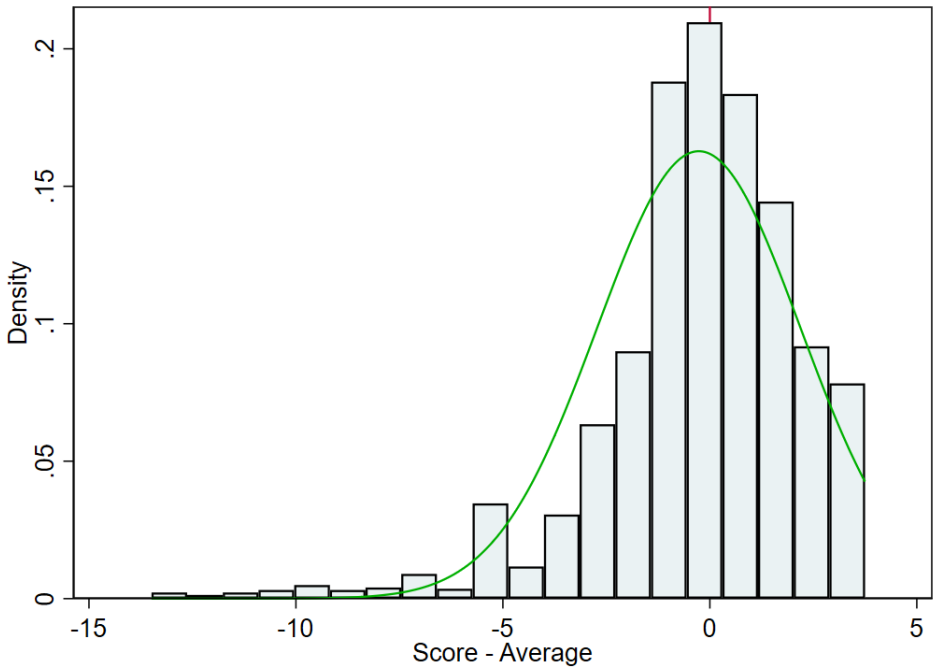
Online Appendix A

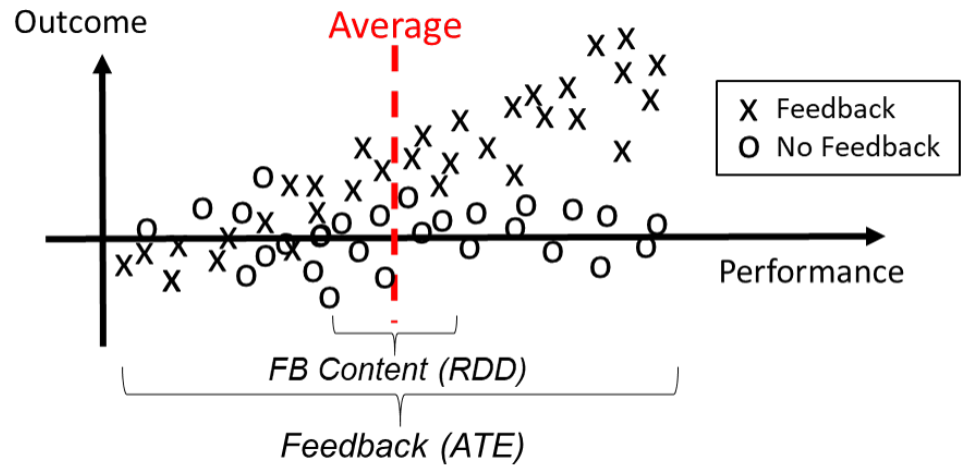
A.1 Figures

Figure A1: Transcription Performance Distribution



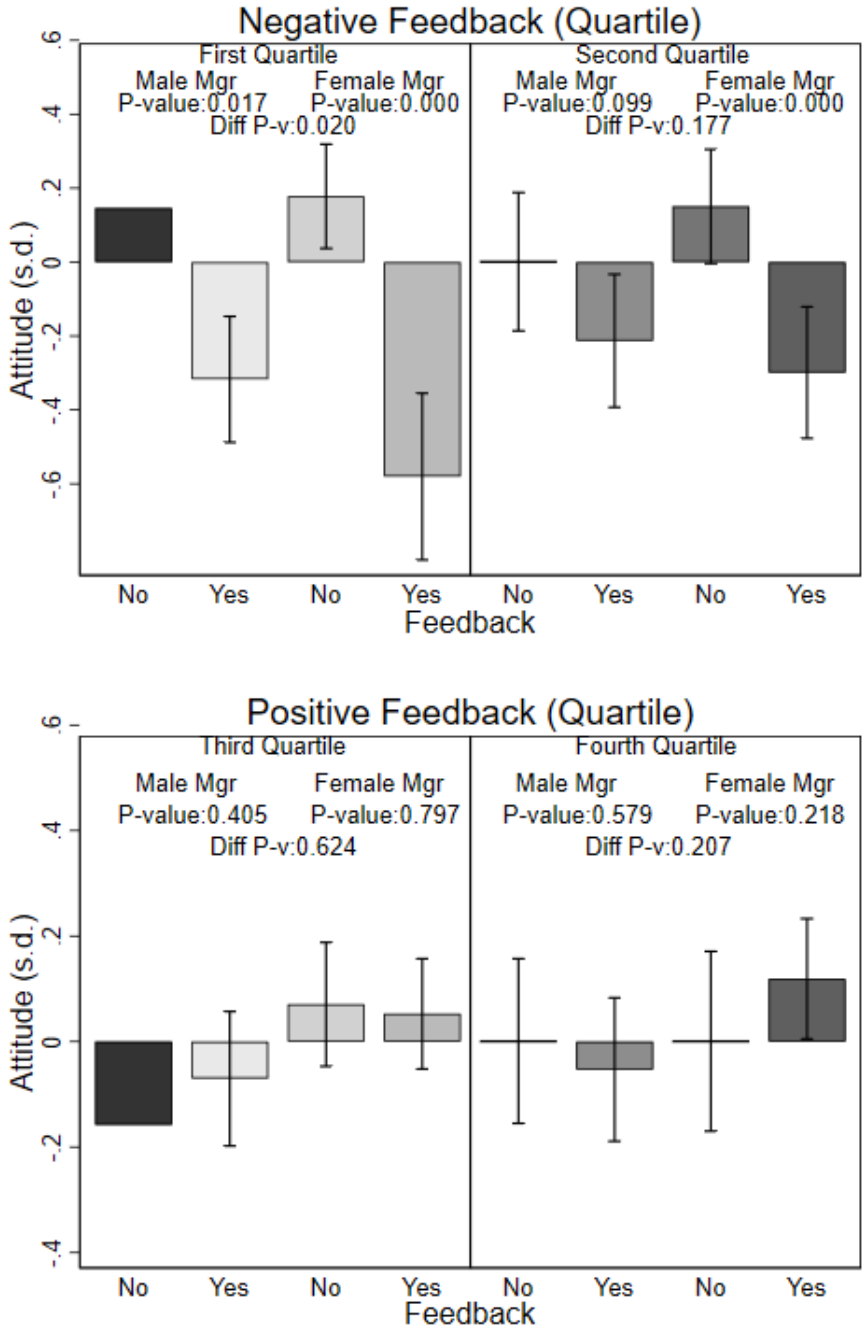
Notes: This histogram shows the score in the transcription of the first four receipts. The x-axis shows the difference between participants' score and the average threshold.

Figure A2: Identification (Schematic Diagram)



Notes: Data example to estimate the average treatment effect of feedback as well as the effect of feedback content through RDD from observations around the average threshold.

Figure A3: Attitude: Quartile Effects



Notes: This graph shows the effect of feedback on the standardized attitude outcome for different quartiles of the baseline performance. The upper panel presents the effect of feedback for quartiles that receive negative feedback and the bottom panel for quartiles that receive positive feedback. This attitude outcome is normalized so that zero presents the attitude of workers assigned to male managers in the second and fourth quartile respectively, who do not receive feedback. P-values are reported for a test of equal means across feedback assignment (P-value) and to test if the effect of feedback differs by manager gender (Diff P-v). 90% confidence intervals are displayed.

A.2 Tables

Table A1: Correlation between Outcomes and Worker Characteristics

	Effort			Attitude			
	Legible (1)	Adding (2)	Score (3)	Work (4)	Satisf (5)	Import (6)	Index (7)
Female worker	0.006	0.004	0.167	-0.004	0.197***	0.351***	0.123***
	(0.009)	(0.017)	(0.174)	(0.008)	(0.046)	(0.067)	(0.031)
Age	0.001	0.003***	-0.003	-0.001*	-0.003	0.003	-0.001
	(0.000)	(0.001)	(0.008)	(0.000)	(0.002)	(0.003)	(0.002)
College degree	-0.008	-0.054***	-0.221	0.003	-0.100**	-0.130*	-0.053*
	(0.009)	(0.017)	(0.174)	(0.008)	(0.046)	(0.068)	(0.031)
Worker black	-0.050***	0.003	-1.322***	-0.000	0.103*	0.535***	0.081**
	(0.012)	(0.021)	(0.243)	(0.010)	(0.058)	(0.080)	(0.039)
Worker Asian	0.002	-0.047	0.374	0.003	-0.112	0.264*	0.017
	(0.019)	(0.040)	(0.355)	(0.016)	(0.106)	(0.140)	(0.065)
Observations	2461	2461	2461	2461	2461	2461	2461
Sample Mean	0.81	0.60	14.97	0.95	4.94	4.15	-0.00
Std Dev	0.25	0.42	4.61	0.21	1.14	1.65	0.77

Notes: The dependent variable in Columns (1) and (2) is whether the worker says the receipt is legible. The dependent variable in Columns (3) and (4) measure if the worker is willing to add up the amounts. The dependent variable in Columns (5) and (6) captures the accuracy of transcribing receipts All estimations are OLS. Robust standard errors are in parentheses. The mean of the dependent variable for the control group is reported in the last row. * $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Table A2: Previous Experience with Female Manager

	Transcrip. Score				Attitude Index			
	Aggreg. (1)	Feedb. (2)	Pos FB (3)	Neg FB (4)	Aggreg. (5)	Feedb. (6)	Pos FB (7)	Neg FB (8)
Female manager	0.300	-0.635	-0.612	-0.910*	0.042	-0.108	-0.291**	0.079
	(0.303)	(0.449)	(0.658)	(0.470)	(0.096)	(0.144)	(0.141)	(0.225)
Prior Fem	0.235	-0.228	0.102	-0.557	-0.064	-0.189*	-0.527***	0.127
	(0.234)	(0.339)	(0.445)	(0.363)	(0.077)	(0.113)	(0.112)	(0.176)
Fem Mgr x Prior Fem	-0.161	0.710	0.826	0.892*	0.006	0.233	0.542***	-0.072
	(0.325)	(0.482)	(0.711)	(0.509)	(0.106)	(0.156)	(0.170)	(0.238)
Fem Mgr x Prior F x FB		-1.401**	-0.687	-1.359**		-0.355*	-0.525*	-0.066
		(0.643)	(0.970)	(0.658)		(0.210)	(0.296)	(0.290)
Observations	1315	1315	633	682	1315	1315	633	682
Sample Mean	13.94	13.94	13.94	13.94	-0.00	-0.00	-0.00	-0.00
Std Dev	2.112	2.112	2.112	2.112	0.768	0.768	0.768	0.768

Notes: The dependent variable in Col. 1 through 4 is the transcription score. The dependent variable is Col. 5 through 8 is the standardized attitude index. Col. 3 and 4 (and 7 and 8) estimate the specification separately for the positive and negative feedback group, respectively. All estimations are OLS. Robust standard errors are in parentheses. * $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Table A3: RDD Estimates: Effect of Positive vs. Negative Feedback

	Legible (1)	Adding (2)	Score (3)	Work (4)	Satisf. (5)	Import (6)	Index (7)
OLS Estimate	0.010	0.019	0.209	0.083***	0.545***	0.323**	0.353***
	(0.008)	(0.016)	(0.168)	(0.015)	(0.085)	(0.128)	(0.057)
RD Estimate	0.021	0.127	0.131	0.091**	0.388**	0.397	0.240*
	(0.031)	(0.078)	(0.526)	(0.036)	(0.165)	(0.290)	(0.130)
Degree Polyn	1	1	1	1	1	1	1
Bandwidth	1.58	0.81	1.54	1.41	1.38	1.10	1.07
N Left Cutoff	396	181	393	374	336	288	240
N Right Cutoff	525	237	522	516	516	416	338

Notes: The table reports differences in the effect of praise compared to criticism from estimations using OLS and RD. I employ a local polynomial RD estimator with bias-corrected confidence intervals developed in Calonico et al. (2014). The degree of the polynomial, optimal bandwidth, and number of observations used in the estimation are reported in the bottom rows. * $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Table A4: Effect of Feedback Content on Attitudes by Worker Age (median)

	Work Future		Job Satisf.		Task Import		Index (std)	
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
Panel A: Young workers								
Feedback	-0.019	-0.026	-0.195**	-0.486***	-0.321**	-0.443**	-0.142**	-0.250**
	(0.013)	(0.025)	(0.089)	(0.149)	(0.132)	(0.210)	(0.059)	(0.103)
Fem Mgr x FB	-0.022	-0.044	-0.019	-0.043	0.116	-0.170	-0.032	-0.159
	(0.017)	(0.033)	(0.122)	(0.205)	(0.185)	(0.290)	(0.079)	(0.136)
Above x FB		0.013		0.525***		0.221		0.194
		(0.028)		(0.181)		(0.269)		(0.122)
Fem x FB x Above		0.042		0.066		0.536		0.243
		(0.036)		(0.245)		(0.376)		(0.161)
Observations	1262	1262	1262	1262	1262	1262	1262	1262
Panel B: Old Workers								
Feedback	-0.005	-0.032	-0.176**	-0.276*	-0.108	-0.092	-0.085	-0.152
	(0.017)	(0.027)	(0.086)	(0.142)	(0.137)	(0.214)	(0.059)	(0.094)
Fem Mgr x FB	-0.041*	-0.096**	-0.201	-0.627***	-0.209	-0.492*	-0.163*	-0.438***
	(0.024)	(0.040)	(0.125)	(0.201)	(0.186)	(0.286)	(0.084)	(0.134)
Above x FB		0.056*		0.209		-0.030		0.137
		(0.034)		(0.173)		(0.274)		(0.119)
Fem x FB x Above		0.102**		0.798***		0.546		0.517***
		(0.048)		(0.247)		(0.372)		(0.169)
Observations	1226	1226	1226	1226	1226	1226	1226	1226
Sample Mean	0.95	0.95	4.94	4.94	4.15	4.15	-0.00	-0.00
Std Dev	0.21	0.21	1.14	1.14	1.65	1.65	0.77	0.77

Notes: This table reports estimates on attitudes separately for workers below and above the median age of 34. *Work future* is a binary variable whether worker are interested to work for the firm in the future. *Job satisf.* and *Task Import* measure how strongly workers agree that they were satisfied with the task and that the task was important, respectively (1=strongly disagree, 6= stronly agree). *Index* is a standardized index of the other three outcome measures. * $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Online Appendix B

B.1 Tables

Table B1: Name Matching

MEN	**Education**	unknown	**Age**	unknown	**White**	unknown
Ethan	2.45	0.21	31.6	0.17	0.9	0.12
Doug	2.13	0.21	45.2	0.18	0.89	0.13
Josh	2.32	0.26	31.4	0.22	0.9	0.13
Robert	2.61	0.25	43.4	0.17	0.93	0.23
Darius	2.21	0.17	36.7	0.17	0.06	0.12
Tyrone	1.98	0.06	34.5	0.06	0.04	0.1
Justin	2.57	0.15	32.9	0.1	0.82	0.17
Average	**2.32**	**0.19**	**36.5**	**0.15**	**0.65**	**0.14**
WOMEN	**Education**	unknown	**Age**	unknown	**White**	unknown
Chloe	2.45	0.25	29.9	0.17	0.86	0.196
Lynn	2.36	0.24	45.7	0.13	0.89	0.17
Ebony	2.02	0.17	33.4	0.12	0.03	0.03
Brittany	2.18	0.15	32.4	0.08	0.75	0.08
Shanice	1.9	0.2	32.7	0.2	0.06	0.08
Emily	2.71	0.1	35.3	0.1	0.86	0.1
Jennifer	2.49	0.24	37.2	0.2	0.95	0.17
Dana	2.45	0.25	41.3	0.18	0.85	0.17
Average	**2.32**	**0.20**	**36.0**	**0.15**	**0.66**	**0.12**
Diff: men-women	**-0.004**	**0.013**	**-0.535**	**-0.005**	**0.010**	**-0.018**

Notes: Name associations were collected through an out-of-sample survey with 161 participants recruited trough MTurk. Names were presented in random order. *Education* is coded as 1=less than highschool, 2=highschool, 3=college. The large row presents the difference in average values between male and female names. Unknown measures the share of people who report not having any association with a given name and characteristic.

Table B2: Effect of Feedback Content on Attitudes by Worker Gender

	Work Future		Job Satisf.		Task Import		Index (std)	
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
Panel A: Female Workers								
Feedback	-0.021	-0.060*	-0.214**	-0.419***	-0.357***	-0.539***	-0.168***	-0.324***
	(0.018)	(0.031)	(0.092)	(0.146)	(0.130)	(0.199)	(0.064)	(0.102)
Fem Mgr x FB	-0.022	-0.040	-0.082	-0.305	0.050	-0.056	-0.048	-0.171
	(0.024)	(0.042)	(0.124)	(0.203)	(0.176)	(0.271)	(0.086)	(0.142)
Above x FB		0.078**		0.422**		0.371		0.318**
		(0.035)		(0.180)		(0.260)		(0.125)
Fem x FB x Above		0.028		0.390		0.173		0.208
		(0.048)		(0.243)		(0.353)		(0.170)
Observations	1234	1234	1234	1234	1234	1234	1234	1234
Panel B: Male Workers								
Feedback	-0.019	-0.043*	-0.172**	-0.351***	-0.127	-0.042	-0.103*	-0.162*
	(0.015)	(0.025)	(0.081)	(0.131)	(0.129)	(0.200)	(0.056)	(0.091)
Fem Mgr x FB	-0.025	-0.055	-0.077	-0.218	-0.057	-0.453	-0.081	-0.267**
	(0.020)	(0.035)	(0.121)	(0.193)	(0.183)	(0.278)	(0.078)	(0.126)
Above x FB		0.047		0.357**		-0.161		0.121
		(0.030)		(0.164)		(0.261)		(0.113)
Fem x FB x Above		0.059		0.273		0.774**		0.362**
		(0.040)		(0.240)		(0.368)		(0.156)
Observations	1408	1408	1408	1408	1408	1408	1408	1408
Sample Mean	0.95	0.95	4.94	4.94	4.15	4.15	-0.00	-0.00
Std Dev	0.21	0.21	1.14	1.14	1.65	1.65	0.77	0.77

Notes: Work future is a binary variable whether worker are interested to work for the firm in the future. *Job satisf.* and *Task Import* measure how strongly workers agree that they were satisfied with the task and that the task was important, respectively (0=strongly disagree, 6= strongly agree). *Index* is a standardized index of the other three outcome measures. The p-values reported in the last rows test if responses to female and male managers are different by worker gender. All estimations are OLS. Robust standard errors are in parentheses. * $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Table B3: Effect of Feedback Content on Effort by Worker Gender

	Legible		Adding		Transcrip Score	
	(1)	(2)	(3)	(4)	(5)	(6)
Panel A: Female Workers						
Feedback	0.016	0.016	0.009	0.052	0.198	0.206
	(0.019)	(0.031)	(0.034)	(0.046)	(0.343)	(0.529)
Fem Mgr x FB	-0.011	-0.022	-0.012	-0.025	-0.271	-0.494
	(0.026)	(0.043)	(0.047)	(0.067)	(0.463)	(0.725)
Above x FB		0.006		-0.081		0.076
		(0.036)		(0.066)		(0.631)
Fem x FB x Above		0.017		0.026		0.342
		(0.051)		(0.092)		(0.869)
Observations	1234	1234	1234	1234	1234	1234
Panel B: Male Workers						
Feedback	-0.034*	-0.055*	-0.053*	-0.082*	-0.632*	-0.996*
	(0.019)	(0.031)	(0.031)	(0.044)	(0.331)	(0.515)
Fem Mgr x FB	0.020	0.036	0.025	0.046	0.514	0.839
	(0.028)	(0.046)	(0.045)	(0.062)	(0.485)	(0.752)
Above x FB		0.055		0.071		0.957
		(0.036)		(0.060)		(0.607)
Fem x FB x Above		-0.043		-0.056		-0.875
		(0.054)		(0.088)		(0.892)
Observations	1408	1408	1408	1408	1408	1408
Sample Mean	0.76	0.76	0.55	0.55	11.72	11.72
Std Dev	0.28	0.28	0.42	0.42	4.30	4.30
i) P-v: M Mgr: M=F	0.062		0.171		0.081	
ii) P-v: F Mgr: M=F	0.498		0.578		0.925	
iii) P-v: M Mgr, Neg: M=F		0.103		0.034		0.102
iv) P-v: F Mgr, Neg: M=F		0.780		0.337		0.858

Notes: The dependent variable in Column (1) and (2) is whether the worker says the receipt is legible. The dependent variable in Column (3) and (4) measure if the worker is willing to add up the amounts. The dependent variable in Column (5) and (6) captures the accuracy of transcribing receipts Column (7) and (8) use the score as the dependent variable and divide the sample by worker gender. All estimations are OLS. Robust standard errors are in parentheses. The p-values reported in the last rows test if responses to female and male managers are different between worker gender. * $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Table B4: Effect of Feedback Content on Attitudes by Worker College Completion (4 yr)

	Work Future		Job Satisf.		Task Import		Index (std)	
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
Panel A: Completed College								
Feedback	-0.008	-0.018	-0.201**	-0.271*	-0.319**	-0.253	-0.132**	-0.153*
	(0.015)	(0.025)	(0.092)	(0.143)	(0.135)	(0.206)	(0.060)	(0.093)
Fem Mgr x FB	-0.040*	-0.095***	-0.061	-0.305	0.112	-0.198	-0.074	-0.299**
	(0.021)	(0.035)	(0.128)	(0.202)	(0.189)	(0.288)	(0.085)	(0.132)
Above x FB		0.019		0.147		-0.128		0.044
		(0.031)		(0.183)		(0.271)		(0.121)
Fem x FB x Above		0.107**		0.469*		0.602		0.434***
		(0.042)		(0.253)		(0.379)		(0.168)
Observations	1197	1197	1197	1197	1197	1197	1197	1197
Panel B: No College								
Feedback	-0.017	-0.036	-0.160*	-0.465***	-0.089	-0.240	-0.090	-0.227**
	(0.014)	(0.026)	(0.083)	(0.146)	(0.132)	(0.217)	(0.057)	(0.103)
Fem Mgr x FB	-0.017	-0.045	-0.155	-0.378*	-0.194	-0.482*	-0.109	-0.304**
	(0.020)	(0.038)	(0.119)	(0.203)	(0.182)	(0.290)	(0.078)	(0.139)
Above x FB		0.035		0.554***		0.276		0.249**
		(0.029)		(0.171)		(0.270)		(0.118)
Fem x FB x Above		0.050		0.411*		0.534		0.357**
		(0.042)		(0.240)		(0.370)		(0.161)
Observations	1266	1266	1266	1266	1266	1266	1266	1266
Sample Mean	0.95	0.95	4.94	4.94	4.15	4.15	-0.00	-0.00
Std Dev	0.21	0.21	1.14	1.14	1.65	1.65	0.77	0.77

Notes: This table reports estimates on attitudes separately for workers with and without completed college education. *Work future* is a binary variable whether worker are interested to work for the firm in the future. *Job satisf.* and *Task Import* measure how strongly workers agree that they were satisfied with the task and that the task was important, respectively (1=strongly disagree, 6= stronly agree). *Index* is a standardized index of the other three outcome measures. * $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

B.2 Figures

Figure B1: Attention to Feedback

Notes: The graph shows the distribution of time spent on feedback of female and male managers. Both the difference in mean and distribution are significant at the 1 percent level.

B.3 Study Design

Figure B2: Introduction

Welcome!

For the following task you will be asked to **transcribe receipts**. This type of information helps businesses understand how much money they are spending on various goods and services. By learning how to spend money better they can increase their bottom line.

We ask you to transcribe 7 receipts, which should take less than 15 minutes. Some receipts are in poor condition while others are easy to read. You should go through each receipt, report what items appear and how much they cost. When the receipt is illegible, select "NO" when prompted and move on. Skipping the receipt will **not affect your final payment of $2.00 USD**.

Our **manager ${e://Field/MaleName}** might check in with you during the task.

Figure B3: Introduction: Task Example

Now, please do the following:

1) **List the items** in the order that they appear on the receipt in the text entry fields below. Write the item name exactly as it appears on the receipt

2) For each item, **enter the exact price** that appears on the receipt in the price field. Enter only the number and do not omit any decimal places, even if they are 0. Do not enter a dollar sign, stars, or letters unrelated to the price.

3) If you have a calculator available, **add** the **prices of all the items** in the list and enter the total cost when prompted. This is **not a required task** and will not affect your payment.

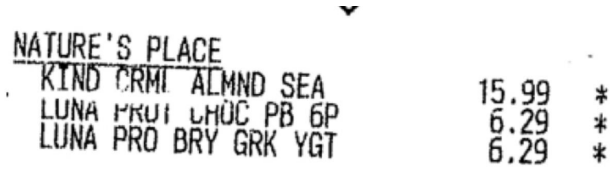
GROCERY

CC PRTY SZ ORIG CHIP	4.59	*
ROLD GOLD TINY'S	2.99	*
HRD COATED PLTS 100C	2.99	A

Example Receipt (Above)

Write "CC PRTY SZ ORIG CHIP" in the first name field and "4.59" in the first price field
Write "ROLD GOLD TINY'S" in the second name field and "2.99" in the second price field
Write "HRD COATED PLTS 100C" in the third name and "2.99" in the third field
Enter "10.57" into the total cost field

Figure B4: Task



Can you read the receipt?
*Selecting **"NO"** will **skip** to the **next receipt**. Please **only select "NO"** if the receipt is **genuinely illegible**!*

- ○ YES
- ○ NO → **Next receipt**

Enter the name and price of each item listed on the receipt. Even if the entry is not clear, please try your best to transcribe what you see. You may consult the instructions here.

What is the total cost of the all the items in the receipt?

Complete this if you have a calculator available. Otherwise, you may leave this field blank.

Item 1 (Name)

Item 1 (Price)

Item 2 (Name)

Figure B5: Survey

You have now **completed all the receipts** in need of transcription.

Please spend **60 seconds** responding to the following **multiple choice questions**. Answers to these sorts of questions help improve communication between managers and MTurkers.

Thank you,

${e://Field/MaleName}

Please enter the name of the manager assigned to you.

Would you be interested in doing more work for us in the future?

- ○ Yes
- ○ No

Please rate how strongly you agree with the statements below.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
I am satisfied with my experience transcribing receipts	○	○	○	○	○	○	○
The task (transcribing receipts) was stressful	○	○	○	○	○	○	○
I was convinced that the task (transcribing receipts) was important	○	○	○	○	○	○	○
The feedback I received was accurate	○	○	○	○	○	○	○
The tone of the feedback was appropriate	○	○	○	○	○	○	○