

TABLE 1  
Variables for Analysis

Variable	Description	Mean (st.dev.)
<i>Helping effort</i>	Qualitative variable for reversed responses to: "To what extent do your fellow employees [refuse] to let others use their equipment, tools or machinery." Zero to four categorical scale.	3.252 (1.063)
<i>Piece rate</i>	Proportion of workgroup for which "I receive regular bonuses (or a piece rate) based on my individual performance."	.101 (.231)
<i>Share scheme</i>	Proportion of workgroup for which "I own shares or stock in my company," or "I receive bonuses based on the <i>company's</i> performance."	.132 (.211)
<i>Prize</i>	Expected value of winning promotional tournament within workgroup (see text for further description)	\$27.79 (\$31.45)
<i>Task variety</i>	Proportion of workgroup responding "agree" or "agree strongly" to statement "I get to do a wide variety of things in my job."	.119 (.121)
<i>Monitoring</i>	Proportion of workgroup responding "agree strongly" to statement "My supervisor(s) and work group meet frequently to discuss matters related to the achievement of work targets."	.290 (.248)

Correlation Matrix for Independent Variables

	<i>Piece Rate</i>	<i>Share Scheme</i>	<i>Prize</i>	<i>Task Variety</i>
<i>Share Scheme</i>	-.054			
<i>Prize</i>	.094	.077		
<i>Task Variety</i>	-.060	.283	.179	
<i>Monitoring</i>	.501	.262	.219	.135

Note: 723 observations for all figures.

TABLE 2  
 Workgroup Determinants of Individual Perceptions of Helping Effort  
 (absolute value, asymptotic t-statistics in parentheses)

Independent Variables	Regressions	
	(1)	(2)
Constant	2.077 (12.341)**	2.130 (11.531)**
<i>Piece rate</i>	.540 (2.044)*	.655 (2.360)*
<i>Share scheme</i>	-.577 (2.464)*	-.665 (2.745)**
<i>Prize</i>	-.005 (3.179)**	-.006 (2.426)*
<i>Task variety</i>	.852 (2.013)*	1.816 (2.918)**
<i>Monitoring</i>	.224 (.907)	-.339 (.895)
<i>Prize x Task variety</i>		-.033 (2.602)**
<i>Prize x Monitoring</i>		.021 (2.122)*
Heteroscedasticity correction	.005 (2.527)*	.005 (2.640)**
Unrestricted Log-likelihood	-832.21	-827.73
Log-likelihood $\chi^2$	29.736**	38.696**

Notes: Ordered probit equations with 723 observations. Significance levels: # - 10%, \* - 5%, and \*\* - 1%.

TABLE 3  
 Determinants of Helping Effort: Sample Split by Tenure  
 (absolute value, asymptotic t-statistics in parentheses)

Independent Variables	Regressions	
	Low Tenure Subsample	High Tenure Subsample
Constant	2.270 (6.278)**	2.185 (6.835)**
<i>Piece rate</i>	.021 (.024)	1.005 (3.032)**
<i>Share scheme</i>	-1.343 (2.862)**	.054 (0.171)
<i>Prize</i>	-.713 (.844)	-.760 (2.039)*
<i>Task variety</i>	2.638 (2.402)*	2.414 (2.478)*
<i>Monitoring</i>	-.419 (.686)	-.712 (1.350)
<i>Prize x Task variety</i>	-4.139 (2.132)*	-5.421 (2.015)*
<i>Prize x Monitoring</i>	2.191 (1.009)	3.304 (2.531)*
Heteroscedasticity correction	.006 (2.167)*	.015 (2.104)*
Unrestricted Log-likelihood	-377.85	-437.23
Log-likelihood $\chi^2$	18.036*	34.077**
Number of Observations	352	371

Notes: As per Table 2 except number of observations.