### Figures

<table>
<thead>
<tr>
<th>Figure</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>The Work Task of the Employee</td>
</tr>
<tr>
<td>1.2</td>
<td>The Interdependencies between the Basic Principles and Building Blocks of Economic Organizations</td>
</tr>
<tr>
<td>1.3</td>
<td>The Relationship between Needs, Motives and Aims</td>
</tr>
<tr>
<td>1.4</td>
<td>The List of Psychological Needs according to Murray (1938, p.144f)</td>
</tr>
<tr>
<td>1.5</td>
<td>The Hierarchy of Needs According to Maslow</td>
</tr>
<tr>
<td>1.6</td>
<td>The Relative Prepotency of Needs Depending on the Personality Development</td>
</tr>
<tr>
<td>1.7</td>
<td>Alderfer’s Theory of Needs</td>
</tr>
<tr>
<td>1.8</td>
<td>The Influence of Need Satisfaction on Job Satisfaction According to Herzberg</td>
</tr>
<tr>
<td>1.9</td>
<td>The ‘Big Five Model of Personality’</td>
</tr>
<tr>
<td>1.10</td>
<td>The Personality Traits Relevant in the Organizational Context</td>
</tr>
<tr>
<td>1.11</td>
<td>The Relations between Work Values, Work Attitudes and Work Moods</td>
</tr>
<tr>
<td>1.12</td>
<td>The Influencing Factors on Job Satisfaction</td>
</tr>
<tr>
<td>1.13</td>
<td>The Abilities of the Employee</td>
</tr>
<tr>
<td>1.14</td>
<td>Individual Differences as a Result of Biological and Environmental Factors</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Figure</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>The Situation as Stimulus for Actions</td>
</tr>
<tr>
<td>2.2</td>
<td>A Classification of Work Stimuli in an Organization</td>
</tr>
<tr>
<td>2.3</td>
<td>The Situation as Restriction of Behavior</td>
</tr>
<tr>
<td>2.4</td>
<td>Factors Influencing the Perception of a Target</td>
</tr>
<tr>
<td>2.5</td>
<td>The Basic Model of Individual Work Behavior</td>
</tr>
<tr>
<td>2.6</td>
<td>The Perceptual Process within the Overall Model of Individual Work Behavior</td>
</tr>
<tr>
<td>2.7</td>
<td>Two Impossible Figures</td>
</tr>
<tr>
<td>2.8</td>
<td>The Perceptual Process</td>
</tr>
<tr>
<td>2.9</td>
<td>The Motivational Process within the Overall Model of Individual Work Behavior</td>
</tr>
<tr>
<td>2.10</td>
<td>The Motivational Process</td>
</tr>
<tr>
<td>2.11</td>
<td>The Learning Processes within the Overall Model of Individual Work Behavior</td>
</tr>
</tbody>
</table>
2.12 The Model of Single- and Double-Loop Learning Process ........ 71
2.13 The Process Model of Individual Decision Behavior ............. 72
2.14 Components of the Employee’s Work Behavior .................. 77
2.15 The Basic Elements of the Economic-Psychological Decision Model 78
2.16 Concave Value Function ....................................... 90
2.17 Convex Value Function ......................................... 90
2.18 Linear Value Function ........................................... 91
2.19 Utility Functions for Different Risk Attitudes .................... 93
2.20 Certainty Equivalent and Risk Premium in Case of Risk Aversion 94
2.21 A Goal Hierarchy for Choosing a Job .......................... 96
2.22 Goals and the Attributes Used for Evaluation ................... 98
2.23 Single Value Functions for Different Goals ..................... 99
2.24 The Variables of the Basic Model of Individual Work Behavior 101
2.25 The Probability Matrix .......................................... 102
2.26 The Probability Matrix for Developing a New Drug ............. 103
2.27 The Event Tree .................................................. 104
2.28 The Event Tree for Developing a New Drug ..................... 105
2.29 The Decision Matrix .............................................. 105
2.30 The Decision Matrix of the Portfolio Manager ................... 106
2.31 The Decision Tree for Developing a New Drug .................. 107
2.32 An Action Alternative as One-Stage Lottery ...................... 108
2.33 Indifference Curves of the Head of Department ................ 109
2.34 Absolute and Relative Importance of Goals ..................... 110
2.35 The Restrictions for the Head of Department ................... 111
3.1 The Lens Model by Brunswik ..................................... 122
3.2 The Process of Self-Fulfilling Prophecy ........................ 123
3.3 The Judgment Formation in the Basic Model of Individual Work Behavior .................................................. 125
3.4 The Relative Judgment of Gains and Losses ..................... 136
3.5 Different Variations of Goal Hierarchies ......................... 149
3.6 The Importance of Irrelevant Alternatives ...................... 152
3.7 The Importance of Extreme Alternatives ....................... 153
3.8 The Relative Judgment of Probabilities ......................... 157
3.9 A Simple Lottery .................................................. 158
3.10 The Decision Trees for the Allais Paradox ...................... 161
3.11 The Two-Stage Decision Problem .............................. 163
3.12 The Identical One-Stage Decision Problem ...................... 163
3.13 The Experiment by Lichtenstein and Slovic .................... 167
3.14 Different Decision Situations under Uncertainty .............. 180
3.15 Different Ambiguity Functions ................................. 182
3.16 Internal and External Attribution ............................... 189
3.17 Causal Schemata According to Kelley ........................ 195
3.18 The Covariation Model by Kelley ............................... 199
4.1 Utility Maximization without Cognitive Limitations ............ 212
FIGURES

4.2 Utility Maximization for Overestimation of Honesty .................. 213
4.3 Utility Maximization for Underestimation of Honesty ............... 214
4.4 The Decision of the Biochemist about his Effort Level ............ 220
4.5 Intransitivity of Preferences in Case of Preference Reversal ..... 222
4.6 Continuity of Preferences ........................................ 223
4.7 The Biochemist’s Effort Level as a Two-Stage Lottery ............. 224
4.8 Indifference between Lotteries.................................... 225
4.9 ... and the Principle of Substitution ................................ 225
4.10 A Combined Lottery and the Equivalent One-Stage Lottery ....... 226
4.11 Indifference Curves According to Expected Utility Theory ....... 227
4.12 Indifference Curves According to Prospect Theory ............... 231
4.13 Indifference Curves According to Rank-Dependent Utility Theories 233
4.14 Indifference Curves According to Disappointment Theory ....... 237
4.15 ‘Indifference Curves’ According to Regret Theory ............... 239
4.16 The Basic Structure of Individual Decision Behavior ............ 241
4.17 Individual Work Motivation as Decision Behavior ......... ....... 242
4.18 The Basic Structure of Individual Work Motivation .......... ....... 248
4.19 Determining the Individual Work Motivation ....................... 250
4.20 The Structural Model of Individual Work Behavior ............. ....... 251
4.21 The Basic Structure of Individual Achievement Motivation ......... 255

5.1 The Realized Value Creation as the Sum of the Rents of all Par-
      ticipants .......................................................... 265
5.2 Interdependencies between Motivation and Coordination Instru-
      ments .............................................................. 269
5.3 Relationship between Organization Problem and Work Situation .... 270
5.4 Relationship between Work Stimuli, Work Efforts and Rent ....... 272
5.5 The Employee’s Participation as a Result of a Bilateral Decision
      Process ............................................................ 274
5.6 The Characteristics of a Work Relationship ................................ 276
5.7 The Interdependencies between the Goals of the Employee and
      the Goals of the Firm or Other Employees ............... ....... 285
5.8 Discretionary Scope of Actions as Cause for Motivation Problems 288
5.9 The Value Creation of a Work Relationship ........................ 309
5.10 The Relationship between Structural and Personal Motivation
      Instruments .......................................................... 311
5.11 Behavioral Assumptions when Evaluating Motivation Instruments 312

6.1 The Work Relationship as a Nexus of Contracts ...................... 325
6.2 Implicit Agreements and the Dilemma of the Contracting Parties .... 334
6.3 Offers in the Ultimatum and Dictator Games ......................... 342
6.4 The Coordinating and Motivating Dimensions of Leadership ....... 360
6.5 Leadership and the Employee’s Behavior .......................... 361
6.6 Applying Motivation Instruments for Managing the Employee’s
      Behavior .............................................................. 370
6.7 Leadership as an Interactive Process ................................ 375