

**ONLINE APPENDICES FOR “REAL-TIME PEER FEEDBACK AND  
ORGANIZATIONAL DYNAMICS IN THE DIGITAL AGE: AN EMPIRICAL  
INVESTIGATION”**

In Online Appendix A, we first present Pearson’s correlation matrix for our main variables in the paper.

In Online Appendix B, we present our robustness check results for the additional analyses discussed in the paper.

## ONLINE APPENDIX A

**Table A1. Pair-wise Pearson Correlation Matrix of Major Feedback Variables**

<i>Variable</i>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>
<b>1</b> <i>Rating</i>	1.00								
<b>2</b> <i>Sentiment</i>	0.16	1.00							
<b>3</b> <i>Rating_Given</i>	0.01***	-0.09	1.00						
<b>4</b> <i>Team_Size</i>	- 0.03***	0.14** *	0.23*	1.00					
<b>5</b> <i>Function_Size</i>	-0.02*	0.08	0.26	0.17	1.00				
<b>6</b> <i>Same_Team</i>	0.01*	0.01*	0.00	0.04** *	0.05	1.00			
<b>7</b> <i>Same_Location</i>	- 0.02***	0.05** *	- 0.14***	0.09**	0.09** *	0.08***	1.00		
<b>8</b> <i>Same_Function</i>	- 0.08***	0.04** *	-0.01	0.33** *	0.35** *	0.14***	0.58** *	1.00	
<b>9</b> <i>TitForTat</i>	0.03***	- 0.17**	0.18***	0.08*	0.11**	0.00	0.06**	0.00	1.00

Standard errors in brackets; \*\*\* p<0.01, \*\* p<0.05, \* p<0.1

## ONLINE APPENDIX B

**Table B1. Impact of Organizational Size & Work Proximity on Rating Scores & Sentiment, Using Instrumental Variable Approach**

Variables	Same Team	Rating	Sentiment
	First Stage of 2SLS	Second Stage of 2SLS	
<i>CEO_Change</i>	0.937*** [0.008]		
<i>Team_Size</i>	0.013*** [0.000]	-0.015*** [0.001]	0.004*** [0.001]
<i>Function_Size</i>	0.008* [0.009]	-0.003 [0.001]	0.006 [0.069]
<i>Same_Team (Instrumented)</i>		0.005* [0.083]	0.0002** [0.006]
<i>Same_Function</i>	0.154*** [0.009]	-0.150*** [0.029]	-0.016*** [0.004]
<i>Same_Location</i>	0.788*** [0.009]	-0.834*** [0.090]	0.008** [0.011]
Fixed Effects	Yes	Yes	Yes
Controls	Yes	Yes	Yes

Robust standard errors in brackets; \*\*\* p<0.01, \*\* p<0.05, \* p<0.1

**Table B2. Impact of Organizational Size & Work Proximity on Rating Scores & Sentiment, with Additional Control Variables**

Variables	Rating	Sentiment
<i>Team_Size</i>	-0.002*** [0.001]	0.003*** [0.001]
<i>Function_Size</i>	-0.001 [0.001]	0.002 [0.0006]
<i>Same_Team</i>	0.008 [0.020]	-0.0002 [0.006]
<i>Same_Function</i>	-0.112*** [0.017]	-0.042*** [0.004]
<i>Same_Location</i>	-0.314*** [0.042]	0.005*** [0.011]
Fixed Effects	Yes	Yes
Controls	Yes	Yes

Robust standard errors in brackets; \*\*\* p<0.01, \*\* p<0.05, \* p<0.1

**Table B3. Impact of Culture Profile Scores on Rating Scores using O'Reilly's Original OCP**

<b>OCP Variable</b>	<b>Rater</b>	<b>Ratee</b>
Aggressiveness (Competitiveness)	0.098*** [0.017]	0.060* [0.009]
Respect for People (Social Responsibility)	0.032*** [0.009]	0.108 [0.012]
Supportiveness (Supportiveness)	0.087*** [0.019]	0.047** [0.008]
Innovation (Innovation)	-0.130*** [0.022]	-0.033 [0.008]
Team Orientation (People and Equity)	0.027** [0.013]	0.0005 [0.011]
Emphasis on Reward (Performance Oriented)	-0.058*** [0.012]	0.070* [0.014]
Stability (Stability)	0.125** [0.015]	0.133*** [0.018]
Weekly-Level Fixed Effects	Yes	Yes
Employee-Level Fixed Effects	Yes	Yes
Controls	Yes	Yes

Robust standard errors in brackets; \*\*\* p<0.01, \*\* p<0.05, \* p<0.1

**Table B4. Random Trend Model for External Factors**

<b>Variables</b>	<b>Rating</b>	<b>Sentiment</b>
<i>Team_Size</i>	-0.004*** [0.001]	0.003*** [0.001]
<i>Function_Size</i>	-0.007* [0.001]	0.001 [0.0006]
<i>Same_Team</i>	0.007 [0.025]	0.0003 [0.007]
<i>Same_Function</i>	-0.043*** [0.016]	-0.027*** [0.005]
<i>Same_Location</i>	-0.113*** [0.002]	0.033*** [0.007]
Employee-Level Fixed Effects	Yes	Yes
Controls	Yes	Yes

Robust standard errors in brackets; \*\*\* p<0.01, \*\* p<0.05, \* p<0.1

**Table B5. Random Trend Model for Internal OCP Factors**

OCP Variables	Rater	Ratee
Competitiveness	0.097*** [0.017]	0.063* [0.009]
Social Responsibility	0.032*** [0.009]	0.108 [0.012]
Supportiveness	0.087*** [0.019]	0.047** [0.008]
Innovation	-0.128*** [0.022]	-0.048 [0.009]
People and Equity	0.025** [0.013]	0.008 [0.012]
Performance Oriented	-0.058*** [0.012]	0.070* [0.014]
Stability	0.125** [0.015]	0.133*** [0.018]
Employee-Level Fixed Effects	Yes	Yes
Controls	Yes	Yes

Robust standard errors in brackets; \*\*\* p<0.01, \*\* p<0.05, \* p<0.1

**Table B6. Random Trend Model for Internal WC Factors**

WC Variables	Rater	Ratee
Communication Skills	-0.143* [0.015]	-0.005 [0.017]
Financial Influence	-0.758*** [0.106]	0.659** [0.112]
Leadership Skills	0.175*** [0.016]	0.122*** [0.015]
Leading Change	-0.072*** [0.005]	0.109** [0.017]
Training & Development	0.134*** [0.018]	0.101*** [0.022]
Employee-Level Fixed Effects	Yes	Yes
Controls	Yes	Yes

Robust standard errors in brackets; \*\*\* p<0.01, \*\* p<0.05, \* p<0.1

**Table B7. Impact of Organizational Size & Work Proximity on Rating Scores & Sentiment, with Comments**

Variables	Rating	Sentiment
<i>Team_Size</i>	-0.003*** [0.001]	0.002*** [0.001]
<i>Function_Size</i>	0.002 [0.001]	0.001 [0.0004]
<i>Same_Team</i>	0.005 [0.023]	0.0001 [0.003]
<i>Same_Function</i>	-0.052*** [0.014]	-0.010*** [0.004]
<i>Same_Location</i>	-0.061*** [0.023]	0.023*** [0.006]
Weekly-Level Fixed Effects	Yes	Yes
Employee-Level Fixed Effects	Yes	Yes
Controls	Yes	Yes

Robust standard errors in brackets; \*\*\* p<0.01, \*\* p<0.05, \* p<0.1

**Table B8. Impact of Organizational Size and Work Proximity on Rating Scores and Sentiment from Advance Reviewer**

Variables	Rating	Sentiment
<i>Team_Size</i>	-0.033*** [0.001]	0.003*** [0.001]
<i>Function_Size</i>	-0.002 [0.001]	0.001 [0.0006]
<i>Same_Team</i>	0.006 [0.013]	-0.0006 [0.003]
<i>Same_Function</i>	-0.029** [0.014]	-0.005** [0.004]
<i>Same_Location</i>	-0.054*** [0.027]	0.023*** [0.006]
Weekly-Level Fixed Effects	Yes	Yes
Employee-Level Fixed Effects	Yes	Yes
Controls	Yes	Yes

Robust Standard errors in brackets; \*\*\* p<0.01, \*\* p<0.05, \* p<0.1

**Table B9. Impact of Organizational Size and Work Proximity on Rating Scores with Lag Values**

<b>Variables</b>	<b>Rating</b>	<b>Rating with 7-day Lag</b>
<i>Team_Size</i>	-0.003*** [0.001]	-0.001*** [0.001]
<i>Function_Size</i>	0.002 [0.001]	0.004 [0.003]
<i>Same_Team</i>	0.005 [0.023]	0.007 [0.003]
<i>Same_Function</i>	-0.052*** [0.014]	-0.031*** [0.009]
<i>Same_Location</i>	-0.061*** [0.023]	-0.088*** [0.001]
Weekly-Level Fixed Effects	Yes	Yes
Employee-Level Fixed Effects	Yes	Yes
Controls	Yes	Yes

Robust Standard errors in brackets; \*\*\* p<0.01, \*\* p<0.05, \* p<0.1