

The 2<sup>nd</sup> International Conference of the Experiment Lab  
for Public Management Research (EXPMR)

# Leading Experimental Research in the Asia-Pacific Region

Date: December 3-4, 2020 (KST)

Venue: Lotte Hotel Seoul (Korea) & Virtual



**KDI SCHOOL**  
KDI School of Public Policy and Management

# TIMETABLE

## DAY 1

| Korea Standard Time<br>(US Eastern Standard Time)    | Category          | Contents   |
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| December 3, 08:00-08:10<br>(December 2, 18:00-18:10) | Welcoming Remarks | Wook Sohn, Associate Dean, KDI School of Public Policy and Management  |
| <b>Plenary 1</b>                                     |                   | <b>Behavioral Public Administration and the Comparative Context</b>  |
| December 3, 08:10-08:50<br>(December 2, 18:10-18:50) | Plenary 1-1       | What is Behavioral Public Administration Good For?<br>- Anthony M. Bertelli, The Pennsylvania State University   |
|  | Plenary 1-2       | Advancing Global Public Administration Knowledge: Comparative Experimental Research on Accountability and Public Service Delivery<br>- James L. Perry, Indiana University  |
| <b>Panel 1</b>                                       |                   |  |
| December 3, 09:05-10:35<br>(December 2, 19:05-20:35) | Presentation 1-1  | A Procedural Framing Experiment of Administrative Rulemaking<br>- William G. Resh, University of Southern California   |
|  | Presentation 1-2  | Mayoral Preferences for Performance Assessment: Credit Claiming or Monitoring<br>- Claudia N. Avellaneda, Indiana University   |
|  | Presentation 1-3  | Air Pollution in Northeast Asia: Distinctions of Korean Public Opinion Regarding Korean-Chinese Coordination<br>- Matthew A. Shapiro, Illinois Institute of Technology   |
|  | Discussion 1      | Salvador Espinosa, San Diego State University  |
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| December 3, 10:50-12:05<br>(December 2, 20:50-22:05) | Presentation 2-1  | Collective Action for Sanitation: Evidence from Experimental Games in Rural India<br>- Emily L. Pakhtigian, The Pennsylvania State University  |
|  | Presentation 2-2  | A Matter of Perspective: Differential Evaluations of AI Tools Between Managers and Staff in an Experimental Simulation<br>- Matthew M. Young, Syracuse University  |
|  | Presentation 2-3  | Evaluation of Volunteered Geographic Information Systems for Prevention of Invasive Alien Species<br>- Helen K. Liu, National Taiwan University  |
|  | Discussion 2      | Christopher Witko, The Pennsylvania State University   |
| <b>Panel 3</b>                                       |                   |  |
| December 3, 13:00-14:30<br>(December 2, 23:00-00:30) | Presentation 3-1  | My Workgroup or My Community? The Influence of Group Interests, Public Service Motivation, and Identities on Whistleblowing Intention<br>- Jeannette Taylor, The University of Western Australia   |
|  | Presentation 3-2  | Do Privacy Protections, Gain versus Loss Focus, and Prosocial versus Individual Framing Affect the Public Acceptance of a Contact Tracing App for Covid-19? Two Survey Experiments on Hong Kong Population Samples<br>- Nick Petrovsky, City University of Hong Kong |
|  | Presentation 3-3  | Emergence & Development of Behavioral Public Policy Units in Government: The Case of Turkey<br>- Mete Yildiz, Hacettepe University   |
|  | Discussion 3      | Tima T. Moldogaziev, The Pennsylvania State University   |

## DAY 2

| Korea Standard Time<br>(US Eastern Standard Time)    | Category         | Contents  |
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|  | Presentation 4-2 | Mayoral Preferences for Delegation in Collaborative Arrangements: Issue Salience and Policy Specificity<br>- Ricardo Bello-Gomez, Texas Tech University   |
|  | Presentation 4-3 | Artificial Intelligence and Automation Bias in the Public Sector<br>- Justin Bullock, Texas A&M University  |
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| <b>Plenary 2</b>                                     |                  | <b>Behavioral Public Administration in the Asia-Pacific Region</b>  |
| December 4, 09:30-10:10<br>(December 3, 19:30-20:10) | Plenary 2-1      | Experimental Research Methodology in the Asia-Pacific: A Review and Research Agenda<br>- Richard M. Walker, City University of Hong Kong  |
|  | Plenary 2-2      | What Makes Administrative and Hierarchical Procedures More Burdensome? Effects of Degree of Procedures, Outcome Favorability, and Confucian Values on Red Tape Perception<br>- MJ Moon, Yonsei University |
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| December 4, 10:25-11:40<br>(December 3, 20:25-21:40) | Presentation 5-1 | Applying Behavioral Insights to Public Policies in the Asia-Pacific Region<br>- Maithreyi Gopalan, The Pennsylvania State University  |
|  | Presentation 5-2 | Intersectional Minorities and Citizens' Public Hiring Preference: By Whom They Want to Be Represented<br>- MJ Lee, Yonsei University  |
|  | Presentation 5-3 | Too competitive a civil service examination may screen out applicants with a higher PSM<br>- Chung-An Chen, Nanyang Technological University  |
|  | Discussion 5     | In-Bok Rhee, KDI School of Public Policy and Management   |
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|  | Presentation 6-2 | Bureaucratic Responsiveness under Dynamic Political Settings: Experimental Evidence from Local Governments<br>- Don S Lee, University of Nottingham   |
|  | Discussion 6     | Tima T. Moldogaziev, The Pennsylvania State University  |

## Plenary 1 Behavioral Public Administration and the Comparative Context

### Plenary 1-1

What is Behavioral Public Administration Good For?

#### Presenter

Anthony M. Bertelli, The Pennsylvania State University  
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**Authors:** Anthony M. Bertelli (The Pennsylvania State University) and Norma M. Riccucci (Rutgers University-Newark)

**Abstract:** Public administration has seen an influx of work addressing something that has been called “behavioral public administration (BPA)”; A hallmark of BPA is the examination of public administration from a micro-level perspective with attention to the psychological aspects of human behavior. However, scholars of public administration have long applied a micro-level lens to their research, even from a psychological standpoint. We argue here that the call for BPA is mainly an appeal for greater reliance on an analytical lens or research method, namely experimental designs. As argued here, however, little attention has been given to major drawbacks: experiments tend not to be theory driven, they overstate their importance to policy and management, and they fail to capture the significance of politics and institutions. If BPA is to be more than a passing fancy, the limits of experimentation must be reevaluated for public administration.

### Plenary 1-2

Advancing Global Public Administration Knowledge: Comparative Experimental Research on Accountability and Public Service Delivery

#### Presenter

James L. Perry, Indiana University  
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**Author:** James L. Perry (Indiana University)

**Abstract:** The growth of experimental research in public administration is a very positive development, but experimental research alone, without parallel growth in theory building and engaging questions relevant to practice, will not change the intellectual capital generated by the field. This presentation will discuss two research areas that expands attention to experimentation, theory building and relevance. The two areas are: public accountability and public service delivery. Recent research about public accountability points to significant limitations in public administration’s traditional macro approach to accountability. Experimental research that exploits links among constitutional, collective choice and operational rules could significantly advance comparative public administration knowledge. Research about public service delivery occupies a different status from public accountability, but it too presents opportunities to make significant strides in our understanding of public administration globally. In my discussion of research in these two areas I identify comparative research that would contribute to building a more robust public administration knowledge globally.

## Presentation 1-1

A Procedural Framing Experiment of Administrative Rulemaking

### Presenter

William G. Resh, University of Southern California  
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**Authors:** Colin Leslie, Anthony Orlando, and William Resh

**Abstract:** In this research, we test whether the public's exposure to how administrative rulemaking decisions are framed contributes to how subjects form their opinions on executive agency decisions. Specifically, we test whether subjects who are exposed to either technocratic or participative deliberative process frames in rulemaking scenarios are satisfied with the agency decision as a function of those frames. This experiment helps to uncover the types of reasoning that appeal most to the public and, in turn, the methods by which agencies can strategically improve their reputation and citizen buy-in.

We conceptualize executive agency decision-making as a dual reasoning process. When faced with a problem, bureaucrats ostensibly seek input from two sources before implementing a solution: experts and the public at large. Both sources can provide legitimacy to agency decisions that help buffer those decisions from both political and judicial interference. We define these two feedback mechanisms as "technocratic" and "participative." We hypothesize that agency decision-making frames will help determine a citizen's satisfaction in the decision. Simply put, we posit that the means by which an agency comes to a decision helps legitimize that decision in the eyes of the public, consistent with work in legislative decision-making (Hibbing & Theiss-Morse, 2002). We further hypothesize that the legitimizing effects these frames provide are strengthened by a subject's perceived partisan and ideological alignment with the agency in question.

## Presentation 1-2

Mayoral Preferences for Performance Assessment:  
Credit Claiming or Monitoring

### Presenter

Claudia N. Avellaneda, Indiana University  
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**Authors:** Claudia N. Avellaneda (Indiana University), Johabed G. Olvera (The Pennsylvania State University), and Ricardo Andres Bello-Gomez (Texas Tech University)

**Abstract:** New public management reforms promoted performance measurement to improve public sector performance. As a result, a rich literature has emerged about the types (e.g., objective vs. subjective) and dimensions (e.g., efficacy, outputs, quality) of performance measures (Andersen et al. 2016; Grosso et al. 2017). However, little is known about managers' preferred dimension of performance when assessing their own accomplishments. This omission is worth addressing because external performance assessment plays a role in resource acquisition (e.g. fundraising or intergovernmental transfers), and external actors may opt for one-fits-all indicators across different governmental functions. We propose that mayoral preferences for performance dimension vary across policy areas and the level of government to which they report. To test these propositions, we conducted a survey-experiment with 220 Colombian mayors. Mayors were presented with a hypothetical scenario asking them to choose their preferred dimension of performance (cost, output or quality) to assess their implementation of a program when policy area (education vs. infrastructure for public services) and reporting government level (national vs. subnational) were manipulated. Findings reveal that, while mayors overall prefer output assessment, they are more likely to prefer being assessed with quality indicators when implementing an educational program compared to an infrastructural project to improve utilities provision. No statistical difference exists between subnational or national oversight. Findings indirectly reveal mayoral strategic choice based on either their capability, political or personal interests, or municipal conditions. The possible mechanisms that drive these results are discussed in this paper.

## Presentation 1-3

Air Pollution in Northeast Asia: Distinctions of Korean Public Opinion Regarding Korean-Chinese Coordination

### Presenter

Matthew A. Shapiro, Illinois Institute of Technology  
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**Authors:** Matthew A. Shapiro (Illinois Institute of Technology, shapiro@iit.edu), Toby Bolsen (Georgia State University), Yungwook Kim (Ewha Womans University)

**Abstract:** Assuming that politicians are responsive to the public's issue priorities, the prospect of policies being implemented increases when they are widely supported. Yet, public support may shift and lead to diverging views after policy makers have outlined specific strategies, cost estimates, and updated outcomes. In other words, sub-populations that were initially motivated in one direction may exhibit different preferences when more specific beliefs and attitudes are known. This characteristic of public opinion may be overlooked by policy makers given an inability to identify them or, worse, a lack of interest given a focus on the median perspective. This paper tests for these attitudinal differences as they relate to the transboundary air pollution problem in South Korea, where cross-national coordination efforts among China, South Korea, and Japan have done little to alleviate the problem. We conduct an emphasis framing experiment launched in mid-2019 of a representative sample of Seoulites, testing whether the importance of cooperation with China decreases or increases with exposure to different frames, such as Korea working alone to address the problem or Korea and China working together. While our findings show that the main effects of these different frames do not significantly vary, nor are they different from the no-frame/control group, this is only at the general level. When accounting for the level of the Korean public's concern about the air pollution problem, their views about the need for clean energy, or their party affiliations, we observe sub-population divisions around the China-coordination issue that should be acknowledged throughout the policy making process.

## Discussion 1

### Discussant

Salvador Espinosa, San Diego State University  
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## Presentation 2-1

Collective action for sanitation: Evidence from experimental games in rural India

### Presenter

Emily L. Pakhtigian, The Pennsylvania State University  
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**Author:** Emily L. Pakhtigian (The Pennsylvania State University)

**Abstract:** Open defecation and the lack of access to improved sanitation remain persistent challenges in rural India. National sanitation policies have increased latrine access; however, universal access and use targets have not been met. In this paper, I analyze data from an experimental public goods game implemented among over 1500 households in rural Bihar and Orissa, India. Prior to game play, each of the 70 villages in the sample were randomized into homogeneous or heterogeneous by gender group composition for game play. In the context of rural India, individuals are more likely to frequently interact with and make decisions in front of others of the same gender. Thus, splitting the groups in this way provides a proxy for peer or social groups. Participants chose how much to contribute to improved sanitation by making decisions in the game that were associated with actual sanitation and hygiene choices they regularly face. Payoffs were awarded after each round, with payoff amounts dependent on both individual contributions and aggregated group contributions, thus generating a setting in which payoffs were dependent on private and group behavior. Comparing the game behavior among participants homogeneous and heterogeneous by gender groups, I find evidence that sanitation and hygiene contributions are higher in gender homogenous groups. Female participants drive this difference, and it is more distinct in the first round of game play. I also find evidence that preferences for improved sanitation as elicited during the experimental games are reflective of actual improved sanitation practices at the household level.



## Presentation 2-2

A Matter of Perspective: Differential Evaluations of AI Tools Between Managers and Staff in an Experimental Simulation

### Presenter

Matthew M. Young, Syracuse University  
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**Author(s):** Justin B. Bullock (Texas A&M University), Hsini Huang (National Taiwan University), Kyoung-Cheol Kim (University of Georgia), and Matthew M. Young (Syracuse University)

**Abstract:** This article tests whether managers and staff evaluate artificial intelligence (AI)-based process innovations differently, using experimental evidence from an online survey simulation conducted in Taiwan. AI has already begun to both augment and displace human labor, and is forecast to continue to diffuse into more and more complex tasks. This predicted growth, however, is subject to the same organizational and attitudinal factors that shape innovation adoption and implementation in general, including perceptions of value and usability. Perceptions of implementation success have also been shown to vary systematically as a function of an individual's position within organizations. We test for attitudinal differences between managers and staff among working-age Taiwanese citizens employed in both the public and private sectors in equal proportions ( $n = 1,200$ ). We assess pre-intervention and post-intervention attitudes towards the use of AI for a suite of organizational tasks to identify whether differences in attitudes exist between managers and staff, and are affected by their experience through the simulation. We then use a difference-in-difference estimation approach to identify the causal effect of organizational position on innovation evaluation. Preliminary findings suggest managers are more supportive of AI as a decision support tool than staff, and remain so after the simulation ( $p < 0.001$ ). Among those who received treatment in the form of an AI decision support tool during the simulation, however, the unconditional estimated difference in means between manager and staff perceptions post-intervention is less than half of the difference in the control group ( $p < 0.001$ ).

## Presentation 2-3

Evaluation of Volunteered Geographic Information Systems for Prevention of Invasive Alien Species

### Presenter

Helen K. Liu, National Taiwan University  
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**Author:** Helen K. Liu (National Taiwan University)

**Abstract:** Governments increasingly have adopted geographic information systems (GIS) to enhance public services (Hackler & Saxton 2007; Roudebush et al. 2013). An emerging concept named volunteered GIS (VGIS), has been adopted to create, assemble, and disseminate geographic data provided by individuals to record dispersed data for better public services (Ricker et al. 2014; Sui et al. 2012), including transportation service (Haque 2001), social service delivery (Al-Kodmany 2012), or 311 service (Clark 2013).

In public management, theory of coproduction demonstrates how incorporating citizens in the production of services can improve service quality and expand participation opportunities (Verschuere et al. 2012), and enhance service efficiency and effectiveness (Clark et al., 2013; Parks et al., 1981). Furthermore, an increasing number of studies show how technologies can enhance coproduction in the public sector (Alford, 2002; Barnes and Williams, 2012; Liu, forthcoming), including GIS, which is designed to capture, store, manipulate, analyze, manage, data through GIS (Schatz, et al. 2013) as well as to inform decision making and enhance performance (Liu et al. 2020). However, more empirical studies are needed to evaluate how technologies, like VGIS, can enhance public services through coproduction.

The purpose of this study is to evaluate if VGIS could engage citizens for prevention of invasive alien species (IAS) by using an experimental method. This experiment was designed to examine the influence of a GIS map on the perception of coproducing IAS prevention services. Our research group designed a GIS map of citizen reported IAS distribution in Taiwan with the calculation of the distance between IAS locations and interviewees' residential locations. Then, we applied a survey designed by the Queensland Regional Population Survey (2013) and modified it to access the perception of coproduced IAS prevention services. The survey was administered via National Taiwan University Barometer Public Opinion Survey Project, and fielded from August 2020 to September 2020 with a national representative sample in Taiwan. National Taiwan University Barometer Public Opinion Survey Project covers both the online and offline Taiwan population aged 20 years and older. We collected 1350 responses, including the intervention group (N=735). Our preliminary results show that the use of the map increases willingness to actively acquire IAS information, but not on the perception of coproduction for IAS prevention services.

## Discussion 2

### Discussant

Christopher Witko, The Pennsylvania State University  
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## Presentation 3-1

My Workgroup or My Community? The Influence of Group Interests, Public Service Motivation, and Identities on Whistleblowing Intention

### Presenter

Jeannette Taylor, The University of Western Australia  
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**Authors:** Jeannette Taylor (The University of Western Australia, Australia), Guillem Ripoll Pascual (University of Navarra, Spain), LeeAnn Liu (Renmin University, China)

**Abstract:** What are public employees likely to do when they witness a member of their workgroup engaging in an unethical act that is perceived to have a negative impact on the community? If the act of whistleblowing threatens the interests of their workgroup, how willing are they to blow the whistle? If employees with high public service motivation (PSM) levels care more about the interests of the community than their counterparts with low PSM levels, then are they more willing to blow the whistle under this condition? And if employees with a strong workgroup identity care more about the interests of their workgroup relative to those with a weak workgroup identity, then are they less willing to blow the whistle? This research aims to address these questions. Assuming the importance of values in shaping ethical attitudes and behaviors, it examines the extent to which public employees consider the interests of their workgroup and those of the community when deciding on whether to report a workgroup member's unethical behavior that negatively affects the community. It draws upon groupthink, PSM, and social identity literature to investigate how group interests (workgroup and community) interact with personal characteristics (identities and PSM) to shape whistleblowing intention. After theoretically examining these relationships, we will put them to the test using a vignette survey experiment on a sample of public employees in China.

## Presentation 3-2

Do Privacy Protections, Gain versus Loss Focus, and Prosocial versus Individual Framing Affect the Public Acceptance of a Contact Tracing App for Covid-19? Two Survey Experiments on Hong Kong Population Samples

Presenter

Nick Petrovsky, City University of Hong Kong  
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**Authors:** Nick Petrovsky (City University of Hong Kong), Richard Walker (City University of Hong Kong), Nick Or (City University of Hong Kong), and Oliver James (University of Exeter)

**Abstract:** Contract tracing is a monitoring process to infectious diseases and can be useful to identify someone who has the disease, list those who have come into contact with the person, and monitor and follow up with them (Hellewell et al. 2020). In the context of Covid-19, it is potentially very important and is an example of coproduction of public services where users and providers act together to achieve outcomes (Ostrom 1996; Bovaird 2007; Lanier and Weyl 2020). Proximity tracing is particularly effective because of the way the virus spreads through close physical contact within a few meters. If the infected person and their close contacts can self-isolate, the transmission mechanism is broken, including if people self-isolate when a close contact has found to be infected. There are many benefits from digital contact tracing, including speed and lower cost than using manual tracing by health workers (Bonsall et al. 2020; Cho et al., 2020; Ferretti et al., 2020; Wang et al., 2020). There are also significant downsides, including the potential difficulty of inducing citizens to participate given privacy concerns (University of Cambridge Computer Laboratory Security Group 2020). The benefits and downsides motivate our research: Which characteristics of a contact tracing app maximize its acceptability to citizens? Acceptability is key because it will in turn maximize the likelihood they will co-produce by using the app.

The acceptability of contract tracing amongst users is important both in terms of consistency with the values and interests of the community. Acceptability also affects whether coproduction will be initiated and the implementation of systems is possible. Several factors influence acceptability, including privacy protections of the system (Cho, Ippolito, and Yun 2020; Raskar et al. 2020). The intention to co-produce is further affected by whether the focus is on gains from adopting or losses from not adopting the system (Rothman and Salovey 1997). Finally, acceptability and co-production are a function of prosocial motivation, as previous experimental research has shown (Hattke and Kalucza 2019).

We conduct two population-based survey experiments with randomized vignettes on large samples of Hong Kong residents. The between-subjects experiments involve a hypothetical but realistically presented contact tracing app. In the first experiment (conducted in June 2020), privacy features of the app are manipulated. In the second experiment (the pilot was conducted in September 2020 and the full survey is currently underway), messages encouraging sign-up for the app are manipulated, contrasting (i) gains from using the app versus losses from not using the app and (ii) prosocial benefits of using the app versus individual benefits. The dependent variables in both experiments are indicators of the acceptance of the app, in particular the stated likelihood of using it. For each experiment, the hypotheses were preregistered before beginning data collection.

For the first experiment, our preregistered hypotheses were that all three outcomes would be significantly lower for the privacy-reducing versions of the treatments. Contrary to this expectation, not only did this hypothetical app receive relatively high acceptance across the board, but requiring a phone number and location tracking did not significantly reduce acceptance. The findings suggest Hong Kong residents may be willing to contribute data for the containment and prevention of the pandemic.

## Presentation 3-3

Emergence & Development of Behavioral Public Policy Units in Government: The Case of Turkey

### Presenter

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**Authors:** Ayca Kusseven (Ph. D. Student) and Mete Yildiz (Hacettepe University)

**Abstract:** The value and benefit of public policies as solutions to public problems largely depend on how their target populations react to these policies. As a creative method of policy design and implementation, behavioral public policies (BPP, nudge) focus on individual decision making processes and biases that shape them. BPP studies has become an increasingly important part of the public administration and policy disciplines in the last decade. According to OECD<sup>1</sup>, there are 202 institutions around the world, some of which are units within governments, applying behavioural insights to public policy.

Within this framework, this article provides a detailed case study of the creation and development of a BPP unit in Turkey, which is established within the Ministry of Commerce in 2018 (then Ministry of Economy). This unit emerged as a result of a policy transfer from the UK's Behavioral Insights Team, by the help and guidance of the UK embassy in Ankara. The creation of such a unit can be analyzed by using John Kingdon's Multiple Streams Model, and more specifically the concepts of "policy window of opportunity" and "policy entrepreneur" that Kingdon used as parts of his model.

The article provides a detailed account of the Turkish BPP Unit from a comparative and interpretive perspective. To this end, the analysis focuses on the creation process, organizational structure, activities (randomized control trials/experiments, mutual activities with the universities, etc.) and the future objectives of the unit. In addition to the review of the related literature and analysis of the official documents, the authors will conduct in-depth on-line (Due to the pandemic) interviews with the members of the "BPP Ecosystem in Turkey", including but not limited to the bureaucrats in the unit. This ecosystem includes the Office of the President, government agencies, NGOs, universities and local governments in Turkey as well.

Regarding implications to practice and research, such a case study may help advance knowledge about both BPP activities and policy transfer mechanisms and processes. Such a study can provide an account of BPP use in a developing country as most of the research has focused on units in the UK, US and other Western countries. Issues such as; whether the types of BPPs that are used in Turkey differ from the types used in other countries, and if culture factors into what kind of BPPs are acceptable or preferred can be analyzed in detail. The article also covers the limitations of applying behavioral approach to public policy analysis in Turkey.

Lessons that can be drawn from this case study can be helpful to bureaucrats and other actors of the public policy community in developing countries comparable to Turkey. The article can provide a rich in-depth account of the opportunities and challenges of transferring such governmental/policy units from one setting to another. It can also shed some comparative light into the black box of policy transfer by comparing and contrasting the Turkish case with similar experiences of other countries.

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1 <https://www.oecd.org/gov/regulatory-policy/behavioural-insights.htm>

## Discussion 3

### **Discussant**

Tima T. Moldogaziev, The Pennsylvania State University  
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## Panel 4

**Presentation 4-1**

Implementers' Job Discretion Preferences under Pay-for-Performance: Testing the Role of Type and Framing of Incentives

**Presenter**

Johabed G. Olvera, The Pennsylvania State University  
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**Authors:** Claudia N. Avellaneda (Indiana University), Johabed G. Olvera (The Pennsylvania State University)

**Abstract:** An extensive body of literature in public administration has explored the determinants of bureaucratic discretion (Scott 1997; Jilke and Tummers 2018) and how this discretion affects program implementation (Ricucci 2005; Keiser 2010), with a special focus on street-level bureaucrats (SLB). From this line of research, scholars have developed a good understanding of the factors that determine how SLBs use their discretion. However, we know little about what drives SLBs' preferences towards the level of discretion provided to them. This study addresses this gap. We assess whether SLBs' job discretion preferences are influenced by the framing and type of incentives (monetary sanctions vs. financial bonus) managers use to align SLBs behavior with program's goals. To do this, we use data on 200 healthcare civil servants that participated in a survey-experiment. All subjects were presented the same hypothetical scenario in which their employers were required to monthly post their performance information. Then subjects were assigned to one of four possible treatment groups in which we manipulated: (1) incentives types to boost performance (monetary sanction vs. financial bonus), and (2) the framing of monetary sanctions (positively vs. negatively framed) in case of failure to reach goals. We found results had no framing effects. Findings do suggest the larger the financial bonus, the more likely civil servants would prefer full job discretion. Findings offer practical implications for bureaucratic behavior and managerial incentives.

**Presentation 4-2**

Mayoral Preferences for Delegation in Collaborative Arrangements: Issue Salience and Policy Specificity

**Presenter**

Ricardo Bello-Gomez, Texas Tech University  
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**Authors:** Claudia N. Avellaneda (Indiana University), Ricardo A. Bello-Gomez (Texas Tech University)

**Abstract:** Multilevel governance offers a rich variety of settings to study executive decision-making and delegation. Among possible multi-level governance arrangements, associations of municipalities (AoMs), which are collaborative partnerships, are understudied in the delegation literature. This research presents a survey experiment with 240 Colombian mayors and explores whether issue specificity (general vs. specific policy area) and issue salience (education vs. infrastructure for public utilities) shift mayoral preferences for not delegating funding appropriations or delegating them to a regional or national AoM. Results report, in general, mayors prefer not to delegate funding appropriations, and shifts in issue salience do not affect their delegation preferences. Yet, mayors are more likely to delegate to a regional AoM when facing a non-specific scenario, rather than a policy-specific scenario. However, this effect seems to be contingent upon municipal population because mayors from larger municipalities opt for not delegating when confronted with a decision scenario depicting a specific policy area.

## Presentation 4-3

Artificial Intelligence and Automation Bias in the Public Sector

### Presenter

Justin Bullock, Texas A&M University  
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**Author:** Justin Bullock (Texas A&M University)

**Abstract:** Abstract: In September 2019 we conducted a survey experiment of 1200 participants from both public and private organizations to understand how humans will respond to the recommendations made by an AI system. We design a “criminal game” where our participants are asked to identify if the CCTV footage they are shown is the suspect identified by the Policy Agency. Different AI interventions were randomly assigned to our participants to examine the impact of artificial discretion on these tasks relative to the use of human discretion. Our findings suggest that a contextual approach to understanding the impact of AI on discretion and organization outcomes is needed. We find different impacts across factors such as whether the human’s first decision was correct or incorrect, if the human had access to high quality additional information, and whether the human is a manager or street-level employee. Given the attention that has been paid in the literature to the consequences of AI for discretion, these results highlight that not only is the design of technological tool itself important, much work and attention is needed to understand how best to embed AI into working arrangements with humans and how these arrangements should be designed to improve overall effectiveness and efficiency rather than the humans in the organization succumbing to automation bias potentially worsening the performance of an organization.

## Discussion 4

### Discussant

Kenneth A. Kriz, University of Illinois at Springfield  
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## Plenary 2-1

Presenter

Experimental Research Methodology in the Asia-Pacific: A Review and Research Agenda

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**Authors:** Wenna Chan, Binzhi Dong, Chih Wei Hsieh, Ning Liu, Richard M. Walker, Xiaohu Wang, Yao Wang, Peiyi Wu, Jiasheng Zhang (City University of Hong Kong)

**Abstract:** Scholars of public administration have recently adopted experimental research designs to provide answers to their research questions. This can be attributed to a desire use a robust causal methodology, the development of greater methodological capacity within the field, and the advent of behavioural public administration. In this article, we examine the extent to which experimental research designs have taken hold in scholarship in the Asia-Pacific region, and outline a research agenda to advance the use of these designs. We review the English language literature published in public administration journals to describe the experimental methodologies adopted, the strengths and weakness of the designs, and the topics studies. Our preliminary search on the term ‘experiment\*’ in the Web of Science returns 1195 articles using this phrase in the title, abstract or keywords Just over 70% of these articles are published in the USA, England, Netherlands or Denmark. Within the Asia-Pacific region there were 91 articles, accounting for 8% of all studies. Of these 91 articles 22 used experimental research designs. This suggests that experimental methods are not extensively used in much of the Asia-Pacific region. In order to develop capacity for experimental studies in the Asia-Pacific region we conduct a review of the experimental research design adopted in these studies. We conclude by identifying best practices in experimental methods and identify research topics that will advance knowledge of the practice of public administration in the Asia-Pacific region.

## Plenary 2-2

Presenter

What Makes Administrative and Hierarchical Procedures More Burdensome? Effects of Degree of Procedures, Outcome Favorability, and Confucian Values on Red Tape Perception

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**Abstract:** Public officials must not only comply with administrative procedures based on administrative rulebooks but also follow particular procedures requested by their supervisors in a bureaucratic system, which might be even more significant in a hierarchical culture. Noting that the impact of hierarchical procedures on red tape perception has not been extensively examined, this study investigates the potential difference in the effects of administrative and hierarchical procedures on the perception of red tape. Using a  $2 \times 2 \times 2$  experiment design to examine the effects of the nature of procedures, outcome favorability, and degree of procedures, vignette-based experiments were conducted for empirical analysis. This study suggests that the red tape perception resulting from hierarchical procedures is only significantly affected by the nature of outcomes (positive versus negative) and not by the degree of hierarchical procedures. In contrast the red tape perception related to administrative procedures is affected by both outcome favorability and degree of procedures. Among various Confucian values, this study also finds that face-saving and humility affect the perception of red tape.

## Presentation 5-1

Applying Behavioral Insights to Public Policies in the Asia-Pacific Region

Presenter

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**Abstract:** The use of behavioral science research in the design and evaluation of public policies has largely focused on initiatives tested only in western contexts. Specifically, the use of behavioral insights stemming from social psychology and behavioral economics—including the “nudge” revolution—has exclusively relied on behaviorally-informed policy initiatives from countries in Western Europe (Lourenço et al., 2016) and the United States (Gopalan & Pirog, 2017). Yet, several countries in the Asia-Pacific (APAC) region are also innovating on this front. In this paper, I will review some of the key government initiatives that have incorporated behavioral insights in the APAC region. I will use case studies from Australia, Singapore, and India to illustrate the continued promise in applying behavioral insights to the design, implementation, and evaluation of public policies across the world. At the same time, I will also highlight some of the core lessons we have learned from the first “nudge” revolution in America and Europe. In doing so, I will also highlight some key failures and pitfalls we might be able to avoid as we embark on version 2.0 of this experimental revolution in public policymaking.

## Presentation 5-2

Intersectional Minorities and Citizens' Public Hiring Preference: By Whom They Want to Be Represented

Presenter

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**Authors:** M. Jin Lee (Yonsei University), and Sanghee Park (Boise State University)

**Abstract:** This study examines whether and how bureaucratic representation and citizens' intersectional identities affect their preference to the demographic identity of a newly hired police officer. We created a vignette experiment to compose different bureaucratic representation and collected respondents' demographics. We found that citizens show a different hiring preference by the demographical identity of bureaucracy and citizens. Citizens tend to prefer hiring a bureaucrat who shares their identities. Minorities have multiple dimensions and there are intersectional effects of minorities. Some minority dimensions can have stronger effects than other dimensions. A racial minority tends to hire more racial minorities if they are underrepresented. However, a gender minority does not show this preference clearly. The findings imply that the influence that symbolic representation has on citizen perceptions may not be substantial once citizens' demographic characteristics are considered, but their preference to hire a specific type of minority varies across current demographic compositions.

## Presentation 5-3

Too Competitive a Civil Service Examination may Screen Out Applicants with a Higher PSM

### Presenter

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**Authors:** Cheol Liu, In-bok Rhee, Kee-Hoon Jung (KDI School of Public Policy and Management), Chung-An Chen (Nanyang Technological University), James L. Perry (Indiana University), Pan Suk Kim (Yonsei University), Geunjoon Lee (Ewha University), Don-Yun Chen (National Chengchi University)

**Abstract:** By utilizing an experiment and a non-experimental analysis, we will re-visit Chen et al.'s (2019) adverse selection effect of competitive public service exams. In "Winnowing Out High-PSM Candidates: The Adverse Selection Effect of Competitive Public Service Exams," Chung-An Chen et al. (2019) examine two theses about the effects of public service motivation on public sector job choice. One side of the thesis, grounded in a stream of prior research, is that individuals high in public service motivation are likely to pursue public jobs as a means to satisfy other-oriented predispositions. The alternative is that individuals who are prosocially motivated will see a highly competitive examination process that demands significant investments for high achievement on the exam as contrary to their motivation's prosocial objects. This perverse effect of the examination process may either discourage those who are prosocially motivated to participate altogether or limit their investments to do well on the exam. The result is that those attracted to the exam may not exhibit high public service motivation or, if attracted to taking the exam, perform more poorly on the exam. Neither result conforms to the intent of the principals managing the examination process. We examine this critical topic with experiments in the contexts of Korea and Taiwan.

## Discussion 5

### Discussant

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## Presentation 6-1

Citizens' Perception on Nudge and Some Pro-environmental Nudge Experiments in Korea

### Presenter

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**Authors:** Jeongseok Lee, Jung-Yoon Yum, Haengun Chung (Korea Environment Institute)

**Abstract:** This study consists of two parts. First part is about surveying on nudge. In fact, nudge is regarded as a new concept that many Korean citizens are still unfamiliar with. Nonetheless, the term has been introduced to many countries including Korea since the 2009 publication of the book, "Nudge." We have asked many important aspects of nudge to 1,020 Korean citizens, such as nudge's ethics, effectiveness, and degree of acceptance as a policy instrument. Originally the survey was designed to gather citizens' general perception on nudge in Korea. Thus, as a result, it has been produced some interesting and crucial insights particularly for the utilization of nudge. Second part of the study is about nudge experiments especially for enhancing citizens' pro-environmental behaviors in Korea. Typical but fundamental cognitive foundations of nudge, including default, anchoring, and labelling were considered and designed to perform online experiments. 1,020 Korean citizens were divided into three groups, which are control group, treatment-A group, and treatment-B group. The outcomes of experiments are elucidated by concentrating on the comparisons between control and treatment groups. Additionally we propose some useful implications that help prepare for designing future nudge intervention in public policy.

## Presentation 6-2

Bureaucratic Responsiveness under Dynamic Political Settings: Experimental Evidence from Local Governments

### Presenter

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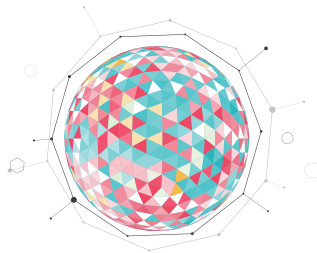
**Author:** Don S Lee (University of Nottingham)

**Abstract:** How does bureaucrats' implementation of policy change differ across executive-legislative relations in local government? There is an extensive literature on legislative oversight over bureaucratic autonomy in central government, particularly in American politics. However, there is little research on how such dynamic political settings affect civil servant perception in local government. We test two competing hypotheses regarding local bureaucrats' decision making under variation in executive-legislative relations: Local civil servants are more likely to incorporate local councilors' views into their decisions under unified government versus under divided government. Using list and endorsement experiments of 1,840 local civil servants in Korea, we find that civil servants are more likely to incorporate local councilors' views into their decisions under unified government than under divided government. Moreover, civil servants are more willing to incorporate local councilors' views into their decisions when there is ideological congruence between local councilors and individual bureaucrats rather than under ideological incongruence. Our analysis has important implications for strategic management in the public sector and the role of bureaucratic autonomy and civil servant ideology in policy implementation decisions.

## Discussion 6

### **Discussant**

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