BEYOND BEING THERE: THE SYMBOLIC ROLE OF COMMUNICATION AND IDENTIFICATION IN PERCEPTIONS OF PROXIMITY TO GEOGRAPHICALLY DISPERSED COLLEAGUES

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Appendix A

**Perceived Proximity, Communication, and Attentional Filter
Items from the Online Survey**

Final Perceived Proximity Items for Distant Colleagues

Describe how you think and feel about this colleague using the pull-down menus for each of the following statements.

I feel close to Distant Colleague.	▼
Even when we are not working in the same place, I still feel close to Distant Colleague.	▼
I feel closer to Distant Colleague than the actual physical distance would suggest.	▼
I have a warm feeling about Distant Colleague.	▼
Physical distance doesn't matter in my relationship with Distant Colleague.	▼
When I think of Distant Colleague, the distance between the two of us generally seems small.	▼
With regard to work, I often think about Distant Colleague.	▼
Even when we're not actively working on something, I feel close to Distant Colleague.	▼
Psychologically, Distant Colleague feels close.	▼
I feel connected to Distant Colleague.	▼
Even when we haven't been in the same place, it hasn't seemed like I was far from Distant Colleague.	▼
When I think of Distant Colleague, she/he seems close.	▼

The pull-down menus included five choices from strongly disagree to strongly agree.

Final Perceived Proximity Items for Proximate Colleagues

Describe how you think and feel about Proximate Colleague using the pull-down menus for each of the following statements.

Even when we haven't been in the same place, it hasn't seemed like I was far from Proximate Colleague.

I feel closer to Proximate Colleague than the actual physical distance would suggest.

Physical distance doesn't matter in my relationship with Proximate Colleague.

When I think of Proximate Colleague, the distance between the two of us generally seems small.

Even when we are not working in the same place, I still feel close to Proximate Colleague.

When I think of Proximate Colleague, she/he seems close.

Even when we're not actively working on something, I feel close to Proximate Colleague.

I feel connected to Proximate Colleague.

I feel close to Proximate Colleague.

With regard to work, I often think about Proximate Colleague.

I have a warm feeling about Proximate Colleague.

Psychologically, Proximate Colleague feels close.

The pull-down menus included five choices from strongly disagree to strongly agree.

Communication Items (for Proximate and Distant Colleagues)

When you interact with Proximate Colleague, how often do you communicate using each of the following media?

	Never	Less than Once a Week	1-4 Times a Week	Once a Day	2-5 Times a day	More than 5 Times a day
By phone	○	○	○	○	○	○
Face-to-face	○	○	○	○	○	○
By email	○	○	○	○	○	○
By video conference	○	○	○	○	○	○
By instant message, chat, or text	○	○	○	○	○	○
Social Media (Twitter, Facebook, etc.)	○	○	○	○	○	○
Other communication media (please specify)	○	○	○	○	○	○

First Attention Filter Question

Complete the following analogy incorrectly. Do not enter the correct answer.

"Up" is to "Down" as "In" is to _____.

_____

Second Attention Filter Question

What relationships have been most consequential in your career? Relationships shape the way we experience our professional lives in substantial ways: they determine whether we find the right job, whether we advance in our careers, and how much we develop our professional and personal skills.

Although relationships are an interesting topic, the purpose of this question is solely to check if you read instructions carefully. So please do not choose one of the multiple choice answers below. Instead, ignore the first six potential answers below and -- regardless of your what your real answer would be -- write the word "None" in the box marked "Other, please specify."

In terms of your career choices, who has been the most influential person?

- ○ My father
- ○ My mother
- ○ Another family member
- ○ A friend
- ○ A mentor
- ○ A boss
- ○ Other, please specify:

Appendix B

Quotes Illustrating Each Theme in the Coded Comments ████████

Themes and Frequency	Illustrative Quotes
Communication Technology 17% of coded comments	• The fact that we can remain connected and maintain very effective communication over a long distance, certainly has a positive impact on my relationship with Annie because important things are not lost in translation and the physical distance tends to compress when problems can be solved seamlessly. • Technology has really helped in keeping the relationship afloat. Though we are separated by miles, the social media networks, email etc. has really helped in making it feel that the distance does not really matter. We can connect in a jiffy because of constant innovative technology. • Technology is very important as it helps with the communication and feeling of "togetherness" even while we are not at work – this is mainly through text messaging, email, and Facebook.
Personality and Likability 16% of coded comments	• Pad is over-bearing and a bit uncooperative. • Ali is a quite modest person, very friendly and co-operative. While John is a bit arrogant and aggressive in nature. • I feel Aaron is more self-oriented and less talkative, while Andi is outgoing, sociable, and friendly. • Yes because he is much nicer to work with I feel at ease working with him so it feels like he is close, and mike is so bad to work with I feel like even when he is at my desk he is a million miles away.
Shared Identity 14% of coded comments	• Well it is not the distance that matters, but the similarities in the attitudes towards work. Such as commitment level, time management skills, effective results etc. I feel more compatible with Jennifer on the above. • Harshini [physically faraway] is like my mirror. I know what she is like and also am very sure about her thoughts and views. We usually affirm the same things. There is very little that we differ in. So I do not have to always explain to her about certain things as she automatically understands and vice versa. In the case of Pushpa [collocated], I find her to be a different person with difference in thinking process, I have to think many times before telling her anything because I am not sure how she will take it. Yes Harshini feels closer to me than Pushpa. • Sathish has similar taste and values as me. It makes me much closer to him. I can share my personal values and dilemmas with him. Similarly he shares his problems with me. Yes Sathish feels very close to me even we work in different places. • No. My life and Jennifer's life seem to be going in different directions. We have very different views and it's hard to talk to her sometimes when she's being arrogant and self-absorbed. I can tell Jeff anything and know he won't tell anyone. We are VERY similar which is kind of ironic since we were both raised very differently from each other.
Reliability and Dependability 14% of coded comments	• Annie [physically faraway] is very committed to her job and will go the extra mile to achieve goals. Mannie [collocated] is more laid back and would generally have the tendency to do the bare essentials to survive. Annie feels closer in terms of work related situations principally because of her work ethic and achievement orientation. So in work situations I feel closer to Annie. • Anita is somewhat careless and very irresponsible but Arwa is very much dedicated to her work. • Annu is fun to work with and her dedication and passion towards work match mine completely. Also, she understands me and my work completely whereas with Anup I need to push as the levels of dedication towards work are different. This makes his and mine priorities towards work different and hence there is a gap. Whereas with Annu, even if I am not communicating, there is no gap in understanding, • Gregory is much [more] responsible than Nithin. He is focused in his goals.

Themes and Frequency	Illustrative Quotes
Friendly/Friendship 13% of coded comments	• Mack is very friendly to me even he is located far from me. • Arul is very friendly and cares for me a lot. Arul is very frank and lovable to me than Gayathri. Arul is much closer to me in all aspects than Gayathri. Also I care for Arul more than Gayathri. • Priscilla definitely feels closer to me than John does because we are good friends. • Even though we are not working in the same place I have positive opinion about Aruna. She is my best friend. I can share everything with her. She supports me and encourages in every aspect of life and helps when I am in need.
Informality 9% of coded comments	• George and I shared a cordial work relationship and we also hang out together during weekends. We have other common friends also and it reduces the stress in our professional relationship. The same is not true with Pedro. • I think Bhabes is closer. Well, my communication with Bhabes does not include work alone but with other friendly quotes and thoughts while that of Mark's is about work, work and work. • While I know about May's skills and abilities in relation to our shared work, I don't feel like I know much about her life outside of work, or even much about anything non-work related. Communication is always direct and related to the issue at hand. So we don't have the chance to run into each other in the hallway or talk about what each other is having for lunch or what we did on the weekend and so on. With John we can and do talk about a wide number of things and know more about each other's personal lives and circumstances. I feel I could go to him with a work problem and get a better solution because he knows more about me and how I operate than May does. • I don't think she feels as close to me as TG would feel. We are strictly professional. We have no friendly relationship outside of work.
Frequency of Communications 6% of coded comments	• Technology plays a very important role in my feelings about Richard. It's technology that has provided us the opportunity to interact so frequently whenever and wherever we want, we share our feelings and understand each other's problems and try to find solution despite of our physical differences. Without technology it was not possible. • Ben is closer though he's miles away from me. We talk on the phone every day and we work together. • [I] talk to him regularly so he is far better than my collocated colleagues. • [Technology matters] quite a bit – the constant cell phone contact and frequent email is a major form of communication in both relationships. In person interaction is important, but is one piece of our connections and working together.
Duration of Relationship 4% of coded comments	• Salim feels closer to me. We worked together for a long time… • Yes he does [feel close] because of our relationship which has spanned for over 5 years where we have got to know and understand each other and even though we may be far off we still share the same relationship no matter what. • I am more close to Jaat and reason for this is that I had been working with him from last 4-5 years and he understands me well... • I don't think that Janet feels as close as I feel towards Nicole. Nicole and I have known each other for a number of years while Janet and I have known each other for only a short number of years.
Responsiveness and Accessibility 3% of coded comments	• Bob works from home, but he is always on e-mail, even on the weekends. I believe he goes out of his way to be accessible because he is a remote worker. • Kumar reacts to the situation immediately whereas Gyanendra needs to be reminded for completing the task. Distance does not matter with Kumar. He is more trustworthy. • Michael is actually better that Peter, because if we need to discuss about our project we just make a call to Michael and he will arrive to the office within 2 hour and then we will have all type of discussions and queries are solved, but this is not possible for the Peter as we could meet only after a month. • Paul is also easier to contact and talk to, even if he is in a different office. He will always reply to emails quickly and answer the phone, where Nicky doesn't.