Contents

I	Intr		n	1			
	1.1	Resear	rch Problem	3			
	1.2		rch Objectives	6			
	1.3		rch Method and Design	7			
	1.4	Organ	ization of the Analysis	10			
2	An Integrative Framework of Influences on Behavior						
	2.1	Theor	ies of Incentive Behavior	13			
	2.2	Economic Frameworks of Incentive Behavior					
	2.3	2.3 Identification of Contingency Variables and Development					
		of an l	Integrative Framework	26			
3	Exp	xperimental Design					
	3.1	Exper	imental Proceedings	31			
	3.2	Exper	imental Requirements	34			
		3.2.1	Direct Experimental Control: Treatments	35			
		3.2.2	Indirect Experimental Control: Randomization	38			
		3.2.3	Sampling Procedure	40			
		3.2.4	Quality Criteria	43			
	3.3	3.3 Experimental Task		49			
		3.3.1	Selecting the Anagram Task	49			
		3.3.2	Controlling for Anagram Difficulty	51			
		3.3.3	Testing the Effectiveness of Anagram Difficulty				
			Indicators	54			
		3.3.4	The Final Anagram Work Packages	58			
4	For	mulatio	on of Hypotheses	61			
	4.1	Disen	tangling Incentive and Sorting Effects	62			
		4.1.1	Magnitude of Incentive and Freedom of Choice	63			
		4.1.2	Skill and Consideration of Fairness and Variance	66			

x Contents

	4.2	Contin	ngencies of Incentive Effects	67
		4.2.1	Task Difficulty	67
		4.2.2	Perspectives on Motivation	69
		4.2.3	Locus of Control	77
	4.3	Contir	ngencies of Sorting Effects	81
		4.3.1	Skill and Task Difficulty	83
		4.3.2	Perspectives on Motivation	84
		4.3.3	Locus of Control	85
		4.3.4	Risk	87
	4.4	Overv	riew of Hypotheses	94
5	Ope	rationa	alization and Data Analysis Methods	97
	5.1		tionalization of Individual Attributes	97
		5.1.1	Skill	99
		5.1.2	Need for Achievement	100
		5.1.3	Need for Cognition	101
		5.1.4	Current Motivation	102
		5.1.5	Locus of Control	104
		5.1.6	Risk Attitude	106
		5.1.7	Risk Perception	109
		5.1.8	Cognitive Style	110
	5.2		Analysis Methods	111
		5.2.1	Regression, ANOVA or Correlational Analysis	111
		5.2.2	Dichotomization	113
		5.2.3	Modeling Productivity Behavior with the Regression	
			Paradigm	114
		5.2.4	Modeling Decision Behavior with the Regression	
			Paradigm	122
		5.2.5	Applying the Dummy Technique to the Treatment	
			Variables	126
6	Fine	dings		129
U	6.1	_	tangling Incentive and Sorting Effects	129
	0.1	6.1.1	Magnitude of Incentive and Freedom of Choice	129
			Skill and Consideration of Fairness and Variance	136
	6.2	6.1.2	ngencies of Incentive Effects	14:
	0.2		C	14.
		6.2.1	Task Difficulty	14.
		6.2.2	Perspectives on Motivation	
			Locus of Control	154
		6.2.4	Overall Model	159
	6.3		ngencies of Sorting Effects	160
		6.3.1	Skill and Task Difficulty	16
		6.3.2	Perspectives on Motivation	165
		6.3.3	Locus of Control	170
		6.3.4	Risk	172
		6.3.5	Overall Model	183

Contents xi

7	Discussion and Outlook					
	7.1	Summary of Findings and Revisiting of Objectives	187			
	7.2	Management Implications	193			
	7.3	Limitations and Scope for Future Research	197			
	7.4	Concluding Remarks	199			
Appendix: Experimental Instructions and Descriptive Data						
References						
Ind	Index					