



# Office at Offsite: How Temporary Colocation Shapes Communication in All-remote Organizations

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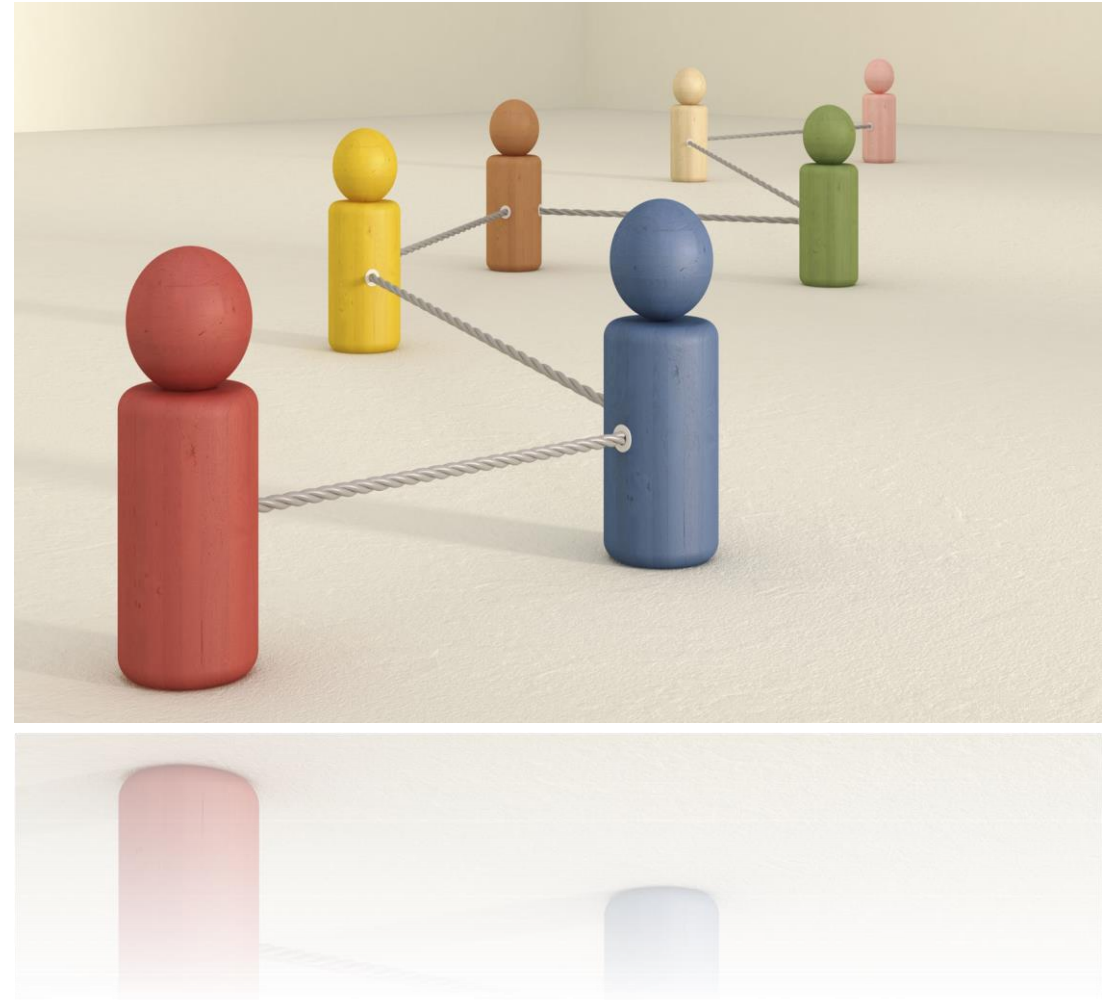
Remote Work Conference (Stanford), September 2023

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# All-remote organizations

- **All-remote organizations:** no physical office or dedicated space for workers to meet face-to-face (Choudhury, Crowston, Dahlander, and Raghuram, 2020)
- Work performed remotely with workers spread across globe and often communicating asynchronously (Rhymer 2023)

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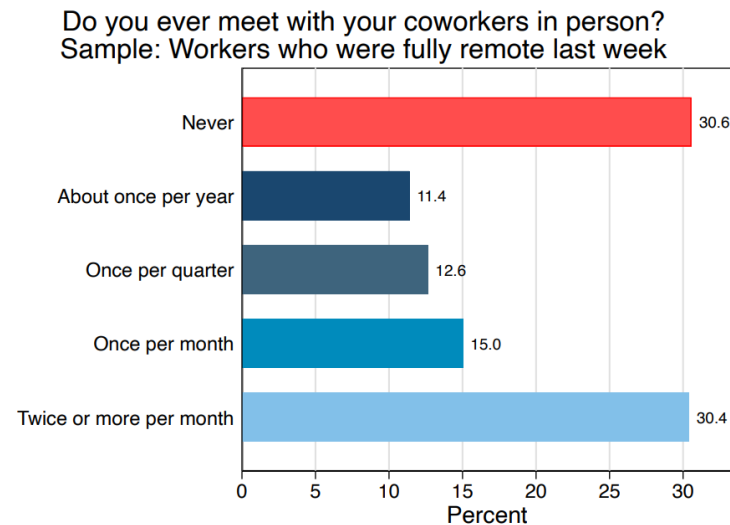
# Challenge in All-Remote Organizations: Fostering connections between heterogeneous workers

- AROs can **recruit globally** and access more **culturally and demographically diverse** workers (Hsu & Tambe, 2022)
- However, cultural and demographic diversity may also **strain communication** and lead to the **emergence of siloes** (Adler, 1997; Bettenhausen & Murnighan, 1991)
- Particularly salient for AROs that rely on **asynchronous and text-based communication** (Sproull and Kiesler 2005; Willis and Todorov 2006; Daft and Lengel 1986; Orlikowski 2002; Hansen 1999; Hinds and Mortensen 2005)

# The role of temporary in-person colocation

- One way to foster connections between (diverse) employees is through **temporary colocation**
- Survey evidence suggests that **fully-remote workers** meet their coworkers in person regularly
- Yet, we know **little** about the **impact of temporary colocation on connections between (diverse) workers**

## 45% of Workers Who Were Fully Remote During the Previous Week Meet Their Coworkers In Person At Least Monthly



**Source:** Responses to the questions:

- Do you ever meet with your coworkers in person?

**Notes:** We ask the question above to anyone who reported working from home on all days worked in the reference week of the survey. The figure plots the distribution across the response options on the left, after excluding those who say "I have no coworkers." The sample covers the May 2023 wave of the SWAA. We re-weight the sample of US residents aged 20 to 64 earning \$10,000 or more in a prior year to match CPS shares by age-sex-education-earnings cells.

**N = 965**

(Barrero, Jose Maria, Nicholas Bloom, and Steven J. Davis, 2021. "Why working from home will stick," National Bureau of Economic Research Working Paper 28731)

# Research Question

**Does temporary colocation impact subsequent online communication among fully-remote workers, particularly workers spanning demographic boundaries?**

# Preview of findings

1. **Temporary collocation** is associated with an **increase** in subsequent **online communication** between pairs of workers
2. However, the effects are **most pronounced for** workers who share **similar demographic characteristics**
3. **Even brief episodes of constrained temporary collocation** (collocation in smaller group settings) can help **bridge demographic differences** that collocation in large groups does not



# Empirical setting

- A fully remote firm
- Software development
- Est. in 2011
- 281 employees (in 2019)



# Empirical setting

- A fully remote firm
- Software development
- Est. in 2011
- 281 employees (in 2019)

- **17 countries**
- **21 time zones**
- **163 locations**





# Data

- **Descriptive data for all 281 workers** active in the firm between at the time of the in-person retreat (January 2020):
  - Name, gender, country, city location, job title (seniority), department, joining date (tenure)
- **Slack communications** for company-wide “general” channel
  - For discussing projects relevant across teams and socializing
- Information on January 2020 **retreat attendance**
  - Attendance at the retreat, duration of stay, flight to and from the retreat, and cab composition to and from the airport

# Main measures and unit of analysis

- We convert our data to the **dyad unit of analysis**, creating **39,340 dyads** for all possible pairwise combinations of workers
- Our dependent variable (DV) tracks Slack connections between employees both before and after the retreat (78,680 observations)
- Independent variables:
  - Attendance at retreat
  - Demographic differences (based on Gender, Ethnicity, and Country of residence)
  - Sharing of cabs to and from the airport (conditional on not sharing the same flight)

# Identification strategy

- Attendance is not randomly assigned
- **Quasi-exogenously assigned cab rides:**
  - Treatment: sharing a cab to and/or from the airport at the retreat, but NOT sharing a flight
  - Cab rides organized to group passengers on flights that landed within 10-20mins arrival time window
- An extensive battery of controls at the dyad level:
  - Pre-retreat interaction on Slack, how many times (if any) the dyad met at prior retreats, differences in gender, ethnicity, language, country, city, time zone, department, seniority, and tenure, as well as average time zone location, tenure, and seniority

**Table 3 – Dyad-level Descriptive Statistics**

	Pre-retreat		Post-retreat		Difference
	Obs.	Mean	Obs.	Mean	
Interaction (DV)	39,340	0.022	39,340	0.046	0.024***
Variable	Obs	Mean	Std. Dev.	Min	Max
# Times Met Before Retreat	39,340	0.49	.81	0	5
Time Zone Distance (hrs)	39,340	3.54	3.35	0	12
Avg. Time Diff to Orlando (hrs)	39,340	0.347	3.11	-5	17
Average Slack Activity	39,340	13.22	11.32	0	87.5
Demographic Differences	39,340	1.25	.87	0	3
Different Gender	39,340	0.43	.49	0	1
Diff Ethnicity	39,340	0.36	.48	0	1
Different Nationality	39,340	0.47	.50	0	1
Shared Taxi	32,148	0.03	.18	0	1

**Table 2 - Balance Tests**

VARIABLES	(1) <b>Retreat Attendance</b> <i>All Employees</i>	(2) <b>Taxi Sharing</b> <i>Retreat Attendees</i>
Interaction on General Channel	0.077* (0.045)	-0.008 (0.006)
Different Gender	-0.035 (0.028)	0.001 (0.002)
Diff Origin (Region)	-0.055 (0.046)	0.002 (0.004)
Different Nationality	-0.029 (0.049)	-0.014** (0.006)
Time Zone Distance (hrs)	-0.006 (0.005)	-0.003*** (0.001)
Avg. Time Diff to Orlando (hrs)	0.010 (0.007)	0.001 (0.001)
Seniority Distance	-0.003 (0.010)	-0.001 (0.001)
Average Seniority	-0.003 (0.034)	0.003 (0.004)
Tenure Distance (yrs)	-0.001 (0.011)	0.001 (0.001)
Average Tenure (yrs)	0.029 (0.026)	0.000 (0.003)
Different Department	0.008 (0.015)	-0.002 (0.004)
Co-Attended Prior Retreats	0.028 (0.043)	0.006 (0.005)
Average Slack Activity	-0.001 (0.002)	0.000 (0.000)
Constant	0.845*** (0.080)	0.037*** (0.009)
Observations	39,340	32,131
R-squared	0.022	0.005

Standard errors adjusted for dyad clusters using dyadclust command.

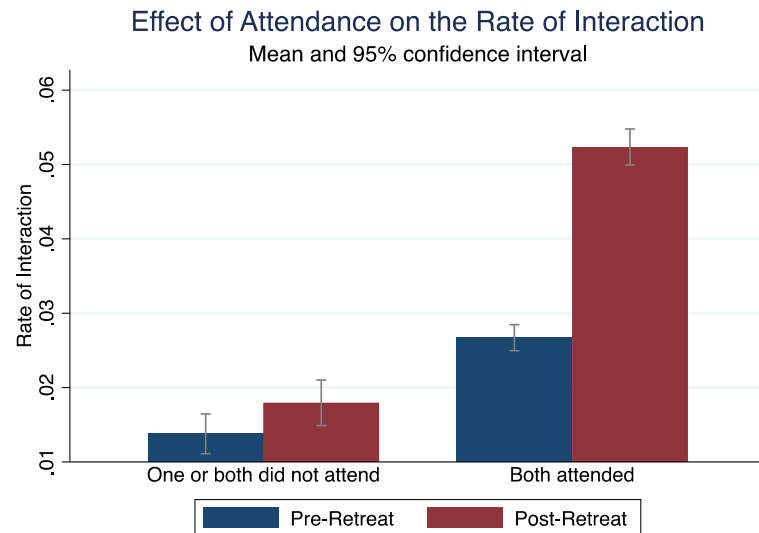
\*\*\* p<0.01 \*\* p<0.05 \* p<0.1



# Baseline result

- **Attending the retreat is associated with an increase in the likelihood of a dyad interacting online**

Equation (1) 
$$\text{Interaction}_{it} = \alpha + \beta * \text{Post}_t + \gamma * \text{Both attended retreat}_i + \delta * \text{Post}_t * \text{Both attended retreat}_i + \text{controls} + \varepsilon_{it}$$



# Effect of Attendance on demographically dissimilar dyads

• (Equation 2)  $\text{Interaction}_{it} = \alpha + \beta * \text{Post}_t + \gamma * \text{Both Attended Retreat}_i + \delta * \text{Post}_t *$

$\text{Both Attended Retreat}_i + \theta * \text{Demographic Differences}_i + \mu * \text{Post}_t * \text{Demographic Differences}_i +$

$\pi * \text{Both Attended Retreat}_i * \text{Dyad Heterogeneity}_i + \rho * \text{Both Attended Retreat}_i * \text{Post}_t *$

**Demographic Differences<sub>i</sub>** + controls +  $\varepsilon_{it}$

**Index of Demographic Differences:**

- (1) Different gender
- (2) Different ethnicity
- (3) Different country of residence

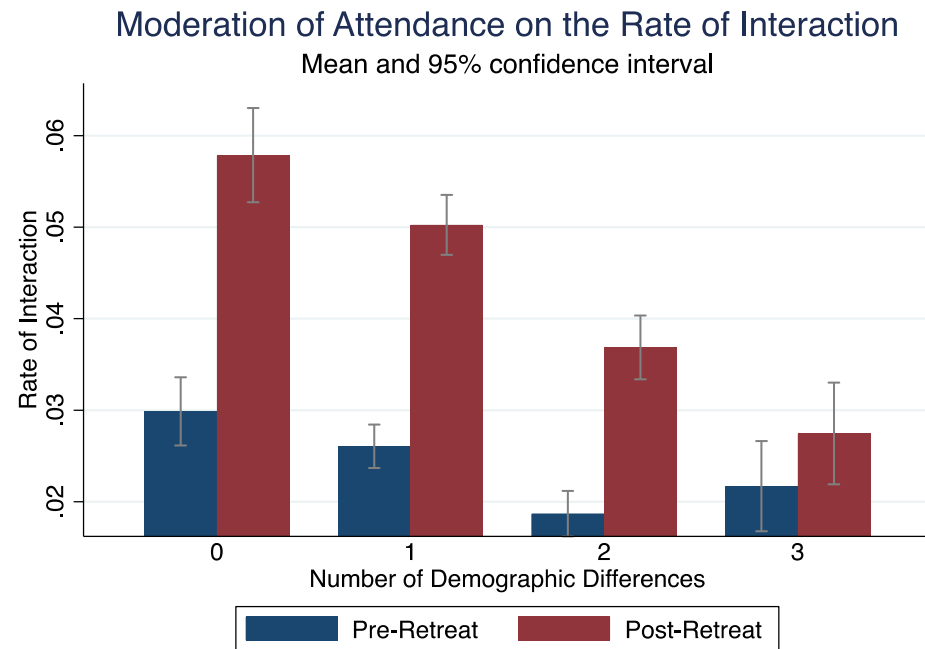
**Table 6: Tests of Hypotheses 1 and 2 - Direct Effects of Retreat Attendance and Moderation by Demographic Differences**

VARIABLES	(1)	(2)	(3)	(4)	(5)	(6)
	Interaction	Interaction	Interaction	Interaction	Interaction	Interaction
	All Employees	All Employees	All Employees	All Employees	All Employees	All Employees
Co-Attended Retreat	0.021*** (0.005)	0.010* (0.006)	0.009 (0.008)	0.011 (0.008)	0.009 (0.008)	0.009 (0.010)
Post	0.024*** (0.005)	0.006 (0.005)	0.004 (0.007)	0.003 (0.007)	0.004 (0.006)	-0.001 (0.010)
Co-Attended Retreat * Post		<b>0.022*** (0.007)</b>	<b>0.021** (0.009)</b>	<b>0.031*** (0.009)</b>	<b>0.032*** (0.009)</b>	<b>0.040*** (0.012)</b>
Diff. Gender	0.002 (0.003)	0.002 (0.003)	-0.004 (0.006)	0.002 (0.003)	0.002 (0.003)	
Diff. Ethnicity	-0.014*** (0.005)	-0.014*** (0.005)	-0.014*** (0.005)	-0.007 (0.006)	-0.014*** (0.005)	
Diff. Nationality	0.003 (0.008)	0.003 (0.008)	0.003 (0.008)	0.003 (0.008)	0.007 (0.007)	
Post* Diff. Gender			0.005 (0.007)			
Co-Attended Retreat* Diff. Gender			0.003 (0.006)			
<b>Post*Co-Attended Retreat* Diff. Gender</b>			<b>0.002 (0.008)</b>			
Post* Diff. Ethnicity				0.006 (0.008)		
Co-Attended Retreat* Diff. Ethnicity				0.000 (0.008)		
<b>Post* Co-Attended Retreat* Diff. Ethnicity</b>				<b>-0.025** (0.011)</b>		
Post* Diff. Nationality					0.005 (0.006)	
Co-Attended Retreat* Diff. Nationality					0.003 (0.006)	
<b>Post* Co-Attended Retreat* Diff. Nationality</b>					<b>-0.022** (0.010)</b>	
Demographic Diff.						-0.002 (0.004)
Post*Demographic Diff.						0.005 (0.005)
Co-Attended Retreat*Demographic Diff.						0.002 (0.004)
<b>Post* Co-Attended Retreat*Demographic Diff.</b>						<b>-0.014** (0.006)</b>
# Times Met Before Retreat	0.012*** (0.004)	0.012*** (0.004)	0.012*** (0.004)	0.012*** (0.004)	0.012*** (0.004)	0.012*** (0.004)
Time Zone Distance (hrs)	-0.000 (0.001)	-0.000 (0.001)	-0.000 (0.001)	-0.000 (0.001)	-0.000 (0.001)	-0.000 (0.001)
Avg. Time Diff to Orlando (hrs)	-0.003*** (0.001)	-0.003*** (0.001)	-0.003*** (0.001)	-0.003*** (0.001)	-0.003*** (0.001)	-0.003*** (0.001)
Average Slack Activity	0.001*** (0.000)	0.001*** (0.000)	0.001*** (0.000)	0.001*** (0.000)	0.001*** (0.000)	0.001*** (0.000)
Same Department	0.005* (0.003)	0.005* (0.003)	0.005* (0.003)	0.005* (0.003)	0.005* (0.003)	0.005* (0.003)
Seniority Distance	0.000 (0.002)	0.000 (0.002)	0.000 (0.002)	0.000 (0.002)	0.000 (0.002)	0.000 (0.002)
Tenure Distance (yrs)	0.000 (0.002)	0.000 (0.002)	0.000 (0.002)	0.000 (0.002)	0.000 (0.002)	0.000 (0.002)
Constant	-0.013* (0.008)	-0.004 (0.008)	-0.001 (0.009)	-0.007 (0.009)	-0.006 (0.009)	-0.006 (0.010)
Observations	78,680	78,680	78,680	78,680	78,680	78,680
R-squared	0.020	0.021	0.021	0.021	0.021	0.020

Standard errors adjusted for dyad clusters using dyadclust command.

\*\*\* p<0.01 \*\* p<0.05 \* p<0.1

# Effect of Attendance on demographically dissimilar dyads



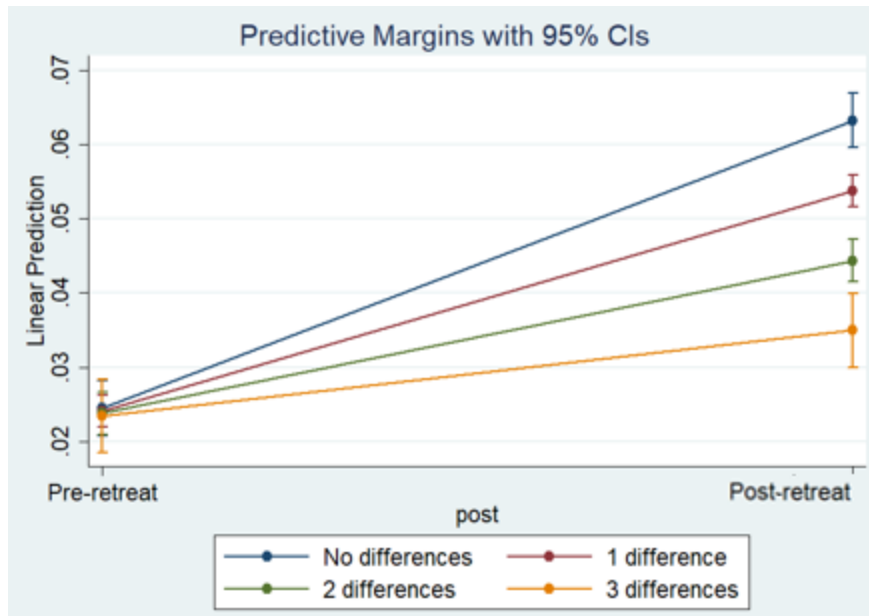
Post	-0.001 (0.010)
Both Attended Retreat	0.009 (0.010)
<b>Post*Both Attended Retreat</b>	<b>0.040***</b> <b>(0.012)</b>
Demographic Differences	-0.002 (0.004)
Post*Demographic Differences	0.005 (0.005)
Both Attended Retreat*Demographic Differences	0.002 (0.004)
<b>Post*Both Attended Retreat*Demographic Differences</b>	<b>-0.014**</b> <b>(0.006)</b>
Constant	-0.003 (0.012)

Standard errors adjusted for dyad clusters using dyadclust command.

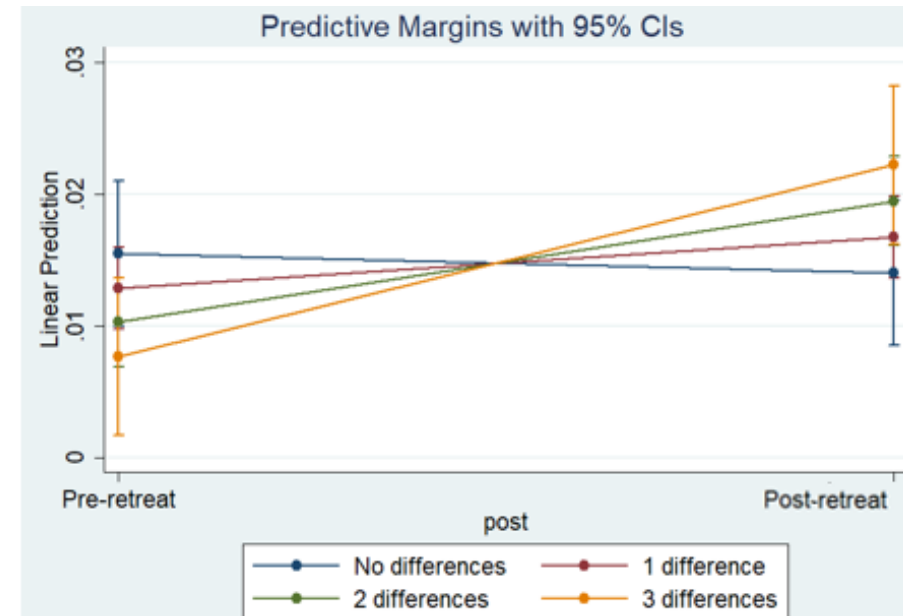
\*\*\* p<0.01 \*\* p<0.05 \* p<0.1

# Effect of Attendance on demographically dissimilar dyads

For dyads of attendees (n= 64,262)

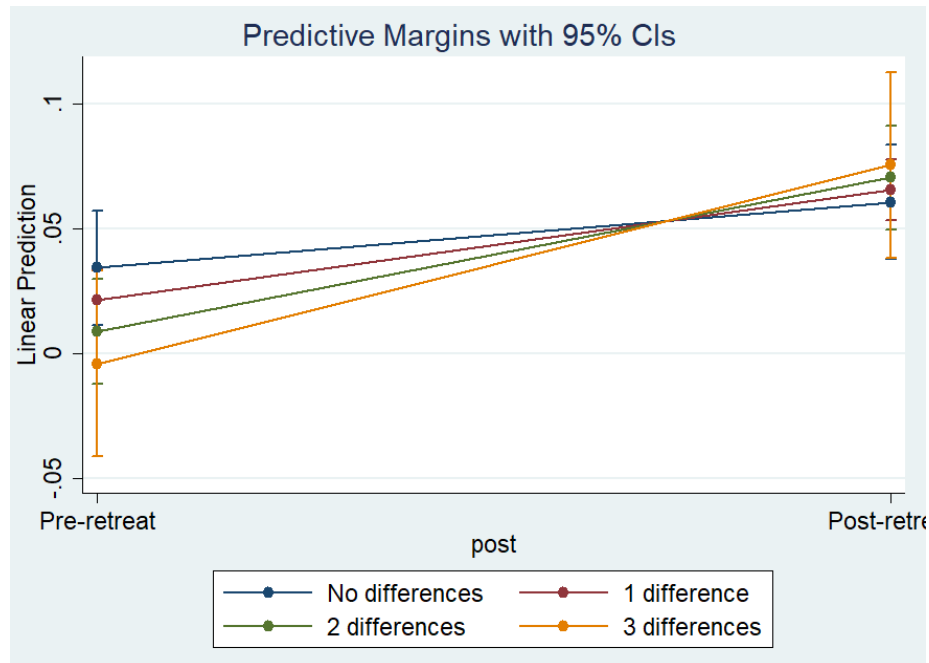


For dyads with at least one non-attendee (n= 14,418)

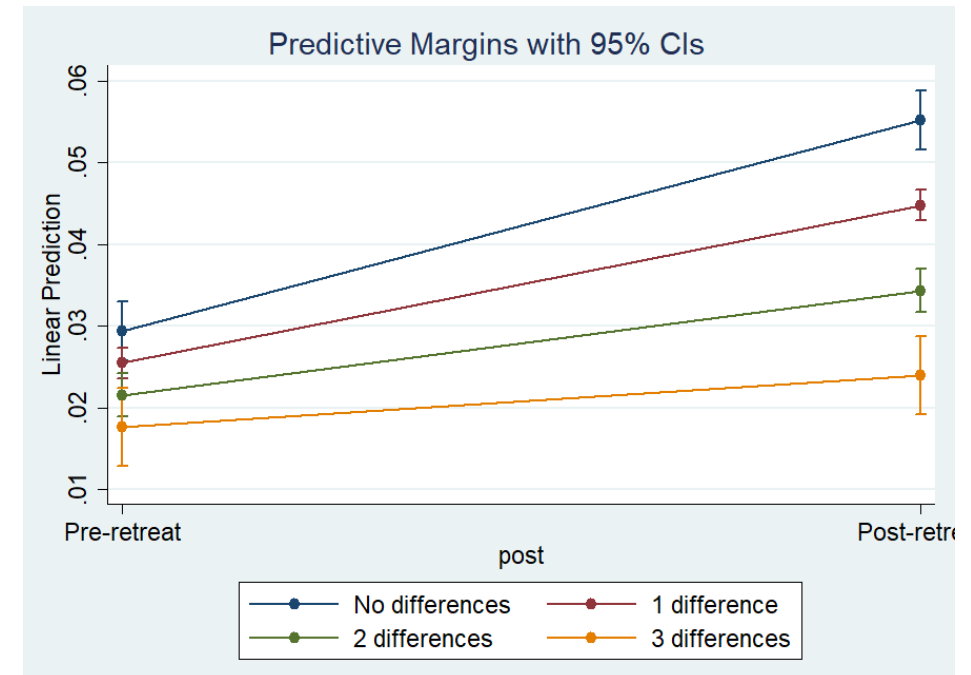


# Effect of constrained micro interactions on moderating effect of demographic differences

## Dyads that shared a cab



## Dyads that did not share a cab



# Effect of constrained micro interactions on moderating effect of demographic differences

Post	-0.001 (0.010)
Same cab but not flight	-0.019 (0.011)
<b>Post*Both Attended Retreat</b>	<b>0.040***</b> <b>(0.012)</b>
Demographic Differences	-0.006 (0.005)
Same cab but not flight*Demographic Differences	0.005 (0.004)
Post*Both Attended Retreat*Same cab but not flight	-0.009 (0.018)
<b>Post*Both Attended Retreat*Demographic Differences</b>	<b>-0.015**</b> <b>(0.006)</b>
<b>Post*Both Attended Retreat*Demographic Differences*Same cab but not flight</b>	<b>0.031***</b> <b>(0.010)</b>
Constant	-0.003 (0.012)

Standard errors adjusted for dyad clusters using dyadclust command.

\*\*\* p<0.01 \*\* p<0.05 \* p<0.1

**Table OS4 – Continuous number of interactions on the general channel**

VARIABLES	(1) # of Interactions General Channel All Employees
Post	-0.007 (0.016)
Co-Attended Retreat	0.020 (0.018)
<b>Post*Co-Attended Retreat</b>	<b>0.063***</b> <b>(0.022)</b>
Demographic Diff.	-0.002 (0.005)
Post*Demographic Diff.	0.007 (0.006)
Co-Attended Retreat*Demographic Diff.	-0.001 (0.005)
<b>Post* Co-Attended Retreat*Demographic Diff.</b>	<b>-0.021**</b> <b>(0.009)</b>
# Times Met Before Retreat	0.022*** (0.008)
Time Zone Distance (hrs)	0.000 (0.001)
Avg. Time Diff to Orlando (hrs)	-0.005*** (0.002)
Average Slack Activity	0.002*** (0.001)
Same Department	0.012* (0.006)
Seniority Distance	-0.000 (0.003)
Tenure Distance (yrs)	-0.000 (0.003)
Constant	-0.013 (0.017)
Observations	79,885
R-squared	0.014

Standard errors adjusted for dyad clusters using dyadclust command.

\*\*\* p<0.01 \*\* p<0.05 \* p<0.1



**Table 11: OLS Estimates of Pre-retreat Interaction & Performance**

	(1)	(2)	(3)
	<b>Pre-Retreat</b>	<b>Pre-Retreat</b>	<b>Pre-Retreat</b>
VARIABLES	<i>All Employees</i>	<i>All Employees</i>	<i>All Employees</i>
Ties to Diff. Genders	0.088*		
	(0.048)		
Ties to Diff. Nationalities		0.038	
		(0.046)	
Ties to Diff. Ethnicities			0.123*
			(0.065)
Constant	2.895***	2.876***	2.887***
	(0.158)	(0.158)	(0.158)
Observations	203	203	203
R-squared	0.157	0.152	0.161
Department FE	Yes	Yes	Yes
Timezone FE	Yes	Yes	Yes
Controls	Yes	Yes	Yes
Name Origin FE	Yes	Yes	Yes

Robust standard errors in parentheses are clustered by seniority\*department.

\*\*\* p<0.01 \*\* p<0.05 \* p<0.1



# Summary of findings

- **Temporary colocation** is associated with **more online communication** between pairs of workers
- This effect is **driven by** an increase in online communication between **pairs of workers who are demographically similar**
- Brief episodes of **constrained temporary colocation reverse this effect**, such that they **increase communication** more for pairs of workers who are **demographically dissimilar**



# Implications

- Our research points to importance of **“Liminal Spaces”**, spaces that foster *short, voluntary, informal, in-person* interactions, in fostering connections.
- Implications for how in-person days should be organized at organizations that have adopted hybrid work models.
- Future research needed on how heterogeneity of venues (downtown office, suburban office, retreat, gym) affects quality of in-person interactions.

Thank you!



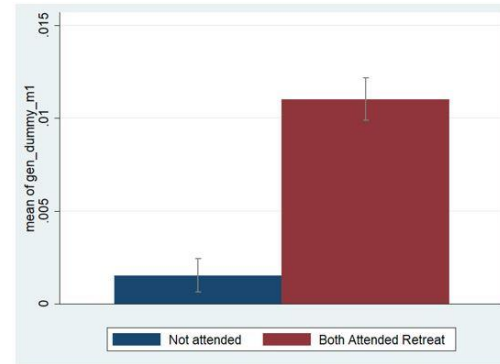
# Appendix

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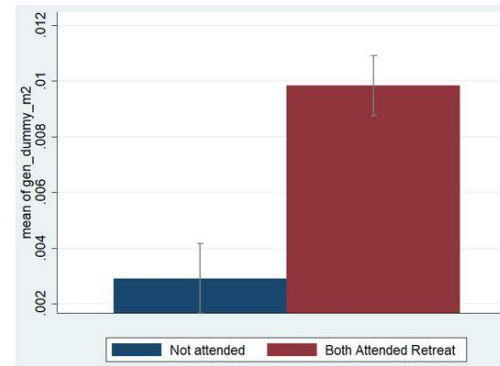
	<u>same_cab</u>	<u>gen_dummy</u>	<u>both_2020</u>	<u>diff_gender</u>	<u>times_met</u>	<u>time_dist</u>	<u>avg_time</u>	<u>social_act</u>	<u>same_dept</u>	<u>seniority</u>	<u>distance</u>
<u>same_cab</u>	1.0000										
<u>gen_dummy</u>	0.0089	1.0000									
<u>both_2020</u>	0.0719	0.0497	1.0000								
<u>diff_gender</u>	-0.0026	0.0008	-0.0519	1.0000							
<u>times_met</u>	0.0392	0.0754	0.0628	-0.0448	1.0000						
<u>time_dist</u>	-0.0542	-0.0384	-0.0271	-0.0189	-0.1074	1.0000					
<u>avg_time</u>	-0.0293	-0.0496	0.0157	-0.0190	-0.0889	0.6985	1.0000				
<u>social_act</u>	0.0033	0.0685	-0.0183	0.0007	0.1501	0.1758	0.1816	1.0000			
<u>same_dept</u>	0.0058	0.0223	-0.0024	-0.0289	0.1180	0.0115	0.0289	0.0791	1.0000		
<u>seniority</u>	0.0050	-0.0037	-0.0064	-0.0262	-0.0365	-0.0622	-0.0798	-0.0919	-0.0720	1.0000	
<u>distance</u>	0.0123	0.0025	0.0495	-0.0415	-0.0199	-0.0357	-0.0065	-0.0311	0.0213	0.0369	1.0000



After one month



After 2 months



After 3 months

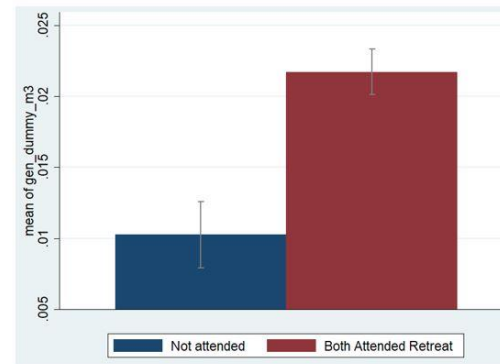


Table 9

Identical dyad, did not share cab but co-attended retreat

$$\begin{aligned} \text{Pre} &= 0.009 \\ \text{Post} &= -0.001 + 0.009 + 0.040 \\ \text{Increase} &= \textcircled{0.049} \end{aligned}$$

Identical dyad, co-attended & shared cab.

$$\begin{aligned} \text{Pre} &= 0.009 - 0.022 + 0.017 \\ \text{Post} &= \frac{-0.001 + 0.009 + 0.040}{-0.009} - 0.022 + \frac{0.001 + 0.017}{-0.009} \\ \text{Increase} &= -0.001 + 0.040 + 0.001 - 0.009 \\ \text{Increase} &= \textcircled{0.031} \end{aligned}$$

Dyad with one difference, co-attended & shared cab.

$$\begin{aligned} \text{Pre} &= 0.009 - 0.022 + 0.017 - 0.006 + 0.002 \\ &= -0.005 - 0.001 \\ \text{Post} &= -0.001 + 0.009 + 0.040 - 0.022 + 0.001 \\ &= +0.017 - 0.009 - 0.006 + 0.005 + 0.002 \\ &= -0.015 - 0.005 - 0.005 - 0.001 + 0.031 \\ \text{Increase} &= \cancel{0.009 - 0.001} - 0.001 + 0.040 + 0.001 - 0.009 \\ &= +0.005 - 0.015 - 0.005 + 0.031 \\ &= 0.040 - 0.009 - 0.015 + 0.031 \\ &= \textcircled{0.047} \end{aligned}$$



# Attendance: Demographic Moderators

VARIABLES	(1) Interaction <i>All Employees</i>	(2) Interaction <i>All Employees</i>	(3) Interaction <i>All Employees</i>
Different Gender	-0.002 (0.006)	0.003 (0.003)	0.003 (0.003)
Diff Origin (Region)	-0.012** (0.005)	-0.007 (0.006)	-0.012** (0.005)
Different Language	0.003 (0.008)	0.003 (0.008)	0.003 (0.008)
Different Country Location	0.006 (0.008)	0.006 (0.008)	0.009 (0.007)
Post	0.004 (0.007)	0.003 (0.007)	0.004 (0.006)
Both Attended Retreat	0.008 (0.008)	0.009 (0.008)	0.007 (0.008)
Post * Both Attended Retreat	0.022** (0.009)	0.031*** (0.009)	0.033*** (0.009)
Post * Different Gender	0.005 (0.007)		
Both Attended Retreat * Different Gender	0.003 (0.007)		
Post * Both Attended Retreat * Different Gender	0.001 (0.008)		
Post * Different Origin Region		0.006 (0.008)	
Both Attended Retreat * Different Origin Region		0.002 (0.008)	
Post * Both Attended Retreat * Different Origin Region		-0.025** (0.011)	
Post * Different Country			0.005 (0.006)
Both Attended Retreat * Different Country			0.004 (0.006)
Post * Both Attended Retreat * Different Country			-0.022** (0.010)
Constant	0.008 (0.012)	0.003 (0.013)	0.004 (0.013)
Observations	78,695	78,695	78,695
Controls	Yes	Yes	Yes
R-squared	0.017	0.018	0.017

Standard errors adjusted for dyad clusters using dyadclust command.

\*\*\* p<0.01 \*\* p<0.05 \* p<0.1



# Sharing a Cab: Demographic Moderators

VARIABLES	(1)	(2)	(3)
	Interaction <i>Retreat Attendees</i>	Interaction <i>Retreat Attendees</i>	Interaction <i>Retreat Attendees</i>
Different Gender	0.001 (0.004)	0.004 (0.004)	0.004 (0.004)
Diff Origin (Region)	-0.014** (0.006)	-0.004 (0.006)	-0.014** (0.006)
Different Language	0.004 (0.009)	0.004 (0.009)	0.004 (0.009)
Different Country Location	0.005 (0.009)	0.005 (0.009)	0.013 (0.008)
Post	0.026*** (0.006)	0.035*** (0.007)	0.036*** (0.007)
Same Cab, Not Flight	-0.007 (0.007)	-0.006 (0.007)	-0.013** (0.006)
Post * Same Cab, Not Flight	0.001 (0.011)	0.005 (0.014)	0.024 (0.022)
Same Cab, Not Flight * Different Gender	-0.007 (0.010)		
Post * Same Cab, Not Flight * Different Gender	0.041** (0.018)		
Same Cab, Not Flight * Different Origin Region		-0.011 (0.010)	
Post * Same Cab, Not Flight * Different Origin Region		0.041** (0.019)	
Same Cab, Not Flight * Different Country			0.012 (0.011)
Post * Same Cab, Not Flight * Different Country			-0.017 (0.029)
Constant	0.015 (0.013)	0.010 (0.013)	0.010 (0.013)
Observations	64,276	64,276	64,276
Controls	Yes	Yes	Yes
R-squared	0.015	0.016	0.015

Standard errors adjusted for dyad clusters using dyadclust command.

\*\*\* p<0.01 \*\* p<0.05 \* p<0.1



## Pre and post-retreat Interaction Baselines by demographic characteristic

Pre-retreat:

		Same		Different		Difference
		Obs.	Mean	Obs.	Mean	
Heterogeneity in Demographics	Gender	23229	0.026	17145	0.023	-0.003*
	Origin Region	26004	0.028	14370	0.019	-0.009***
	Country of residence	21366	0.026	19008	0.024	-0.002

Post-retreat:

		Same		Different		Difference
		Obs.	Mean	Obs.	Mean	
Heterogeneity in Demographics	Gender	22791	0.045	16829	0.048	0.003
	Origin Region	25521	0.054	14099	0.031	-0.023***
	Country of residence	20954	0.053	18666	0.039	-0.014***



# Pre-retreat Interaction & Performance

Mean rating: 3.177  
St. Deviation: 0.410

VARIABLES	(1) <b>Pre-Retreat Performance</b> <i>All Employees</i>	(2) <b>Pre-Retreat Performance</b> <i>All Employees</i>	(3) <b>Pre-Retreat Performance</b> <i>All Employees</i>
Ties to Diff. Genders	0.088* (0.048)		
Ties to Diff. Countries		0.038 (0.046)	
Ties to Diff. Origins			0.123* (0.065)
Constant	2.895*** (0.158)	2.876*** (0.158)	2.887*** (0.158)
Observations	281	281	281
R-squared	0.157	0.152	0.161
Department FE	Yes	Yes	Yes
Timezone FE	Yes	Yes	Yes
Controls	Yes	Yes	Yes
Name Origin FE	Yes	Yes	Yes

Robust standard errors in parentheses are clustered by seniority\*department.

\*\*\* p<0.01 \*\* p<0.05 \* p<0.1

