

## **IIM Trichy Research Seminar Series**

Central to the academic life is the spirit of enquiry, conversation and debate. The primary intention of the IIM Trichy Research Seminar Series is to nurture this spirit amongst the Fellow Program (FP) community. This initiative was conceptualized by and is administered by the FP students.



### **Session 06**

Date: 18<sup>th</sup> January 2019, Venue: CR003, Time: 10:30 AM

## Drivers of Employee Engagement in Global Virtual Teams

**Author(s):** Ms. Farheen Fathima and Prof. Upam Pushpak Makhecha



**Category:** Paper accepted for publication in Australasian Journal of Information Systems (ABDC: A)






**Presented by:** Ms. Farheen Fathima (FPM, OBHR Area)

**Presentation included the scholar's experience on this publication**

### Abstract

Global Virtual Teams (GVTs) comprise geographically distributed groups of people collaborating with each other through technology-mediated communication. Members of GVTs are from different cultural backgrounds and time zones, who may (or may not) meet in person to take complex decisions or to deliver on the tasks that are of strategic importance. Though technology has enabled GVTs in almost all multinational organisations across all industries, keeping the members of GVTs engaged over the duration of the team's task or project could still pose a challenge for organisations. Employee engagement is defined as an employee's cognitive, behavioural and physical state directed towards organisational outcomes. While employee engagement has been researched in a collocated team context, it remains an under-researched area in the context of GVTs. Given that there are several characteristics of GVTs which are distinct from the collocated team, it warrants a separate inquiry, which we undertake in this study. This study uses the Job Demands-Resources theory of employee engagement to derive the drivers of employee engagement in GVTs. Through interpretive analysis of the lived experiences of members working in an organisation which extensively uses GVTs for achieving its strategic goals, we conceptualize five drivers of employee engagement, namely, cultural intelligence, communication (formal and informal), technology, trust and individual maturity.

<b><u>Broad Theme of Discussion</u></b>	<b><u>The Inquisitives</u></b>
<ul style="list-style-type: none"><li>• Ensuring access to organization and related data in the context of summer project</li><li>• Discussion on significance of signing NDAs and other documents</li></ul>	 <i>Prof. Sankalp (Strategy)</i>
<ul style="list-style-type: none"><li>• Context in which the full paper was requested to be shared by the organization and handling it</li><li>• Response to reviewer comments and making information about the research explicit</li><li>• Various Practitioner reports pointing out the research gap in academic literature about employee engagement in virtual team</li></ul>	 <i>Padma (OBHR)</i>

<ul style="list-style-type: none"> <li>• Supporting documents such as transcriptions, research tools requested by reviewers</li> <li>• Presentation of information such as quotation and showing related themes</li> <li>• Triangulation techniques used to substantiate the findings in the study</li> <li>• Editors and Reviewers Comments and how it is helpful to this paper</li> </ul>	 <p><i>Jitesh (Strategy)</i></p>
<ul style="list-style-type: none"> <li>• Regarding response on reviewers' expectation to explain research topic being discussed</li> </ul>	 <p><i>Mueen (Strategy)</i></p>
<ul style="list-style-type: none"> <li>• Justification of choosing phenomenology as method of enquiry</li> </ul>	 <p><i>Parijat (OBHR)</i></p>
<ul style="list-style-type: none"> <li>• Decision about the emic and etic parameters – understanding the relations in the field</li> <li>• Necessity of propositions in a research paper using qualitative approach</li> </ul>	 <p><i>Rahul (OBHR)</i></p>
<ul style="list-style-type: none"> <li>• Response to reviewers comment that questioned methodology</li> </ul>	 <p><i>Sowanthara Rajan (EPP)</i></p>