

Appendices

Appendix A: Demographic Data

Participant No. _____

1. Age _____
2. Gender:
☐ female
☐ male
☐ other
3. Study: _____
4. Major / specialization in studies (if applicable): _____
5. Do you have any work experience?
☐ no work experience
☐ part-time work experience (years: _____)
☐ full-time work experience (years: _____)
6. Nationality:
☐ Austrian
☐ German
☐ Other: _____

Appendix B: General Instructions for Experimenters

In serving as an experimenter in this research project you will be asked to work one-on-one with participants in the administration of an experimental task. Participants will be constructing quilts from paper. Your job will be to monitor and facilitate experimental manipulations according to your assigned condition(s).

Please note the following conventions when you are reading these instructions:

1. *ITALICIZED words (like this) are notes to you, the experimenter.*
2. **BOLD TYPE words are the instructions you will read to the participants.**

Some documents will be administered by you during the experiment. It is important that you read the script enough times so that you are very familiar with the procedures and what you need to say. Please be familiar enough with the passages that you have read so that they do not sound stilted, however, please do not ad lib the instructions. The content must always be the same even when you use your own words every now and then. This is important to ensure a consistently administered, smooth flowing experiment ensues. If you run into trouble at any point, go find Mrs. (hidden) and she will address your needs.

It is also important THAT YOU DO NOT REVEAL TO THE PARTICIPANTS THE NUMBER OF PERIODS THAT ARE INVOLVED WITH THIS EXPERIMENT. THIS CAN LEAD TO GAMING BY PARTICIPANTS ESPECIALLY IN THE LAST PERIOD.

Participants will arrive in the hallway in front of the laboratory/offices. Mrs. (hidden) will greet the participants and lead them to work station rooms, where you will be awaiting their arrival. There will be one experimenter per room. Please make sure that the following items are ready to use on the table for the participant:

- *Glue stick*
- *1 box with paper scraps of different colors and shapes (**There have to be enough paper scraps for each new participant in the box. The experimenters will help you on-site to refill the boxes.**)*
- *White paper sheets to glue quilts on*
- *Pattern of model quilt in the display*
- *Participant information sheet (Document White) face down*

You, as an experimenter, need a pen or something similar and blank white paper to write down the incentive scheme and the calculation of participants' compensation.

After the participant has taken a seat, you will say:

You have been asked to participate in the following exercise which will last approximately 45 minutes. For your participation you will be awarded financial compensation of approximately 10 Euro depending upon your performance. You will be paid in full today, at the end of the experiment. Face down on the table you see a participant information sheet which we would like you to complete. Please turn this over and fill it out now.

Take the participant information sheet after the participant has completed it. Then you will give the sheet with the background information for the exercise (case study) to the participants and say:

This is the background information for this exercise. Please follow me while I read the case.

Read the case study aloud.

SWAROVSKI QUILTS

Swarovski Quilts is one of the busiest divisions of Sparkle Incorporated. As such, you have been hired to help meet production demands for the upcoming Christmas buying season. Swarovski Quilts specializes in the manufacturing of quilts which are part of a set of bedding including sheets, shams and comforters. Thus, production of the quilts must be carefully planned so that the total number of quilts will match the total number of other beddings. There is one quilt per set. It is important then, that you produce enough good quality quilts to fill orders already placed.

Your job, in working for Sparkle Incorporated is to produce good quality quilts. A poor quality quilt cannot be counted in production and will ultimately decrease your compensation for the job. You will be instructed in how to make such quilts shortly.

In front of you is assembled a quilt as described in the case and materials to construct quilts.

Please show a properly made quilt to the participant.

You will be responsible for making multiple replications of this quilt. I'm going to allow you shortly to begin practicing making these quilts. Remember, every quilt you make must be of the highest quality. We assess quality using 4 tests:

(1) You must use the exact same colors in the 2 key locations on each completed quilt.

At this point please show the model quilt in the display to the participant and point to the 2 key pieces (yellow triangle No. 3 and blue rectangle No. 5) as well as to the triangle No. 6 that must not be yellow. All other white pieces might be of any color.

(2) You must use the exact same shapes of pieces of paper as in the model.

At this point please make the participant aware about the dimensions of the quilt, that is 10 cm x 11 cm, as well as about the fact that some pieces may look similar in size but are not. For example, the two large triangles are not of the same size (longest side 10 vs. 11 cm).

(3) Your quilt pieces must be glued down properly. Each piece must be glued firmly to the paper.

(4) There must not be any space between quilt pieces.

Please demonstrate to the participants with the properly made quilt what you mean by not properly glued down, overlaying pieces, skewed sides, significant spaces between pieces etc.

A good quality quilt has to pass all 4 tests.

Participants are not allowed to dump out the paper scraps from the box to sort them per color or shape.

Participants must complete quilts from start to finish, one at a time. When one quilt is complete, they are allowed to begin with the next one.

After each production run, put the complete quilts at distance from the participant so that he/she cannot use the complete quilts as a template in the next production run. He/she may only use the model quilt in the display.

I would now like you to familiarize yourself with making this quilt. I will give you the next 8 minutes to practice. Do you have any questions? OK – begin.

At the conclusion of this practice production run do a count of quality quilts and record count on production sheet (Document Light-blue). Please do not hesitate to be critical when doing the quality check.

After this, you will say:

Now I again would like you to do another practice run. This time, however, you will be paid € .40 per quality quilt you produce. OK- begin.

Again at the conclusion of this production round, do a count of quality quilts and record count on production sheet (Document Light-blue).

Multiply the number of quality quilts by 40 Cents and write down the compensation on the black board in the room or on a sheet of paper (i.e., 5 quilts x 40 Cents = € 2.00). Next discuss the incentive scheme. Please hand the participant a description of the incentive scheme (Document White) and read it aloud. You say:

Please read along with me the description of the compensation scheme.

COMPENSATION SCHEME

Suppose I were to tell you that you had to make a certain number of good quality quilts in a production period. We will call this number a STANDARD. I then tell you I will compensate you in the following manner. I will pay you 40 Cents for each good quality quilt you make, however, I will subtract 40 Cents for every quilt below the standard. That means, if you do not make enough quilts or quilts are of poor quality, 40 Cents will be subtracted. Further, if you make more quilts than the standard, I will not pay you for these. In equation form the compensation system looks like this.

Draw this on the board or on a sheet of paper).

$$\text{Money earned} = \text{€ } 0.40 \times (\text{actual}) - \text{€ } 0.40 \times |(\text{actual} - \text{standard})|$$

Let's take several examples to clarify. For example, let's say I told you to make 5 good quilts (which becomes your standard) and that when you got a chance to produce, you made 5 and only 5 good quilts. Here's how your compensation would be calculated:

$$\text{Money earned} = \text{€ } 0.40 \times (5) - \text{€ } 0.40 \times |(5 - 5)| = \text{€ } 2.00$$

If your standard were 5 but you made only 3 good quilts, that means 2 below standard, you would receive the following compensation:

$$\text{Money earned} = \text{€ } 0.40 \times (3) - \text{€ } 0.40 \times |(3 - 5)| = \text{€ } 0.40$$

Finally, if your standard were 5 good quilts and you made 7 good quilts, you would get the following compensation:

$$\text{Money earned} = \text{€ } 0.40 \times (7) - \text{€ } 0.40 \times |(7 - 5)| = \text{€ } 2.00$$

In other words, producing more than your standard does not make you any more money than simply producing to your standard. Do have any questions?

Please make sure that the participant really understands the incentive scheme. Work through as many examples as necessary. If necessary, make the participant calculate the compensation himself/herself in an example.

FROM HERE, EXPERIMENTERS SWITCHED TO THE SCRIPT RELATED TO EACH OF THE FOUR CONDITIONS.

Appendix C: Scripts for Each of the Four Conditions

CONDITION 1: VOICE | VOTE

You are now going to ask the participant what range of standards he/she feels is attainable. Hand him/her Document Blue (A) to record his/her preference.

I would like you now to write down on this blue paper a range of standards which you feel you could attain given the compensation system under which you must work. That may be, for example, 1,2,3 or 23,24,25 quilts. Please do so now.

You will take Document Blue (A) from the participant.

I will leave for a moment and talk to management. I'll be back in a minute.

You leave room and go into hall and wait a period of time as if you were talking with Mrs. XXX. You don't really have to at this point.

VOICE 1- manipulation of expressing opinions and thoughts: *The participant will now be granted an opportunity to express his/her opinion about the standard. In performing this manipulation please complete the appropriate section of Document Orange (A) (voice questionnaire first round). Read the questions to the participant, allow them to expand on each answer and then circle the appropriate response on each scale. IMPORTANT: Take care that the participant can tell anything about his thoughts and feelings what he/she wants. He/she should not only read the questionnaire and answer it but also talk, think aloud etc. if he/she wants to. You may also fill in the questionnaire for the participants and reinforce communication by doing so. Ask questions again, make him/her feel that you are interested in what he/she thinks while he/she is answering the questionnaire.*

In initiating this manipulation say the following:

Before we begin the first production I'd like to provide you an opportunity to express your feelings regarding this task. Please examine this orange document which asks a few important questions. I will read the questions along with you, provide you an opportunity to expand on your answer and then ask you to choose a level on the scale you feel most appropriately describes your feelings. After you are finished I will report to the manager and inform her of your feelings. OK, here we go.

1. How satisfied are you with your present working situation?

Extremely satisfied	Quite satisfied	Satisfied	Quite unsatisfied	Extremely unsatisfied
O	O	O	O	O

2. What range of standards did you feel was attainable?

____ _

How attainable do you think this range is?

Extremely attainable	Quite attainable	attainable	Quite unattainable	Extremely unattainable
O	O	O	O	O

3. Are there any factors we have not covered you feel are important and need to be discussed?

If the participant raises any points quickly jot them down on Document Orange (A).

The VOICE 1 manipulation is now concluded. Gather Document Orange (A). You will now leave the room for a moment but before you leave you will say:

I'm going to leave the room for a moment to check with the manager to inform her of your feelings and see if production may begin. I'll be back in a minute.

VOTE 1 – manipulation of setting own standards: When you re-enter the workstation you will be informing the participant that the manager has taken into account his/her feelings and has determined he/she can set his/her own standard for this production run. When you re-enter the room please say:

I have good news! Management has taken your input into consideration and would like you to choose and set your own standard for this production run. They want you to know, however, that as much as they would like to completely abide by your desires, they must keep in mind production quotas and make sure enough quilts are produced to match each bed set already completed and ready to ship.

Therefore, they must maintain final approval over your chosen standard. Nonetheless, they feel they can serve you, their employees, better by knowing what YOU choose as your standard. Therefore, I would like you to select a standard now.

The participant will now choose his/her standard. You will record this choice on Document Yellow. After recording the standard you will exit the workstation and say this to the participant:

I'm going to leave briefly to submit this standard to the manager. I'll be back shortly.

You will exit the workstation, find Mrs. XXX, and give her Document Orange (A) and Document Yellow (A) with the standards recorded. Mrs. XXX will come into the workstation with you to affirm management's confirmation of the chosen standard. When you get in the room, Mrs. XXX will say:

OK, I've had a chance to look over these orange and yellow sheets and recognize how you feel about the range of standards you think is attainable. On this yellow sheet I also see which standard you would choice for yourself. We concur with your choice and wish you well on this production run.

Mrs. XXX gives Document Orange (A) and Document Yellow (A) back to you and leaves the workstation. You give Document Pink (A) to the participant and say:

Now before we begin the production run I would like you to quickly complete this very brief questionnaire. After you have made your selection please put the document in this envelope. This is merely for statistical purposes. I am not going to know what you answered. You will retain this document until the end of the experiment.

We are now ready to begin the production run. You will now have 8 minutes to complete as many good quality quilts as you can. Remember, your compensation is being determined by the compensation system explained to you earlier. Do you have any questions? OK – begin.

Production period 1 will run for 8 minutes. Please remain in the room with the participant. At the conclusion of the eight minute period you are to count quality quilts and calculate the participant's earned compensation. Please demonstrate the computation of his/her pay on the black board or on a sheet of paper to reinforce the compensation system.

When all that is accomplished you can begin readying the participant for a second production period. Remember, DO NOT TELL THE PARTICIPANT HOW MANY PRODUCTION PERIODS THERE WILL BE to avoid gaming. Now you ask again for the range of attainable standards. Give Document Blue (B) to him/her to write down his/her preferences. You will now say:

I want you to begin preparing yourself for another production run. I would like you now to write down on this paper a range of standards which you feel you could attain given the compensation system under which you must work in the next production period. That may be, for example, 1,2,3 or 23,24,25 quilts. Please do so now.

You will take Document Blue (B) from the participant. You say:

Before this next run I would like to provide you once again the opportunity to express your opinions regarding this task. As before, I will read over various questions with you, allow you time to expand on your answer and then ask you to answer each question.

VOICE 2 - manipulation of expressing opinions and thoughts: Provide the participant a copy of Document Orange (B) (voice questionnaire second round) and read along with him/her as he/she discusses and answers the questions. IMPORTANT: Take again care that the participant does not only read the questionnaire and answers it but talks, thinks aloud etc., if he/she wants to. Make him/her feel that you are interested in what he/she thinks and how he/she feels.

A separate document is provided for each manipulation of voice, i.e. Document Orange A to C. Document Orange (B) has one more question than did Document Orange (A). You will say:

OK, here we go.

1. How satisfied are you with your present working situation going into the second production?

Extremely satisfied	Quite satisfied	Satisfied	Quite unsatisfied	Extremely unsatisfied
O	O	O	O	O

2. How satisfied are you with the procedures used to determine your standards?

Extremely satisfied	Quite satisfied	Satisfied	Quite unsatisfied	Extremely unsatisfied
O	O	O	O	O

3. How do you feel about the standard under which you worked last period?

Extremely satisfied	Quite satisfied	Satisfied	Quite unsatisfied	Extremely unsatisfied
O	O	O	O	O

4. What range of standards did you feel was attainable?

How attainable do you think this range is?

Extremely attainable	Quite attainable	attainable	Quite unattainable	Extremely unattainable
O	O	O	O	O

5. Are there any factors we have not covered you feel are important and need to be discussed?

If the participant raises any points, quickly jot them down on Document Orange (B).

The VOICE 2 manipulation is now concluded. Gather Document Orange (B). You will now leave the room for a moment but before you leave you will say:

I'm going to leave the room for a moment to submit your input again and see when production may begin. I'll be back in a minute.

VOTE 2 - manipulation of setting own standards: When you re-enter the workstation you will be informing the participant that the manager has taken into account his/her feelings and has determined he/she can once again set his/her own standard for this production run. When you re-enter the room please say:

Good news again! I went over your input with management and they feel it would once again be to everyone's advantage if you were to choose your own standard. Like last time, however, management has the final say. Still, it seems a person's personal choice really plays an important part in management's decision. So make sure you select a standard that will maximize your compensation within your ability.

The participant will now choose his/her standard. You will record this choice on Document Yellow (B). After recording the standard you will exit the workstation and say this to the participant:

OK, I'm going to go check this out with management. I'll be right back.

You will exit the workstation, find Mrs. XXX, give Document Orange (B) and Document Yellow (B) to her and re-enter as last time with Mrs. XXX. Mrs. XXX will examine Document Orange (B) and Document Yellow and comment on any factors which are popping up in the course of the experiment. She will then require that the standard be set at a point 30% higher than that chosen. Therefore, she will first choose a point 45% higher, tell the participant that number and then compromise at the point 30% higher to illustrate that the participant's voice and choice do make a difference. When you are in the room Mrs. XXX will say:

I've had a chance to go over your orange sheet and recognize how you feel (comment on specifics). You should know that orders are really piling up out here. I notice on Document Yellow that you've chosen to do "X" units, however I really need you to do "Y" units. I recognize what you feel you are able to achieve, however, therefore how about if we compromise at "Z" units. OK – good luck.

Mrs. XXX will give Document Orange (B) and Document Yellow back to you. After Mrs. XXX has left, you give Document Pink (B) to the participant and you say:

Now before we begin the production run I would like you to quickly complete this very brief questionnaire. After you make your selection please put the document in this envelope. This is merely for statistical purposes. Again I am not going to know what you answered. You will retain this document until the end of the experiment.

We are ready to begin the production run. You will now again have 8 minutes to complete as many good quality quilts as you can. Remember, your compensation is being determined under the system explained to you earlier. Do you have any questions? OK – begin.

Production period 2 will run for 8 minutes. Please remain in the room with the participant. At the conclusion of the eight-minute period you are to count quality quilts and calculate the participant's earned compensation. Please demonstrate the compensation of his/her pay on the black board or on a sheet of paper to reinforce the compensation system.

When all that is accomplished, you can begin readying the participant for the third production period. Remember, **DO NOT TELL** the participant how many production periods there will be to avoid gaming. Now you ask again for the range of attainable standards. Give Document Blue (C) to him/her to write down his/her preferences. You will say now:

I would like you now to write down on this paper a range of standards which you feel you could attain given the compensation system under which you must work. That may be, for example, 1,2,3 or 23,24,25 quilts. Please do so now.

You will take Document Blue(C) from the participant. You say:

Management has told me that they would like to have your input once again before this next run. As you know, I will read over various questions with you, allow you time to expand on your answer and then ask you to answer each question.

Voice 3 - manipulation of expressing opinions and thoughts: Provide the participant a copy of Document Orange (C) (voice questionnaire third round) and read along with him/her as he/she discusses and answers the questions. IMPORTANT: Take again care that the participant does not only read the questionnaire and answers it but talks, thinks aloud etc., if he/she wants to. Make him/her feel that you are interested in what he/she thinks and how he/she feels. You will say:

OK, here we go.

1. How satisfied are you with your present working situation going into the third production?

Extremely satisfied	Quite satisfied	Satisfied	Quite unsatisfied	Extremely unsatisfied
O	O	O	O	O

2. How satisfied are you with the procedures used to determine your standards?

Extremely satisfied	Quite satisfied	Satisfied	Quite unsatisfied	Extremely unsatisfied
O	O	O	O	O

3. How do you feel about the standard under which you worked last period?

Extremely satisfied	Quite satisfied	Satisfied	Quite unsatisfied	Extremely unsatisfied
O	O	O	O	O

4. What range of standards did you feel was attainable?

How attainable do you think this range is?

Extremely attainable	Quite attainable	attainable	Quite unattainable	Extremely unattainable
O	O	O	O	O

5. Are there any factors we have not covered you feel are important and need to be discussed?

If the participant raises any points quickly jot them down on Document Orange (C).

The Voice 3 manipulation is now concluded. Gather Document Orange (C). You will now leave the room for a moment but before you leave you will say:

I'm going to again leave the room for a moment to check with the manager to inform her of your feelings and see if the next production may begin. I'll be back in a minute.

Vote 3 - manipulation of setting own standards: When you re-enter the workstation you will be informing the participant that the manager has taken into account his/her feelings and has determined he/she can once again set his/her own standard for this production run. When you re-enter the room please say:

Guess what; you get to set your standard again. As you know management still has the final say. What would you like your standard to be?

The participant will now choose his/her standard. You will record this choice on Document Yellow. After recording the standard you will exit the workstation and say this to the participant:

Ok, I'm going to check this out with management. I'll be right back.

You will exit the workstation, find Mrs. XXX, give Document Orange (C) and Document Yellow to her and re-enter as last time with her. Mrs. XXX will examine Document Orange (C) and Document Yellow and comment on any factors which are popping up in the course of the experiment. This time the standard will be initially raised 85% but will be compromised down to 70% higher than what is chosen. Mrs. XXX will say:

I've had a chance to go over your orange sheet and recognize how you feel. However, our orders continue to pile up out here. I note on the yellow sheet that you chose to do "X" units this period, and that is great, but now I've had to let some workers go home with a bug that is starting to sweep through the plant. Therefore, we all have to work a little harder to keep things together.

Management would like you to do "Y" units [85% higher than choice] but I recognize that you chose only to do "X" [choice]. Therefore, it's not much but I can compromise at "Z" units [70% higher than choice]. OK. Good luck.

Mrs. XXX will give Document Orange (C) and Document Yellow back to you and exit the production room. You will give Document Pink (C) to the participant and say:

Now before we begin the production run I would like you to quickly complete this very brief questionnaire. After you make your selection please put the document in this envelope. This is merely for statistical purposes. Again I am not going to know what you answered. You will retain this document until the end of the experiment.

We are ready to begin the production run. You will now again have 8 minutes to complete as many good quality quilts as you can. Remember, your compensation is being determined under the system explained to you earlier. Do you have any questions? OK – begin.

Production period 3 will run for 8 minutes. Please remain in the room with the participant. At the conclusion of the eight-minute period, you are to count quality quilts and calculate the participant's earned compensation. Please demonstrate the computation of his/her pay on the black board or on a sheet of paper to reinforce the compensation system.

The experiment is now nearly complete. You should calculate on the board or on a sheet of paper the participant's total compensation. When this is complete, please administer Document Green with the final questionnaire to the participant. He/she will have approximately 5 minutes to complete the document. You will say:

It is very important to Sparkle Incorporated to know exactly how you feel about your job. I would like you to complete this brief questionnaire before I take you to the manager for payment. A number of questions are asked regarding your satisfaction with this experiment. Please be completely candid in your responses. All responses are anonymous. We are merely interested in gauging the true feelings of our employees. You will have approximately 5-10 minutes to complete this questionnaire. Please start.

You may leave at this point to allow the participant an opportunity to complete the form in private. When Mrs. XXX tells you, bring the participant to Mrs. XXX for payment. XXX will be seated at the table in front of the XXX-office.

Please make sure that the participant leaves any documents except for the sheet with the total compensation and any experimental materials in the room. Make sure that any document is marked by the same participant-number. Take all the documents and put them into the large envelope. Write down the participant-number also on this envelope and put it somewhere in the room where they are save until the end of the day.

You are finished! Prepare the room for the next participant.

FORMS NEEDED FOR CONDITION 1 (VOICE & VOTE)

- subject information before the experiment
- background information (case study)
- incentive scheme

- Blue (A) before first round.
- Blue (B) before second round
- Blue (C) before third round

- light blue after practice round, first, second and third production round

Voice manipulation

- Orange (A) before first round
- Orange (B) before second round
- Orange (C) before third round

Vote manipulation

- Yellow before first round, before second round and before third round

- Envelope
- Pink (A) before first round
- Pink (B) before second round
- Pink (C) before third round

- Green: after third production round (final questionnaire)
- White: total compensation, signature
- large envelope for all documents

CONDITION 2: VOICE | NO VOTE

You are now going to ask the participant what range of standards he/she feels is attainable. Hand him/her Document Blue (A) to record his/her preference. You say:

I would like you now to write down on this paper a range of standards which you feel you could attain given the compensation system under which you must work. That may be, for example, 1,2,3 or 23,24,25 quilts. Please do so now.

You will take Document Blue (A) from the participant.

I will leave for a moment and talk to management. I'll be back in a minute.

You leave the room and go into the hall and wait a period of time as if you were talking with Mrs. XXX. You don't really have to at this point.

VOICE 1 - manipulation of expressing opinions and thoughts: *The participant will now be granted an opportunity to express his/her opinion about the standard. In performing this manipulation please complete the appropriate section of Document Orange (A) (voice questionnaire first round). Read the questions to the participant, allow them to expand on each answer and then circle the appropriate response on each scale. IMPORTANT: Take care that the participant can tell anything about his thoughts and feelings what he/she wants. He/she should not only read the questionnaire and answer it but also talk, think aloud etc. if he/she wants to. You may also fill in the questionnaire for the participants and reinforce communication by doing so. Ask questions again, make him/her feel that you are interested in what he/she thinks while he/she is answering the questionnaire.*

In initiating this manipulation say the following:

Before we begin the first production I'd like to provide you an opportunity to express your feelings regarding this task. Please examine this orange document which asks a few important questions. I will read the questions along with you, provide you an opportunity to expand on your answer and then ask you to choose a level on the scale you feel most appropriately describes your feelings. After you are finished I will report to the manager and inform her of your feelings. OK, here we go.

1. How satisfied are you with your present working situation?

Extremely satisfied	Quite satisfied	Satisfied	Quite unsatisfied	Extremely unsatisfied
O	O	O	O	O

2. What range of standards did you feel was attainable?

How attainable do you think this range is?

Extremely attainable	Quite attainable	attainable	Quite unattainable	Extremely unattainable
O	O	O	O	O

3. Are there any factors we have not covered you feel are important and need to be discussed?

If the participant raises any points, quickly jot them down on Document Orange (A).

The VOICE 1 manipulation is now concluded. Gather Document Orange (A). You will now leave the room for a moment but before you leave you will say:

I'm going to leave the room for a moment to check with the manager to inform her of your feelings and see if production may begin. I'll be back in a minute.

You will exit the workstation, find Mrs. XXX, and give her Document Orange (A). Mrs. XXX will come to the workstation with you to tell the participant the standards set by the management. When you get in the room, Mrs. XXX will say:

OK, I've had a chance to look over this orange sheet and recognize how you feel. Your standard will be "X". We wish you well on this production run.

Mrs. XXX gives Document Orange (A) back to you and leaves the workstation. You give Document Pink (A) to the participant and say:

Now before we begin the production run I would like you to quickly complete this very brief questionnaire. After you have made your selection please put the document in this envelope. This is merely for statistical purposes. I am not going to know what you answered. You will retain this document until the end of the experiment.

We are now ready to begin the production run. You will now have 8 minutes to complete as many good quality quilts as you can. Remember, your compensation is being determined by the compensation system explained to you earlier. Do you have any questions? OK – begin.

Production period 1 will run for 8 minutes. Please remain in the room with the participant. At the conclusion of the eight-minute period you are to count quality quilts and calculate the participant's earned compensation. Please demonstrate the computation of his/her pay on the black board or on a sheet of paper to reinforce the compensation system.

When all that is accomplished you can begin readying the participant for a second production period. Remember, DO NOT TELL THE PARTICIPANT HOW MANY PRODUCTION PERIODS THERE WILL BE to avoid gaming. Now you ask again for the range of attainable standards. Give Document Blue (B) to him/her to write down his/her preferences. You will now say:

I want you to begin preparing yourself for another production run. I would like you now to write down on this paper a range of standards which you feel you could attain given the compensation system under which you must work in the next production period. That may be, for example, 1,2,3 or 23,24,25 quilts. Please do so now.

You will take Document Blue (B) from the participant. You say:

Before this next run I would like to provide you once again the opportunity to express your opinions regarding this task. As before, I will read over various questions with you, allow you time to expand on your answer and then ask you to answer each question.

VOICE 2 - manipulation of expressing opinions and thoughts: Provide the participant a copy of Document Orange (B) (voice questionnaire second round) and read along with him/her as he/she discusses and answers the questions. IMPORTANT: Take again care that the participant does not only read the questionnaire and answers it but talks, thinks aloud etc., if he/she wants to. Make him/her feel that you are interested in what he/she thinks and how he/she feels.

A separate document is provided for each manipulation of voice, i.e. Document Orange A to C. Document Orange (B) has one more question than did Document Orange (A). You will say:

OK, here we go.

1. How satisfied are you with your present working situation going into the second production?

Extremely satisfied	Quite satisfied	Satisfied	Quite unsatisfied	Extremely unsatisfied
O	O	O	O	O

2. How satisfied are you with the procedures used to determine your standards?

Extremely satisfied	Quite satisfied	Satisfied	Quite unsatisfied	Extremely unsatisfied
O	O	O	O	O

3. How do you feel about the standard under which you worked last period?

Extremely satisfied	Quite satisfied	Satisfied	Quite unsatisfied	Extremely unsatisfied
O	O	O	O	O

4. What range of standards did you feel was attainable?

How attainable do you think this range is?

Extremely attainable	Quite attainable	attainable	Quite unattainable	Extremely unattainable
O	O	O	O	O

5. Are there any factors we have not covered you feel are important and need to be discussed?

If the participant raises any points, quickly jot them down on Document Orange (B).

The VOICE 2 manipulation is now concluded. Gather Document Orange (B). You will now leave the room for a moment but before you leave you will say:

I'm going to leave the room for a moment to submit your input again and see when production may begin. I'll be back in a minute.

You will exit the workstation, find Mrs. XXX, give Document Orange (B) to her and re-enter as last time with her. Mrs. XXX will examine Document Orange (B) and comment on any factors which are popping up in the course of the experiment. She will then require that the standard be set at a point 30% higher than that chosen. Therefore, she will first choose a point 45% higher than the standard chosen by the participant, tell the participant that number and then compromise at the point 30% higher to illustrate that the participant's voice and choice do make a difference. When you are in the room Mrs. XXX will say:

I've had a chance to go over your orange sheet and recognize how you feel (comment on specifics). You should know that orders are really piling up out here. I really need you to do "Y" units. I recognize what you feel you are able to achieve, however, therefore how about if we compromise at "Z" units. OK – good luck.

Mrs. XXX will give Document Orange (B) back to you. After Mrs. XXX has left you give Document Pink (B) to the participant and say:

Now before we begin the production run I would like you to quickly complete this very brief questionnaire. After you make your selection please put the document in this envelope. This is merely for statistical purposes. Again I am not going to know what you answered. You will retain this document until the end of the experiment.

We are ready to begin the production run. You will now again have 8 minutes to complete as many good quality quilts as you can. Remember, your compensation is being determined under the system explained to you earlier. Do you have any questions? OK – begin.

Production period 2 will run for 8 minutes. Please remain in the room with the participant. At the conclusion of the eight-minute period you are to count quality quilts and calculate the participant's earned compensation. Please demonstrate the compensation of his/her pay on the black board or on a sheet of paper to reinforce the compensation system.

When all that is accomplished you can begin readying the participant for the third production period. Remember, DO NOT TELL THE PARTICIPANT HOW MANY PRODUCTION PERIODS THERE WILL BE to avoid gaming. Now you ask again for the range of attainable standards. Give Document Blue (C) to him/her to write down his/her preferences. You will say now

I would like you now to write down on this paper a range of standards which you feel you could attain given the compensation system under which you must work. That may be, for example, 1,2,3 or 23,24,25 quilts. Please do so now.

You will take Document Blue (C) from the participant. You say:

Management has told me that they would like to have your input once again before this next run. As you know, I will read over various questions with you, allow you time to expand on your answer and then ask you to answer each question.

Voice 3 - manipulation of expressing opinions and thoughts: Provide the participant a copy of Document Orange (C) (voice questionnaire third round) and read along with him/her as he/she discusses and answers the questions. IMPORTANT: Take again care that the participant does not only read the questionnaire and answers it but talks, thinks aloud etc., if he/she wants to. Make him/her feel that you are interested in what he/she thinks and how he/she feels. You will say:

1. How satisfied are you with your present working situation going into the third production?

Extremely satisfied	Quite satisfied	Satisfied	Quite unsatisfied	Extremely unsatisfied
O	O	O	O	O

2. How satisfied are you with the procedures used to determine your standards?

Extremely satisfied	Quite satisfied	Satisfied	Quite unsatisfied	Extremely unsatisfied
O	O	O	O	O

3. How do you feel about the standard under which you worked last period?

Extremely satisfied	Quite satisfied	Satisfied	Quite unsatisfied	Extremely unsatisfied
O	O	O	O	O

4. What range of standards did you feel was attainable?

How attainable do you think this range is?

Extremely attainable	Quite attainable	attainable	Quite unattainable	Extremely unattainable
O	O	O	O	O

5. Are there any factors we have not covered you feel are important and need to be discussed?

If the participant raises any points, quickly jot them down on Document Orange (C).

The Voice 3 manipulation is now concluded. Gather Document Orange (C). You will now leave the room for a moment but before you leave you will say:

I'm going to again leave the room for a moment to check with the manager to inform him of your feelings and see if the next production may begin. I'll be back in a minute.

You will exit the workstation, find Mrs. XXX, give Document Orange (C) to her and re-enter as last time with her. Mrs. XXX will examine Document Orange (C) and comment on any factors which are popping up in the course of the experiment. This time the standard will be initially raised to 85% higher than the standard chosen by the participant but will then be compromised down to 70% higher than what is chosen. Mrs. XXX will say:

I see that you noted an attainable range from X1 to X3 and I understand how you feel. That's great. However, our orders continue to pile up out here and I've had to let some workers go home with a bug that is starting to sweep through the plant. Therefore, we all have to work a little harder to keep things together.

Management would like you to do "Y" units [85% higher than midpoint of attainable range] but I recognize that you voiced you can only do (state range). Therefore, it's not much but I can compromise at "Z" units [70% higher midpoint of attainable range]. OK. Good luck.

Mrs. XXX will give Document Orange (C) back to you and exit the production room. You will give Document Pink (C) to the participant and say:

Now before we begin the production run I would like you to quickly complete this very brief questionnaire. After you make your selection please put the document in this envelope. This is merely for statistical purposes. Again I am not going to know what you answered. You will retain this document until the end of the experiment.

We are now ready to begin the production run. You will now have 8 minutes to complete as many good quality quilts as you can. Remember, your compensation is being determined by the compensation system explained to you earlier. Do you have any questions? OK – begin.

Production period 3 will run for 8 minutes. Please remain in the room with the participant. At the conclusion of the eight-minute period, you are to count quality quilts and calculate the participant's earned compensation. Please demonstrate the computation of his/her pay on the black board or on a sheet of paper to reinforce the compensation system.

The experiment is now nearly complete. You should calculate on the board or on a sheet of paper the participant's total compensation. When this is complete, please administer Document Green with the final questionnaire to the participant. He/she will have approximately 5 minutes to complete the document. You will say:

It is very important to Sparkle Incorporated to know exactly how you feel about your job. I would like you to complete this brief questionnaire before I take you to the manager for payment. A number of questions are asked regarding your satisfaction with this experiment. Please be completely candid in your responses. All responses are anonymous. We are merely interested in gauging the true feelings of our employees. You will have approximately 5-10 minutes to complete this questionnaire. Please start.

You may leave at this point to allow the participant an opportunity to complete the form in private. When Mrs. XXX tells you, bring the participant to Mrs. XXX for payment. XXX will be seated at the table in front of the XXX-office.

Please make sure that the participant leaves any documents except for the sheet with the total compensation and any experimental materials in the room. Make sure that any document is marked by the same participant-number. Take all the documents and put them into the large envelope. Write down the participant-number also on this envelope and put it somewhere in the room where they are save until the end of the day.

You are finished! Prepare the room for the next participant.

FORMS NEEDED FOR VOICE & NO VOTE

- subject information before the experiment
- background information (case study)
- incentive scheme

- Blue (A) before first round
- Blue (B) before second round
- Blue (C) before third round

- light blue after practice round, first, second and third production round

Voice manipulation

- Orange (A) before first round
- Orange (B) before second round
- Orange (C) before third round

- Envelope
- Pink (A) before first round
- Pink (B) before second round
- Pink (C) before third round

- Green: after third production round (final questionnaire)
- White: total compensation, signature
- large envelope for all documents

CONDITION 3: NO VOICE | VOTE

You are now going to ask the participant what range of standards he/she feels is attainable. Hand him/her Document Blue (A) to record his/her preference. You say:

I would like you now to write down on this paper a range of standards which you feel you could attain given the compensation system under which you must work. That may be, for example, 1,2,3 or 23,24,25 quilts. Please do so now.

You will take Document Blue (A) from the participant and put it aside. Before you leave the room, you say to the participant:

I will leave for a moment and talk to management. I'll be back in a minute.

You leave room and go into hall and wait a period of time as if you were talking with Mrs. XXX. You don't really have to at this point.

VOTE 1 – manipulation of setting own standards: When you re-enter the room you will inform the participant that the manager has determined he/she can set his/her own standard for this production run. Please say:

I have good news! Management would like you to choose and set your own standard for this production run. However, as much as they would like to completely abide by your desires, they must keep in mind production quotas and make sure enough quilts are produced to match each bed set already completed and ready to ship.

Therefore, management must maintain final approval over your standard. Nonetheless, management feels they can serve you, their employees, better by knowing what YOU would choose as your standard. Therefore, I would like you to select a standard now.

The participant will now choose his/her standard. You will record this choice on Document Yellow (A)(standard record). After recording the standard you will exit the workstation and say this to the participant:

I'm going to leave briefly to submit your preferred standard to the manager. I'll be back shortly.

You will exit the workstation, find Mrs. XXX, and give her Document Yellow (A) with the standards recorded. Mrs. XXX will come into the workstation with you to affirm management's confirmation of the chosen standard. When you get in the room, Mrs. XXX will say:

OK, I've had a chance to look over this yellow sheet and recognize your choice of standard. We concur with your choice and wish you well on this production run.

It's very important in the no-voice condition that you make sure the participant never has a chance to speak his/her mind. He/She is not to ask any questions to the management. If he/she tries to talk, you just calmly tell him/her that he/she is asked not to speak.

Mrs. XXX gives Document Yellow back to you and leaves the workstation. You give Document Pink (A) to the participant and say:

Now before we begin the production run I would like you to quickly complete this very brief questionnaire. After you make your selection please put the document in this envelope. This is merely

for statistical purposes. I am not going to know what you answered. You will retain this document until the end of the experiment.

We are now ready to begin the production run. You will now have 8 minutes to complete as many good quality quilts as you can. Remember, your compensation is being determined by the compensation system explained to you earlier. Do you have any questions? OK – begin.

Production period 1 will run for 8 minutes. Please remain in the room with the participant. At the conclusion of the eight-minute period you are to count quality quilts and calculate the participant's earned compensation. Please demonstrate the computation of his/her pay on the black board or on a sheet of paper to reinforce the compensation system.

When all that is accomplished you can begin readying the participant for a second production period. Remember, DO NOT TELL THE PARTICIPANT HOW MANY PRODUCTION PERIODS THERE WILL BE to avoid gaming. Now you ask again for the range of attainable standards. Give Document Blue (B) to him/her to write down his/her preferences. You will now say:

I want you to begin preparing yourself for another production run. I would like you now to write down on this paper a range of standards which you feel you could attain given the compensation system under which you must work in the next production period. That may be, for example, 1,2,3 or 23,24,25 quilts. Please do so now.

You will take Document Blue (B) from the participant and put it aside. Before you leave the room, you say to the participant:

I'm again going to leave the room for a moment to talk to the management and see when production may begin. I'll be back in a minute.

VOTE 2 – manipulation of setting own standards: When you re-enter the workstation you will inform the participant that the manager has taken into account his/her input and has determined he/she can once again set his/her own standard for this production run. When you re-enter the room please say:

Good news again! Management again thinks it would be to everyone's advantage if you were to choose your own standard. Like last time, however, management has the final say. Still, it seems a person's personal choice really plays an important part in management's decision. So make sure you select a standard that will maximize your compensation within your ability.

The participant will now choose his/her standard. You will record this choice on Document Yellow. After recording the standard you will exit the workstation and say this to the participant:

OK, I'm going to go check this out with management. I'll be right back.

You will exit the workstation, find Mrs. XXX, give Document Yellow to her and re-enter as last time with her. Mrs. XXX will examine Document Yellow and comment on any factors which are popping up in the course of the experiment. She will then require that the standard be set at a point 30% higher than that chosen. She will first choose a point 45% higher than the standard chosen by the participant, tell the participant that number and then compromise at plus 30% to illustrate that the participant's choice does make a difference. When you are in the room Mrs. XXX will say:

I've had a chance to look at your yellow sheet. You should know that orders are really piling up out here. I notice that you've chosen to do "X" units, however, I really need you to do "Y" units. I recognize

what you feel you are able to achieve, however, therefore how about if we compromise at “Z” units. OK – good luck.

Mrs. XXX will give Document Yellow back to you. After Mrs. XXX has left, you give Document Pink (B) to the participant and say:

Now before we begin the production run I would like you to quickly complete this very brief questionnaire. After you make your selection please put the document in this envelope. This is merely for statistical purposes. Again I am not going to know what you answered. You will retain this document until the end of the experiment.

We are ready to begin the production run. You will now again have 8 minutes to complete as many good quality quilts as you can. Remember, your compensation is being determined under the system explained to you earlier. Do you have any questions? OK – begin.

Production period 2 will run for 8 minutes. Please remain in the room with the participant. At the conclusion of the eight-minute period you are to count quality quilts and calculate the participant’s earned compensation. Please demonstrate the compensation of his/her pay on the black board or on a sheet of paper to reinforce the compensation system.

When all that is accomplished you can begin readying the participant for the third production period. Remember, DO NOT TELL THE PARTICIPANT HOW MANY PRODUCTION PERIODS THERE WILL be to avoid gaming. Now you ask again for the range of attainable standards. Give Document Blue (C) to him/her to write down his/her preferences. You will say now:

I would like you now to write down on this paper a range of standards which you feel you could attain given the compensation system under which you must work. That may be, for example, 1,2,3 or 23,24,25 quilts. Please do so now.

You will take Document Blue(C) from the participant and put it aside. Before you leave the room, you say to the participant:

I’m going to again leave the room for a moment to check with the manager and see if the next production may begin. I’ll be back in a minute.

VOTE 3 – manipulation of setting own standards: When you re-enter the workstation you will inform the participant that the manager has determined he/she can once again set his/her own standard for this production run. When you re-enter the room please say:

Guess what; you get to set your standard again. As you know management still has the final say. What would you like your standard to be?

The participant will now choose his/her standard. You will record this choice on Document Yellow. After recording the standard you will exit the workstation and say to the participant:

Ok, I’m going to check this out with management. I’ll be right back.

You will exit the workstation, find Mrs. XXX, give Document Yellow to her and re-enter as last time with her. Mrs. XXX will examine Document Yellow and comment on any factors which are popping up in the course of the experiment. This time the standard will be initially raised to 85% higher than the standard chosen but will then be compromised down to 70% higher than what is chosen. Mrs. XXX will say:

Well, our orders continue to pile up out here. I note on this yellow sheet that you chose to do “X” units this period, and that is great. However, now I’ve had to let some workers go home with a bug that is starting to sweep through the plant. Therefore, we all have to work a little harder to keep things together.

Management would like you to do “Y” units [85% higher than choice] but I recognize that you chose only to do “X” [choice]. Therefore, it’s not much but I can compromise at “Z” units [70% higher than choice]. OK. Good luck.

Mrs. XXX will give Document Yellow back to you and exit the production room. You will give Document Pink (C) to the participant and say:

Now before we begin the production run I would like you to quickly complete this very brief questionnaire. After you make your selection please put the document in this envelope. This is merely for statistical purposes. Again I am not going to know what you answered You will retain this document until the end of the experiment.

We are now ready to begin the production run. You will now have 8 minutes to complete as many good quality quilts as you can. Remember, your compensation is being determined by the compensation system explained to you earlier. Do you have any questions? OK – begin.

Production period 3 will run for 8 minutes. Please remain in the room with the participant. At the conclusion of the eight-minute period, you are to count quality quilts and calculate the participant’s earned compensation. Please demonstrate the computation of his/her pay on the black board or on a sheet of paper to reinforce the compensation system.

The experiment is now nearly complete. You should calculate on the board or on a sheet of paper the participant’s total compensation. When this is complete, please administer Document Green with the final questionnaire to the participant. He/she will have approximately 5 minutes to complete the document. You will say:

It is very important to Sparkle Incorporated to know exactly how you feel about your job. I would like you to complete this brief questionnaire before I take you to the manager for payment. A number of questions are asked regarding your satisfaction with this experiment. Please be completely candid in your responses. All responses are anonymous. We are merely interested in gauging the true feelings of our employees. You will have approximately 5-10 minutes to complete this questionnaire. Please start.

You may leave at this point to allow the participant an opportunity to complete the form in private. When Mrs. XXX tells you, bring the participant to Mrs. XXX for payment. XXX will be seated at the table in front of the XXX-office.

Please make sure that the participant leaves any documents except for the sheet with the total compensation and any experimental materials in the room. Make sure that any document is marked by the same participant-number. Take all the documents and put them into the large envelope. Write down the participant-number also on this envelope and put it somewhere in the room where they are save until the end of the day.

You are finished! Prepare the room for the next participant.

FORMS NEEDED FOR CONDITION 3 (NO VOICE & VOTE)

- subject information before the experiment
- background information (case study)
- incentive scheme
-
- Blue (A) before first round
- Blue (B) before second round
- Blue (C) before third round
-
- light blue after practice round, first, second and third production round

Vote manipulation

- Yellow before first round, before second round and before third round
-
- Envelope
- Pink (A) before first round
- Pink (B) before second round
- Pink (C) before third round
-
- Green: after third production round (final questionnaire)
- White: total compensation, signature
- large envelope for all documents

CONDITION 4: NO VOICE | NO VOTE

You are now going to ask the participant what range of standards they feel are attainable. Hand them Document Blue (A) to record his/her preference.

I would like you now to write down on this paper a range of standards which you feel you could attain given the compensation system under which you must work. That may be, for example, 1,2,3 or 23,24,25 quilts. Please do so now.

You will take Document Blue (A) from the participant and put it aside. IMPORTANT: Remember the midpoint of the attainable range.

Remember it's crucial in this condition that the participant is allowed absolutely zero input. Don't let them talk about how easy/hard it is to build the quilts. If they try to talk just say calmly that he/she is asked not to speak.

You will exit the workstation and say to the participant:

I'm going to leave briefly to get the manager. I'll be back shortly.

You will exit the workstation, find Mrs. XXX, tell her the midpoint of the attainable range (Document Blue (A)). Mrs. XXX will come into the workstation with you. Mrs. XXX will tell the participant the standard set by the management. When you get in the room, Mrs. XXX will say:

OK, your production standard is X units.

It's very important in the no-voice condition that you make sure the participant never has a chance to speak his/her mind. They are not to ask any questions of management. If they try to talk, you just calmly tell them that they are asked not to speak.

After Mrs. XXX has left the workstation, you will give Document Pink (A) to the participant and say:

Now before we begin the production run I would like you to quickly complete this very brief questionnaire. After you make your selection please put the document in this envelope. This is merely for statistical purposes. I am not going to know what you answered. I will not get to know you answer. You will retain this document until the end of the experiment.

We are now ready to begin the production run. You will now have 8 minutes to complete as many good quality quilts as you can. Remember, your compensation is being determined by the compensation system explained to you earlier. OK – begin.

Production period 1 will run for 8 minutes. Please remain in the room with the participant. At the conclusion of the eight-minute period you are to count quality quilts and calculate the participant's earned compensation. Please demonstrate the computation of his/her pay on the black board or a sheet of paper to reinforce the compensation system.

*When all that is accomplished, you can begin readying the participant for a second production period. Remember, **DO NOT TELL THE PARTICIPANT HOW MANY PRODUCTION PERIODS THERE WILL BE** to avoid gaming. Now you ask again for the range of attainable standards. Give Document Blue (B) to him/her to write down his/her preferences. You will now say:*

I want you to begin preparing yourself for another production run. I would like you now to write down on this paper a range of standards which you feel you could attain given the compensation system

under which you must work in the next production period. That may be, for example, 1,2,3 or 23,24,25 quilts. Please do so now.

You will take Document Blue (B) from the participant and put it aside. IMPORTANT: Remember the midpoint of the attainable range.

You will exit the room and say to the participant:

I'm going to leave the room for a moment and see when production may begin. I'll be back in a minute.

You will exit the workstation, find Mrs. XXX and tell her the midpoint of the attainable range (Document blue (B)). You re-enter with her as last time. Mrs. XXX will then tell the participant a standard that is 30% higher than the mid-point of the attainable range indicated by the participant. When you are in the room Mrs. XXX will say:

You should know that orders are really piling up out here. I need you to build X units [30% higher than attainable]. Good luck.

After Mrs. XXX has left the workstation, you will give Document Pink (B) to the participant and say:

Now before we begin the production run I would like you to quickly complete this very brief questionnaire. After you make your selection please put the document in this envelope. This is merely for statistical purposes. Again I am not going to know what you answered. You will retain this document until the end of the experiment.

We are ready to begin the production run. You will now again have 8 minutes to complete as many good quality quilts as you can. Remember, your compensation is being determined under the system explained to you earlier. Do you have any questions? OK – begin.

Production period 2 will run for 8 minutes. Please remain in the room with the participant. At the conclusion of the eight-minute period you are to count quality quilts and calculate the participant's earned compensation. Please demonstrate the compensation of his/her pay on the black board to reinforce the compensation system.

When all that is accomplished you can begin readying the participant for the third production period. Remember, DO NOT TELL THE PARTICIPANT HOW MANY PRODUCTION PERIODS THERE WILL BE to avoid gaming. Now you ask again for the range of attainable standards. Give Document Blue (C) to him/her to write down his/her preferences. You will now say:

I would like you now to write down on this paper a range of standards which you feel you could attain given the compensation system under which you must work. That may be, for example, 1,2,3 or 23,24,25 quilts. Please do so now.

You will take Document Blue (C) from the participant and put it aside. IMPORTANT: Remember the midpoint of the attainable range.

You will exit the room and say to the participant:

I'm going to again leave the room for a moment to check with the manager and see if the next production may begin. I'll be back in a minute.

You will exit the workstation, find Mrs. XXX and tell her the midpoint of the attainable range (Document blue (C)). You re-enter with her as last time. Mrs. XXX will then tell the participant a standard that is 70%

higher than the mid-point of the attainable range indicated by the participant. When you are in the room Mrs. XXX will say:

Well our orders continue to pile up out here and now I've had to let some workers go home with a bug that is starting to sweep through the plant. Therefore, we all have to work a little harder to keep things together. I need you to build X units (70% higher than attainable) this period. OK good luck.

After Mrs. XXX has left the production room, you will give Document Pink (C) to the participant and say:

Now before we begin the production run I would like you to quickly complete this very brief questionnaire. After you make your selection please put the document in this envelope. I will not get to know your answer. This is merely for statistical purposes. Again I am not going to know what you answered. You will retain this document until the end of the experiment.

We are now ready to begin the production run. You will now have 8 minutes to complete as many good quality quilts as you can. Remember, your compensation is being determined by the compensation system explained to you earlier. Do you have any questions? OK – begin.

Production period 3 will run for 8 minutes. Please remain in the room with the participant. At the conclusion of the eight-minute period, you are to count quality quilts and calculate the participant's earned compensation. Please demonstrate the computation of his/her pay on the black board or on a sheet of paper to reinforce the compensation system.

The experiment is now nearly complete. You should calculate on the board or on a sheet of paper the participant's total compensation. When this is complete, please administer Document Green with the final questionnaire to the participant. He/she will have approximately 5 minutes to complete the document. You will say:

It is very important to Sparkle Incorporated to know exactly how you feel about your job. I would like you to complete this brief questionnaire before I take you to the manager for payment. A number of questions are asked regarding your satisfaction with this experiment. Please be completely candid in your responses. All responses are anonymous. We are merely interested in gauging the true feelings of our employees. You will have approximately 5-10 minutes to complete this questionnaire. Please start.

You may leave at this point to allow the participant an opportunity to complete the form in private. When Mrs. XXX tells you, bring the participant to Mrs. XXX for payment. XXX will be seated at the table in front of the XXX-office.

Please make sure that the participant leaves any documents except for the sheet with the total compensation and any experimental materials in the room. Make sure that any document is marked by the same participant-number. Take all the documents and put them into the large envelope. Write down the participant-number also on this envelope and put it somewhere in the room where they are safe until the end of the day.

You are finished! Prepare the room for the next participant.

FORMS NEEDED FOR CONDITION 4 (NO VOICE & NO VOTE)

- subject information before the experiment
- background information (case study)
- incentive scheme

- Blue (A) before first round
- Blue (B) before second round
- Blue (C) before third round

- light blue after practice round, first, second and third production round

- Envelope
- Pink (A) before first round
- Pink (B) before second round
- Pink (C) before third round

- Green: after third production round (final questionnaire)
- White: total compensation, signature
- large envelope for all documents

Appendix D:

Range Attainment A (Document Blue)

Participant No. _____

What range of standards do you believe to be attainable given the compensation system?

Appendix E:

Voice (Document Orange A- Production Period 1)

In initiating this manipulation say the following:

Before we begin the first production, I'd like to provide you an opportunity to express your feelings regarding this task. Please examine this orange document which asks a few important questions. I will read the questions along with you, provide you an opportunity to expand on your answer and then ask you to choose a level on the scale you feel most appropriately describes your feelings. After you are finished, I will report to the manager and inform her of your feelings. OK, here we go.

1. How satisfied are you with your present working situation?

Extremely satisfied	Quite satisfied	Satisfied	Quite unsatisfied	Extremely unsatisfied
O	O	O	O	O

2. What range of standards did you feel was attainable?

How attainable do you think this range is?

Extremely attainable	Quite attainable	attainable	Quite unattainable	Extremely unattainable
O	O	O	O	O

3. Are there any factors we have not covered you feel are important and need to be discussed?

Voice (Document Orange B- Production Period 2)

1. How satisfied are you with your present working situation going into the second production?

Extremely satisfied	Quite satisfied	Satisfied	Quite unsatisfied	Extremely unsatisfied
O	O	O	O	O

2. How satisfied are you with the procedures used to determine your standards?

Extremely satisfied	Quite satisfied	Satisfied	Quite unsatisfied	Extremely unsatisfied
O	O	O	O	O

3. How do you feel about the standard under which you worked last period?

Extremely satisfied	Quite satisfied	Satisfied	Quite unsatisfied	Extremely unsatisfied
O	O	O	O	O

4. What range of standards did you feel was attainable?

____ _
How attainable do you think this range is?

Extremely attainable	Quite attainable	attainable	Quite unattainable	Extremely unattainable
O	O	O	O	O

5. Are there any factors we have not covered you feel are important and need to be discussed?

Voice (Document Orange C- Production Period 3)

1. How satisfied are you with your present working situation going into the third production?

Extremely satisfied	Quite satisfied	Satisfied	Quite unsatisfied	Extremely unsatisfied
O	O	O	O	O

2. How satisfied are you with the procedures used to determine your standards?

Extremely satisfied	Quite satisfied	Satisfied	Quite unsatisfied	Extremely unsatisfied
O	O	O	O	O

3. How do you feel about the standard under which you worked last period?

Extremely satisfied	Quite satisfied	Satisfied	Quite unsatisfied	Extremely unsatisfied
O	O	O	O	O

4. What range of standards did you feel was attainable?

____ _
How attainable do you think this range is?

Extremely attainable	Quite attainable	attainable	Quite unattainable	Extremely unattainable
O	O	O	O	O

5. Are there any factors we have not covered you feel are important and need to be discussed?

Appendix F:

Vote (Document Yellow A,B,C- Production Periods 1,2,3)

Participants choice of standard for this production is _____.

Appendix G:

Fairness (Document Pink A,B,C – Production Periods 1,2,3)

The way this company goes about setting standards is fair.

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
O	O	O	O	O

Appendix H:**Production Record**

Participant No. _____

Number of good quilts

Practice period _____

Production run 1 _____

Production run 2 _____

Production run 3 _____

Production run 4 _____

Production run 5 _____

Production run 6 _____

Production run 7 _____

Production run 8 _____

Production run 9 _____

Production run 10 _____

Note: We printed ten lines on the production record in order not to reveal to the participants the number of periods that are involved with the experiment because this could lead to gaming by participants especially in the last period.

Appendix I: Final questionnaire

Participant No. _____

	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
1. On the whole, I was satisfied with this task.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. I would recommend this task to someone else as one that is satisfying.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. On the whole, I was satisfied with the standards under which I worked.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. I found this task to be unpleasant.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. On the whole, I am satisfied with the payment I am about to receive.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. On the whole, I was satisfied with the procedures used to determine my standards.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. I feel fortunate to have been involved in this task.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. I could vocalize my feelings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. The standards I worked under were convenient for me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. I had no chance to tell the foreman how I felt.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. I would have preferred standards different from those I received.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. My decision as to the level of my standard had a lot to do with the standard that had been set for me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Management cared about what I thought and felt.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. My standards were set regardless of what I would have wished for.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. The standards I received were different from what I would have chosen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. I would prefer the standards I worked under to alternative ones.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. The way standards are determined here is fair.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. My ultimate payment in return for this experiment is a reflection of my ability to produce quilts.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. My preference for a standard had nothing to do with the standard set for me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. My ultimate payment in return for this experiment is a reflection of external factors beyond my ability.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. Aspects of this task were similar in the individual periods.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. I liked the standards which I received.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. I was motivated by the payment that I will receive for this study.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

24. In my opinion the standards I was working under were

- ☐ easy
- ☐ moderate
- ☐ tight

25. Given the incentive scheme you worked under, if your standard was 10 good quilts and you were able to produce 8 good quilts, what compensation would you have earned if you were paid a piece-rate of € 0.40 each?

Compensation = € 0.40 (actual production) - € 0.40 |(actual production - standard)|

€ _____

26. I talked to students who had participated in the study before I did.

- ☐ yes
- ☐ no

27. Do you have difficulties in distinguishing colors?

- ☐ yes
- ☐ no

28. With my German language skills I understood the instructions and questionnaires.

- ☐ yes
- ☐ no