

Welcome and Consent

Welcome, and thank you for participating in this study!

Purpose: The purpose of this research study is to better understand how people make business-related decisions.

Confidentiality: Your responses will remain completely confidential. No individual answers will be reported, and results will be presented only in aggregate.

Anticipated Risks: We do not anticipate any risks from participating in this study.

Anticipated Benefits: You may not receive any direct personal benefit from participating. However, your responses will help researchers better understand the role of fairness norms in managerial decision making.

Compensation: Upon completing the study, you will receive a payment of \$0.75, which will be sent directly to your Prolific account.

Contact Information: If you have questions about the study, please contact Prof. XX, who can be reached at XX. This study has been approved by the Institutional Research Board (IRB) of XX.

If you agree to participate in this study, please click continue.

Scenario

Please imagine the following scenario:

A manager supervises two employees. The two employees have **[low / high]** control over their job tasks. This means that they **[are randomly assigned / can freely choose]** which tasks they **[must / want to]** work on. As a result, there is often **[a mismatch / a strong match]** between the employees' current skills and the skills required to perform well on those tasks. Therefore, the employees' task performance is largely **[outside of / under]** their own control, meaning that performance differences between the two employees primarily reflect **[luck in task assignment / individual effort and ability]**.

How does employees' task performance affect their compensation?

PROMOTION: [The two employees directly compete for a single promotion. Only the employee who performs better on their **[randomly assigned / voluntarily chosen]** tasks is promoted.]

RELATIVE BONUS: [The two employees directly compete for a single bonus. Only the employee who performs better on their **[randomly assigned / voluntarily chosen]** tasks receives the bonus.]

TARGET-BASED BONUS: [Each employee receives a bonus if they meet a preset performance target on their **[randomly assigned / voluntarily chosen]** tasks.]

PIECE-RATE PAY: [Each employee receives a fixed piece-rate for every unit of output they produce from their **[randomly assigned / voluntarily chosen]** tasks.]

FIXED SALARY: [Each employee receives a fixed salary regardless of how well they perform on their **[randomly assigned / voluntarily chosen]** tasks.]

Who should receive training resources?

The manager must decide which of the two employees should receive resources for training and professional development. These resources would significantly improve employees' performance on their **[randomly assigned / voluntarily chosen]** tasks. Therefore, it is beneficial to receive training, and each employee would like to receive the training. However, there are limited resources and thus the manager can provide training to only one of the two employees. Specifically, the manager must decide whether to allocate the training resources to the lower-performing employee or to the higher-performing employee.

What is your opinion?

Based on the scenario above, who should receive the training and professional development resources?

- ☐ I think the **lower-performing employee** should receive them.
- ☐ I think the **higher-performing employee** should receive them.

Please explain the rationale for your answer. In your opinion, why should the selected employee receive the training resources? Please answer in 1-2 short sentences. (Free Response)

Follow-Up: (7-point Likert Scale)

- ☐ In your opinion, how **fair** is it to allocate training to the **lower-performing employee**?
- ☐ In your opinion, how **fair** is it to allocate training to the **higher-performing employee**?

Demographics

How old are you? ____ years

What gender do you identify with?

- ☐ Male
- ☐ Female
- ☐ Prefer not to answer

Do you have any managerial experience (i.e., supervising employees)?

- ☐ Yes
- ☐ No

If you have managerial experience, how many years of such experience do you have? ____ years

Manipulation Checks

Please answer the following questions based on the scenario you just read.

How are employees' tasks determined?

- ☐ Employees can freely choose which tasks to work on.
- ☐ Employees are randomly assigned to their tasks.

What does employees' task performance primarily reflect?

- ☐ Employees' own effort and ability.
- ☐ Luck in task assignment.

How does employees' task performance affect their compensation?

- ☐ The employee who performs better than their peer receives a promotion.
- ☐ The employee who performs better than their peer receives a bonus.
- ☐ Both employees receive a bonus if they meet a preset performance target.
- ☐ Both employees receive a fixed piece-rate for every unit of output they produce.
- ☐ Both employees receive a fixed salary regardless of their task performance.