

Online Appendix for “Motivational Spillovers from Awards: Crowding Out in a Multitasking Environment”

Table A1: Descriptive Statistics at the Worker/Month Level

TREATMENT										
Variable	Obs	<u>Pre-Award</u>				<u>Award Period</u>				
		Mean	Sd	Min	Max	Obs	Mean	Sd	Min	Max
% time tardy per month	33	0.07	0.08	0.0	0.37	33	0.06	0.06	0.0	0.19
# minutes late per month	33	-2.64	3.17	-11.4	3.74	33	-3.63	2.91	-9.67	0.21
% time late per month	33	0.20	0.17	0.0	0.59	33	0.16	0.15	0.0	0.47
% time absent per month	33	0.02	0.02	0.0	0.08	33	0.06	0.03	0.02	0.11
% time single absent per month	33	0.01	0.01	0.0	0.03	33	0.03	0.02	0.0	0.11
Average efficiency	32	122.1	22.4	87.5	168.0	32	122.9	25.8	75.0	169.4

CONTROL										
Variable	Obs	<u>Pre-Award</u>				<u>Award Period</u>				
		Mean	Sd	Min	Max	Obs	Mean	Sd	Min	Max
% time tardy per month	185	0.04	0.06	0.0	0.33	106	0.05	0.11	0.0	1.0
# minutes late per month	185	-2.09	2.19	-13.33	5.4	106	-1.51	2.45	-10.5	8.31
% time late per month	185	0.20	0.22	0.0	0.95	106	0.24	0.20	0.0	1.0
% time absent per month	185	0.05	0.08	0.0	0.50	106	0.06	0.06	0.0	0.42
% time single absent per month	185	0.03	0.05	0.0	0.50	106	0.03	0.03	0.0	0.11
Average efficiency	174	110.0	30.3	54.5	217.8	99	122.3	29.5	66.9	218.0

Table A2: Placebo Tests

Variable	Random Treatment Group (50)			Random Treatment Group and Date (50)		
	Mean	p < 0.1	p < 0.05	Mean	p < 0.1	p < 0.05
	Coefficient			Coefficient		
Tardy	-0.0006	6%	4%	-0.0003	14%	6%
Minutes late	-0.1182	2%	2%	-0.0969	12%	4%
Single absence	0.0015	6%	4%	0.0025	12%	8%

Note: The average results of the placebo tests are shown above. For both types of placebos, the mean coefficient is both close to zero and significantly smaller than the corresponding coefficient from Table 3. Also, across the placebos the results are significant at close to the expected rate. We present the point estimate and 95% confidence intervals for each placebo regression of *minutes late* in Figure A1, which show that our point estimate has the smallest standard error of any of the individual placebos. Placebo regressions for our other models produced similar results. Overall, the placebo test results suggest that the treatment effects shown in Table 3 were actually a result of the treatment. The award program encouraged improved attendance behavior for workers in Plant 1, supporting Hypothesis 1. Standard errors in parentheses are clustered at the employee level. Significance levels: * p<0.10, ** p<0.05, *** p<0.01.

Figure A1: Plant Process Flow Chart

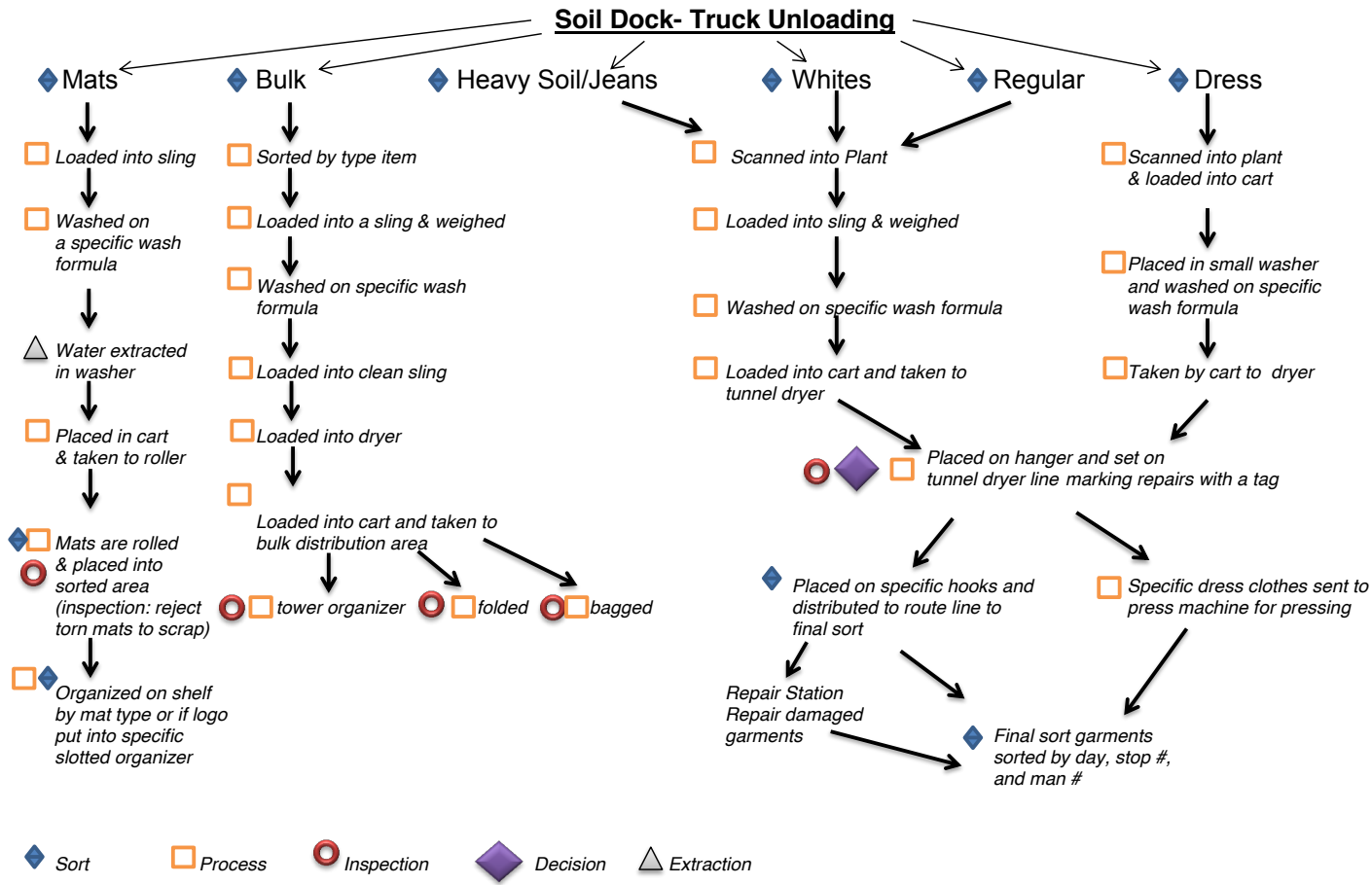


Figure A2: Histogram of Daily Efficiency for All Workers

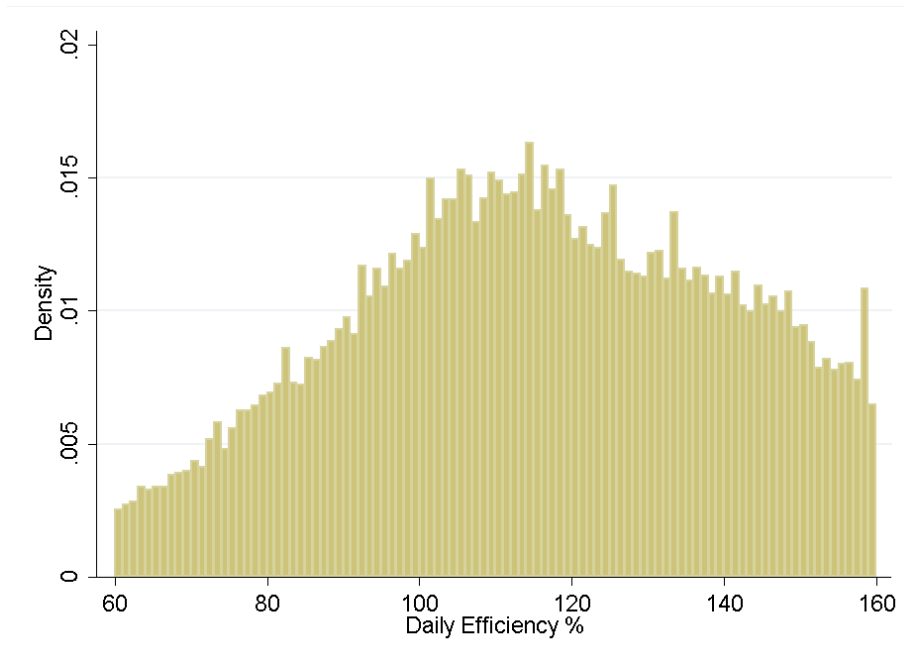


Figure A3: Eligible Months by Worker

