

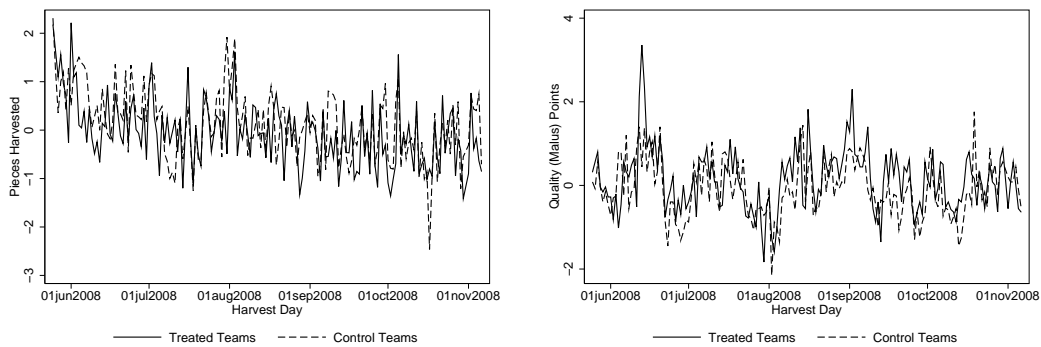
Online Appendix

“The Role of Communication of Performance Schemes: Evidence from a Field Experiment”

by Florian Englmaier, Andreas Roider, and Uwe Sunde

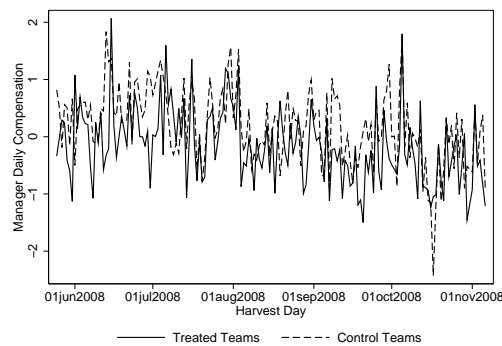
A Additional Figures

Figure R.1: Outcome Variables – Raw Data by Treatment Status



(a) Pieces Harvested

(b) Quality (Malus) Points



(c) Manager Daily Compensation

Note: Observations are on the team-day level, where, for confidentiality reasons, all of the outcome variables are standardized to a mean of zero and a standard deviation of one on the entire sample of 1,182 observations. Panels (a)-(c) depict time series of the means of the standardized outcome variables for treated teams (straight line) and control teams (dotted line). The treatment was administered from August 1-31, 2008. Note that in any subset of observations the mean of the respective outcome variable is not necessarily equal to zero.

B Additional Tables

Table R.1: Robustness (No Control for Piece Rate)

Dependent Variable:	Pieces Harvested		Quality (Malus) Points		Manager Daily Compensation	
	(1)	(2)	(3)	(4)	(5)	(6)
	Treatment Period (Aug 1-31) × Treated Team	0.177*** (0.004) [0.04; 0.32]		0.237* (0.090) [-0.01; 0.50]		0.179*** (0.002) [0.03; 0.32]
Treatment Period (after Aug 1) × Treated Team		0.179*** (0.002) [0.12; 0.24]		0.088 (0.493) [-0.16; 0.33]		0.157** (0.016) [-0.08; 0.41]
Manager Dummies	YES		YES		YES	
Day Dummies	YES		YES		YES	
Team Controls	YES		YES		YES	
Observations	1,182	1,182	1,182	1,182	1,182	1,182
Adj. R-squared	0.874	0.875	0.445	0.444	0.795	0.795

Note: The note below Table 2 applies.

Table R.2: Task Assignment (No Control for Piece Rate)

Dependent Variable:	Fraction of Cutters in the Team	
	(1)	(2)
Treatment Period (Aug 1-31) × Treated Team	0.010*** (0.001) [0.002; 0.018]	
Treatment Period (after Aug 1) × Treated Team		0.011*** (0.001) [0.001; 0.02]
Manager Dummies	YES	YES
Day Dummies	YES	YES
Team Controls	YES	YES
Observations	1,182	1,182
Adj. R-squared	0.483	0.486

Note: The note below Table 2 applies.

Table R.3: Robustness (Restriction to the Sample up to August 31)

Dependent Variable:	Pieces	Quality (Malus)	Manager Daily
	Harvested	Points	Compensation
	(1)	(2)	(3)
Treatment Period (Aug 1-31) × Treated Team	0.221*** (0.007) [0.067; 0.374]	0.217 (0.240) [-0.019; 0.434]	0.250*** (0.006) [-0.008; 0.552]
Piece Rate	-0.258*** (0.001)	-0.058 (0.348)	0.031 (0.453)
Manager Dummies	YES	YES	YES
Day Dummies	YES	YES	YES
Team Controls	YES	YES	YES
Observations	692	692	692
Adj. R-squared	0.884	0.456	0.743

Note: The note below Table 2 applies.

Table R.4: Robustness (Accounting for Different Performance After August 31)

Dependent Variable:	Pieces	Quality (Malus)	Manager Daily
	Harvested	Points	Compensation
	(1)	(2)	(3)
Treatment Period (Aug 1-31) × Treated Team	0.184*** (0.007) [0.08; 0.29]	0.244 (0.129) [-0.06; 0.54]	0.242*** (0.01) [-0.09; 0.49]
Treatment Period (after Aug 31) × Treated Team	0.097* (0.074) [0.02; 0.17]	0.003 (0.986) [-0.27; 0.27]	0.126* (0.078) [-0.12; 0.37]
Piece Rate	-0.192*** (0.050)	0.027 (0.558)	-0.005 (0.852)
Manager Dummies	YES	YES	YES
Day Dummies	YES	YES	YES
Team Controls	YES	YES	YES
Observations	1,182	1,182	1,182
Adj. R-squared	0.890	0.446	0.796

Note: The note below Table 2 applies.

Table R.5: Robustness (Manager-Specific Linear Time Trends)

PANEL A: MANAGER-SPECIFIC LINEAR TIME TRENDS AND MANAGER DUMMIES						
Dependent Variable:	Pieces Harvested		Quality (Malus) Points		Manager Daily Compensation	
	(1)	(2)	(3)	(4)	(5)	(6)
Treatment Period (Aug 1-31) × Treated Team	0.190*** (0.002) [0.12; 0.26]		0.274* (0.090) [-0.17; 0.73]		0.227*** (0.001) [0.12; 0.32]	
Treatment Period (after Aug 1) × Treated Team		0.180** (0.038) [-0.01; 0.34]		0.799*** (0.003) [0.12; 1.43]		0.143 (0.205) [-0.21; 0.52]
Piece Rate	-0.277*** [0.001]	-0.277*** [0.001]	0.214*** [0.001]	0.235*** [0.001]	-0.021 [0.338]	-0.024 [0.310]
Manager Dummies	YES	YES	YES	YES	YES	YES
Manager-Specific Linear Time Trends	YES	YES	YES	YES	YES	YES
Day Dummies	NO	NO	NO	NO	NO	NO
Team Controls	YES	YES	YES	YES	YES	YES
Observations	1,182	1,182	1,182	1,182	1,182	1,182
Adj. R-squared	0.841	0.840	0.132	0.143	0.736	0.733

PANEL B: MANAGER-SPECIFIC LINEAR TIME TRENDS, MANAGER DUMMIES, AND DAY DUMMIES						
Dependent Variable:	Pieces Harvested		Quality (Malus) Points		Manager Daily Compensation	
	(1)	(2)	(3)	(4)	(5)	(6)
Treatment Period (Aug 1-31) × Treated Team	0.100* (0.087) [-0.01; 0.21]		0.201 (0.156) [-0.07; 0.49]		0.240*** (0.001) [0.12; 0.36]	
Treatment Period (after Aug 1) × Treated Team		0.100 (0.292) [-0.13; 0.32]		0.398* (0.095) [-0.03; 0.82]		0.252** (0.014) [-0.07; 0.58]
Piece Rate	-0.188*** (0.001)	-0.188*** (0.001)	0.041 (0.354)	0.043 (0.343)	0.002 (0.938)	0.001 (0.969)
Manager Dummies	YES	YES	YES	YES	YES	YES
Manager-Specific Linear Time Trends	YES	YES	YES	YES	YES	YES
Day Dummies	YES	YES	YES	YES	YES	YES
Team Controls	YES	YES	YES	YES	YES	YES
Observations	1,182	1,182	1,182	1,182	1,182	1,182
Adj. R-squared	0.895	0.894	0.458	0.459	0.802	0.801

Note: The note below Table 2 applies.

Table R.6: Robustness (Log-Transformed Variables)

Dependent Variable:	Pieces Harvested		Quality (Malus) Points		Manager Daily Compensation	
	(1)	(2)	(3)	(4)	(5)	(6)
	Treatment Period (Aug 1-31) × Treated Team	0.032 (0.115) [0.002; 0.06]		0.057* (0.085) [-0.004; 0.12]		0.043** (0.029) [-0.016; 0.09]
Treatment Period (after Aug 1) × Treated Team		0.032** (0.048) [0.008; 0.05]		0.036 (0.218) [-0.011; 0.09]		0.052** (0.015) [-0.02; 0.11]
Piece Rate	-1.504*** (0.001)	-1.492*** (0.001)	0.139 (0.583)	0.144 (0.578)	-0.372** (0.027)	-0.349** (0.042)
Manager Dummies	YES	YES	YES	YES	YES	YES
Day Dummies	YES	YES	YES	YES	YES	YES
Team Controls	YES	YES	YES	YES	YES	YES
Observations	1,182	1,182	1,182	1,182	1,182	1,182
Adj. R-squared	0.865	0.865	0.441	0.440	0.774	0.775

Note: The note below Table 2 applies with the only exception that, here, we use outcome variables that have been log-transformed, not standardized.

Table R.7: Robustness (Clustering of Standard Errors on Team Level)

Dependent Variable:	Pieces Harvested		Quality (Malus) Points		Manager Daily Compensation	
	(1)	(2)	(3)	(4)	(5)	(6)
	Treatment Period (Aug 1-31) × Treated Team	0.135** (0.034) [0.03; 0.24]		0.243 (0.151) [0.01; 0.50]		0.178** (0.042) [0.03; 0.32]
Treatment Period (after Aug 1) × Treated Team		0.125*** (0.004) [0.06; 0.19]		0.095 (0.528) [-0.16; 0.34]		0.155 (0.235) [-0.07; 0.41]
Piece Rate	-0.195*** (0.001)	-0.193*** (0.001)	0.027 (0.536)	0.026 (0.533)	-0.008 (0.776)	-0.006 (0.781)
Manager Dummies	YES	YES	YES	YES	YES	YES
Day Dummies	YES	YES	YES	YES	YES	YES
Team Controls	YES	YES	YES	YES	YES	YES
Observations	1,182	1,182	1,182	1,182	1,182	1,182
Adj. R-squared	0.89	0.89	0.446	0.444	0.795	0.795

Note: The note below Table 2 applies with the only exception that here we do not consider robust standard errors that allow for clustering on the day level, but instead p-values (confidence intervals) are based on (bootstrapped) standard errors that allow for clustering on the team level.

Table R.8: Robustness (Placebo Tests)

PANEL A: PLACEBO TREATMENT PERIODS						
Dependent Variable:	Pieces Harvested		Quality (Malus) Points		Manager Daily Compensation	
	(1)	(2)	(3)	(4)	(5)	(6)
	Placebo Treatment Period × Treated Team	0.043 (0.488) [-0.19; 0.28]		-0.167 (0.321) [-0.49; 0.16]		-0.065 (0.474) [-0.40; 0.25]
Placebo Treatment Period × Treated Team		0.029 (0.731) [-0.19; 0.26]		-0.158 (0.575) [-0.52; 0.21]		-0.076 (0.571) [-0.49; 0.33]
Piece Rate	-0.198*** (0.001)	-0.280*** (0.001)	0.024 (0.604)	-0.032 (0.665)	-0.011 (0.678)	0.078 (0.159)
Manager Dummies	YES	YES	YES	YES	YES	YES
Day Dummies	YES	YES	YES	YES	YES	YES
Team Controls	YES	YES	YES	YES	YES	YES
Observations	1,182	483	1,182	483	1,182	483
Adj. R-squared	0.889	0.892	0.444	0.440	0.794	0.720

PANEL B: PLACEBO TREATMENT TEAMS						
Dependent Variable:	Pieces Harvested		Quality (Malus) Points		Manager Daily Compensation	
	(1)	(2)	(3)	(4)	(5)	(6)
	Treatment Period (Aug 1-31) × Placebo Treated Team	0.015 (0.785) [-0.09; 0.12]		-0.143 (0.263) [-0.43; 0.15]		-0.044 (0.487) [-0.21; 0.14]
Treatment Period (after Aug 1) × Placebo Treated Team		0.017 (0.733) [-0.09; 0.12]		-0.095 (0.373) [-0.26; 0.07]		-0.018 (0.781) [-0.21; 0.16]
Piece Rate	-0.197*** (0.001)	-0.197*** (0.001)	0.021 (0.653)	0.023 (0.619)	-0.012 (0.641)	-0.012 (0.656)
Manager Dummies	YES	YES	YES	YES	YES	YES
Day Dummies	YES	YES	YES	YES	YES	YES
Team Controls	YES	YES	YES	YES	YES	YES
Observations	1,182	1,182	1,182	1,182	1,182	1,182
Adj. R-squared	0.889	0.889	0.444	0.444	0.794	0.794

Note: The note below Table 2 applies with the only exception that, here, we do not report actual treatment effects, but instead in Panel A, we report the effects if, counterfactually, July 1-31 is considered as treatment period in comparison to the entire observation period or to the period before August 1, respectively. In Panel B, we report the effects if, counterfactually, another random draw of five teams (out of all 10 teams) is viewed as treated.

Table R.9: Dynamic Structure of the Treatment Effects

Dependent Variable:	Pieces	Quality (Malus)	Manager Daily	Fraction of Cutters
	Harvested	Points	Compensation	in the Team
	(1)	(2)	(3)	(4)
Treatment Period (Aug 1-8)	0.034	0.357	0.207	0.007
× Treated Team	(0.64)	(0.13)	(0.03)	(0.16)
	[-0.15; 0.25]	[0.11; 0.61]	[-0.06; 0.52]	[-0.01; 0.02]
Treatment Period (Aug 9-15)	0.166	0.083	0.143	0.020***
× Treated Team	(0.20)	(0.84)	(0.11)	(0.01)
	[0.03; 0.30]	[-0.48; 0.61]	[-0.06; 0.34]	[0.003; 0.04]
Treatment Period (Aug 16-24)	0.292**	0.233	0.317***	0.016***
× Treated Team	(0.02)	(0.24)	(0.01)	(0.01)
	[0.08; 0.48]	[-0.17; 0.63]	[-0.003; 0.64]	[0.002; 0.03]
Treatment Period (Aug 25-31)	0.246***	0.286	0.289**	0.011**
× Treated Team	(0.01)	(0.14)	(0.02)	(0.01)
	[0.06; 0.44]	[-0.28; 0.84]	[-0.14; 0.69]	[-0.01; 0.03]
Treatment Period (after Aug 31)	0.096*	0.003	0.125*	0.008***
× Treated Team	(0.08)	(0.98)	(0.08)	(0.01)
	[0.02; 0.17]	[-0.27; 0.28]	[-0.11; 0.37]	[-0.004; 0.02]
Piece Rate	-0.193***	0.026	-0.006	-0.001
	(0.001)	(0.57)	(0.83)	(0.184)
Manager Dummies	YES	YES	YES	YES
Day Dummies	YES	YES	YES	YES
Team Controls	YES	YES	YES	YES
Observations	1,182	1,182	1,182	1,182
Adj. R-squared	0.891	0.446	0.796	0.489

Note: The note below Table 2 applies.