Online Appendix to "A Field Experiment in Motivating Employee Ideas"

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Table I reports the estimates of the zero inflated negative binomial model with all nuisance parameters. The main paper displays the marginal effects of this model in Table 4.

Table II reports the treatment effect estimates on our quality measures in regressions without further controls.[1] The main table in the paper (Table 5) reports similar estimates with the additional controls.

[1]Since we do not control for employee characteristics in Table II, every idea is one observation. This is why the number of observations is smaller than in Table 5 of the main paper, where an idea is included multiple times if there are multiple authors to account for employee characteristics (with appropriate probability weighting, see the paper).

Table I: Estimates of the ZINB model

	(1) ZINB Logit Process	(2) ZINB NB Process	(3) ZINB Logit Process	(4) ZINB NB Process
Dependent variable	Pr(Participation)	NumIdeas|Partic.	Pr(Participation)	NumIdeas|Partic.
Treatment × Period2	1.322***	-0.603*	0.803***	-0.869***
	(0.342)	(0.349)	(0.220)	(0.324)
Treatment × Period2 × Prior Ideator			-0.764	0.697**
			(0.821)	(0.290)
Prior Ideator			20.587***	1.160***
			(0.700)	(0.173)
Prior Ideator × Treatment			1.087	-0.661***
			(0.869)	(0.213)
Period2	-0.513***	-0.312	0.149	0.409**
	(0.137)	(0.324)	(0.105)	(0.199)
Prior Ideator × Period2			-19.162***	-0.940***
			(0.588)	(0.190)
Age	0.328**	-0.085	0.397***	-0.094
	(0.137)	(0.145)	(0.113)	(0.100)
Age^2	-0.006***	0.001	-0.007***	0.002
	(0.002)	(0.002)	(0.002)	(0.002)
Tenure	0.736***	0.058	0.407***	0.035
	(0.163)	(0.108)	(0.114)	(0.048)
$Tenure^2$	-0.038**	-0.008	-0.022**	-0.005
	(0.017)	(0.008)	(0.011)	(0.004)
Male	0.420***	-0.300**	0.179	-0.284**
	(0.101)	(0.136)	(0.124)	(0.112)
Salary Groups 0 & 1 pooled	-7.644***	1.159	-9.083***	1.493
	(2.217)	(2.302)	(1.819)	(1.613)
Salary Group 2	-6.639***	1.611	-8.681***	1.819
	(2.371)	(2.403)	(1.877)	(1.672)
Salary Group 3	-5.319**	1.431	-8.079***	1.519
	(2.375)	(2.334)	(1.800)	(1.615)
Salary Groups 4+	-5.942***	2.145	-7.981***	1.987
	(2.046)	(2.264)	(1.734)	(1.543)
Salary Group Other	-0.441	-4.390	-3.735*	-4.700**
	(3.192)	(2.774)	(2.117)	(2.294)
Client FE	yes	yes	yes	yes
Log Pseudo likelihood	-5266.22	-5266.22	-4558.93	-4558.93
Clusters	19	19	19	19
Observations	17045	17045	17045	17045

Note: The table reports estimates of the zero inflated model, displayed separately for the Logit and negative binomial process. It displays the estimates of all covariates except for constant/fixed effect dummies. Standard errors are clustered at the customer team level. ***Significant at the 1% level; **significant at the 5% level; *significant at the 10% level.

Table II: Treatment effects on various idea quality measures

	(1) OLS	(2) Logit AME	(3) OLS	(4) Logit AME	(5) OLS
Dependent variable	Shared	Shared	Implemented	Implemented	Log(Net Value)
DID Treatment	0.217**	0.210**	0.168	0.192**	0.255
	(0.094)	(0.083)	(0.097)	(0.092)	(0.395)
Controls salary groups	no	no	no	no	no
Client FE	yes	yes	yes	yes	yes
Time FE	month	month	month	month	month
R^2	0.662		0.745		0.960
Log Pseudo likelihood	-663.73	-622.19	-516.83	-513.00	-2636.13
Clusters	19	15	19	17	19
Observations	1163	1089	1163	1139	1288

Note: The table reports estimates of OLS and logistic regressions using as outcome variables the probability that an idea is shared with the customer (columns 1 and 2), the probability that an idea is accepted for implementation (columns 3 and 4), and the logarithm of the projected net value (profit from the idea) (column 5). The treatment effect is the difference-in-differences estimator. The unit of observation is the idea, identified by a unique idea-id. Only ideas with finished review process (either accepted or rejected) are included in the samples for columns (1) to (4). Standard errors are clustered at the client team level. ***Significant at the 1% level; **significant at the 5% level; *significant at the 10% level.

Table A: Description of variables

Variable Name	Description
Age	Employee age in years; measured at the end of the period (quantity regressions) or at time of submission (quality regressions)
DID Post Treatment	Difference-in-differences post-treatment effect estimate
DID Treatment	Difference-in-differences treatment effect estimate
DID Treatment Prior Ideator	Difference-in-differences treatment effect estimate for prior ideators
Finished	Dummy =1 if review is finished (idea either accepted or rejected)
Ideator	Dummy =1 if employee submitted at least one idea in respective period
Implemented	Dummy =1 if idea was accepted for implementation
Male	Dummy =1 if employee is male
Net Value	Profit in US dollar terms, projected value of idea minus projected cost
Number of Authors	Number of authors submitting the idea
Number of Ideas (NumIdeas)	Number of ideas (per employee) submitted in the respective period; the abbreviation is NumIdeas
Prior Ideator	Dummy =1 if employee submitted at least one idea in period 1 and is still employed in period 2
Salary Group	Set of dummy variables indicating an employee's salary level 0-8 (corresponds to hierarchical position in organization)
Shared	Dummy =1 if idea was shared with and communicated to client
Tenure	Tenure at the company in years; measured at the end of the respective period or at time of idea submission