

# Supplementary material to the paper “Mutual monitoring, approval motivation and fostering cooperation in teams”

Jonathan Levy\*

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## **Abstract**

Section A includes the items for the revised Martin-Larsen Approval Motivation (MLAM) scale. Section B includes a list of the Big Five Personality Test questions that were used in the experiment. Section C includes the instructions that were used in the experiment.

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\*Monash University, Department of Economics, Wellington Rd, Clayton, VIC 3800, Australia.  
jonathan.levy@monash.edu

## A Items for the revised Martin-Larsen Approval Motivation (MLAM) Scale

1. Depending upon the people involved, I react to the same situation in different ways.
2. I would rather be myself than be well thought of.
3. Many times I feel like just flipping a coin in order to decide what I should do.
4. I change my opinion (or the way that I do things) in order to please someone else.
5. In order to get along and be liked, I tend to be what people expect me to be.
6. I find it difficult to talk about my ideas if they are contrary to group opinion.
7. One should avoid doing things in public which appear to be wrong to others, even though one knows that he is right.
8. Sometimes I feel that I don't have enough control over the direction that my life is taking.
9. It is better to be humble than assertive when dealing with people.
10. I am willing to argue only if I know that my friends will back me up.
11. If I hear that someone expresses a poor opinion of me, I do my best the next time that I see this person to make a good impression.
12. I seldom feel the need to make excuses or apologize for my behaviour.
13. It is not important to me that I behave "properly" in social situations.
14. The best way to handle people is to agree with them and tell them what they want to hear.
15. It is hard for me to go on with my work if I am not encouraged to do so.
16. If there is any criticism or anyone says anything about me, I can take it.
17. It is wise to flatter important people.
18. I am careful at parties and social gatherings for fear that I will do or say things that others won't like.
19. I usually do not change my position when people disagree with me.
20. How many friends you have depends on how nice a person you are.

*Note:* Response categories: Strongly Disagree (1), Disagree (2), No Opinion (3), Agree (4), Strongly Agree (5). Items 2, 12, 13, 16 and 19 are reverse scored.

## **B The Big Five Personality Test (filler questions)**

1. I feel comfortable around people. (Extroversion)
2. I feel little concern for others. (Agreeableness)
3. I am always prepared. (Conscientiousness)
4. I get stressed out easily. (Neuroticism)
5. I have a rich vocabulary. (Openness to Experience)
6. I don't talk a lot. (Extroversion)
7. I am interested in people. (Agreeableness)
8. I leave my belongings around. (Conscientiousness)
9. I am relaxed most of the time. (Neuroticism)
10. I have difficulty understanding abstract ideas. (Openness to Experience)

*Note:* Response categories: Strongly Disagree (1), Disagree (2), No Opinion (3), Agree (4), Strongly Agree (5).

## C Instructions

### *Stage 1*

At the beginning of each session subjects were required to fill out a questionnaire which was a composition of the questions found in Appendix A and B. At the end of each session subjects were asked to fill out a short survey relating to demographics.

### *Stage 2*

You are now participating in an economic experiment. If you read the following instructions carefully, you can, depending on your decisions and the decisions of others, earn a considerable amount of money. It is therefore very important that you read these instructions with care. The currency used in this experiment is Experimental Currency Units (ECU), where  $1 \text{ ECU} = 0.05 \text{ AUD}$ . Should you have any questions please ask us.

### **Task**

You are part of a group of 4 individuals. In the beginning of this task you and every other member of your group will be endowed with 8 tokens. You must decide how to allocate your tokens between a Private Account and a Group Account. Your allocation decision must be in whole token form, i.e., allocating 2.5 tokens to the Group Account and 5.5 tokens to the Private Account is not possible. Each person in the group has a Private Account and is making a similar decision on how to allocate their tokens. However, there is only one Group Account for the entire group. Once you have decided how much of your endowment to contribute to the Group Account you will receive feedback on your computer screen relating to your contribution as well as the contributions made by the other members of your group towards the Group Account. You will also receive feedback relating to your payoff in AUD.

After everyone has had a chance to look at the results screen you and the other members of your group will be placed in a private breakout room. While in the breakout room each of you will be required to turn your camera and microphone on to complete the ID check. [Instructions for the **No observability** treatment: *You will not know who made which contribution. Hence, your contributions will be unidentifiable.*] [Instructions for the **Public observability** treatment: *Then each of you will announce to the other members of your group how much you decided to contribute towards the Group account. You will only be allowed to announce the size of your contribution e.g., “6” or “4”. Any other communication is strictly prohibited. Thus, the other participants will learn how much you have contributed to the Group Account and how much you have kept for yourself. Likewise, you will learn what each of the other participants chose to do.*]

### **Remuneration**

Each token you place in the Private Account generates a payoff to you (and to you alone), and each token you place in the Group Account generates a payoff to every member of your group. Your total payoff for this task is the sum of your payoff from the Private Account and your payoff from the Group Account. Payoffs for the two accounts are listed in the Payoff Table below. The payoff of each group member from the Group Account is calculated in the same way. This means that each group member receives the same payoff from the Group Account.

<b>Tokens in Your Private Account</b>	<b>Your Earnings From Your Private Account</b>	<b>Tokens in Group Account</b>	<b>Total Group Earnings</b>	<b>Your Share of Group Earnings</b>
0	0	0	0	0
1	38	1	20	5
2	50	2	40	10
3	60	3	60	15
4	69	4	80	20
5	77	5	100	25
6	83	6	120	30
7	87	7	140	35
8	90	8	160	40
		9	180	45
		10	200	50
		11	220	55
		12	240	60
		13	260	65
		14	280	70
		15	300	75
		16	320	80
		17	340	85
		18	360	90
		19	380	95
		20	400	100
		21	420	105
		22	440	110
		23	460	115
		24	480	120
		25	500	125
		26	520	130
		27	540	135
		28	560	140
		29	580	145
		30	600	150
		31	620	155
		32	640	160

**Example**

Suppose you contributed 6 tokens towards the Group Account and the total contribution made by all group members to the Group Account was 20 tokens. In this case each member of the group receives a payoff from the Group Account of 100 ECU. You will also receive a payoff of 50 ECU for the amount of tokens you kept in your Private Account, i.e., the payoff for keeping 2 tokens in your Private Account is 50 ECU. So your total payoff will be  $50 + 100 = 150$  ECU. Recall,  $1 \text{ ECU} = 0.05 \text{ AUD}$ , hence, in this example your payoff will be  $0.05 \times 150 = 7.50 \text{ AUD}$ .