

So I looked up the meaning of the word; and it is from the Old French word *rewarder*, which is a modification of the modern French *regarder*—"give special attention to." The word etymologically connotes something special. These individuals I talked with had conscious or unconscious realization of that essential element of the meaning. You can reward for exceptional, meritorious service, but the word "reward" does not apply to the accustomed and contractual. That stimulated me to reclassify these various things that we are including in our careless use of the term, to reexamine them from other points of view, and I derived this as an analysis—I do not present it as deep or final, but as suggestive only.

First, there are what we may call contractual payments; a certain payment in money (or goods) for a certain period of labor, or a certain quantity of labor expressed in quantity of product. This *quid pro quo* exchange is probably accompanied by characteristic reactions. The mental attitude toward it is definite; it may be a reward in the sense that heaven rewards the industrious, but in so far as the individual payee is concerned it is not a reward; it is a payment.

Second, there are what we may call facilities and assurances inherent in the working relationships; good light, air, heat; convenient and suitable tools; suitable lavatory facilities, a rest room, a lunch room; even such things as pension and compensation schemes; quite to my surprise, I discovered that the concept of these as essential and expected parts of a situation is growing very much among employees. It may surprise some concerns that have been developing these with the idea that they were granting rewards for something. We find here another type of reaction.

Third, there are certain things that do come under the general term "reward" as we have been using it; prizes and other things in the nature of exceptional bestowals. Those of whom I made my inquiries without any question classified these as rewards, and they were almost the only things they did without any question so classify. For instance, payment