

Submityourassignments.net

Stuck on Management Assignment?
Why Suffer?
That's Our Job

Have kids? Too much homework?
Family issues?
Tight deadlines?
Too much homework?

Qualified Writers Only
Plagiarism-free guarantee
It'll take you just 2 minutes to order

ORDER NOW

We can Help ✓

Communication and Trust in Global Virtual Teams

Student Name:

Institutional Affiliation:

Course:

Date:

Submityourassignments.net

Communication and Trust in Global Virtual Teams

Article Summary

Main topic and lessons learned

The article "*Communication and Trust in Global Virtual Teams*" by Sirikka L. Jarvenpaa and Dorothy E. Leidner explores the difficulties inherent in establishing and sustaining trust within a worldwide virtual team whose participants span time, culture, and place. Integrating contemporary literature on working groups, cross-cultural communication, computer-mediated communication groups, and individual and organization trust highlights the problems. Besides, the research covers communication behaviors that may promote trust in virtual groups dispassionately. According to the authors, virtual teams offer the adaptability, reactivity, cost savings, and increased resource utilization required to satisfy constantly changing job needs in dynamic, unpredictable, and global corporate contexts. Although the prospects are admirable, the new form also has a bad side: in a virtual environment, problems like role ambiguity, poor personal commitment, role ambiguity, task overload, absenteeism, and social loafing may be amplified.

Pointedly, the lessons learned from this article are immense and practical, especially after the Covid-19 pandemic hit the world and lockdown measures were adopted. Everyone, from students to employed people, had to work from home. From that experience, virtual teams became effective, although they experienced many challenges. Virtual teams are flexible, reactive, save costs, and increase resource utilization.

The arguments and primary analyses

The authors employed a case study approach by reporting exploratory research examining trust in groups relying on virtual engagement only, lacking any effect from one-on-one interaction. Three questions guided the research; if trust can persist in multinational virtual teams if participants have no prior engagement or anticipation of future interaction?

Second, Second, how would such teams create trust? Thirdly, what communication habits may contribute to the formation of trust? Conversely, the worldwide virtual groups were physically situated in various countries, communicated via computer-mediated communications technology like chat rooms and electronic email, and had no previous experience working together.

Furthermore, the authors used two distinct measurements to assess the team's degree of trust. The first was a modified five-point scale version, and the second was a modified five-point scale measure of trustworthiness. Both tools were changed to use the team as the unit of analysis instead of the original pair. These measurements encompass a broader concept of trust.

Findings/ Conclusions

The findings indicate that worldwide virtual teams may exhibit a "swift" trust, which seems extremely weak and transient. In short, the study's findings imply that trust may take on the shape of quick trust with specific variances in global virtual teams. While confidence can be imported, it is more probable to be earned during the first few keystrokes of dialogue. Nonetheless, the virtual groups that showed high trust levels at the start and finish looked better equipped to handle the virtual environment's unpredictability, intricacy, and expectations than the groups that experienced low trustworthiness at the beginning and finish.

According to the survey results, only four teams went from a low starting trust state to a high initial trust state. The team's first texts seemed to establish how the team interacted. Considering that the individuals of the global virtual groups were not recognizable by their positions or national origin, it is unknown what prejudices may have been invoked. Thus, the trust may have been quickly established rooted in members' imported proclivity to begin or reply to the first digital communication stimulus instead of any particular preconceptions.

Moreover, communication parading around the program and duties appears vital to sustaining trust. Social communication that supplements instead of replacing task communications can increase confidence. Finally, reacting actions are just as necessary as initiating actions, and members must directly express their dedication, enthusiasm, and optimism.

Last, the case studies indicate that if one is confronted with task ambiguity initially in a group's life, trust-based teams can solve problems and manage disputes in an environment where electronic communication is constrained. Also, the study discovered that teams transmit both task-related and social information.

Article Critique

Strengths of the study

One strength of the study is the methodology used, although it has its downsides. Using a case study approach, the authors can provide verified facts derived from firsthand observations of the global virtual teams. Besides, the study can bring out how virtual teams are engaged. Since the authors examined what was created in real-time, the case study method gives facts to look into. The authors converted their thoughts into data that can be justified as truth due to a well-defined route of positive or negative growth (Jarvenpaa & Leidner, 1999). Bringing out a specific incidence of engagement and trust among virtual teams also offers detailed information on the development process, which credibility the additional incident to an outside observer.

Another strength of the study is that its findings are reliable. Considering that the article was developed thirty years ago, when the internet connection was limited, the article's findings are relevant. They are things that are common today. Besides, the article uses different research approaches. Using other case study techniques, like interviews and direct observation, the authors can pinpoint the research topic and provide concrete evidence

concerning global virtual teams. In short, the case study technique effectively requires people to conclude the issue being examined and then argue their stance through proof.

Limitations

The study has a wide array of limitations. Although there were spontaneous occurring teams, they were student teams with grade-based rewards and risks. The team members communicated largely via asynchronous emails and, occasionally, chat rooms; video conferencing was unavailable. Besides, the qualities of the means of communication affect how people communicate. Conversely, one may claim that the setting was artificially concocted by confining units to digital communication (Jarvenpaa & Leidner, 1999). Moreover, the context provides a once-in-a-generation chance to explore pure virtual connections uninhibited by the effects of one-on-one engagement. In the long term, this study will inform how teams can collaborate online and give insight into the most effective technology and team procedures that support virtual contact.

How does studying the article, in the end, enrich the chosen field

The chosen field of virtual global teams is a complex and multidimensional topic, especially when organizations rely on virtual teams to address the complexity of contemporary organizational problems (Viol Hacker et al., 2019). The shifting needs of the workplace are becoming reliant on virtual teams, which comes with its set of management issues that current research on virtual teams does not adequately address. However, studying this article enriches our knowledge of the processes to increase or create trust in virtual teams. Contrary to popular belief, despite the difficulties linked with technology's disruption of trust-building in remote workers, trust is one of the most potential solutions for resolving various issues.

On the other hand, the article enriches our knowledge of how virtual teams are an evolutionary form of network organization that is made possible by technological

advancements in information and communication. It is worth mentioning that the term "virtual" is a permeable interface; teams that speedily reorganize, form, and dissolve in response to the changing demands of a competitive market; and people with disparate areas of expertise who are geographically separated in time, space, and culture (Jarvenpaa & Leidner, 1999). As businesses expand worldwide, virtual teams guarantee the versatility, responsiveness, cost savings, and enhanced resource utilization required to meet continuously shifting specifications in a dynamic and unpredictable global business environment.

Problems with the article

One of the problems with the article is that it provides a concise recommendation on how to gain trust in worldwide virtual teams effectively. Besides, the findings indicate that worldwide virtual teams might encounter a type of "rapid" trust, but this trust seems to be extremely weak and transient. The article presents a variety of topics that will need to be further investigated and argued in future research. Also, the research covers communication behaviors that may promote trust in virtual teams dispassionately, without providing a deeper analysis of the subject matter.

On the other hand, the data gathered concerning trust in global virtual teams cannot always be generalized to a larger group. As a result, data obtained throughout longitudinal case studies are not always pertinent or valuable. Since case studies are often focused on a single individual, there is also typically only one researcher gathering data. This can result in bias, which impacts results more than various designs. Lastly, it is not easy to deduce a definitive cause/effect relationship from case studies concerning worldwide virtual teams.

Implications of the article

Theoretical Implications

Research on trust in organization, team building, and computer-mediated and cross-cultural information exchange is combined in this research, which indicates implications for

the theories in question. According to Gardner (2019), a reassessment of trust may be necessary because confidence in virtual units seems to be spheroid, but maybe not as depersonalized as previously thought. Further, trust may be built instead of imported into virtual teams through communication behaviors. They show a wide variance in the amount and quality of information exchanged between groups based on task complexity, organizational context, and closeness with technology (Jarvenpaa & Leidner, 1999). Moreover, the research brings up the question of whether or not technological advancements in a purely virtual setting can eliminate, decrease, or postpone the impact of cultural diversity on interpersonal communication behavior.

It is essential to keep in mind that this research cannot definitively address whether or not trust exists in worldwide virtual groups. Nonetheless, the case study technique offers a solid foundation for further exploration of these issues. Case studies showed that the same problems like agreeing on ideas, unreliable technology, and handling non-participating individuals were encountered in low- and high-trust groups. Rather than being different in terms of the situations they confronted, the HiHi and LoLo teams differed only in the responses of their members and teams.

Practical implications

The findings of the study have some practical applications. A clear delineation of roles is one thing a virtual team manager can do to help the team run smoothly early on because a lack of understanding can lead to anger, frustration, and discouragement. As a result, it is vital to ensure that the team members feel complementary aims and partake in the team's ultimate goal. Furthermore, the ability to handle disagreement effectively is another essential aspect. However, to prevent unfavorable remarks from spiraling out of control in the virtual world, it is crucial to address any feelings of unhappiness as soon as possible. Another technique for coping with conflict is to focus on the person at the center of disagreement in

virtual teams. It is also possible that some people may not be able to handle the uncertainties and obligations that come with working online. While these attributes are valuable in face-to-face situations, they are critical for the success of virtual cooperation.

Ways to improve the article

One way to improve the article is by providing all the dimensions of trust within the virtual teams into place. Trust is a multifaceted concept that should be addressed appropriately to get concise information regarding global virtual teams. For instance, questions like why some organizations can handle difficulties and disputes early on in the team's life while others do not? And what are the essential circumstances for virtual teams to develop proactively and partake in team practices that enable the team to re-route their tasks at a midway point? Are critical in improving the article in the future.

Lastly, the article can be improved by using various methods to ensure it covers all aspects of virtual teams. Also, this will lead to identifying the effective leadership styles that can propel virtual teams without first one-on-one interaction. The challenges of member diversity also require research to improve the article. Finally, it is crucial to accurately describe how knowledge and learning are effectively transmitted from one geographically distributed virtual team to another.



 [Submityourassignments.net](https://submityourassignments.net)

Get help with management tasks in a day.

[Get Help Now](#)

Submityourassignments.net connects students with verified experts who help to save time and improve grades

[Hire an Expert](#)

References

Gardner, R., Kil, A., & van Dam, N. (2019). Research opportunities for determining the elements of early trust in virtual teams. *Management Research Review*.


<https://doi.org/10.1108/MRR-12-2018-0483>

Hacker, J. V., Johnson, M., Saunders, C., & Thayer, A. L. (2019). Trust in virtual teams: A multidisciplinary review and integration. *Australasian Journal of Information Systems*, 23.

<https://doi.org/10.3127/ajis.v23i0.1757>

Jarvenpaa, S. L., & Leidner, D. E. (1999). Communication and trust in global virtual

teams. *Organization science*, 10(6), 791-815. <https://doi.org/10.1287/orsc.10.6.791>

 **SubmitYourAssignments.net**

Get help with
management tasks
in a day.

[Get Help Now](#)

SubmitYourAssignments.net connects students with verified experts who help to save time and improve grades

[Hire an Expert](#)

The advertisement features a central circular image of a diverse group of people in a meeting, with a laptop displaying a bar chart. The background is a light beige color with a grid of black dots on the right side. A blue curved shape is at the bottom right. The text is in a clean, sans-serif font.