#)

### **What is this Study About?**

The study investigates how frequent unfavorable feedback affects employee motivation and effort. Specifically, it examines whether providing frequent feedback that highlights poor progress toward a goal demotivates employees and whether a simple intervention—reminding employees of the attainability of their goals—can mitigate these negative effects.

### **What are the major findings of the study?**

The researchers conducted two experiments with undergraduate students performing tasks under varying conditions of feedback frequency and goal attainability reminders. The results showed that frequent unfavorable feedback significantly reduced effort compared to infrequent feedback. However, when participants were reminded of the attainability of their goals, the negative impact of frequent unfavorable feedback was significantly reduced. This reminder helped sustain motivation and effort levels, even when the feedback was initially discouraging.

### **Why is the study important?**

A common challenge in performance management involves maintaining employee motivation when they receive frequent negative feedback. Frequent feedback is increasingly common in modern workplaces due to advancements in information technology and the expectations of younger employees. The findings suggest that a simple, practical intervention—a reminder of goal attainability—can help managers maintain employee motivation and effort, thereby improving performance outcomes. This insight is valuable for designing effective feedback systems that support continuous employee engagement and productivity.