

---

## APPLYING BEHAVIORAL ECONOMICS IN THE WORKPLACE

**Sushmita Choudhury Sen**

Xavier's Institute for Tribal Education (XITE),  
Gamharia, Jharkhand.

### **Abstract:**

*Behavioral economics insights are extensively carried out via way of means of policymakers worldwide, however, the non-public zone appears to be nonetheless now no longer absolutely embracing them. This opens up a brand new studies area and there may be a salient name amongst researchers and practitioners for accumulation of evidence-primarily based on totally nudge interventions in the place of work. This paper opinions research that observes behavioral economics insights in an organizational setting. The reviewed place of work interventions is primarily based totally on reminders, default nudges, implementation intentions, and priming. There are critical take-domestic messages for human aid practitioners from this rather novel studies flow which has already helped policymakers enhance the character and societal welfare worldwide.*

### **Keywords:**

*Workplace, Behavioral Economics, Nudging, Interventions.*

### **Introduction:**

It has been a decade since the reason that nudge idea became popularized through Thaler and Sunstein (2008) their eponymous e-book. The e-book truly appears to have grown to be the bible of behavioral economics (Kahneman, 2011). Not simplest did it grow to be a bestseller, however, it additionally made its manner to public coverage circles main to the status quo of the world's first authorities group committed to the utility of behavioral sciences the Behavioral Insights Team. The Government of the UK installed this group to make public offerings extra cost-powerful and less complicated for residents to use, enhance results through introducing an extra sensible version of human conduct to coverage, and permit humans to make higher selections for themselves (The Behavioral insights Team, n.d.). Other countries accompanied the United Kingdom instance by introducing their personal nudge units: the USA, Singapore, Germany, and Australia amongst them (Purnhagen & Reisc, 2016; Samson, 2018). According to the latest statistics, the variety of establishments global which are the usage of behavioral economics insights in public coverage has reached 196 (OECD, n.d.). There are reviews on interventions primarily based totally on behavioral economics insights in numerous domain names of public coverage: public health, family finance, education, power consumption, voting, and traffic (felin, 2014; Samson, 2018).

Although the idea of nudging is fairly new, the field of behavioral economics dates lower back a whole lot earlier. The 2017 Laureate in Economic Sciences, Richard Thaler, who popularized the idea of nudging, is taken into consideration as one of the founders of the field and is credited for its reception into mainstream economics (Angner & Loewenstein,

2007). Whether this subject will grow to be complete includes in economics or it becomes a separate field remains uncertain, however, economists who practice insights from psychology in their paintings provide higher recommendations to policymakers because of their predicting and explaining capacities (Earl, 1990; Metcalfe, 2018). Judgment and selection-making theories are commonly labeled into groups: normative – involved with how human beings must assume and determine and descriptive – geared toward explaining how human beings clearly assume and determine primarily based totally on empirical evidence. Early selection-making fashions had been fashions of a superbly rational human being. They had been primarily based totally on the concept that selection makers are completely knowledgeable approximately all to be had alternatives concerning their selection venture in addition to the feasible effects from those alternatives, noticeably touchy to the moderate variations some of the alternatives and completely rational in phrases of selecting the choice with the best Economics textbooks educate us that homo economics can assume like Albert Einstein, shop reminiscence as IBM's Big Blue, and work out the strength of will of mahatma Gandhi (Thaler & Sunstein, 2008).

But irrespective of how state-of-the-art the normative fashions may also seem, human selection making is a ways greater complicated than calculating software and probability. Behavioral economics is specifically involved with the bounds of rationality (Ho et al., 2006). Inside the Fifties, psychologists were puzzled by the idea of unbounded rationality and in 1955 Herbert Simon added the idea of bounded rationality. This idea did not no longer agree with the belief that the idea of subjective predicted software gives an applicable rationalization approximately human rationality (Albar & Jetter, 2009; Polic, 2009). The idea of bounded rationality means that people generally tend to make rational choices, however, they may be confronted with sure limits while accumulating and processing information, in phrases of time, costs, memory, intelligence, and perception (Bazerman, 2006). Which will illustrate how human rational conduct is shaped, Herbert Simon makes use of the scissors metaphor wherein one blade represents the cognitive regulations of humans, and the alternative blade represents the shape of the surroundings (Basel & Brühl, 2011; Gigerenzer, 2008). Just because it can't be understood how scissors reduce with the aid of using specializing in one blade only, human conduct can't be understood either with the aid of using analyzing the cognitive talents or with the aid of using analyzing the surroundings in isolation. When deciding, people do not no longer bear in mind all of the alternatives, and they do not no longer calculate which one in all of them yields the very best benefit or the bottom loss. They bear in mind the alternatives one after the other and pick the primary one which satisfies, or that meets the bottom stage of acceptance. Herbert Simon's thought of creating choices that can be precise sufficient with the aid of using the usage of the method of satisficing has paved the manner for a selection-making idea with better explanatory electricity than the subjective software idea and greater actual assumptions approximately the mental capacities of selection makers (Eisenhardt & Zbaracki, 1992; Gigerenzer & Goldstein, 1996). The large highbrow culture which helps the perspective of people as bounded rational creatures, substantially motivated through their social surroundings, and the manner wherein alternatives are offered supplied a fundament for the concept of nudges (van Oorschot et al., 2013). Nudges are liberty-keeping techniques that steer humans' specific directions, however additionally go away them the liberty to head in their very own manner (Sunstein, 2014).

Closely associated with nudges is the concept of desire structure as an interface of to be had alternatives. The layout and creation of the menu, ordering, and shape of alternatives to be had can contain diverse concerns like: which alternatives are made salient and how, which alternatives are made to be had inside the first place, the character of default alternatives, the order of the alternatives, how the alternatives are framed or made salient, what statistics is to be had approximately every choice and which alternatives are incentivized (felin, 2014).

For appropriate or bad, desire structure can boom the chance that the desired choice is chosen by influencing the selection maker's surroundings without converting incentives (de Haan & Linde, 2018). Despite debates approximately the ethics of nudging are getting the principal difficulty of many current papers (Loewenstein et al., 2015; Sunstein, 2015), large-scale character and collective blessings that may be completed through enforcing small nudges aren't to be left out withinside the organizational context (felin, 2014).

In the assessment of the ever-developing literature reporting on public coverage packages of nudges everywhere in the world (Hallsworth et al., 2016; Halpern, 2015; Halpern & Sanders, 2016; OECD, 2017; Whitehead et al., 2014), the literature on nudging and preference structure on the administrative center lags behind. Indeed, packages of behavioral economics insights aren't unusual in organizations. Google's People Analytics Team, for instance, applies behavioral insights to guide administrative center decision-making and wellbeing (Hollingworth & Barker, 2017).

However, the reviews are unmarried company case research and there may be a literature hole for an assessment centered on packages of various behavioral extrude interventions on the administrative center, associated with specific goal conduct or throughout diverse contexts. The intention of this paper is to make contributions to this literature hole via way of means of reviewing interventions generally relevant to the administrative center primarily based totally on insights shape behavioral economics and concerning diverse goal behaviors.

The reviewed behavioral extrude interventions are primarily based totally on reminders, default nudges, implementation intentions, and priming. it's miles really well worth citing that defaults and reminders may be located in literature as preference structure strategies (münscher et al., 2015), defaults and priming may be located as nudge mechanisms (Blumenthal-Barby & Burroughs, 2012), or nudge interventions (Friis et al., 2017), activates to shape implementation intentions as behavioral nudges (milkman et al., 2011), reminders and implementation intentions as behavioral layout principles (Datta & Mullainathan, 2012). Furthermore, distinct categorizations of preference structure strategies are to be located in literature (Szaszi et al., 2018) which is a barrier to a literature assessment and now no longer to say clinical reproducibility. The goal behaviors range throughout the reviewed interventions and are associated with: sedentary conduct at work, electricity efficiency, saving for retirement, paper usage, productivity, vaccination conduct, activity performance, and moral conduct. What connects all of those reviewed examples of interventions in the administrative center is that the personnel are the goal population. This is relatively not often the case inside the literature from the sector that is often approximately interventions implemented in the laboratory, amongst citizens, customers, college students, or motel guests (münscher et al., 2015; Szaszi et al., 2018).

## **Behavioral change interventions at the workplace:**

### **Reminders:**

The regular records overload and new stimuli imply that records that are greater salient have a better possibility of being taken into consideration while people determine or act. To cope with the restrained interest and cognitive capacities of humans, preference architects would possibly use an intervention primarily based totally on reminders. Reminders are deliberation nudges that regulate the salience and simplicity of getting the right of entry to of alternatives encouraging active, reflective decisions (Haugh, 2017; münscher et al., 2015; Szaszi et al., 2018).

In the area of company compliance, many agencies use interventions primarily based totally on imparting reminders to their personnel (Haugh, 2017). Employees typically have the venture to fill out paperwork in which they file journey costs. Before acting in this venture they may be reminded of morality with certifications placed on the pinnacle of the shape, rather than the same old role at the lowest of the shape. This intervention activates one to recall their moral obligations, ensuing insincere answers. A certification located at the lowest of a shape is likewise a reminder, however now no longer a well-timed one. Furthermore, it has come to be a not unusual place exercise for agencies to encompass ethics-centered certifications previous to any sort of worker engagement that could pose a compliance risk.

Cadena et al. (2011) have a look at the impact of reminders on workers' procrastination in a financial institution in Columbia. Loan officials inside the financial institution confirmed the inclination to procrastinate the sourcing of the latest customers and the gathering of credit till the give up of the month while the month-to-month bonuses have been calculated. Cadena et al. (2011) added software aimed toward nudging mortgage officials to get greater paintings accomplished at the start of the month. For executing a specific set of desires early in the month, personnel has been supplied small prizes to remind them of their development in the direction of engaging in the desires. Inside the 2d a part of this system personnel has been moreover reminded with the aid of using department managers approximately the desires and their development. This specific behavioral intervention consisting of the department managers reinforcing the reminders helped personnel combat procrastination. redistributing the workload caused better month-to-month compensation, elevated task satisfaction, much less pressure at paintings, and advanced ordinary overall performance at the man or woman level.

### **Defaults:**

As a behavioral alternate approach, defaults move similarly to reminders through greater at once addressing the dual system thinking (Haugh, 2017). Defaults are pre-set guides of motion that take the impact if not anything is specific through the choice maker. It's miles vital that they nevertheless depart the choice maker's freedom to pick a unique alternative. münscher et al. (2015) enlist the subsequent tactics as reasons for the default impact: choice inertia, loss aversion, and implied endorsement. The implementation of this preference structure approach categorized as the choice shape has proven to be very powerful in

concentrating on societal welfare or consumers' lifestyles. From what follows interventions primarily based totally on this approach appear additionally very promising in numerous contexts in the place of business.

Although it might be anticipated that maximum USA personnel take the specified attempt to join a described contribution plan, which includes a 401(k), the share of enrolled people is some distance from 100 %, and it typically takes a protracted duration for employees to enroll (Thaler & Sunstein, 2008). As already broadly mentioned in the literature, this has plenty to do with the layout of the everyday contribution plan wherein the default alternative that the worker is provided with is non-enrollment – she has to choose to emerge as enrolled. Bearing in thought that maximum people procrastinate and emerge as inert, an intervention inside the financial savings software consisted of switching the default from choose-in to choose-out. So, as a substitute requiring an attempt from the worker for enrollment, the worker becomes enrolled right into a 401(k) plan through default in case she did not no longer take a motion to choose out. Madrian and Shea (2001) tested the impact of one of these default interventions on the retirement financial savings in a company and it confirmed advantageous effects in phrases of the wide variety of personnel enrolled inside the computerized enrollment situation.

Although personnel is part of quicker and greater of them be a part of on the end (Thaler & Sunstein, 2008), the downside of making use of this intervention on my own is in phrases of the saving charges due to the fact people did not no longer alternate the modest price supplied through default. Thaler and Benartzi (2004) approached this downside by offering the Save greater Tomorrow (SMT) - a software of computerized escalation of contributions, which prescribed that the personnel devote themselves to grow their contribution charges synchronously with their pay rise. The SMT plan correctly addressed the self-control restrictions, loss aversion, the cash phantasm, and the repute quo bias. This preference-structure gadget become first examined in 1998 at a midsize production company (Thaler & Benartzi, 2004), and following its blessings for personnel, saving charges employers have broadly followed its primary idea in practice. Defaults have additionally been implemented inside the UK wherein personnel are routinely enrolled into retirement plans, whilst they nevertheless have the possibility to choose out. This default led to expanded pension financial savings and greater humans having pensions (Service et al., 2014).

Have a look at Venema et al. (2018) become carried out at a huge governmental corporation that had invested in sit-stand desks (SSDs) 3 years beforehand. It became detected that personnel very not often used the desks for operating in a stand-up position. The purpose of Venema et al.'s(2018)have a look at was to study if converting the default setting of the SSDs from sitting top into status top could efficaciously nudge personnel in phrases of popular time spent operating status up and whether or not the nudge could nevertheless be powerful after the nudge intervention duration. This has a look at discovered that the default nudge intervention raised the stand-up operating charges at least till months after the nudge intervention.

A randomized managed test run by Brown et al. (2012) confirmed that defaults are a powerful behavior change mechanism additionally inside the context of encouraging strength-performance in the place of business. A small discount with inside the default placing on workplace thermostats in an OECD workplace constructed for the duration of

the wintry weather season brought about a sizable impact on converting the personnel's selected thermostat placing – it decreased the commonly selected placing, which in flip caused lower in strength use. However, in case of huge decreases of the default placing, the OECD personnel did now no longer live inert and they spoke back through returning the placing to the only that they preferred.

Many humans use some distance greater paper than wished simply due to the fact their printers have simplex as default. Switching the default alternative on printers from simplex to duplex become examined in a herbal discipline test at a huge Swedish college (Egebark & Ekström, 2013). The college personnel becomes to start with knowledgeable approximately the default switch (however now no longer approximately the have a look at) thru email sent through the heads of departments.

This mild nudge intervention stored paper and the impact stayed solid over time. On the alternative side, making use of a greater traditional approach to the natural idea through encouraging personnel from a random subset of departments to keep sources as a way to make a contribution to the college's pro-environmental initiative had no effect in any respect on paper consumption. Another instance of a default nudge implemented in the place of business is highlighted in the have a look at Chapman et al. (2010). Many humans fail to acquire an annual flu shot even though it is free to be had at their workplaces. With inside the have look at of Chapman et al. (2010), personnel at Rutgers University had been randomly assigned to 2 groups.

The first institution acquired an email from the college's occupational fitness branch which knowledgeable them approximately the pre-set date and time of their flu shot appointment, leaving them the liberty to alternate or cancel it. The members with inside the 2nd institution had been additionally knowledgeable approximately the freely to be had flu shots, however in preference to a default appointment they had been dispatched a hyperlink to time table the date and time through themselves. What this have a look at discovered become in step with the formerly mentioned research associated with the default impact. The implementation of a choose-out situation expanded the wide variety of personnel who acquired a seasonal flu vaccination.

In their factor of view article, Ebert and freibichler (2017) suggest a barely unique sort of default nudge that objectives the productiveness of know-how people. Knowledge people typically whine approximately a place of business surroundings that doesn't permit them to live constantly centered on an assignment without being interrupted.

As specialists of many companies, Ebert and freibichler (2017) suggest an intervention that is already carried out through corporations main to expand productiveness. The intervention includes creating a positive day of the week a “no-assembly” day, which may be bolstered through the best default rule inside the software program the corporation makes use of for scheduling conferences. Furthermore, understanding that know-how people spend loads of time in (virtual) conferences and the performance of those conferences is low, the authors suggest any other default nudge – to modify the enterprise software program that is used for the corporation of conferences through placing the default period of an assembly to a shorter time frame than the same old 60 minutes.

### **Implementation intentions prompt:**

Often there can exist an opening among the man or woman's intentions and real conduct so the query that could get up is how people can be aided in their manner to fulfill their goals (Service et al., 2014). Implementation intentions are techniques for aim success that outline the situations so as to set off sure behaviors. They are intellectual hyperlinks between a particular destiny state of affairs and the aim-directed conduct which might be created unconsciously. The people transfer to being managed through a preselected contextual clue of which they may be pretty unaware (Shantz & Latham, 2011). Pirolli et al. (2017) and differentiate between aim intentions and implementation intentions. The former is regarded as intellectual representations of favored conduct and stop states, while the latter is intellectual representations of easy plans to translate aim intentions into conduct below unique situations. The act to shape an implementation aim comes with a minimum price and as with inside the case of a default option, does now no longer limit the man or woman's freedom of autonomy (milkman et al., 2011).

Milkman et al. (2011) designed a subject test to degree the results of activities to shape implementation intentions on real influenza vaccination. The observation becomes performed amongst personnel in a massive Midwestern application enterprise and the vaccination becomes freely to be had as with inside the formerly mentioned observation of Chapman et al. (2010). All of the personnel have been dispatched an electronic mail reminder with the instances and places of the applicable clinics. The remedy organization becomes additionally dispatched a further action to put in writing down the date/date and time the worker deliberate to get vaccinated. This extra activation proved to make a distinction while evaluating the real vaccination prices among the remedy and the manipulated organization. This fee becomes decreased with inside the latter organization wherein personnel have been best reminded through electronic mail of the freedom to be had flu photographs and knowledgeable approximately the place and time details, however, have been now no longer induced to shape an implementation aim. Another locating from this test is that the activation displays the very best impact inside the subset that becomes presented best one to be had a day to plot a vaccination appointment.

Srivastava (2012) correctly implemented making plans activated in a strong enterprise which become selling annual physicals for its personnel. The mail that the person acquired emphasized that a fantastic variety of their colleagues have been displaying hobby approximately the bodily exam and additionally induced the man or woman to put in writing down the date, time, and call of a health practitioner for the exam.

### **Priming:**

Similar to implementation intentions, a primed purpose turns on conduct unconsciously. To consciously set a purpose calls for cognitive efforts and human beings are willing to preserve this restricted resource. Priming consequences are of specific relevance for buying the entire photo while considering human conduct at paintings, bearing in thought that maximum of the human resource (HR) practitioners relate personnel' motivation to cognitive techniques alone.

Shantz and Latham (2011) tested how primed dreams have an effect on an employee's overall performance, focusing on the implications for human sources management. The goal populace in their examination had been to name middle personnel whose overall performance became measured in phrases of the quantity of cash raised from donors. The experimental institution became provided with traditional commands on methods to gain donations published over an image of females prevailing a race. The examine observed that the experimental institution which include primed personnel raised extensively extra money as compared to the manipulated institution whose guidelines did now no longer encompass an image of private achievement. This proved the speculation that surroundings primed a no conscious purpose that had a fantastic effect on task overall performance lasting over a whole painting shift.

### **Considerations for human resource management:**

Understanding human conduct at paintings lies in the coronary heart of HR (Gifford, 2014) and HR practitioners primarily study it via the lens of financial rationality. Consisting of unconscious techniques as a study flow inside the context of handling an organization's human assets is clearly a tough growth of traditional questioning concerning human assets management (Shantz & Latham, 2011).

Thaler and Sunstein (2008) argue in prefer of nudging on the place of job with the aid of using pointing at numerous times whilst people fail to behave according to their genuinely described goals. The authors interpret the failure in behavioral alternate as an affirmation that people might clearly be open to nudges that could assist them to obtain their goals.

To alternate worker conduct, businesses want to begin figuring out the specified conduct alternate and outline the goal conduct. Then, it has to be decided if the reference structure is the precise or the maximum pragmatic conduct alternate approach. The evaluation of the behavioral bottleneck suggests why the real conduct of humans diverts from the centered conduct and it permits deciding on the proper intervention technique. As Münscher et al. (2015) underline, being aware of the applicable biases that prevent the show of the goal conduct is critical inside the technique of matching the insights from the bottleneck evaluation to unique preference structure intervention techniques.

There is a glaring hole for realistic recommendations for the implementation of behavioral nudges in an organizational setting (michaels & Powell, 2017). Although there may be proof of the effect of nudges inside organizations, empirical papers that have a take a observe the long-time period results of nudges are scarce (Venema et al., 2018) and that is an essential disadvantage for HR practitioners who're worried about the problem of time length (Latham & Piccolo, 2012).

Moreover, imposing nudges on the place of job calls for expert steerage with the aid of using behavioral economists at best. Nevertheless, there are masses of sources that are probably useful in the manner along with websites, publications, and books primarily freely to be had online (Michaels & Powell, 2017). Companies also can gain from the usage of the gear of behavioral technological know-how already carried out and promoted with the aid of using policymakers.



## **Conclusion:**

This paper contributes to the literature hole on the usage of interventions primarily based totally on behavioral economics insights on the place of job in diverse contexts. Concerning the research reviewed in this paper, the method for his or her choice changed into area trendy which means that they deal with diverse goal behaviors on the place of job and intervention trendy which means that they're associated with one of a kind strategies primarily based totally on behavioral economics.

Behavioral extrude interventions which might be reviewed in this paper are relevant in organizational putting in one-of-a-kind contexts. Those contexts include company compliance, personnel procrastination, saving for retirement, sedentary conduct, decrease power use, saving resources, attending vaccination appointments and fitness assessments, process productiveness, and performance. Workplace interventions primarily based totally on behavioral economics insights are easy and cost-powerful manner to assist personnel to translate their non-public intentions into actions.

A default nudge that modifications forty-four Viktorija ilieva, Ljubomir Drakulevski/Journal of HRM, vol. XX, no. 1/2017, 40-forty eight the usual putting of an SSD from sitting into the status function has been proven to lower the time spent sitting at work. Considering that maximum adults spend about 60% of their waking hours at work, the enterprise can play an essential function in shaping personnel fitness conduct (morgan et al., 2011). furthermore, nudging personnel to a healthful way of life is likewise of gain for employers as enhancing personnel fitness results in a more fit backside line (Srivastava, 2012). Beyond enhancing the lowest line, corporations also can make a pro-environmental contribution by taking the gain of environmental nudges (Thaler & Sunstein, 2008).

To nudge or now no longer to nudge could be the query with the intention to more and more entice the eye of agencies and mark a shift from a traditional considering human conduct at work. It miles clean that personnel as selection makers do now no longer make picks in a vacuum (Thaler et al., 2010). A cutting-edge HR agency can gain from advances in behavioral economics in lots of ways. At first, it's miles vital to stay conscious that there's no such element as impartial design (Thaler & Sunstein, 2008). Even an agency fending off to persuade people's picks might also additionally have devised unintended nudges which have most important outcomes on its people's conduct.

## **References:**

1. Albar, f. m., & Jetter, A. (2009). Heuristics in decision making. in Proceedings of PICMET 2009: Technology management in the age of fundamental change (pp. 578-584). August 2-6, 2009. Portland, Or.
2. Angner, E., & Loewenstein, G. (2007). Behavioural economics. in Uskali mäki (Ed.), Handbook of the philosophy of science (Vol. 5, pp. 641-690). Amsterdam: Elsevier.
3. Basel, J., & Brühl, r. (2011). Concepts of rationality in management research: From unbounded rationality to ecological rationality (ESCP Europe Working paper No. 57).
4. Bazerman, m. H. (2006). Judgment in managerial decision making (6th edition). New York: J. Wiley.

5. Blumenthal-Barby, J. S., & Burroughs, H. (2012). Seeking better health care outcomes: The ethics of using the “nudge.” *The American Journal of Bioethics: AJOB*, 12(2), 1-10.
6. Brown, Z., Johnstone, N., Hašič, i., Vong, L., & Barascud, f. (2012). Testing the effect of defaults on the thermostat settings of OECD employees (OECD Environment Working Papers, No. 51 No. 00382). The OECD Publishing, Paris. retrieved 1 July, 2018, from <http://dx.doi.org/10.1787/5k8xdh41r8jd-en>.
7. Cadena, X., Schoar, A., Cristea, A., & Delgado-medrano, H. m. (2011). Fighting procrastination in the workplace: An experiment (NBER Working Paper No. 16944). National Bureau of Economic research, inc. retrieved 1 July, 2018, from <http://www.nber.org/papers/w16944>.
8. Chapman, G. B., Li, m., Colby, H., & Yoon, H. (2010). Opting in vs opting out of influenza vaccination. *JAMA*, 304(1), 43-44.
9. Datta, S., & mullainathan, S. (2012). Behavioral design: A new approach to development policy (CGD Policy Paper 016). Washington DC: Center for Global Development. retrieved 6 June, 2018, from <http://www.cgdev.org/content/publications/detail/1426679>.
10. de Haan, T., & Linde, J. (2018). ‘Good nudge lullaby’: Choice architecture and default bias reinforcement. *The Economic Journal*, 128(610), 1180-1206.
11. Earl, P. E. (1990). Economics and psychology: A survey. *The Economic Journal*, 100(402), 718-755.
12. Ebert, P., & freibichler, W. (2017). Nudge management: Applying behavioural science to increase knowledge worker productivity. *Journal of Organization Design*, 6(4), 1-6.
13. Egebark, J., & Ekström, m. (2013). Can indifference make the world greener? (ifN Working Paper No. 975). Stockholm, Sweden: research institute of industrial Economics.
14. Eisenhardt, K. m., & Zbaracki, m. J. (1992). Strategic decision making. *Strategic Management Journal*, 13 (Special issue: fundamental Themes in Strategy Process research), 17-37.
15. Felin, T. (2014). Nudge: manager as choice architect. *SSRN Electronic Journal*. retrieved 4 June, 2018, from <https://doi.org/10.2139/ssrn.2523922>.
16. Friis, r., Skov, L. r., Olsen, A., Appleton, K. m., Saulais, L., Dinnella, C., & Perez-Cueto, f. J. A. (2017). Comparison of three nudge interventions (priming, default option, and perceived variety) to promote vegetable consumption in a self-service buffet setting. *PLoS ONE*, 12(5).
17. Gigerenzer, G. (2008). *Rationality for mortals - How people cope with uncertainty*. New York: Oxford University Press. Gigerenzer, G., & Goldstein, D. G. (1996). reasoning thefast and frugal way: models of bounded rationality. *Psychological Review*, 103(4), 650-669.
18. Hallsworth, m., Snijders, V., Burd, H., Prestt, J., Judah, G., Huf, S., & Halpern, D. (2016). *Applying behavioral insights - simple ways to improve health outcomes (report of the WiSH Behavioral insights forum 2016)*. Doha, Qatar: World innovation Summit for Health.
19. Halpern, D. (2015). *Inside the nudge unit*. London:WH Allen.
20. Halpern, D., & Sanders, m. (2016). Nudging by government: Progress, impact and lessons learnt. *Behavioral Science & Policy*, 2(2), 53-65.
21. Haugh, T. (2017). Nudging corporate compliance. *American Business Law Journal*, 54(4), 683-741.

22. Ho, T. H., Lim, N., & Camerer, C. f. (2006). modeling the psychology of consumer and firm behavior with behavioral economics. *Journal of Marketing Research*, 43(3), 307-331.
23. Hollingworth, C. & Barker, L. (2017). How behavioural economics is shaping our lives. *The Behavioral Economics Guide 2017* (with an introduction by Cass Sunstein). retrieved 2 August, 2018, from <http://www.behavioraleconomics.com>. 46 Viktorija ilieva, Ljubomir Drakulevski/*Journal of Hrm*, vol. XX, no. 1/2017, 40-48
24. Kahneman, D. (2011). *Thinking, fast and slow*. New York: Farrar, Straus and Giroux.
25. Latham, G. P., & Piccolo, r. f. (2012). The effect of context-specific versus nonspecific subconscious goals on employee performance. *Human Resource Management*, 51(4), 511-523.
26. Loewenstein, G., Bryce, C., Hagmann, D., & rajpal, S. (2015). Warning: You are about to be nudged. *Behavioral Science & Policy*, 1(1), 35-42.
27. Madrian, B. C., & Shea, D. f. (2001). The Power of suggestion: inertia in 401(K) participation and savings behavior. *The Quarterly Journal of Economics*, 116(4), 1149-1187.
28. Metcalfe, r. (2018). Behavioral economics: Under the microscope. *The Behavioral Economics Guide 2018* (with an Introduction by Robert Cialdini) (pp. 3-22). retrieved 2 August, 2018, from <http://www.behavioraleconomics.com>.
29. Michaels, E., & Powell, m. (2017). Behavioural economics: Using ‘nudges’ for promoting pro-environmental behaviours in the workplace. in P. Baranova, E. Conway, N. Lynch, & f. Paterson (Eds.), *The Low Carbon Economy* (pp. 59-85). Palgrave macmillan, Cham.
30. Milkman, K. L., Beshears, J., Choi, J. J., Laibson, D., & madrian, B. C. (2011). Using implementation intentions prompts to enhance influenza vaccination rates. *Proceedings of the National Academy of Sciences*, 108(26), 10415-10420.
31. Morgan, P. J., Collins, C. E., Plotnikoff, r. C., Cook, A. T., Berthon, B., mitchell, S., & Callister, r. (2011). Efficacy of a workplace-based weight loss program for overweight male shift workers: The Workplace POWER (Preventing Obesity Without Eating like a rabbit) randomized controlled trial. *Preventive Medicine*, 52(5), 317-325.
32. Münscher, r., Vetter, m., & Scheuerle, T. (2015). A review and taxonomy of choice architecture techniques. *Journal of Behavioral Decision Making*, 29(5), 511-524.
33. OECD. (2017). *Behavioural insights and public policy: Lessons from around the world*. Paris, france: OECD Publishing. retrieved 7 September, 2018, from <http://dx.doi.org/10.1787/9789264270480-en>.
34. OECD. (n.d.). Behavioural insights. retrieved August 10, 2018, from <http://www.oecd.org/gov/regulatorypolicy/behavioural-insights.htm>.
35. Pirolli, P., mohan, S., Venkatakrisnan, A., Nelson, L., Silva, m., & Springer, A. (2017). implementation intention and reminder effects on behavior change in a mobile health system: A predictive cognitive model. *Journal of Medical Internet Research*, 19(11).
36. Polic, m. (2009). Decision making: Between rationality and reality. *Interdisciplinary Description of Complex Systems*, 7(2), 78-89.
37. Purnhagen, K. P., & reisch, L. A. (2016). “Nudging Germany”? Herausforderungen für Eine Verhaltensbasierte regulierung in Deutschland (Nudging Germany? Challenges for behavioural regulation in Germany). *Zeitschrift Für Europäisches Privatrecht*.
38. Samson, A. (2018). *The behavioral economics guide 2018* (with an Introduction by Robert Cialdini). retrieved August 2, 2018, from <http://www.behavioraleconomics.com>.

39. Service, O., Hallsworth, m., Halpern, D., Algate, f., Gallagher, r., Nguyen, S., Sanders, m. (2014). EAST: Four simple ways to apply behavioural insights. Behavioural insights Team. retrieved July 27, 2018, from [http://www.behaviouralinsights.co.uk/wp-content/uploads/2015/07/BiT-Publication-EAST\\_fA\\_WEB.pdf](http://www.behaviouralinsights.co.uk/wp-content/uploads/2015/07/BiT-Publication-EAST_fA_WEB.pdf).
40. Shantz, A., & Latham, G. (2011). The effect of primed goals on employee performance: implications for human resource management. *Human Resource Management*, 50(2), 289-299.
41. Srivastava, P. (2012). Getting engaged: Giving employees a nudge toward better health. *Compensation & Benefits Review*, 44(2), 105-109.
42. Sunstein, C. R. (2015). The ethics of nudging. 32 *Yale J. on Reg.*, retrieved July 3, 2018 from <https://digitalcommons.law.yale.edu/yjreg/vol32/iss2/6>.
43. Sunstein, C. R. (2014). Nudging: A very short guide. *Journal of Consumer Policy*, 37(4), 583-588.
44. Szaszi, B., Palinkas, A., Palfi, B., Szollosi, A., & Aczel, B. (2018). A systematic scoping review of the choice architecture movement: Toward understanding when and why nudges work: Systematic scoping review of the nudge movement. *Journal of Behavioral Decision Making*, 31(3), 355-366.
45. Thaler, R. H., & Benartzi, S. (2004). Save more tomorrow: Using behavioral economics to increase employee saving. *Journal of Political Economy*. 112(S1), S164-S187.
46. Thaler, R. H., & Sunstein, C. r. (2008). *Nudge: Improving decisions about health, wealth, and happiness*. New Haven: Yale University Press. 47 Viktorija ilieva, Ljubomir Drakulevski/*Journal of Hrm*, vol. XX, no. 1/2017, 40-48.
47. Thaler, R. H., Sunstein, C. r., & Balz, J. P. (2010). Choice architecture (SSrN Scholarly Paper No. iD 1583509). rochester, NY: Social Science research Network. retrieved 1 July, 2018, from <https://papers.ssrn.com/abstract=1583509>.
48. The Behavioural insights Team. (n.d.). Who we are. retrieved 2 August, 2018, from <https://www.behaviouralinsights.co.uk/about-us/>.
49. Van Oorschot, K., Haverkamp, B., van der Steen, m., & van Twist, m. (2013). Choice architecture. (A working paper of the NSOB Established as part of the multiannual program intelligent Governance). retrieved 10 August, 2018, from [https://www.nsob.nl/wp-content/uploads/2016/01/NSOB\\_Choice-Architecture-web.pdf](https://www.nsob.nl/wp-content/uploads/2016/01/NSOB_Choice-Architecture-web.pdf).
50. Venema, T. A. G., Kroese, f. m., & De ridder, D. T. D. (2018). i'm still standing: A longitudinal study on the effect of a default nudge. *Psychology & Health*, 33(5), 669-681.
51. Whitehead, M., Jones, r., Howell, r., Lilley, r., & Pykett, J. (2014). Nudging all over the world: Assessing the impacts of the behavioural sciences on public policy (ESrC Negotiating Neuroliberalism Project report).