

# Supplemental Appendix for “If the Shoe Fits: An Experiment on Gender Role Congruity and Evaluations of Public Managers”

Kendall D. Funk\*

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\*Assistant Professor, School of Social and Behavioral Sciences, Arizona State University, Contact: kendall.funk@asu.edu

# 1 Experimental Design

## 1.1 Number of Respondents

Table A1: Number of Respondents in Each Group, by Gender (Table 1 in the Manuscript)

	<b>Man Manager</b>	<b>Woman Manager</b>
<b>Feminine Organization</b>	Total: 74 Men: 47 Women: 27	Total: 56 Men: 29 Women: 27
<b>Masculine Organization</b>	Total: 67 Men: 42 Women: 25	Total: 83 Men: 49 Women: 34

Survey includes 280 total respondents; 113 women and 167 men.

## 1.2 Independent Variables

- **expfemorg**: Respondent’s experimental scenario had a feminine organization (children’s health; coded=1) or masculine organization (economic development; coded=0).
- **expwommg**: Respondent’s experimental scenario had woman manager (coded=1) or man manager (coded=0).

Table A2: Summary Statistics for Experimental Scenarios

<b>Variable</b>	<b>Mean</b>	<b>Std. Dev.</b>	<b>Min.</b>	<b>Max.</b>
expfemorg	0.464	0.5	0	1
expwommg	0.496	0.501	0	1
N		280		

# 2 Summary Statistics

## 2.1 Dependent Variables

- **factordv**: Factor analysis of five statements below.
- **perform**: The manager described in the *End of the Year Report* performed well. 1=strongly disagree, 10=strongly agree
- **competent**: The manager described in the *End of the Year Report* is a competent manager. 1=strongly disagree, 10=strongly agree
- **leadership**: The manager provided good leadership for the organization. 1=strongly disagree, 10=strongly agree
- **fit**: The manager seems to be a good fit for this organization. 1=strongly disagree, 10=strongly agree

- **contract:** I would renew the manager’s contract for another year. 1=strongly disagree, 10=strongly agree

Table A3: Summary Statistics for Dependent Variables

Variable	Mean	Std. Dev.	Min.	Max.
factordv	0	1	-3.62	1.608
perform	7.082	1.652	1	10
competent	7.314	1.736	1	10
leadership	7.093	1.862	1	10
fit	7.282	1.964	1	10
contract	7.418	2.091	1	10
N		280		

### 2.1.1 Correlation Matrix for Dependent Variables

Table A4: Pairwise Correlation Coefficients for Dependent Variables

Factor DV	Factor DV	Perform	Competent	Leadership	Fit	Contract
Factor DV	1.0000					
Perform	0.8878 (0.0000)	1.0000				
Competent	0.9389 (0.0000)	0.8050 (0.0000)	1.0000			
Leadership	0.9477 (0.0000)	0.7817 (0.0000)	0.8715 (0.0000)	1.0000		
Fit	0.9483 (0.0000)	0.7981 (0.0000)	0.8549 (0.0000)	0.8902 (0.0000)	1.0000	
Contract	0.9271 (0.0000)	0.7548 (0.0000)	0.8328 (0.0000)	0.8588 (0.0000)	0.8629 (0.0000)	1.0000

Significance level included under each correlation coefficient in parentheses.

### 2.1.2 Results of the Factor Analysis

## 2.2 Demographic Controls

- **age:** Respondent’s age in years in 2016. Coded based on question “in what year were you born?”
- **reswoman:** Respondent identifies as a woman (coded=1) or otherwise (coded=0). Coded based on question “what is your gender identity?” Response options: man, woman, other, do not wish to disclose.
- **resedu:** Respondent’s level of education (ranges 1-7). Coded based on question “what is the highest level of education you have completed?” Response options: Less than high school (=1), High school or GED equivalent (=2), Some College (=3), Bachelor’s Degree (=4), Some Graduate School (=5), Master’s Degree (=6), Doctoral Degree (=7).

Table A5: Factor Analysis of Dependent Variables

Variable	Factor Loading	Uniqueness
Perform	0.8878	0.2119
Competent	0.9389	0.1185
Leadership	0.9477	0.1019
Fit	0.9483	0.1006
Contract	0.9271	0.1405
Eigenvalue	4.32666	
Explained Variance (%)	0.8653	
Reliability Coefficient	0.9595	
N	280	

Results of a principal-components factor analysis (unrotated).

- **inccat**: Respondent’s income category (ranges 1-6). Coded based on the question “which group best describes your annual household income?” Response options: Less than \$20,000 (=1), \$20,000 to \$34,999 (=2), \$35,000 to \$49,999 (=3), \$50,000 to \$74,999 (=4), \$75,000 to \$99,999 (=5), \$100,000 to \$149,000 (=6), \$150,000 to \$199,999 (=7), \$200,000 or more (=8).
- **resnonwhite**: Respondent identifies as a person of color or multi-racial. Coded based on the question “what is your racial and/or ethnic identity? Please choose as many categories as needed.” Response options: Black or African-American (=1), American Indian or Alaskan Native (=1), Hispanic or Latino (=1), Asian (=1), White or Anglo-American (=0), Multi-racial (=1), Other (=1), Do not wish to disclose (=missing).
- **resdemparty**: Strength with which respondent identifies with Democratic party. Coded based on the question “Which category best describes your political affiliation?” Response options: Strong Democrat (=7), Weak Democrat (=6), Independent, but lean Democrat (=5), Independent (=4), Independent, but lean Republican (=3), Weak Republican (=2), Strong Republican (=1).

Table A6: Summary Statistics for Respondent Demographics

Variable	Mean	Std. Dev.	Min.	Max.	N
age	37.654	12.521	19	73	280
reswoman	0.404	0.491	0	1	280
resedu	3.807	1.278	1	7	280
inccat	3.47	1.813	1	8	279
resnonwhite	0.267	0.443	0	1	277
resdemparty	4.71	1.764	1	7	279

### 2.3 Manipulation Checks

- **mggender\_correct**: Respondent correctly answered manipulation check about manager’s gender (coded=1, incorrect=0). Coded based on the question “what is the gender of the manager?” Response options: man, woman, not specified, don’t recall.

- **orgpurpose\_correct**: Respondent correctly answered manipulation check about purpose of organization (coded=1, incorrect=0). Coded based on the question “what is the purpose of the organization?” Response options: Children’s Health, Economic Development, Animal Protection, Not specified, Don’t recall.
- **mgrace\_correct**: Respondent correctly answered manipulation check about manager’s race (coded=1, incorrect=0). Coded based on the question “what is the race of the manager?” Response options: Black, American Indian, Latino, Asian, White, Not specified, Don’t recall.
- **orgtype\_correct**: Respondent correctly answered manipulation check about the type of organization (coded=1, incorrect=0). Coded based on the question “what type of organization was described?” Response options: Nonprofit, Public, Private, Not specified, Don’t recall.
- **orgsuccess\_correct**: Respondent correctly answered manipulation check about organizational success (coded=1, incorrect=0). Coded based on the question “did the End of the Year Report say that the organization was largely successful in meeting its annual goals?” Response options: Yes, No, Not specified, Don’t recall.

Table A7: Summary Statistics for Manipulation Checks

Variable	Mean	Std. Dev.	Min.	Max.
mggender_correct	0.818	0.387	0	1
mgrace_correct	0.593	0.492	0	1
orgtype_correct	0.375	0.485	0	1
orgsuccess_correct	0.718	0.451	0	1
orgpurpose_correct	0.825	0.381	0	1
N	280			

Table A8: Tabulations for Manipulation Checks

Variable	% Correct
mggender_correct	81.79
orgpurpose_correct	82.50
mgrace_correct	59.29
orgtype_correct	37.50
orgsuccess_correct	71.79
N	280

### 3 Average Effects of Manager Gender (Non-Interactive Models)

Table A9: Average Effects of Manager Gender (Non-Interactive Models) (Table 2 in the Manuscript)

	<b>Factor DV</b>	<b>Perform</b>	<b>Competent</b>	<b>Leadership</b>	<b>Fit</b>	<b>Contract</b>
Woman Manager	-0.018 (0.120)	0.094 (0.199)	-0.032 (0.209)	-0.045 (0.224)	-0.121 (0.236)	-0.065 (0.251)
Feminine Org	0.193 (0.121)	0.231 (0.200)	0.285 (0.210)	0.324 (0.225)	0.320 (0.237)	0.533* (0.251)
Constant	-0.081 (0.105)	6.928*** (0.174)	7.198*** (0.183)	6.965*** (0.196)	7.194*** (0.207)	7.202*** (0.219)
R-squared	0.010	0.005	0.007	0.008	0.008	0.017
Observations	280	280	280	280	280	280

Results from ordinary least squares regression models. Standard errors in parentheses. \*p<0.05, \*\*p<0.01, \*\*\*p<0.001

## 3.1 Including All Controls

Table A10: Regression Results for Non-Interactive Models with Controls

	<b>Factor DV</b>	<b>Perform</b>	<b>Competent</b>	<b>Leadership</b>	<b>Fit</b>	<b>Contract</b>
Woman Manager	-0.023 (0.114)	0.071 (0.190)	-0.059 (0.200)	-0.064 (0.215)	-0.108 (0.228)	-0.046 (0.244)
Feminine Org	0.144 (0.116)	0.170 (0.193)	0.180 (0.203)	0.202 (0.218)	0.248 (0.231)	0.481 (0.248)
Respondent Age	-0.007 (0.005)	-0.012 (0.008)	-0.003 (0.008)	-0.013 (0.009)	-0.013 (0.010)	-0.018 (0.010)
Respondent Woman	0.409*** (0.117)	0.669*** (0.194)	0.679** (0.204)	0.770*** (0.220)	0.646** (0.233)	0.762** (0.250)
Respondent Edu	-0.096* (0.049)	-0.178* (0.081)	-0.211* (0.085)	-0.153 (0.091)	-0.180 (0.097)	-0.095 (0.104)
Respondent Income	-0.029 (0.035)	-0.064 (0.058)	-0.068 (0.061)	-0.045 (0.065)	-0.055 (0.069)	-0.014 (0.074)
Respondent POC	0.353** (0.133)	0.534* (0.220)	0.539* (0.232)	0.665** (0.249)	0.704** (0.264)	0.613* (0.283)
Respondent Dem. Party	0.010 (0.033)	0.005 (0.054)	0.021 (0.057)	0.023 (0.062)	0.022 (0.065)	0.015 (0.070)
Manager Gender Correct	0.258 (0.154)	0.161 (0.256)	0.416 (0.269)	0.491 (0.289)	0.598 (0.307)	0.597 (0.329)
Org Purpose Correct	-0.106 (0.158)	-0.112 (0.261)	-0.004 (0.275)	-0.094 (0.296)	-0.232 (0.314)	-0.531 (0.336)
Manager Race Correct	-0.024 (0.127)	-0.200 (0.211)	0.108 (0.222)	0.043 (0.239)	-0.216 (0.253)	0.061 (0.272)
Org Type Correct	-0.126 (0.124)	-0.065 (0.206)	-0.190 (0.217)	-0.399 (0.233)	-0.144 (0.247)	-0.302 (0.265)
Org Success Correct	0.597*** (0.131)	0.986*** (0.218)	0.874*** (0.229)	0.976*** (0.246)	1.143*** (0.261)	1.197*** (0.280)
Constant	-0.141 (0.343)	7.264*** (0.568)	6.914*** (0.598)	6.766*** (0.643)	7.067*** (0.682)	6.919*** (0.731)
R-squared	0.187	0.183	0.176	0.171	0.167	0.152
Observations	275	275	275	275	275	275

Results from ordinary least squares regression models. Standard errors in parentheses. \* $p < 0.05$ , \*\* $p < 0.01$ , \*\*\* $p < 0.001$

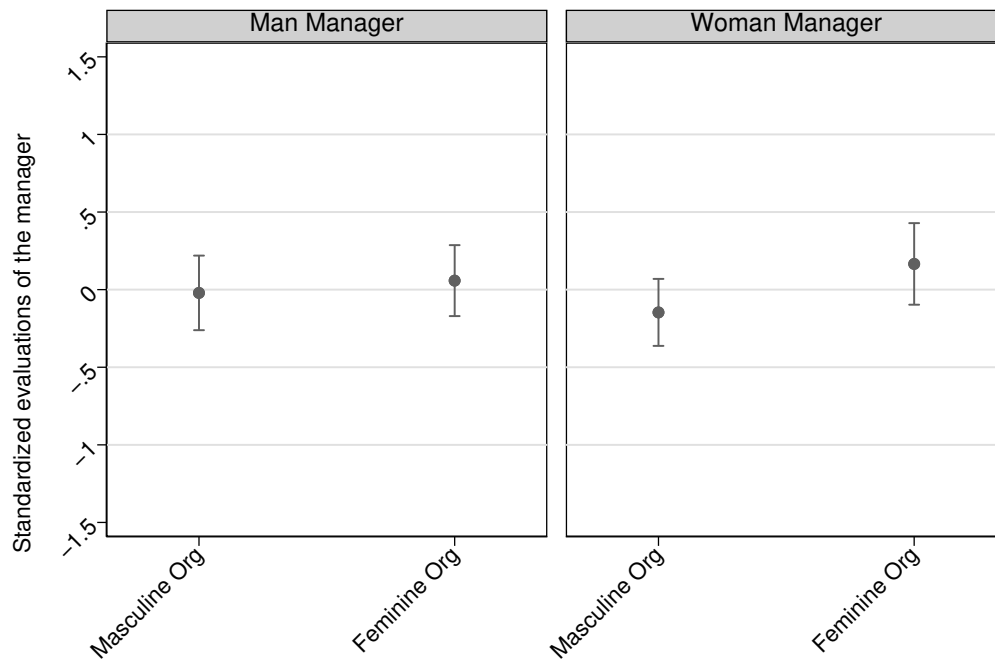
## 4 Effects of Manager Gender x Gender of Organization

Table A11: Regression Results for Models Interacting Manager Gender and Gender of Organization

	Factor DV	Perform	Competent	Leadership	Fit	Contract
Woman Manager	-0.126 (0.164)	-0.063 (0.272)	-0.187 (0.285)	-0.324 (0.305)	-0.311 (0.323)	-0.211 (0.342)
Feminine Org	0.079 (0.168)	0.066 (0.279)	0.122 (0.293)	0.029 (0.313)	0.120 (0.331)	0.379 (0.351)
Woman Mg x Fem Org	0.233 (0.241)	0.339 (0.400)	0.335 (0.420)	0.604 (0.449)	0.409 (0.474)	0.317 (0.503)
Constant	-0.021 (0.122)	7.015*** (0.202)	7.284*** (0.212)	7.119*** (0.227)	7.299*** (0.240)	7.284*** (0.254)
R-squared	0.013	0.008	0.009	0.014	0.011	0.018
Observations	280	280	280	280	280	280

Results from ordinary least squares regression models. Standard errors in parentheses. \*p<0.05, \*\*p<0.01, \*\*\*p<0.001

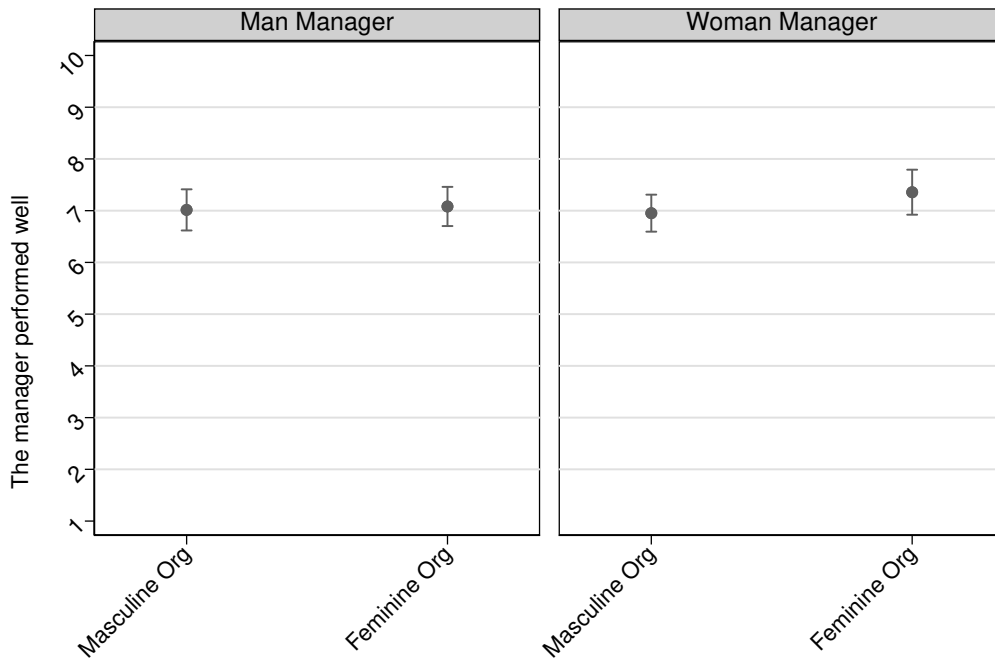
Figure A1: Predicted Evaluations of Public Managers by Organization Gender-Typing (Figure 1 in the Manuscript)



Note: 95% confidence intervals shown. All respondents included.

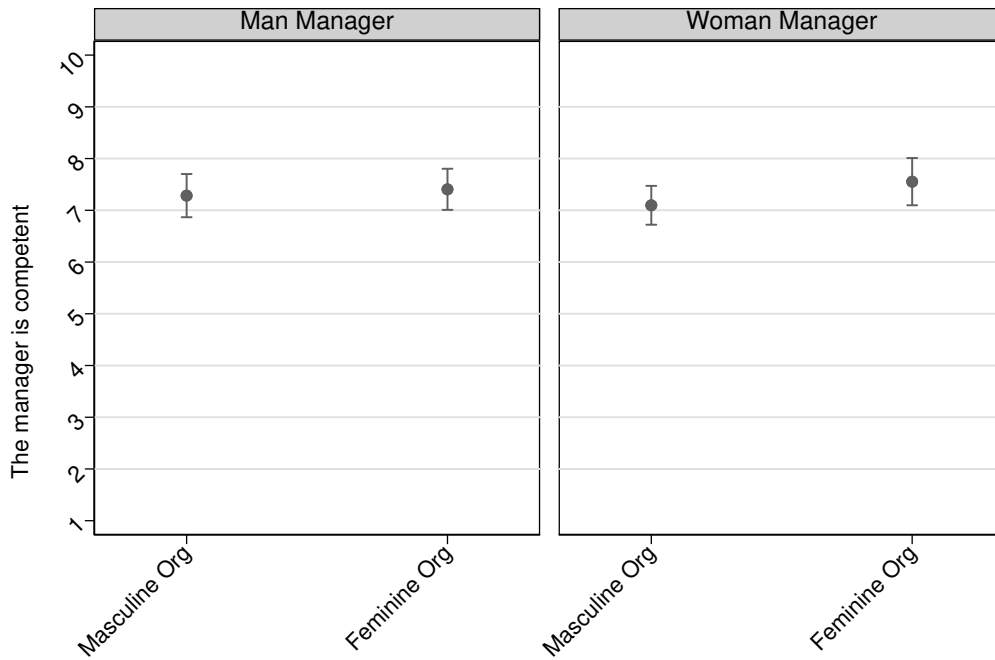


Figure A2: Predicted Perceived Performance of Public Managers by Organization Gender-Typing



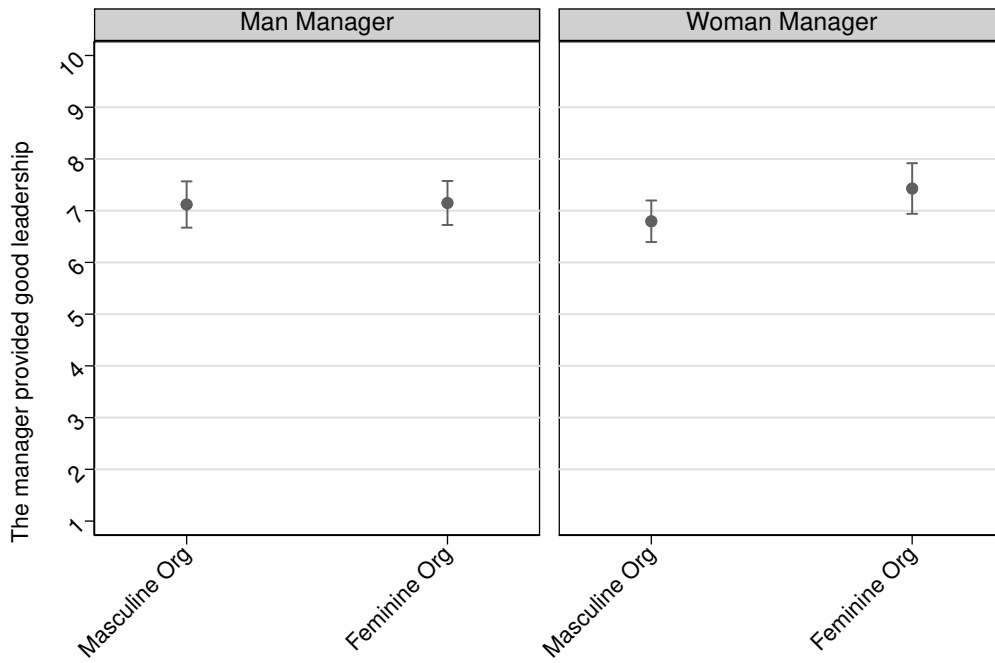
Note: 95% confidence intervals shown. All respondents included.

Figure A3: Predicted Perceived Competence of Public Managers by Organization Gender-Typing



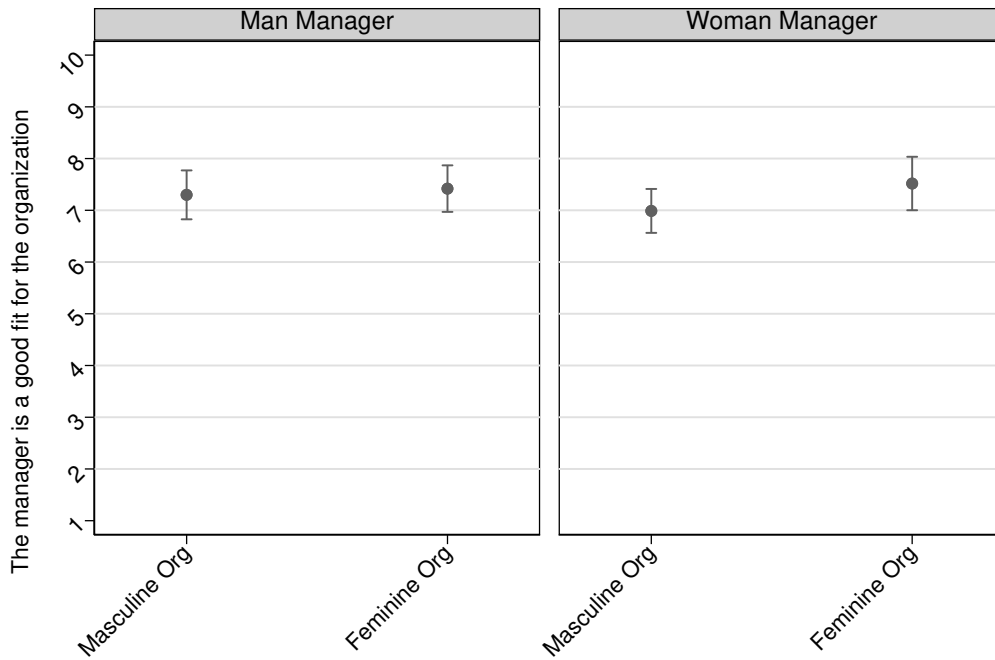
Note: 95% confidence intervals shown. All respondents included.

Figure A4: Predicted Perceived Leadership of Public Managers by Organization Gender-Typing



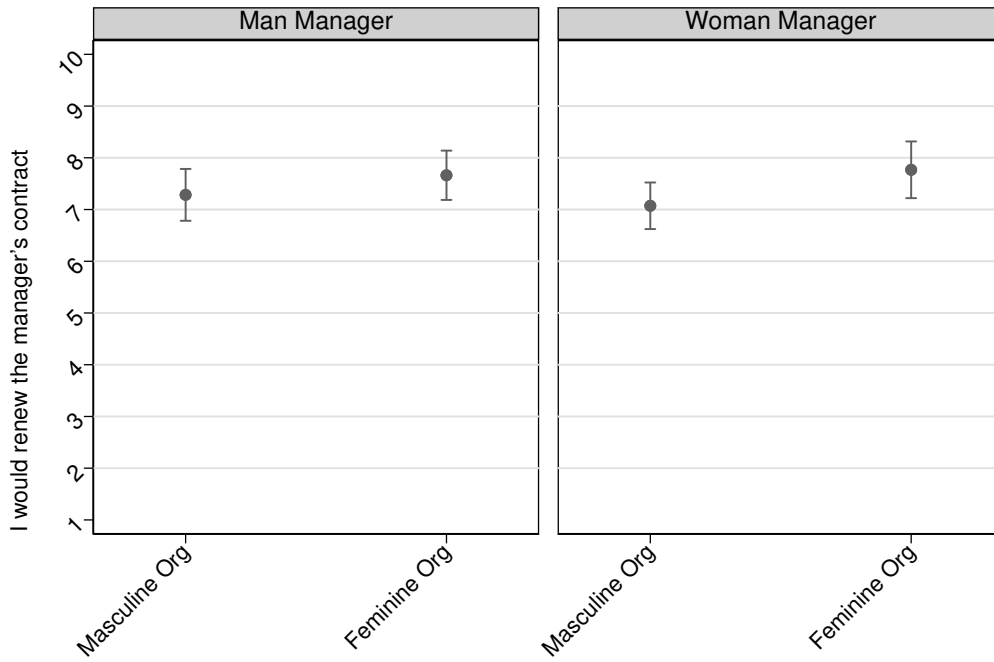
Note: 95% confidence intervals shown. All respondents included.

Figure A5: Predicted Perceived Fit of Public Managers by Organization Gender-Typing



Note: 95% confidence intervals shown. All respondents included.

Figure A6: Predicted Contract Renewal of Public Managers by Organization Gender-Typing



Note: 95% confidence intervals shown. All respondents included.

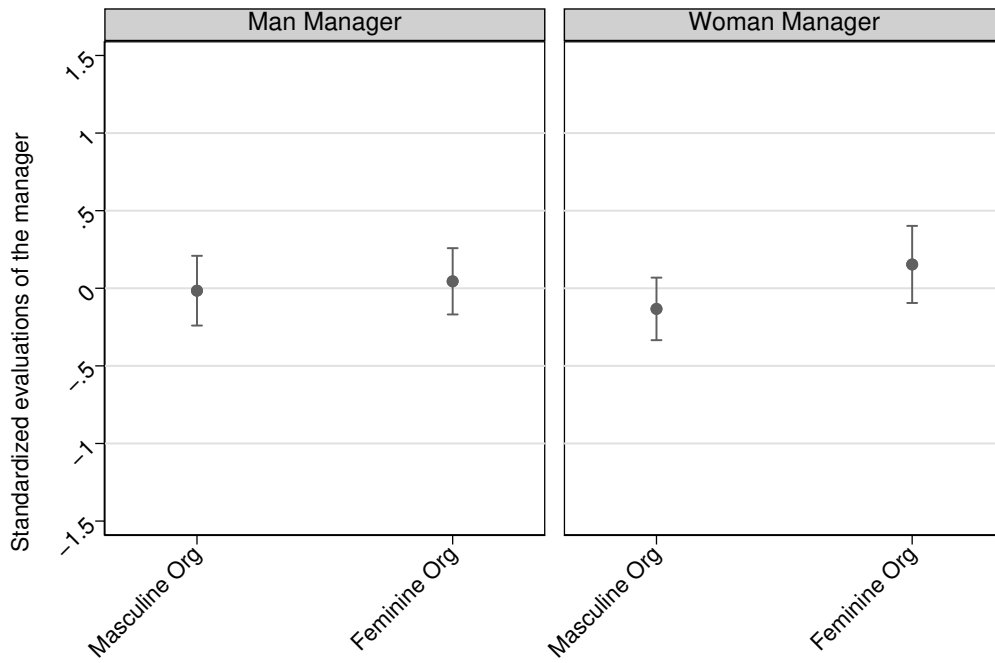
#### 4.1 Including All Controls

Table A12: Results for Models Interacting Manager Gender and Organization Gender with Controls

	<b>Factor DV</b>	<b>Perform</b>	<b>Competent</b>	<b>Leadership</b>	<b>Fit</b>	<b>Contract</b>
Woman Manager	-0.126 (0.156)	-0.100 (0.258)	-0.203 (0.272)	-0.296 (0.292)	-0.319 (0.310)	-0.171 (0.333)
Feminine Org	0.039 (0.159)	-0.005 (0.263)	0.032 (0.278)	-0.036 (0.298)	0.031 (0.316)	0.352 (0.339)
Woman Mg x Fem Org	0.223 (0.229)	0.369 (0.379)	0.312 (0.400)	0.502 (0.429)	0.458 (0.455)	0.271 (0.489)
Respondent Age	-0.006 (0.005)	-0.011 (0.008)	-0.002 (0.008)	-0.013 (0.009)	-0.012 (0.010)	-0.018 (0.010)
Respondent Woman	0.405*** (0.117)	0.663*** (0.194)	0.674** (0.204)	0.762*** (0.220)	0.638** (0.233)	0.758** (0.250)
Respondent Edu	-0.093 (0.049)	-0.172* (0.081)	-0.206* (0.085)	-0.145 (0.092)	-0.173 (0.097)	-0.091 (0.104)
Respondent Income	-0.031 (0.035)	-0.068 (0.058)	-0.071 (0.061)	-0.050 (0.066)	-0.059 (0.070)	-0.016 (0.075)
Respondent POC	0.354** (0.133)	0.535* (0.220)	0.540* (0.232)	0.667** (0.249)	0.706** (0.264)	0.614* (0.284)
Respondent Dem. Party	0.010 (0.033)	0.005 (0.054)	0.020 (0.057)	0.022 (0.062)	0.022 (0.065)	0.015 (0.070)
Manager Gender Correct	0.257 (0.154)	0.161 (0.256)	0.416 (0.269)	0.490 (0.289)	0.597 (0.307)	0.596 (0.329)
Org Purpose Correct	-0.111 (0.158)	-0.121 (0.261)	-0.012 (0.275)	-0.107 (0.296)	-0.244 (0.314)	-0.538 (0.337)
Manager Race Correct	-0.036 (0.128)	-0.219 (0.212)	0.092 (0.223)	0.017 (0.240)	-0.240 (0.255)	0.047 (0.273)
Org Type Correct	-0.121 (0.124)	-0.057 (0.206)	-0.183 (0.217)	-0.388 (0.233)	-0.134 (0.247)	-0.297 (0.265)
Org Success Correct	0.602*** (0.131)	0.996*** (0.218)	0.882*** (0.230)	0.988*** (0.247)	1.155*** (0.262)	1.204*** (0.281)
Constant	-0.087 (0.347)	7.354*** (0.575)	6.989*** (0.606)	6.888*** (0.651)	7.178*** (0.691)	6.985*** (0.741)
R-squared	0.190	0.186	0.178	0.175	0.171	0.153
Observations	275	275	275	275	275	275

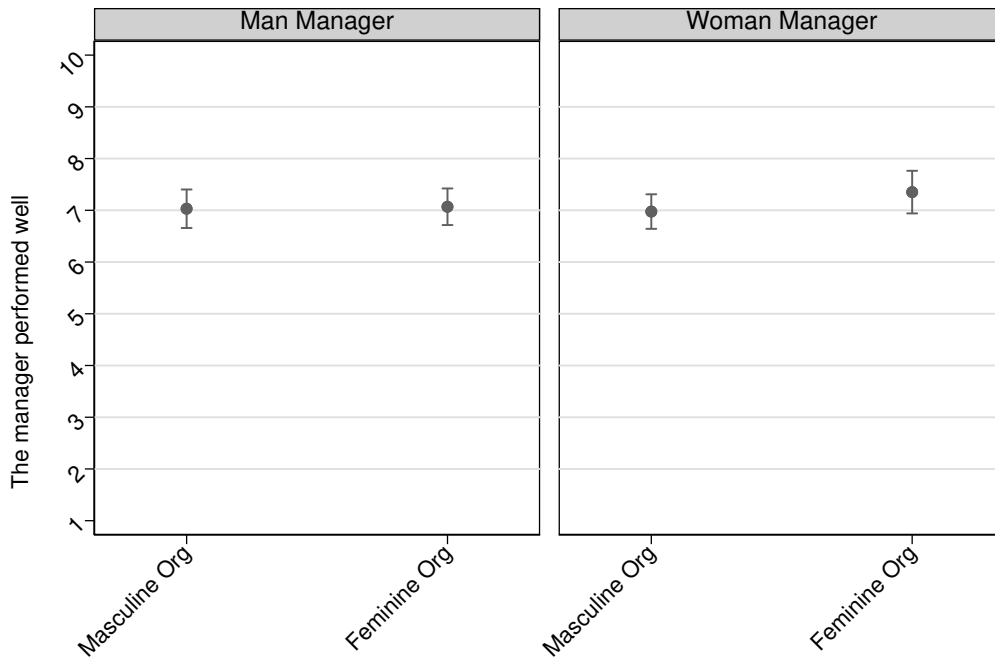
Results from ordinary least squares regression models. Standard errors in parentheses. \*p<0.05, \*\*p<0.01, \*\*\*p<0.001

Figure A7: Predicted Evaluations of Public Managers by Organization Gender with Controls



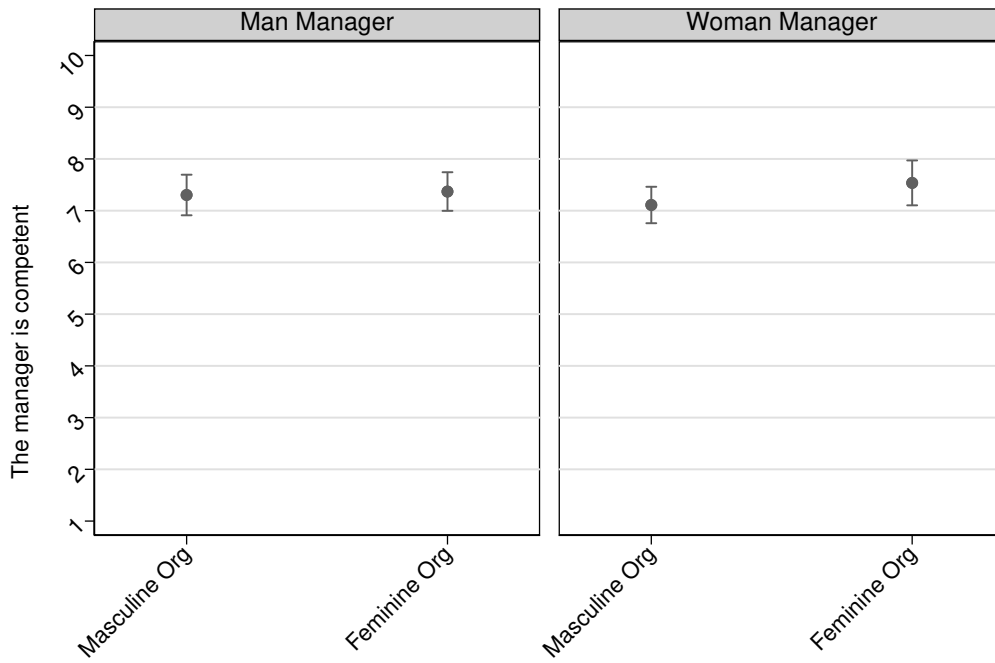
Note: 95% confidence intervals shown. All respondents included.

Figure A8: Predicted Performance of Public Managers by Organization Gender with Controls



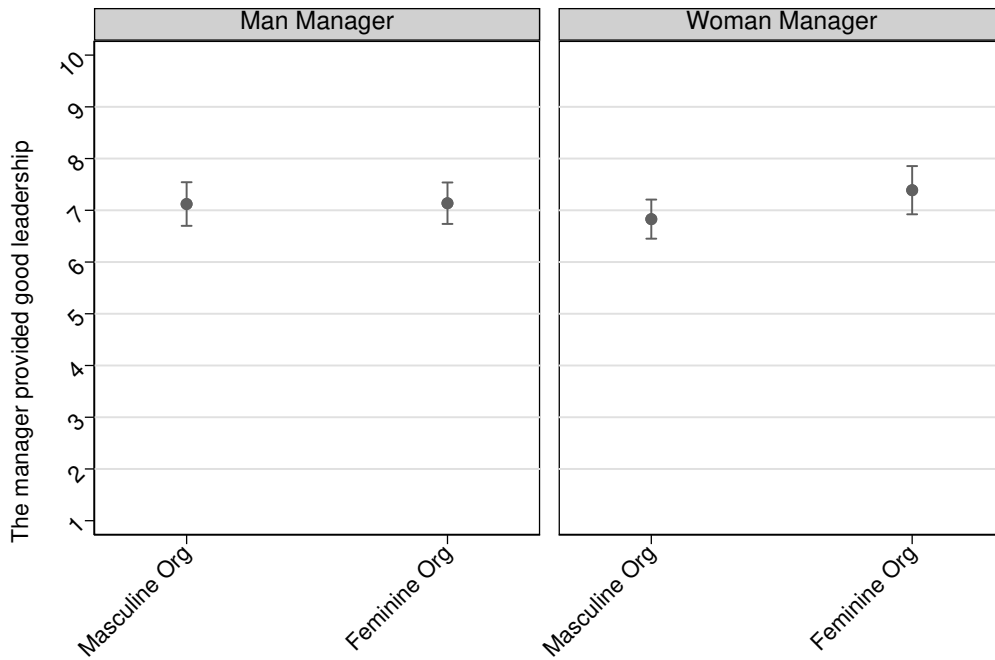
Note: 95% confidence intervals shown. All respondents included.

Figure A9: Predicted Competence of Public Managers by Organization Gender with Controls



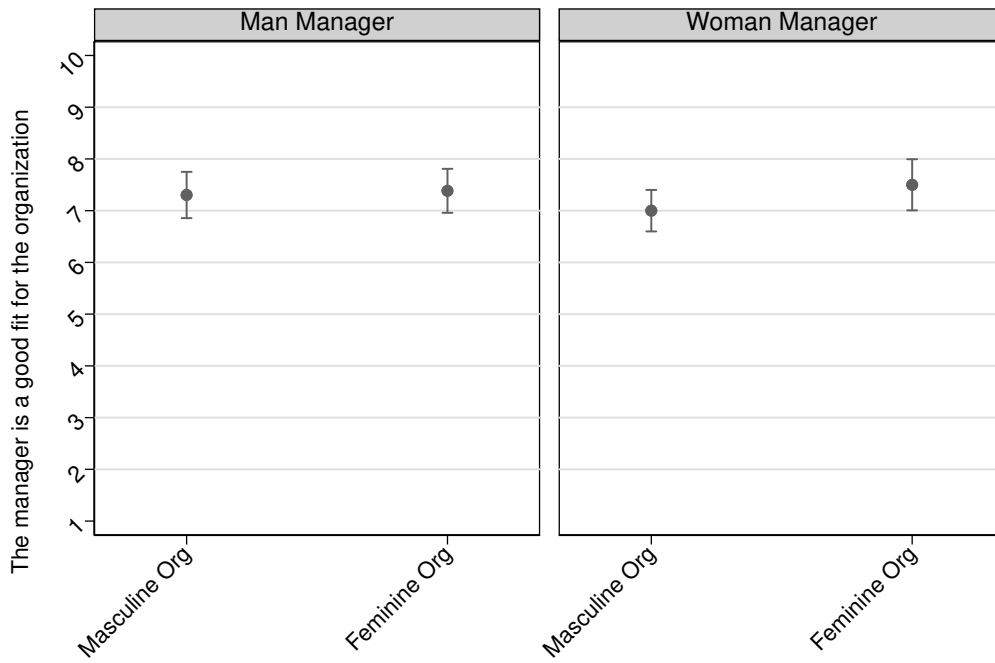
Note: 95% confidence intervals shown. All respondents included.

Figure A10: Predicted Leadership of Public Managers by Organization Gender with Controls



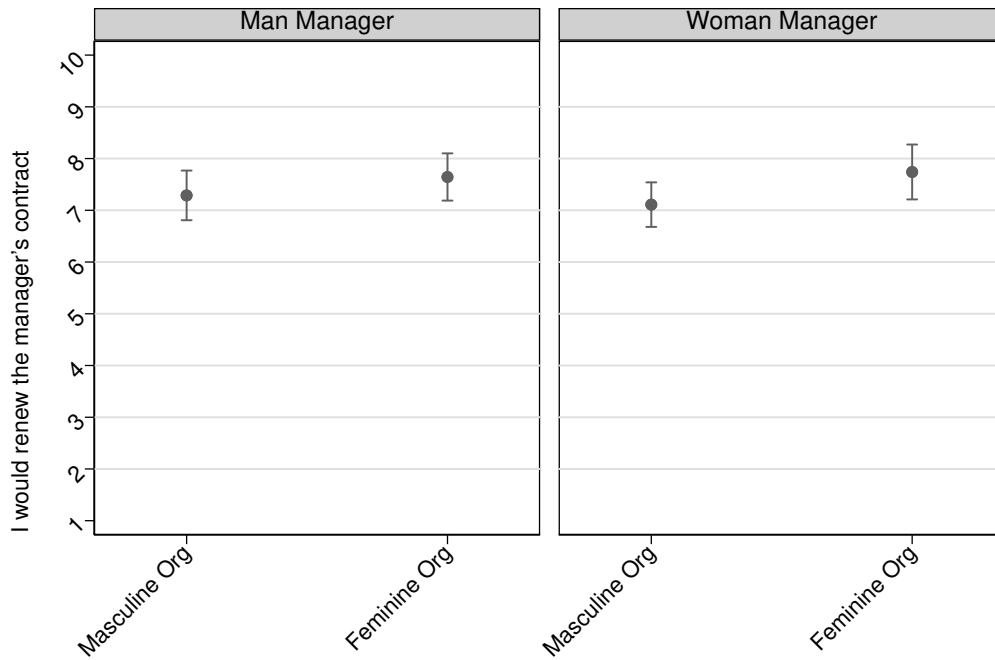
Note: 95% confidence intervals shown. All respondents included.

Figure A11: Predicted Fit of Public Managers by Organization Gender with Controls



Note: 95% confidence intervals shown. All respondents included.

Figure A12: Predicted Contract Renewal of Public Managers by Organization Gender with Controls



Note: 95% confidence intervals shown. All respondents included.

## 5 Effects of Manager Gender x Respondent Gender

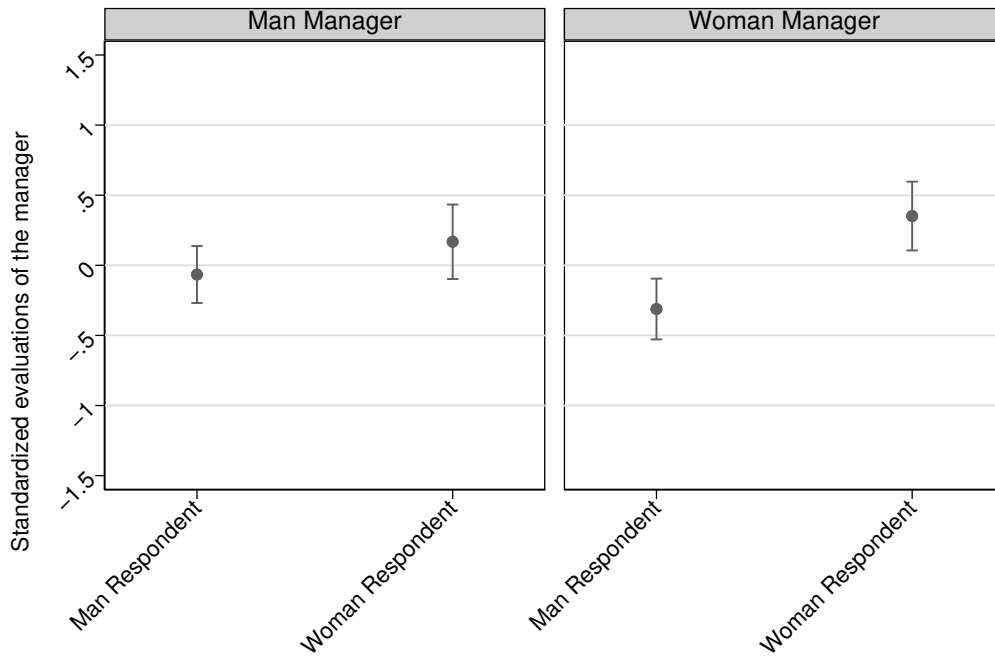
Table A13: Regression Results for Models Interacting Manager Gender and Respondent Gender

	<b>Factor</b>	<b>Perform</b>	<b>Competent</b>	<b>Leadership</b>	<b>Fit</b>	<b>Contract</b>
Woman Manager	-0.220 (0.152)	-0.080 (0.253)	-0.359 (0.264)	-0.422 (0.283)	-0.472 (0.302)	-0.609 (0.317)
Woman Respondent	0.235 (0.170)	0.563* (0.283)	0.457 (0.295)	0.459 (0.316)	0.313 (0.337)	0.185 (0.354)
Woman Mg x Woman Res	0.416 (0.238)	0.298 (0.396)	0.661 (0.413)	0.775 (0.443)	0.739 (0.472)	1.198* (0.496)
Feminine Org	0.171 (0.118)	0.203 (0.196)	0.248 (0.204)	0.282 (0.219)	0.284 (0.234)	0.485* (0.245)
Constant	-0.156 (0.120)	6.735*** (0.200)	7.049*** (0.209)	6.817*** (0.224)	7.097*** (0.239)	7.160*** (0.251)
R-squared	0.068	0.052	0.066	0.069	0.046	0.071
Observations	280	280	280	280	280	280

Results from ordinary least squares regression models. Standard errors in parentheses. \*p<0.05, \*\*p<0.01, \*\*\*p<0.001

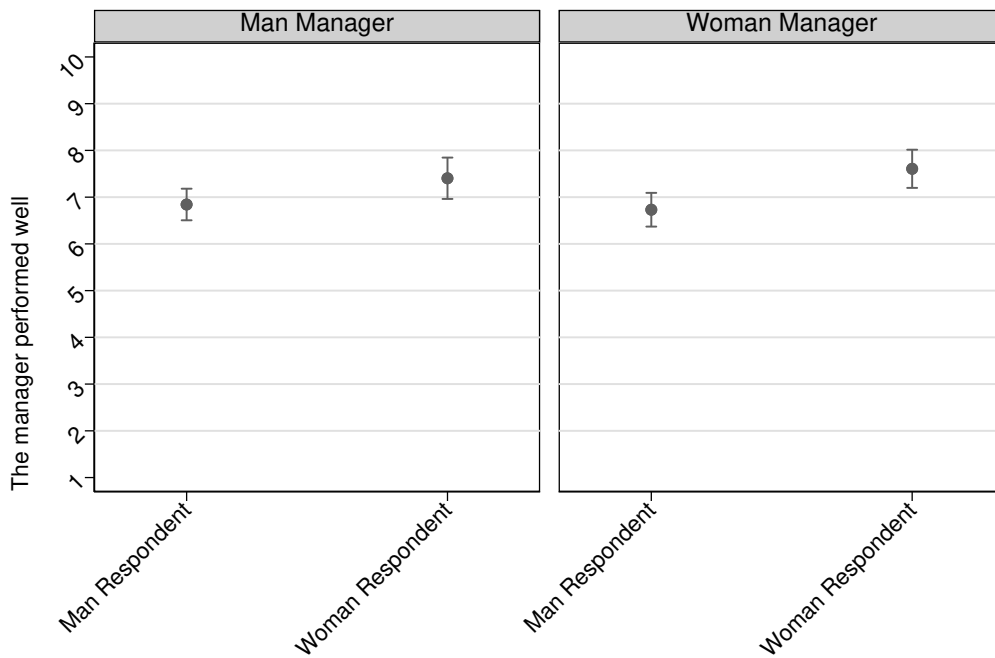


Figure A13: Predicted Evaluations of Public Managers by Respondent Gender (Figure 2 in the Manuscript)



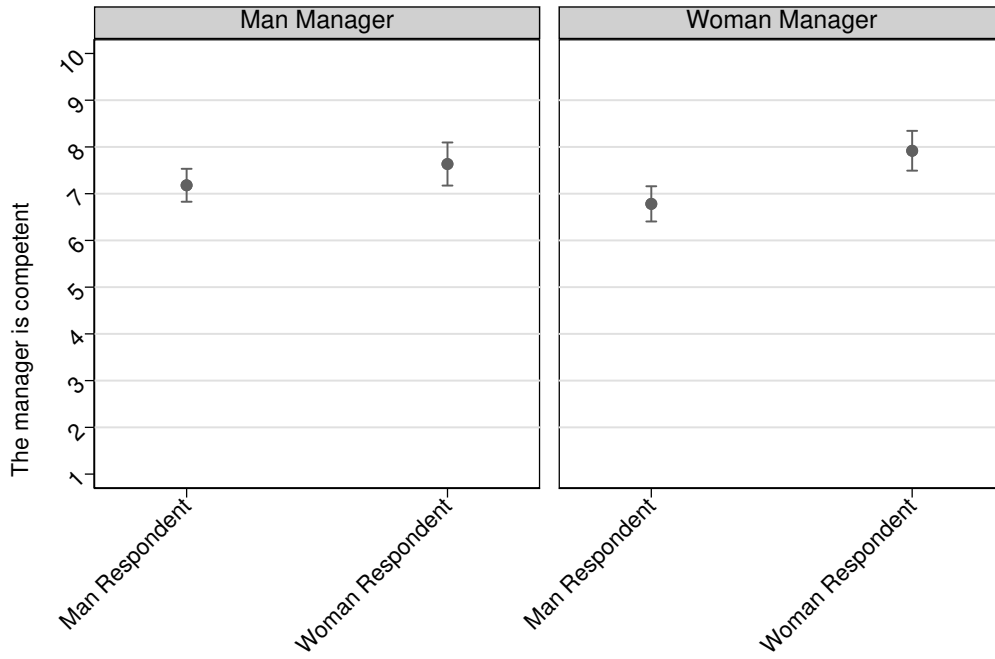
Note: 95% confidence intervals shown. All respondents included.

Figure A14: Predicted Performance of Public Managers by Respondent Gender



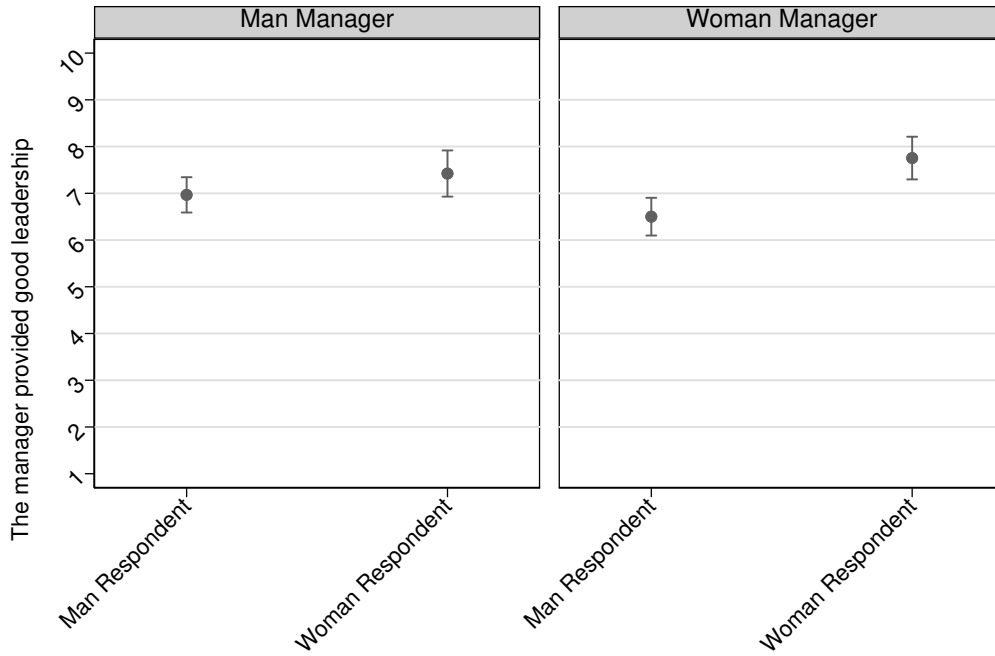
Note: 95% confidence intervals shown. All respondents included.

Figure A15: Predicted Competence of Public Managers by Respondent Gender



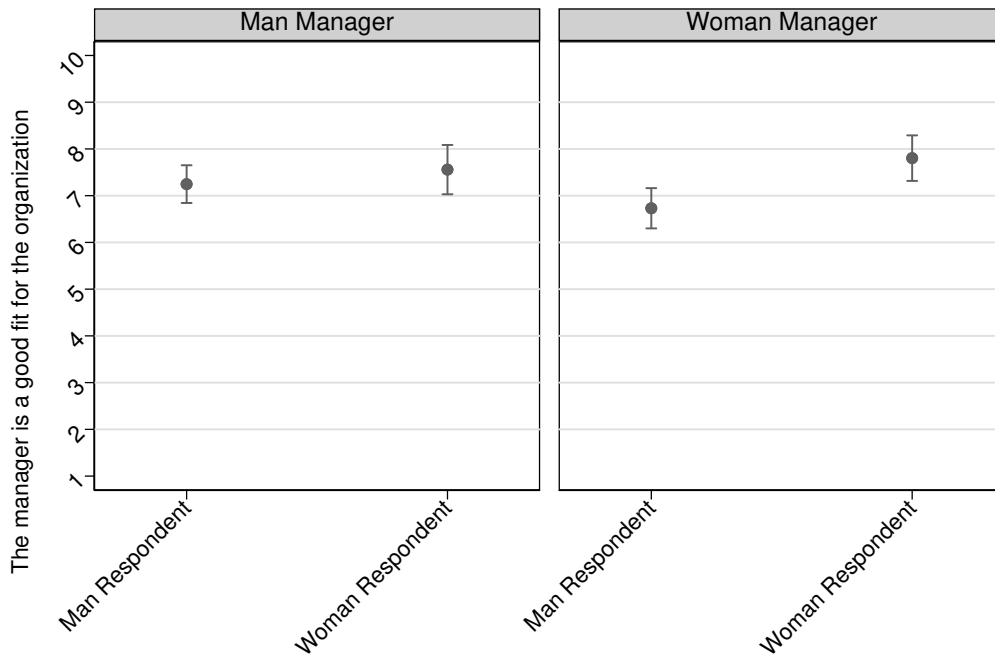
Note: 95% confidence intervals shown. All respondents included.

Figure A16: Predicted Leadership of Public Managers by Respondent Gender



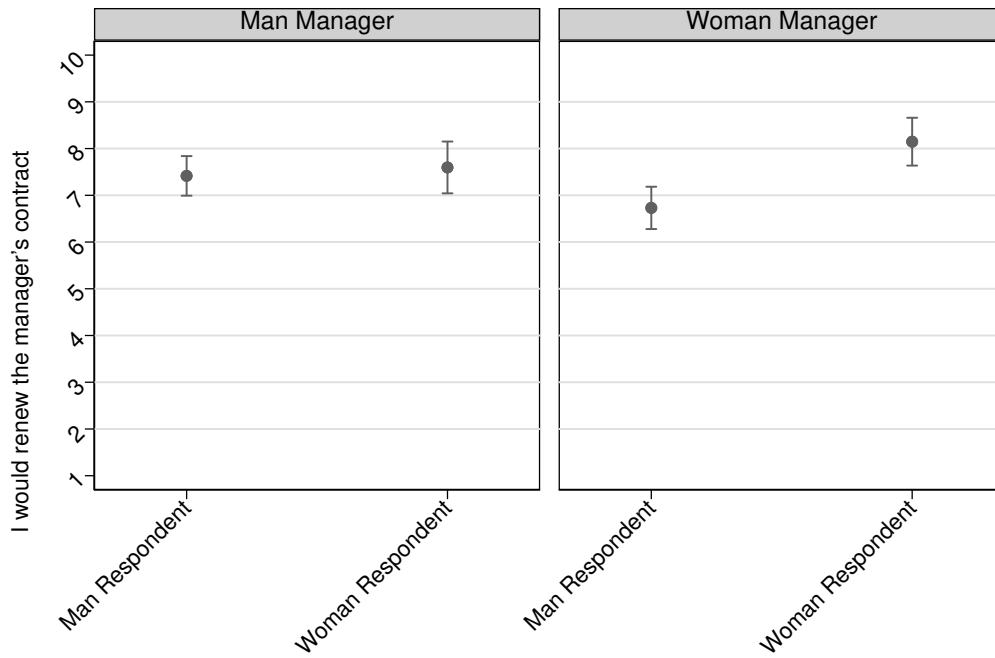
Note: 95% confidence intervals shown. All respondents included.

Figure A17: Predicted Fit of Public Managers by Respondent Gender



Note: 95% confidence intervals shown. All respondents included.

Figure A18: Predicted Contract Renewal of Public Managers by Respondent Gender



Note: 95% confidence intervals shown. All respondents included.

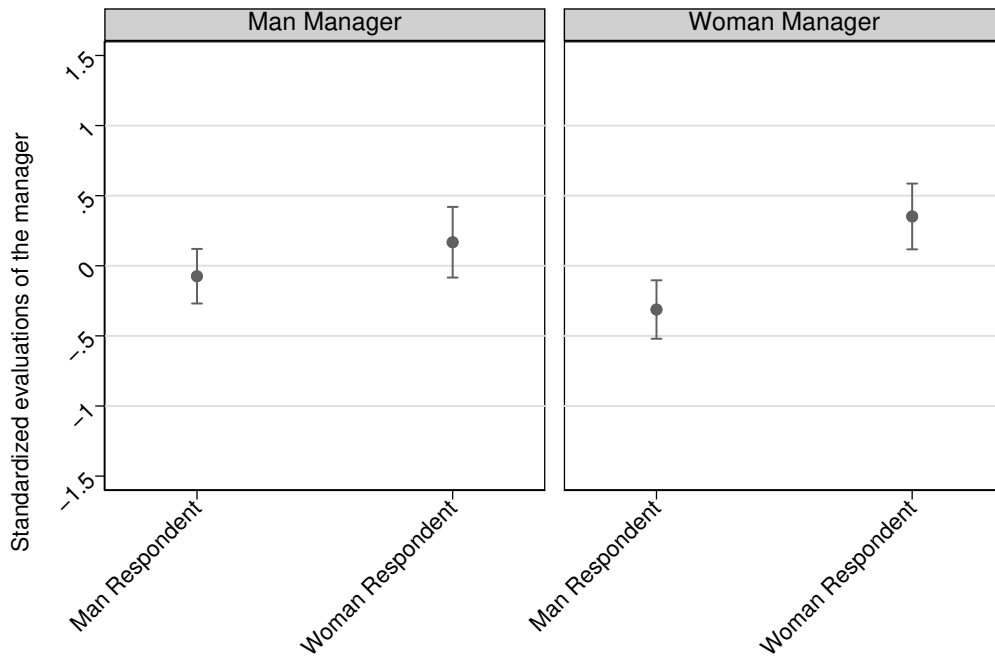
## 5.1 Including All Controls

Table A14: Results for Models Interacting Manager Gender and Respondent Gender with Controls

	<b>Factor</b>	<b>Perform</b>	<b>Competent</b>	<b>Leadership</b>	<b>Fit</b>	<b>Contract</b>
Woman Manager	-0.198 (0.149)	-0.082 (0.249)	-0.345 (0.261)	-0.384 (0.280)	-0.396 (0.298)	-0.538 (0.317)
Woman Respondent	0.193 (0.167)	0.480 (0.277)	0.326 (0.291)	0.376 (0.313)	0.290 (0.332)	0.155 (0.354)
Woman Mg x Woman Res	0.426 (0.235)	0.372 (0.391)	0.697 (0.410)	0.777 (0.441)	0.702 (0.468)	1.197* (0.499)
Feminine Org	0.139 (0.116)	0.165 (0.193)	0.171 (0.202)	0.191 (0.218)	0.239 (0.231)	0.465 (0.246)
Respondent Age	-0.007 (0.005)	-0.012 (0.008)	-0.003 (0.008)	-0.013 (0.009)	-0.013 (0.010)	-0.018 (0.010)
Respondent Edu	-0.104* (0.049)	-0.184* (0.081)	-0.223** (0.085)	-0.166 (0.091)	-0.192* (0.097)	-0.115 (0.103)
Respondent Income	-0.025 (0.035)	-0.060 (0.058)	-0.060 (0.061)	-0.037 (0.065)	-0.047 (0.069)	-0.001 (0.074)
Respondent POC	0.366** (0.132)	0.545* (0.220)	0.561* (0.231)	0.689** (0.249)	0.726** (0.264)	0.650* (0.281)
Respondent Dem. Party	0.008 (0.033)	0.003 (0.054)	0.017 (0.057)	0.019 (0.061)	0.019 (0.065)	0.009 (0.069)
Manager Gender Correct	0.202 (0.157)	0.112 (0.261)	0.324 (0.273)	0.389 (0.294)	0.505 (0.312)	0.439 (0.332)
Org Purpose Correct	-0.101 (0.157)	-0.108 (0.261)	0.003 (0.274)	-0.086 (0.295)	-0.225 (0.313)	-0.519 (0.333)
Manager Race Correct	-0.004 (0.127)	-0.182 (0.212)	0.141 (0.222)	0.081 (0.239)	-0.182 (0.254)	0.119 (0.270)
Org Type Correct	-0.108 (0.124)	-0.049 (0.206)	-0.160 (0.217)	-0.365 (0.233)	-0.114 (0.247)	-0.251 (0.263)
Org Success Correct	0.604*** (0.131)	0.992*** (0.218)	0.885*** (0.228)	0.988*** (0.246)	1.154*** (0.261)	1.216*** (0.278)
Constant	-0.017 (0.348)	7.373*** (0.579)	7.117*** (0.608)	6.993*** (0.653)	7.272*** (0.694)	7.268*** (0.739)
R-squared	0.197	0.186	0.185	0.180	0.174	0.170
Observations	275	275	275	275	275	275

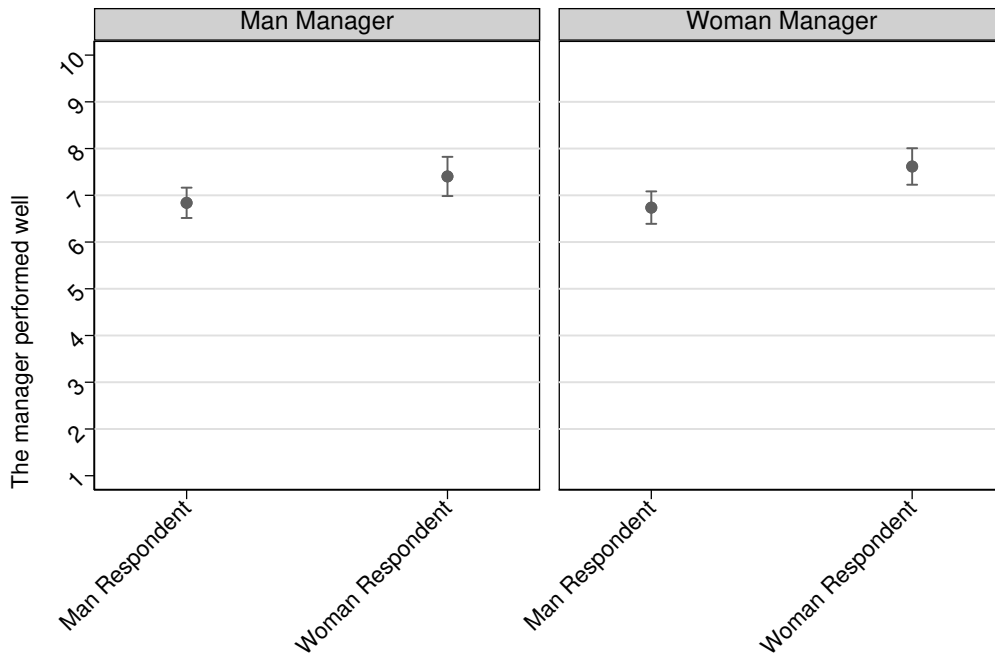
Results from ordinary least squares regression models. Standard errors in parentheses. \*p<0.05, \*\*p<0.01, \*\*\*p<0.001

Figure A19: Predicted Evaluations of Public Managers by Respondent Gender with Controls



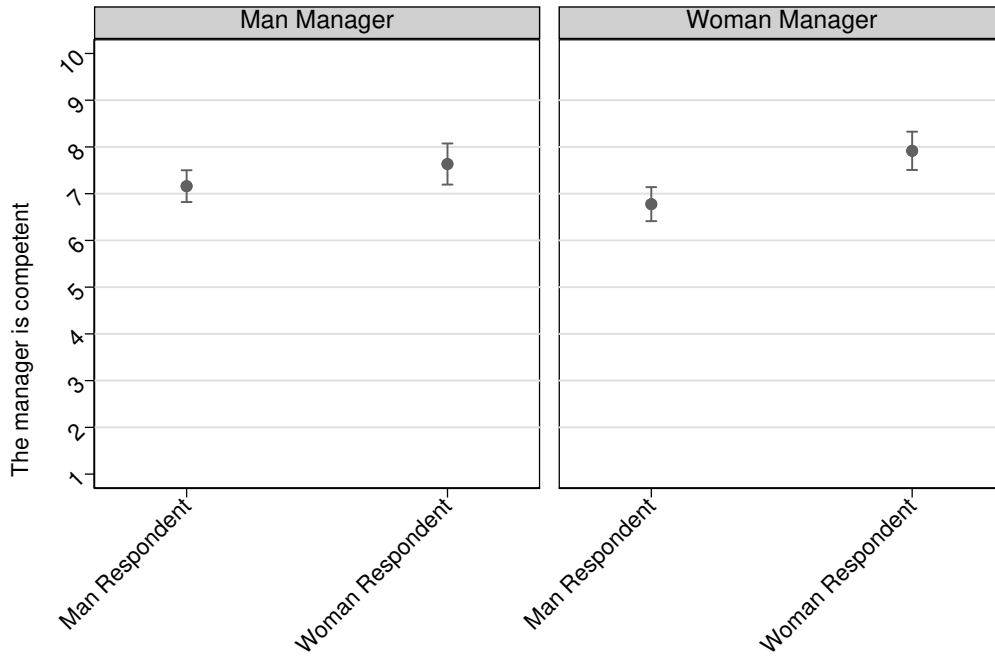
Note: 95% confidence intervals shown. All respondents included.

Figure A20: Predicted Performance of Public Managers by Respondent Gender with Controls



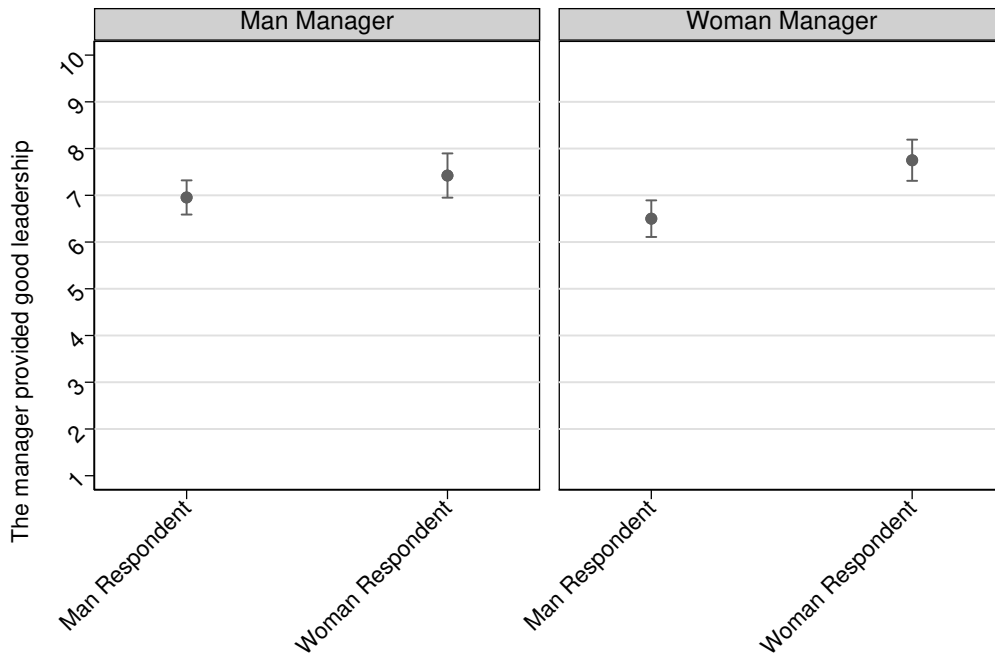
Note: 95% confidence intervals shown. All respondents included.

Figure A21: Predicted Competence of Public Managers by Respondent Gender with Controls



Note: 95% confidence intervals shown. All respondents included.

Figure A22: Predicted Leadership of Public Managers by Respondent Gender with Controls



Note: 95% confidence intervals shown. All respondents included.

Figure A23: Predicted Fit of Public Managers by Respondent Gender with Controls

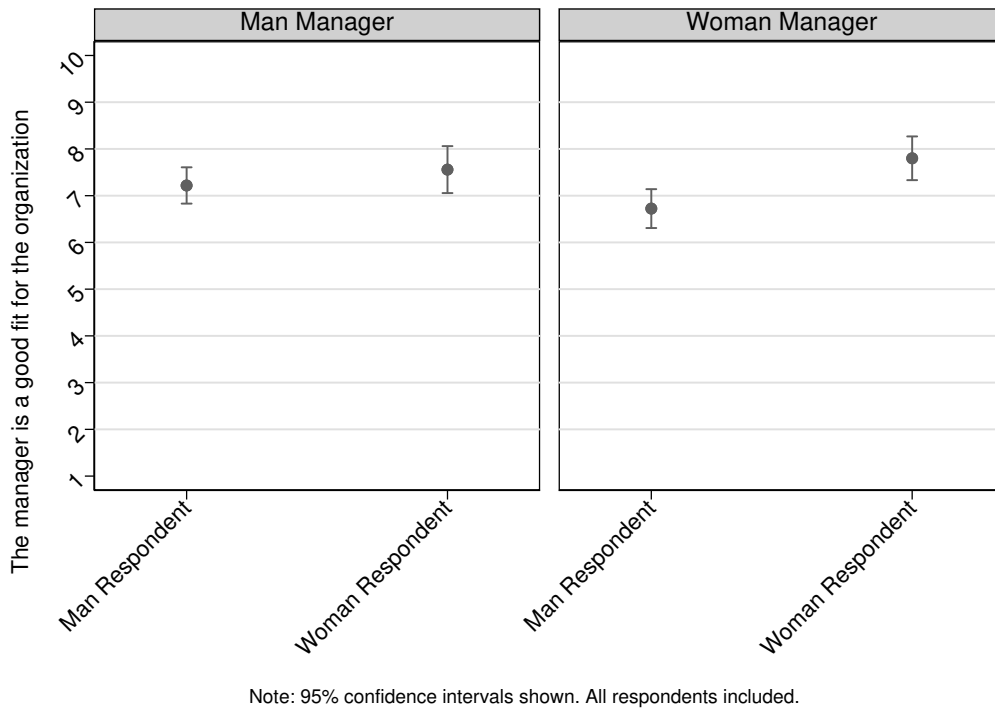
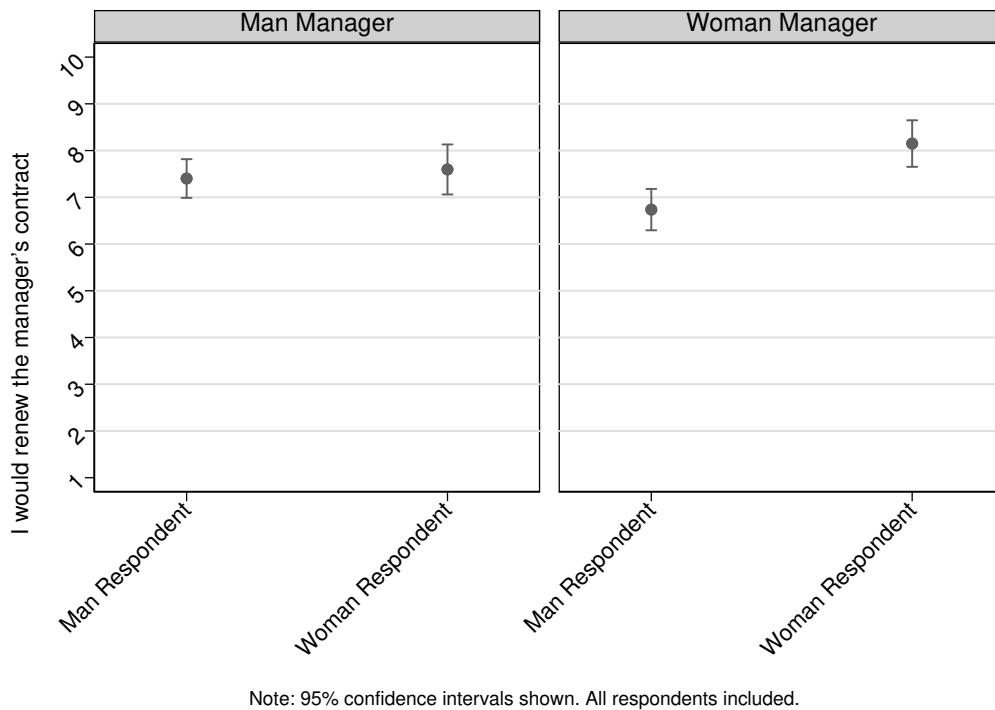


Figure A24: Predicted Contract Renewal of Public Managers by Respondent Gender with Controls



## 6 Effects of Manager Gender x Org Gender x Respondent Gender

Table A15: Regression Results for Three-Way Interactive Models

	<b>Factor</b>	<b>Perform</b>	<b>Competent</b>	<b>Leadership</b>	<b>Fit</b>	<b>Contract</b>
Woman Manager	-0.338 (0.205)	-0.286 (0.340)	-0.520 (0.356)	-0.724 (0.381)	-0.646 (0.407)	-0.779 (0.428)
Feminine Org	0.145 (0.207)	0.243 (0.343)	0.205 (0.360)	0.071 (0.385)	0.288 (0.411)	0.472 (0.432)
Woman Mg x Fem Org	0.307 (0.308)	0.570 (0.511)	0.416 (0.536)	0.724 (0.573)	0.470 (0.612)	0.451 (0.644)
Woman Respondent	0.324 (0.246)	0.806* (0.408)	0.569 (0.428)	0.511 (0.458)	0.545 (0.489)	0.313 (0.514)
Woman Mg x Woman Res	0.489 (0.328)	0.472 (0.544)	0.763 (0.571)	0.932 (0.611)	0.771 (0.653)	1.358* (0.686)
Fem Org x Woman Res	-0.172 (0.340)	-0.467 (0.564)	-0.216 (0.592)	-0.104 (0.634)	-0.446 (0.677)	-0.248 (0.711)
Wom Mg x Fem x Wom Res	-0.238 (0.480)	-0.570 (0.797)	-0.325 (0.836)	-0.450 (0.894)	-0.225 (0.955)	-0.474 (1.005)
Constant	-0.142 (0.150)	6.714*** (0.249)	7.071*** (0.261)	6.929*** (0.280)	7.095*** (0.299)	7.167*** (0.314)
R-squared	0.076	0.068	0.071	0.076	0.053	0.076
Observations	280	280	280	280	280	280

Results from ordinary least squares regression models. Standard errors in parentheses. \*p<0.05, \*\*p<0.01, \*\*\*p<0.001



Figure A25: Predicted Evaluations of Public Managers by Respondent Gender and Organization Gender-Typing (Figure 3 in the Manuscript)

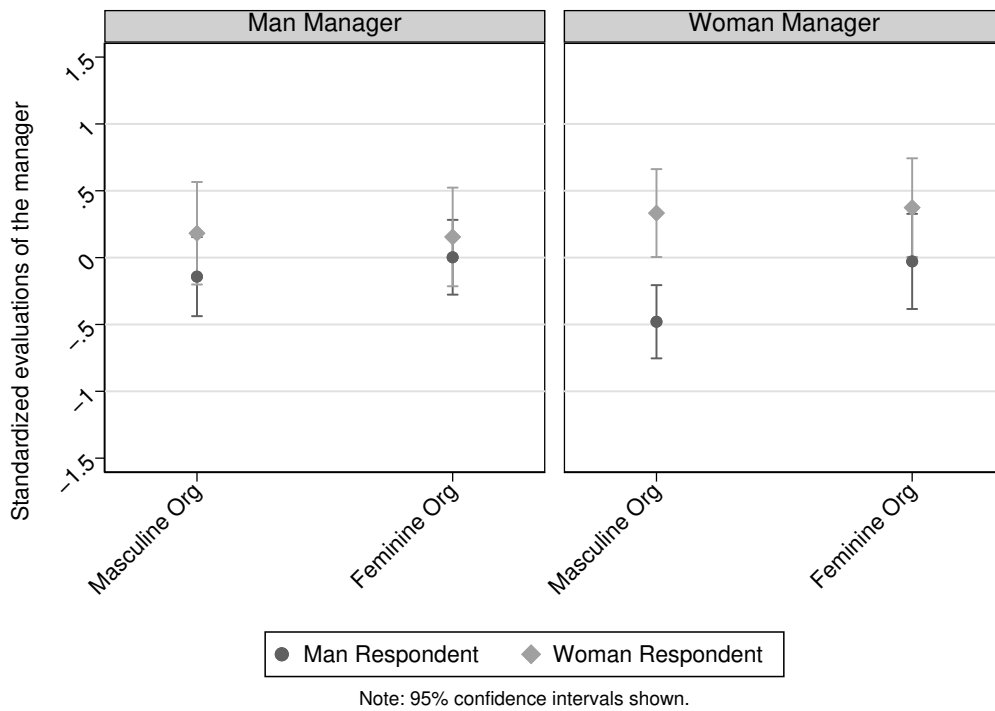


Figure A26: Predicted Performance of Public Managers by Respondent Gender and Organization Gender-Typing

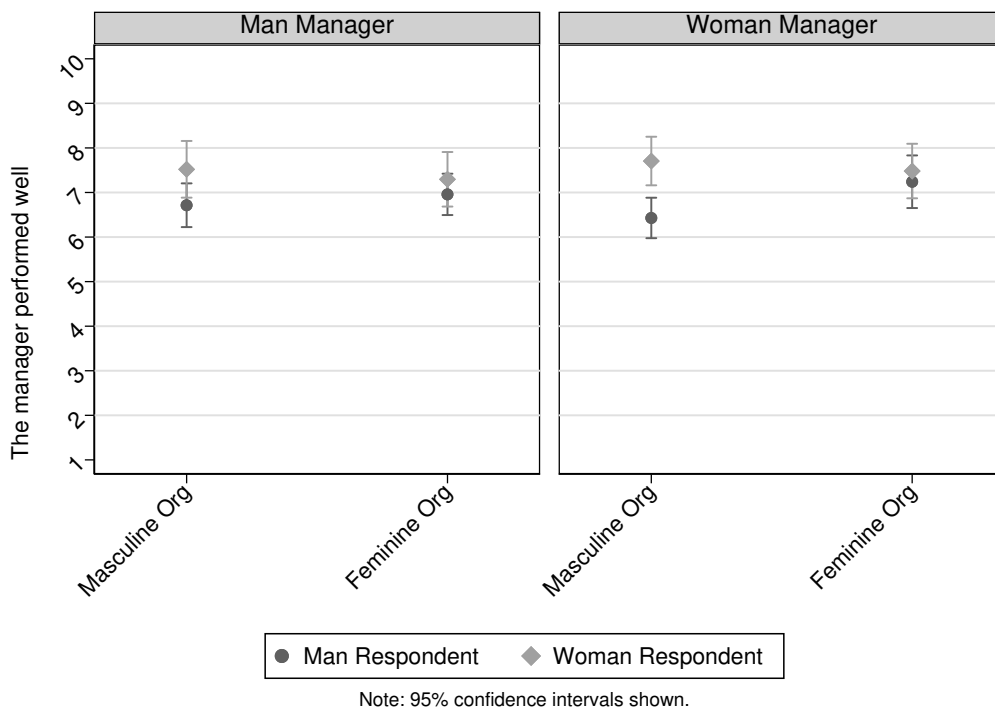


Figure A27: Predicted Competence of Public Managers by Respondent Gender and Organization Gender-Typing

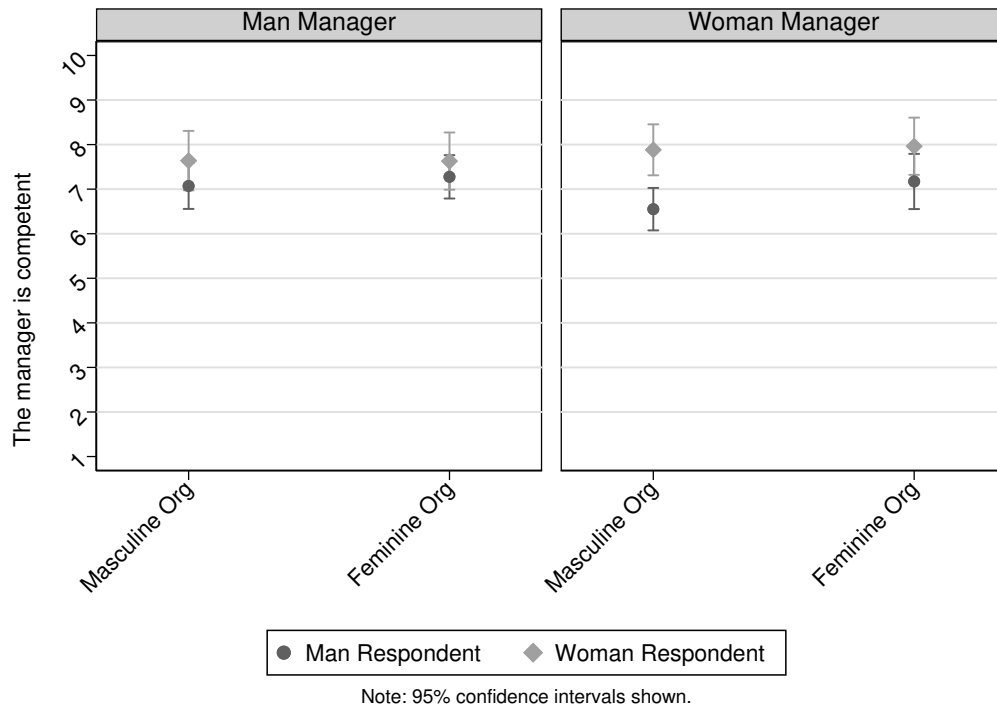


Figure A28: Predicted Leadership of Public Managers by Respondent Gender and Organization Gender-Typing

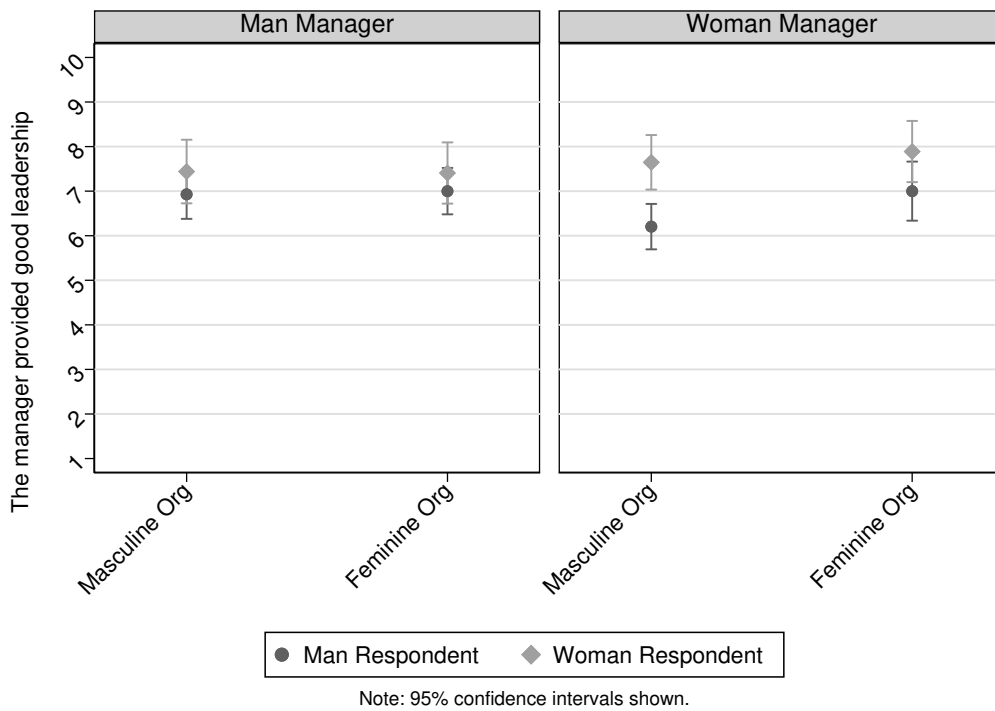


Figure A29: Predicted Fit of Public Managers by Respondent Gender and Organization Gender-Typing

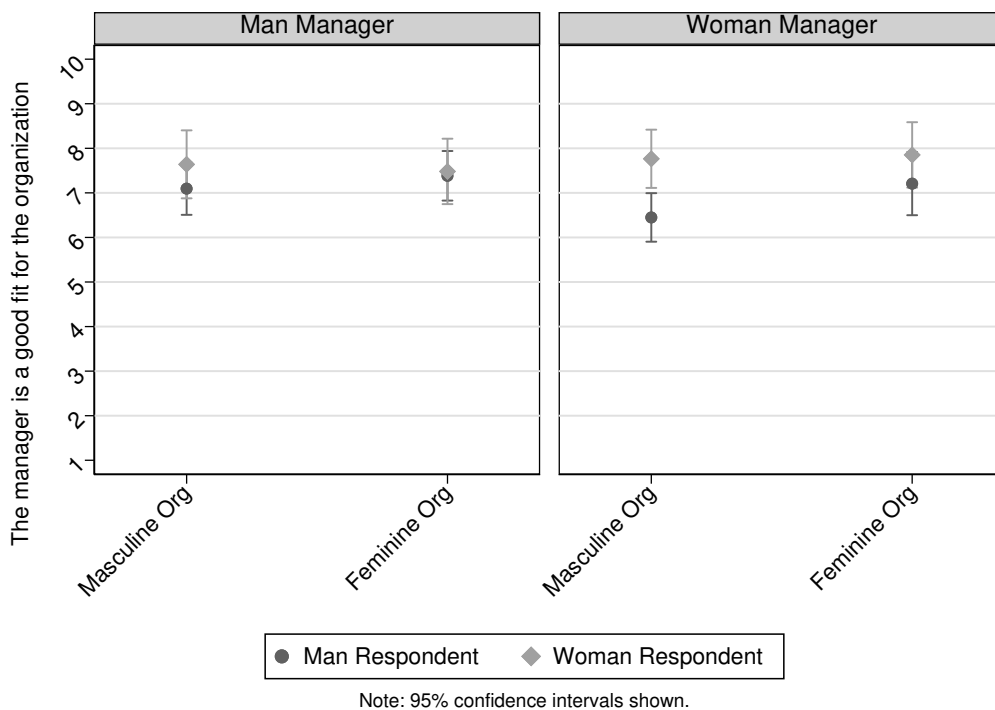
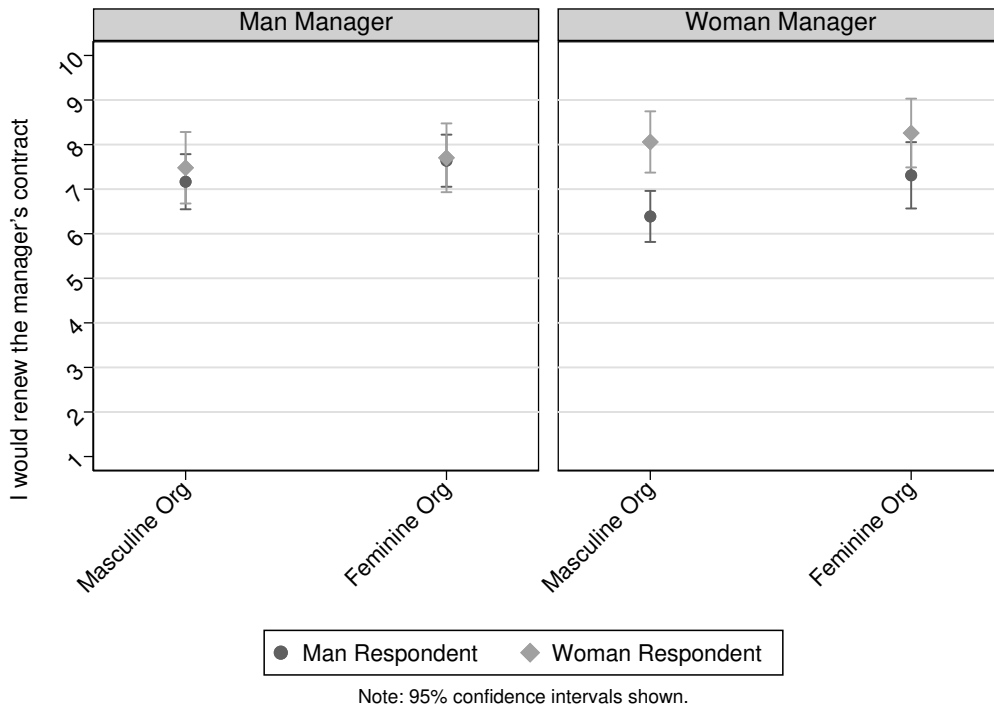


Figure A30: Predicted Contract Renewal of Public Managers by Respondent Gender and Organization Gender-Typing



## 6.1 Including All Controls

Table A16: Regression Results for Three-Way Interactive Models with Controls

	<b>Factor</b>	<b>Perform</b>	<b>Competent</b>	<b>Leadership</b>	<b>Fit</b>	<b>Contract</b>
Woman Manager	-0.291 (0.200)	-0.242 (0.332)	-0.519 (0.350)	-0.594 (0.376)	-0.549 (0.399)	-0.631 (0.426)
Feminine Org	0.124 (0.201)	0.229 (0.333)	0.093 (0.351)	0.052 (0.377)	0.238 (0.400)	0.500 (0.427)
Woman Mg x Fem Org	0.241 (0.302)	0.448 (0.502)	0.434 (0.529)	0.506 (0.568)	0.406 (0.603)	0.261 (0.643)
Woman Respondent	0.307 (0.241)	0.799* (0.399)	0.400 (0.421)	0.493 (0.452)	0.572 (0.480)	0.348 (0.512)
Woman Mg x Woman Res	0.412 (0.322)	0.337 (0.535)	0.797 (0.564)	0.751 (0.606)	0.571 (0.643)	1.161 (0.686)
Fem Org x Woman Res	-0.218 (0.330)	-0.613 (0.548)	-0.145 (0.578)	-0.221 (0.621)	-0.539 (0.659)	-0.370 (0.703)
Wom Mg x Fem x Wom Res	-0.044 (0.477)	-0.105 (0.791)	-0.311 (0.834)	-0.042 (0.896)	0.142 (0.951)	-0.026 (1.015)
Respondent Age	-0.006 (0.005)	-0.011 (0.008)	-0.002 (0.009)	-0.013 (0.009)	-0.013 (0.010)	-0.018 (0.011)
Respondent Edu	-0.099* (0.049)	-0.175* (0.081)	-0.217* (0.086)	-0.157 (0.092)	-0.182 (0.098)	-0.109 (0.104)
Respondent Income	-0.027 (0.035)	-0.064 (0.058)	-0.063 (0.061)	-0.042 (0.066)	-0.053 (0.070)	-0.004 (0.074)
Respondent POC	0.382** (0.134)	0.589** (0.222)	0.584* (0.234)	0.705** (0.251)	0.755** (0.266)	0.675* (0.284)
Respondent Dem. Party	0.002 (0.033)	-0.011 (0.055)	0.009 (0.058)	0.013 (0.062)	0.009 (0.066)	0.001 (0.071)
Manager Gender Correct	0.200 (0.157)	0.108 (0.261)	0.327 (0.275)	0.388 (0.295)	0.499 (0.313)	0.436 (0.334)
Org Purpose Correct	-0.103 (0.157)	-0.106 (0.261)	0.000 (0.275)	-0.094 (0.296)	-0.228 (0.314)	-0.518 (0.335)
Manager Race Correct	-0.009 (0.128)	-0.186 (0.213)	0.134 (0.224)	0.061 (0.241)	-0.197 (0.256)	0.115 (0.273)
Org Type Correct	-0.102 (0.124)	-0.038 (0.206)	-0.154 (0.218)	-0.355 (0.234)	-0.102 (0.248)	-0.244 (0.265)
Org Success Correct	0.605*** (0.131)	0.990*** (0.218)	0.884*** (0.230)	0.995*** (0.247)	1.160*** (0.262)	1.216*** (0.279)
Constant	-0.006 (0.355)	7.352*** (0.589)	7.144*** (0.621)	7.064*** (0.667)	7.291*** (0.708)	7.259*** (0.755)
R-squared	0.203	0.198	0.189	0.185	0.181	0.173
Observations	275	275	275	275	275	275

Results from ordinary least squares regression models. Standard errors in parentheses. \*p<0.05, \*\*p<0.01, \*\*\*p<0.001

Figure A31: Predicted Evaluations of Public Managers by Respondent Gender and Organization Gender-Typing with Controls

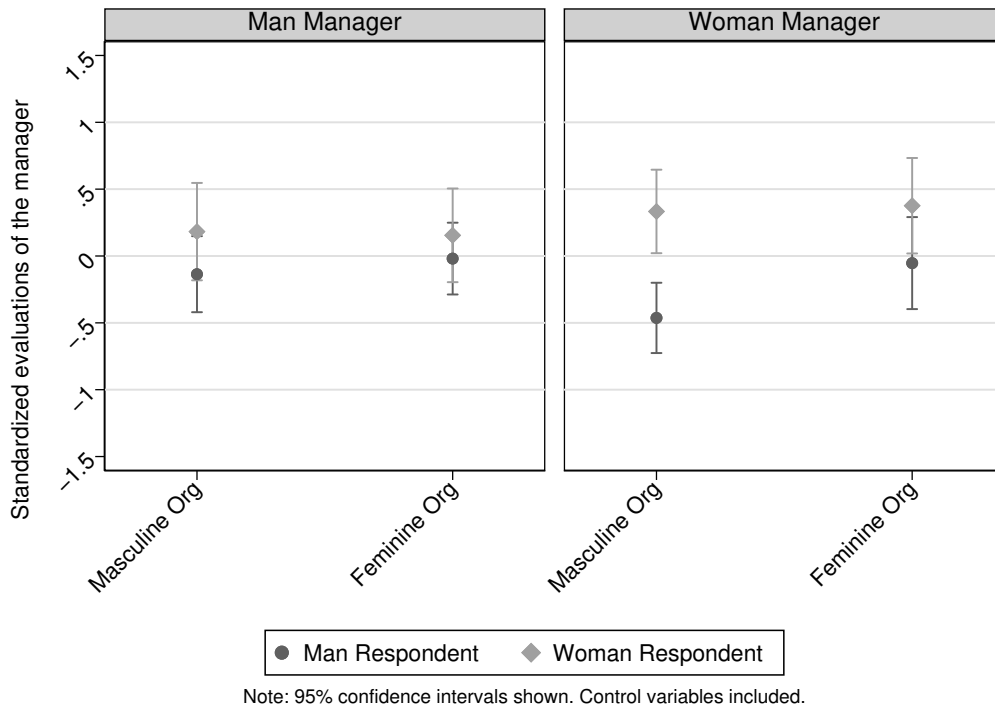


Figure A32: Predicted Performance of Public Managers by Respondent Gender and Organization Gender-Typing with Controls

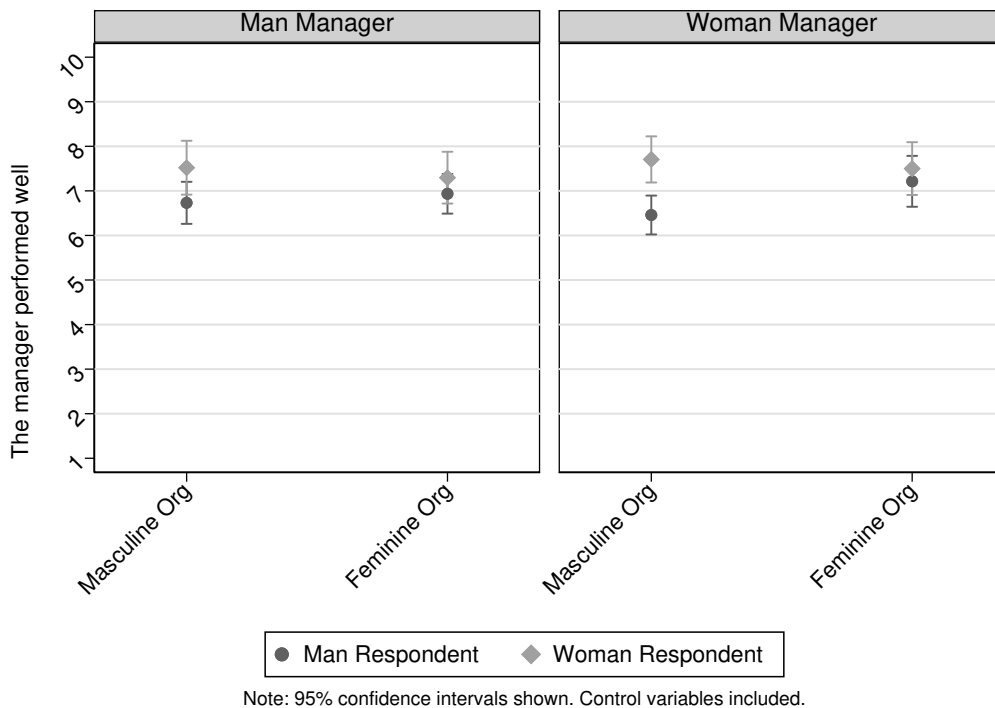


Figure A33: Predicted Competence of Public Managers by Respondent Gender and Organization Gender-Typing with Controls

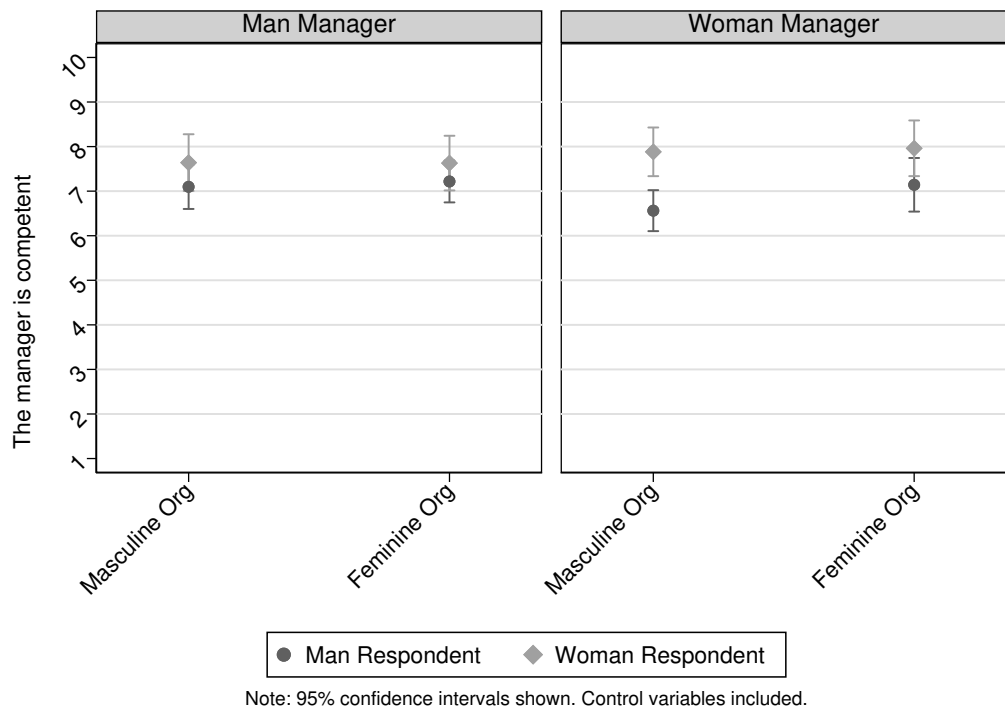


Figure A34: Predicted Leadership of Public Managers by Respondent Gender and Organization Gender-Typing with Controls

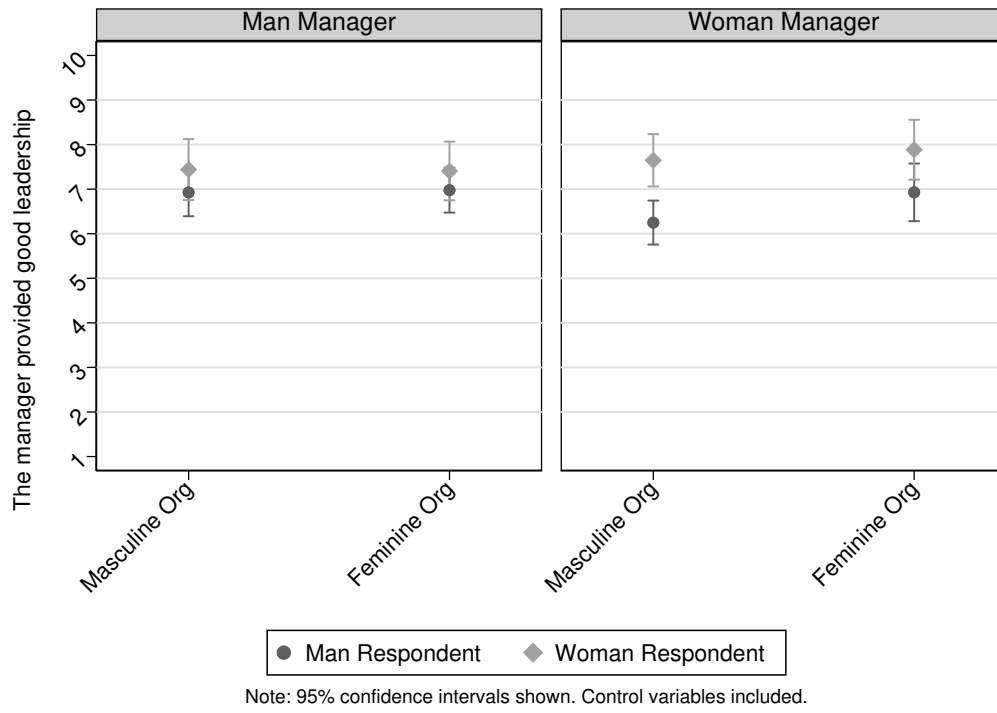




Figure A35: Predicted Fit of Public Managers by Respondent Gender and Organization Gender-Typing with Controls

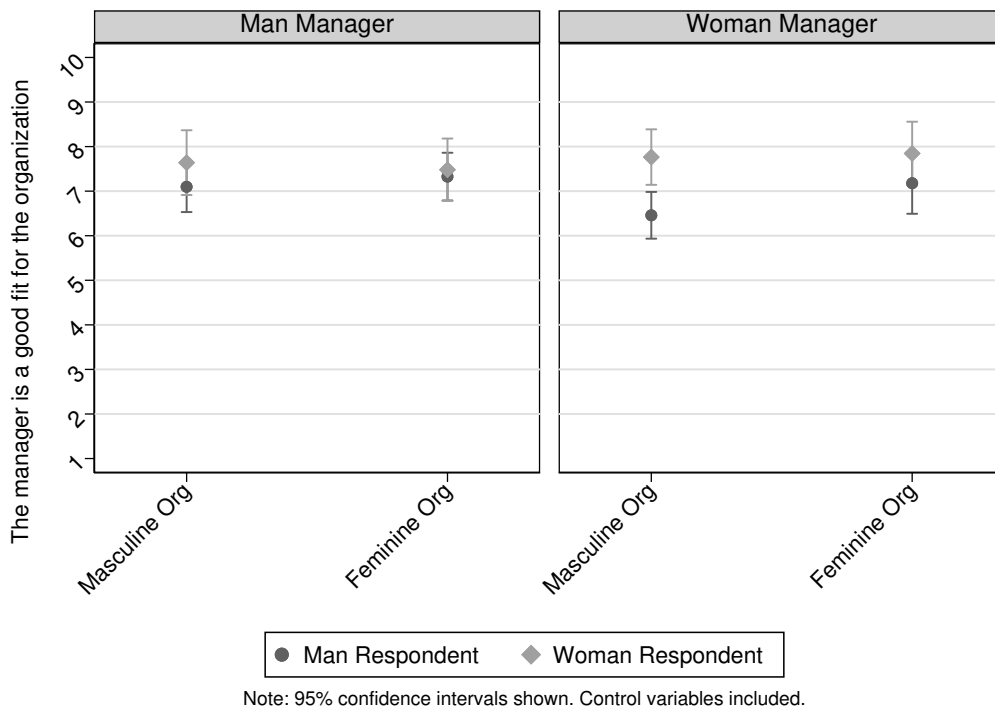
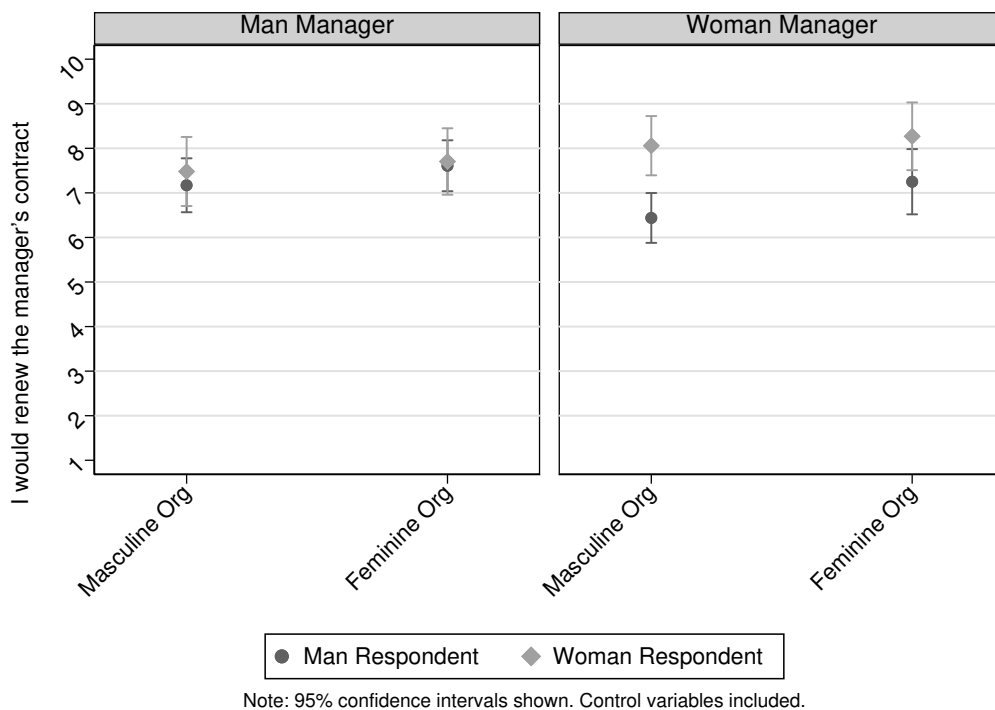


Figure A36: Predicted Contract Renewal of Public Managers by Respondent Gender and Organization Gender-Typing with Controls



## **7 Experimental Conditions**

The next four pages present the experimental conditions to which the participants were randomly allocated. Each participant viewed only one of the four conditions.

1. Children's health organization, woman manager
2. Children's health organization, man manager
3. Economic development organization, woman manager
4. Economic development organization, man manager

# + Children's Health First

## End of the Year Report

Children's Health First is a local public organization committed to carrying out its mission and achieving its annual goals. Last year, the organization hired a new manager, Lisa R. Jones, to fulfill three strategic goals for the organization: increase revenues through grants and fundraising, balance the budget, and expand services. Ms. Jones joins Children's Health First with seven years of experience in public management and a Master's in Public Administration from Middleton University.

As chief manager of the public organization, Ms. Jones was responsible for ensuring that these goals were met and oversaw the organization's performance over the past year. Ms. Jones and her team worked diligently to meet the organization's strategic goals and fulfill its purpose as a public organization, and happily, Children's Health First was largely successful this year and succeeded in meeting two of its three annual goals.

### ✓ Goal 1: Increase Revenues

- The organization received a large grant from the federal government and held two fundraising events in late March. This increase in additional revenues allows the organization to hire five new staff members as planned for next year.

### ✓ Goal 2: Balance the Budget

- The organization spent as much as it earned, resulting in a balanced budget. The balanced budget will create more opportunities for next year since the organization's funding structure will change.

### ✗ Goal 3: Expand Services

- The organization failed to expand services to a neighboring community. Now, an estimated 10,000 people still do not have access to the services offered by Children's Health First.

# + Children's Health First

## End of the Year Report

Children's Health First is a local public organization committed to carrying out its mission and achieving its annual goals. Last year, the organization hired a new manager, Michael R. Jones, to fulfill three strategic goals for the organization: increase revenues through grants and fundraising, balance the budget, and expand services. Mr. Jones joins Children's Health First with seven years of experience in public management and a Master's in Public Administration from Middleton University.

As chief manager of the public organization, Mr. Jones was responsible for ensuring that these goals were met and oversaw the organization's performance over the past year. Mr. Jones and his team worked diligently to meet the organization's strategic goals and fulfill its purpose as a public organization, and happily, Children's Health First was largely successful this year and succeeded in meeting two of its three annual goals.

### ✓ Goal 1: Increase Revenues

- The organization received a large grant from the federal government and held two fundraising events in late March. This increase in additional revenues allows the organization to hire five new staff members as planned for next year.

### ✓ Goal 2: Balance the Budget

- The organization spent as much as it earned, resulting in a balanced budget. The balanced budget will create more opportunities for next year since the organization's funding structure will change.

### ✗ Goal 3: Expand Services

- The organization failed to expand services to a neighboring community. Now, an estimated 10,000 people still do not have access to the services offered by Children's Health First.

# + Economic Development First

## End of the Year Report

Economic Development First is a local public organization committed to carrying out its mission and achieving its annual goals. Last year, the organization hired a new manager, Lisa R. Jones, to fulfill three strategic goals for the organization: increase revenues through grants and fundraising, balance the budget, and expand services. Ms. Jones joins Economic Development First with seven years of experience in public management and a Master's in Public Administration from Middleton University.

As chief manager of the public organization, Ms. Jones was responsible for ensuring that these goals were met and oversaw the organization's performance over the past year. Ms. Jones and her team worked diligently to meet the organization's strategic goals and fulfill its purpose as a public organization, and happily, Economic Development First was largely successful this year and succeeded in meeting two of its three annual goals.

### ✓ Goal 1: Increase Revenues

- The organization received a large grant from the federal government and held two fundraising events in late March. This increase in additional revenues allows the organization to hire five new staff members as planned for next year.

### ✓ Goal 2: Balance the Budget

- The organization spent as much as it earned, resulting in a balanced budget. The balanced budget will create more opportunities for next year since the organization's funding structure will change.

### ✗ Goal 3: Expand Services

- The organization failed to expand services to a neighboring community. Now, an estimated 10,000 people still do not have access to the services offered by Economic Development First.

# + Economic Development First

## End of the Year Report

Economic Development First is a local public organization committed to carrying out its mission and achieving its annual goals. Last year, the organization hired a new manager, Michael R. Jones, to fulfill three strategic goals for the organization: increase revenues through grants and fundraising, balance the budget, and expand services. Mr. Jones joins Economic Development First with seven years of experience in public management and a Master's in Public Administration from Middleton University.

As chief manager of the public organization, Mr. Jones was responsible for ensuring that these goals were met and oversaw the organization's performance over the past year. Mr. Jones and his team worked diligently to meet the organization's strategic goals and fulfill its purpose as a public organization, and happily, Economic Development First was largely successful this year and succeeded in meeting two of its three annual goals.

### ✓ Goal 1: Increase Revenues

- The organization received a large grant from the federal government and held two fundraising events in late March. This increase in additional revenues allows the organization to hire five new staff members as planned for next year.

### ✓ Goal 2: Balance the Budget

- The organization spent as much as it earned, resulting in a balanced budget. The balanced budget will create more opportunities for next year since the organization's funding structure will change.

### ✗ Goal 3: Expand Services

- The organization failed to expand services to a neighboring community. Now, an estimated 10,000 people still do not have access to the services offered by Economic Development First.