Measurement and Outcomes of Identity Communication in Virtual Teams

Susan A. Brown  
University of Arizona  
suebrown@email.arizona.edu

Sherry M. B. Thatcher  
University of South Carolina  
Sherry.Thatcher@moore.sc.edu

David W. Wilson  
University of Oklahoma  
davidwilsonphd@gmail.com

Abstract

Virtual teams play an important role in the modern economy, and many organizations struggle to overcome the weaknesses inherent in technology-mediated work. Drawing from a strong empirical foundation for identity-related outcomes in non-mediated settings, we propose that perceived virtual identity communication accuracy positively impacts virtual team trust and performance. We further propose that capabilities of the communication medium can either support or hinder perceived virtual identity communication accuracy. In three studies with a cumulative sample of N=410, this research-in-progress paper reports on the first phase of a two-phase study. We develop survey scales for a medium’s identity communication capabilities and users’ perceived virtual identity communication accuracy, and then outline an in-progress experiment that has been pilot-tested to examine the outcomes of virtual identity communication. The conclusion of this research will make contributions to the virtual teams literature, as well as provide actionable guidelines for increasing the effectiveness of virtual teams.

1. Introduction

Virtual teams—geographically dispersed coworkers whose communication occurs primarily via technology—provide many benefits to organizations, allowing them to access diverse labor pools, lower costs, and more effectively compete in the global marketplace [1, 2]. Such virtual teams span temporal, spatial, and organizational boundaries and are very common in the modern economy [3]. The benefits of virtual teams are not without trade-offs, however. The team diversity and space-time dispersion inherent in virtual teams can lead to communication difficulties and team conflict [4]. Virtual teams that depend primarily on technology-mediated communication are hindered by the media available to them [5]. These difficulties must be overcome in order for organizations to reap the benefits of virtual collaboration.

Research in face-to-face settings suggests identity communication can provide individual and group benefits [6-9]. Identity communication is the process of conveying self-definitions to others. The influence of this communication in virtual environments is not well understood [10] and has rarely been considered in designing technology that enables effective virtual teams. Identity communication comprises the various methods a person uses to convey self-identities [8]. Virtual environments can heighten [11] or hide [12] identities. This technological deficiency creates a social barrier to participation in virtual teams, influencing individual and group outcomes such as career development [13], psychological withdrawal [14, 15], and overall team success [6, 16-18]. Despite the proliferation of teams working together in virtual environments, neither research nor design principles exist that provide guidance on how media characteristics enable or hinder identity communication processes, and how these processes influence outcomes in virtual teams.

To address these gaps, this paper investigates how technology can enable identity communication in virtual teams, and seeks to explain how this identity communication subsequently impacts relevant team outcomes. As a research-in-progress paper, this report summarizes the first of a two-part research program. We summarize the development of perceptual measures used to measure an individual’s virtual identity communication processes (see Figure 1), and then outline the in-progress experiment being used to test the effects of these identity communication processes on important outcomes.

We first review relevant literature on identity and communication media. We then build and justify a theoretical model to explain how technology can support identity communication and verification, and ultimately virtual team outcomes. We explain the measurement development procedure and the results of the associated factor analyses, and then outline the planned experiment protocol for testing the downstream effects of identity communication. We conclude with a discussion of our results and the overall contribution of this program of research.

2. Background

An identity is a definition of one’s self [19]. People have a natural desire to communicate their identities and have them verified by others [20].
Identity communication facilitates a sense of continuity, a sense of coherence, and a feeling of being understood [7]. Identity communication is a strong predictor of individual and group outcomes, and can ultimately determine the overall success of a team [6, 17].

Identity communication is the numerous methods (e.g., verbal, written, and behavioral) a person uses to convey self-identities [8]. We adapt these concepts to the virtual teams context, and we limit our focus to users’ perceptions regarding this processes. We argue that most, if not all, of the positive team outcomes in our model are caused by users’ perceptions that their identities are being communicated accurately. While these perceptions might not align perfectly with actual communication, we reserve this possibility as a topic for future research. We define our focal construct—perceived identity communication accuracy—as a user’s perceptions that his or her self-definitions have been accurately conveyed to others in the virtual environment.

A rich literature has been developed showing the benefits of identity communication processes. Identity communication perceptions have been shown to build social resources for individuals and facilitate career development and growth [e.g., 13]. The perception of positive identity communication can increase individuals’ capacity to deal with adversity and stress [14], predict judgments [21], improve creativity [9, 22], and promote social integration [17]. Individuals who perceive positive identity communication have more satisfaction, meaning, and self-worth at work [15, 23], and thus are more motivated to promote positive outcomes for teams [17] and their organization [24]. Identity communication perceptions have been shown to lead to more information sharing and trust [24]. Members of groups who communicate and understand one another’s personal identities perform better [6, 7, 17], cooperate more [25], feel more connected and immersed [8], behave authentically, and focus energies on improving group outcomes. Perceptions of successful identity communication have been suggested as one of the key mechanisms determining whether diversity helps or hinders a group [17].

Although these findings in face-to-face contexts are compelling, virtual technologies affect how individuals communicate and interpret identities [e.g., 26, 27, 28]. Accordingly, recent literature [10] has called for additional theory to help guide future research and provide direction for managers as they grapple with these issues.

Relatively little research has studied identity communication in virtual environments, in which technology provides the only conduit for identity communication. The few exceptions are found in the online communities and online social network literatures. For example, researchers have investigated identity communication in online dating [29], and online social networks [30-32], though none of this work has investigated identity communication in virtual teams. In one study of online communities [33], researchers examined how certain characteristics of online communities—virtual co-presence, persistent labeling, self-presentation, and deep profiling—facilitate perceived identity verification, or the perception that other community members understand a focal person’s identities. This identity verification, in turn, positively influences member satisfaction and knowledge contribution.

These prior studies establish the legitimacy of identity communication processes in virtual interaction environments, but they may not generalize to the virtual teams context. For example, consider the following differences between online communities or social networks and virtual teams: a) members of virtual teams are often externally assigned, rather than able to choose a group with similar interests as in most virtual communities and social networks; b) members of virtual teams and organizations are often identified by their actual name and title, rather than an anonymous id; c) virtual teams are goal- and task-driven, rather than driven by voluntary knowledge contribution or other hedonic communication; and d) interactions among mobile virtual team members can be supported by a much wider variety of technologies (e.g., video conferencing, voice conferencing, email, messaging) than large online communities and social networks. As a result of these differences, we seek to build on prior research to understand the process of perceived virtual identity communication accuracy in virtual teams and the positive outcomes available to virtual teams whose members feel they are able to communicate their identities.

This research topic is particularly important to address as virtual environments are becoming more pervasive and virtual teams are often formed to bring diverse individuals together at a low cost. It is anticipated that perceived identity communication in virtual teams could yield many of the same benefits that are realized in face-to-face groups, and the proposed model will investigate this possibility.

In summary, perceived identity communication produces positive outcomes in face-to-face settings, but these effects are not well understood in technology-mediated contexts. In the section that follows, we justify a theoretical model that investigates how a communication medium can support perceived virtual identity communication.
accuracy, as well as the expected positive outcomes of this process on other important team outcomes.

3. Theoretical Model and Hypotheses

Our theoretical model is presented in Figure 1. Although definitions of virtual teams vary somewhat, we follow previous literature and define a virtual team as one “whose members rely on technology-mediated communication in working across geographical, organizational, and/or time boundaries to accomplish team tasks and achieve team goals” [34, p. 435]. We assume the virtual team to be one in which team members are assigned and where most, if not all, communication is virtual. This type of team is increasingly common in modern organizations, and such teams may benefit greatly from the ability of team members to communicate their identities.

3.1. Virtual Team Trust and Performance

Before hypothesizing regarding the drivers and outcomes of perceived virtual identity communication accuracy, we establish a relationship between virtual team trust and virtual team performance. Virtual team performance can be generally defined as the extent to which a virtual team is able to meet its output goals (e.g., quality, functionality, and reliability of outputs), the expectations of its members, or its cost and time objectives [adapted from 35]. Many theorists have developed and measured antecedents of virtual team performance. Among the most prominent of these antecedents is virtual team trust, defined as the belief of individuals within a group (a) make good-faith efforts to behave in accordance with any commitments both explicit and implicit, (b) are honest in whatever negotiations preceded such commitment, and (c) do not take excessive advantage of others even when the opportunity is available [36].

A multitude of prior research has examined the positive effects of trust on virtual team performance in mediated environments [e.g., 37, 38-41]. We follow this prior literature in order to fully examine the downstream impacts of perceived identity communication accuracy on team performance, including its proposed influence through trust. We thus replicate this relationship within our model:

\[ H1: \text{Virtual team trust is positively related to virtual team performance.} \]

3.2. Virtual Identity Communication

Although individuals in face-to-face settings actively seek confirmation that identity information has been accurately received and interpreted (a process usually called identity verification), virtual environments largely prevent this type of feedback. We thus argue that, in a virtual environment, whether others actually understand and correctly interpret the focal person’s identity is less relevant than whether the focal person perceives that their self-definitions have been communicated accurately. Accordingly, as mentioned above, we focus exclusively on perceived identity communication accuracy as the main driver of outcomes in virtual environments.

Research has shown identity communication in a face-to-face context to be beneficial for groups. Members of groups who perceive successful communication of one another’s personal identities perform better [6, 7, 17], cooperate more [25], feel more connected and immersed [8], and focus energies on improving group outcomes. These compelling findings have not been tested in the virtual-teams context. We test this possibility, and propose that perceived identity communication accuracy will facilitate greater trust and stronger group performance among virtual groups.

\[ H2a: \text{Perceived virtual identity communication accuracy is positively related to virtual team performance.} \]

\[ H2b: \text{Perceived virtual identity communication accuracy is positively related to virtual team trust.} \]

3.3. Media Capabilities

A variety of media theories provide the impetus for hypothesizing effects of media characteristics on communication outcomes. In virtual teams, where most or all communication takes place via technology, characteristics of the technology will
play an important role in determining whether or not team members can accurately communicate their identities to each other. For example, media richness [42] is the degree to which a communication technology facilitates changes in understanding during a communication, and media richness theory (MRT) posits that communication is most effective when the degree of media richness matches the requirements for a communication task. Media synchronicity theory (MST) [43] specifies media characteristics that facilitate shared patterns of behavior (media synchronicity) and shared understanding (i.e., successful communication of desired information), depending on the fit of the medium’s synchronicity with the requirements of a communication task.

Rather than specifying specific media characteristics that either support or hinder perceived virtual identity communication accuracy, we instead focus on media characteristics at a more general level. This level of focus aligns with our development of more general survey items that measure a given communication medium’s ability to support accurate identity communication. We term these capabilities identity communication capabilities, which we define as the extent to which a communication medium supports the accurate communication of identity information by its users.

Given this higher-level focus, there are numerous ways in which identity communication capabilities should influence perceived virtual identity communication accuracy. Identity communication is complex and ambiguous, and the multiplicity of cues and immediate feedback available in richer media [44], should allow team members to better present themselves and assess how others receive their self-presentation. Media that provide users extensive control over the content and/or recipients of communications—referred to as information control [45] or rehearsalability [43]—should also facilitate perceived virtual identity communication accuracy. Media affording such control will allow users to carefully construct and control the identity-related messages they send [46, 47]. Furthermore, many collaboration technologies provide users a profile page where they can list personal interests, attributes, skills, and sometimes upload a picture of themselves, constituting a primary way in which identity information is communicated [48-50]. A technology that provides users with this profiling capability should better facilitate perceived identity communication accuracy among its users.

In summary, these identity communication capabilities should directly and positively impact users’ perceived virtual identity communication accuracy, which suggests the following hypothesis:

**H3:** A medium’s identity communication capabilities are positively related to its users’ perceived virtual identity communication accuracy.

4. Methodology

The methodology for this research involves two stages. The first, reported in this paper, is a measurement development effort to produce a set of items to measure identity communication capabilities and perceived virtual identity communication accuracy. The second stage, which is in progress and thus not reported here, consists of a set of controlled experiments, during which virtual teams are provided (or not provided) media with identity communication capabilities, in which the researchers will examine the downstream effects of perceived virtual identity communication accuracy on the other constructs in the model. In this research-in-progress paper, we report the results of our scale development procedure, which also serves to preliminarily establish the relationship between identity communication capabilities and perceived virtual identity communication accuracy (H3). In addition, we summarize the in-progress methodology for testing the downstream effects (H1 and H2).

4.1. Scale Development

Measures for identity communication capabilities and perceived virtual identity communication accuracy were developed using established scale development practices [51]. The scale development literature suggests a sequential process that progresses from initial conceptualization and definition of a construct, to item generation, to pilot testing and refinement of the scale, and concluding with more extensive cross-validation and norm generation for the final scale [51]. In our scale development efforts, we have progressed through the majority of these steps, and our planned experiments will further cross-validate and legitimize the measurement scale.

We began with a clear conceptual definition of both constructs, as explained in the previous sections. These definitions were informed by relevant literature and, in the case of perceived virtual identity communication accuracy, adapted from similar concepts in offline settings. Our conceptualization of the constructs was further informed by a series of 35 semi-structured interviews with working
professionals who work as members of virtual teams. With this solid conceptual foundation, we generated an initial set of items for each construct. We generated 8 items for identity communication capabilities. Given the importance of perceived virtual identity communication accuracy as our focal construct and its conceptual complexity, we generated 16 items for perceived virtual identity communication accuracy.

The next step was to perform a series of three tests with these items to allow for scale reduction and refinement. The first and second datasets (N=101 and N=191, respectively) were obtained using an online survey administered via Amazon Mechanical Turk. The first data collection instructed respondents to answer the survey items as they related to a single communication technology—an online social network. These data were evaluated for reliability (using Cronbach’s alpha) and factorial validity (using exploratory factor analysis), and the measurement items were refined and adjusted accordingly.

The second data collection improved upon the first in two ways. First, the survey respondents were asked about their perceptions of a wider range of communication technologies (e.g., online social networks, email, video conferencing software). Second, measures for a set of other constructs were included so that subsequent analyses could be conducted to confirm that our developed measures were conceptually distinct from other related constructs. These data were again evaluated for reliability and factorial validity (using both exploratory and confirmatory factor analyses). Further refinements to the pool of items were made as a result of these analyses, including wording adjustments, and the pruning of underperforming items. The final scales are summarized in Table 1.

Our final pilot test (N=118) of the scale items was performed in conjunction with a pilot test of the experiment procedure designed to test the remainder of the theoretical model. This experiment protocol is explained in the next section, but in terms of scale development, this final test served again as cross-validation of the developed scales. The scales were again evaluated for reliability and factorial validity (this time using only confirmatory factor analysis), and the resulting final scales, along with the calculated reliabilities, average variance extracted (AVE), and loadings, are presented in Table 1.

4.2. Hypothesis Test

The analysis for the third data collection employed a confirmatory factor analysis to validate the measurement structure of the proposed scales. In conjunction with this confirmatory analysis, we were able to test for a relationship between identity communication capabilities and perceived virtual identity communication accuracy (i.e., H3). The sample for this test included 118 participants recruited from undergraduate business classes at a large North American university. This sample was 57% male, 52% Caucasian, 27% East Asian, and 14% Hispanic; despite this ethnic diversity, the majority (77%) reported English as their primary language. They were young adults (M_{age} = 21.8, SD = 1.6) in their first few years of college (M_{Yrs College} = 2.98, SD = 1.17).

A confirmatory factor analysis is a theory-based approach to factor analysis in which the researcher

---

Table 1. Final Scale Items for the Identity Communication Capabilities and Perceived Virtual Identity Communication Accuracy Constructs

<table>
<thead>
<tr>
<th>Construct Code</th>
<th>Item</th>
<th>Loading</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAP1</td>
<td>This technology supports me in my efforts to communicate my identities to others.</td>
<td>.872</td>
</tr>
<tr>
<td>CAP2</td>
<td>The capabilities of this technology support my identity communication goals.</td>
<td>.775</td>
</tr>
<tr>
<td>CAP3</td>
<td>This technology provides a good way to communicate my identities to others.</td>
<td>.812</td>
</tr>
<tr>
<td>VIC1</td>
<td>In my interactions, I believe that my important identities are verified.</td>
<td>.833</td>
</tr>
<tr>
<td>VIC2</td>
<td>The people I interact with really get my personality.</td>
<td>.796</td>
</tr>
<tr>
<td>VIC3</td>
<td>Others have understood the personal traits that are important to me.</td>
<td>.834</td>
</tr>
<tr>
<td>VIC4</td>
<td>My network connections know about who I am as a person.</td>
<td>.885</td>
</tr>
<tr>
<td>VIC5</td>
<td>If you asked the others, they would be able to tell you what identities are important to me.</td>
<td>.861</td>
</tr>
<tr>
<td>VIC6</td>
<td>The other people in my network have a good understanding of my important identities.</td>
<td>.878</td>
</tr>
</tbody>
</table>

Notes: AVE = Average Variance Extracted; Alpha and AVE values reported here are derived from the third data collection.
explicitly specifies a measurement structure for one or more constructs. This is in contrast to earlier forms of (exploratory) factor analysis in which the factor structure is allowed to emerge from the data. Confirmatory approaches have supplanted the exploratory approach as the more appropriate method for ultimately evaluating measurement structure and dimensionality of survey items [51, 52]. We thus began with a confirmatory factor analysis. This procedure, aside from evaluating the paths between each construct and its reflective indicators (displayed in Table 1), also estimates the covariances among the constructs. In the case of the two constructs in question, the covariance is estimated with a standardized beta of \( \beta = .809, SE = .043 \). This (non-directional) relationship is significant at \( p < .001 \). With such a tight relationship between the two constructs, there is concern that the two constructs are not distinct enough to be considered two separate concepts. Indeed, the beta is only just below the square root of the AVE for each construct (.820 and .849 for identity communication capabilities and perceived virtual identity communication accuracy, respectively), which is the recommended threshold for establishing discriminant validity [53]. Given this potential concern, we performed two additional analyses.

First, we included the items for both constructs in an exploratory factor analysis. While this older method is less robust, it allows items to freely load onto factors that emerge from the data, rather than being pre-specified as in our initial, confirmatory procedure. Thus, this procedure allows the researcher to easily identify any problematic items that significantly cross-load across multiple constructs. Using all items for the two constructs, we performed an exploratory factor analysis—estimated with maximum likelihood estimation—and obtained the results shown in Table 2. The results clearly demonstrate that the items loaded onto their appropriate constructs (depicted in the shaded regions), though two items for perceived virtual identity communication accuracy (VIC1 and VIC5) had a loading of .61—lower than what is typically desired. Given (1) the exploratory nature of our research, (2) the acceptable reliability and AVE values for both constructs, and (3) the fact that neither of these items loaded above .30 on the other factor, we felt justified in retaining the items in our model and in the final instrument.

Second, we compared the confirmatory model with the two factors separate to a model in which all the items were predicted by a single factor. Table 3 summarizes the fit statistics for each model. As shown, the two-construct model provides better model fit on every metric reported, and in every case, specifying the model with a single underlying construct pushes the model fit metric beyond the suggested threshold. We thus conclude that, although the two constructs are highly correlated, they are distinct concepts and should be modeled as such.

![Table 3. Comparison of Confirmatory Factor Analyses for One- and Two-Construct Models](image)

<table>
<thead>
<tr>
<th>Metric</th>
<th>Suggested Threshold</th>
<th>One-Construct Model</th>
<th>Two-Construct Model</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chi-sq</td>
<td>n/a</td>
<td>75.3</td>
<td>24.3</td>
</tr>
<tr>
<td>( df_{\text{Model}} )</td>
<td>n/a</td>
<td>25</td>
<td>24</td>
</tr>
<tr>
<td>( p)-value</td>
<td>&gt; .05</td>
<td>&lt; .001</td>
<td>.444</td>
</tr>
<tr>
<td>CFI</td>
<td>&gt; .95</td>
<td>.941</td>
<td>1.00</td>
</tr>
<tr>
<td>TLI</td>
<td>&gt; .95</td>
<td>.914</td>
<td>.999</td>
</tr>
<tr>
<td>RMSEA</td>
<td>&lt; .06</td>
<td>.131</td>
<td>.010</td>
</tr>
<tr>
<td>SRMR</td>
<td>&lt; .05</td>
<td>.057</td>
<td>.025</td>
</tr>
</tbody>
</table>

Notes: CFI = Comparative Fit Index; TLI = Tucker-Lewis Index; RMSEA = Root Mean Square Error of Approximation; SRMR = Standardized Root Mean Square Residual; suggested thresholds derived from [53].

4.3. Proposed Experiment Procedure

The scale development procedure described in the preceding sections was necessary to allow for broader testing of the research model shown in Figure 1. As mentioned, this experiment protocol has been pilot tested. Although the pilot test did not employ a large enough sample size to fully test the results of the full model, we will summarize the experiment procedure being used to test the downstream effects of perceived virtual identity communication accuracy.

Experiment participants were randomly assigned to team-pairs (with each partner in a different room)
and asked to complete a complex negotiation task using a collaboration technology we developed for this study. To create variability in the identity communication capabilities construct, participants were randomly assigned to one of two conditions. In one condition, participants used a text-based chat system in which they created a profile about themselves, adding a profile picture, listing hobbies, gender, major in school, etc. Participants in the other (control) condition used a system that limits interactions to standard, text-based communication with no identity-supportive features.

The negotiation task consisted of a role-playing scenario in which one partner acted as a human resources representative of a fictitious company while the other partner acted as a newly hired employee. The partners negotiated various aspects of a compensation package (e.g., salary, relocation package, signing bonus, etc.). The different aspects of the compensation had distinct weighted values for each party, and the partners were thus required to compromise in order to achieve the best outcome.

The partnerships were incentivized with a monetary reward for the top-performing teams (scored as the sum of both players’ weighted values for each negotiated item). This scoring was used as the operationalization for virtual team performance. Following the negotiation task, the participants completed a post-survey in which the constructs of identity communication capabilities, perceived virtual identity communication accuracy, and virtual team trust were measured, along with manipulation-checking measures and other demographic variables.

5. Discussion

Virtual teams have gained significant popularity in recent years as technology improvements have made efficient collaboration and communication tools both simple and widely available. Given the compelling individual- and group-level benefits of identity communication in face-to-face settings, this study sought to understand how virtual teams can communicate identity information among team members, and how this identity communication will benefit the team in terms of trust and performance. We have detailed our scale development procedures and provided two reliable, valid scales to measure a medium’s identity communication capabilities and users’ perceptions of their virtual identity communication accuracy. The results of our scale development analyses are reported, which support H3 and also support a two-construct model. We have further described our planned experiment procedure, detailing how we will investigate the downstream effects of these constructs.

The completion of this research will produce several contributions. First, we are among the first to suggest how to measure perceived virtual identity communication accuracy through the use of characteristics of the communication technology. We have argued that people have a natural desire to communicate their identities [20], and the scales we have developed will allow future researchers to investigate (1) media characteristics that support identity communication (i.e., using identity communication capabilities as a dependent variable), and (2) the downstream effects of perceived virtual identity communication accuracy.

This study is among the first to theorize how identity communication influence outcomes in virtual teams. Given the positive outcomes of identity communication in non-mediated contexts, our completed study will further contribute to the virtual teams literature. Our theory lays the groundwork for a range of future research that examines identity in virtual teams. Other possible outcomes of identity communication and verification that could be addressed include creativity [9, 22], satisfaction [15, 23], and motivation [17, 24]. Identity communication and verification may also moderate the effect of team diversity on performance [17]. Another possible extension to this work includes the influence of identity communication across a range of common virtual team tasks. For example, virtual identity communication may be a relevant technology characteristic influencing the group’s Task-Technology Fit [54], or the social interactions central to Adaptive Structuration Theory [55]. Both of these popular virtual collaboration theories predict virtual team performance, and the construct and measures developed here may indeed be relevant in the context of these established theories. Clearly we are just scratching the surface in understanding how identity plays a role in virtual teams.

Our completed research will also result in practical contributions. First, we hope to reveal the importance of identity communication in virtual teams, something that would be highly relevant for organizations seeking more effective ways to leverage virtual teams. Our expected findings will provide managers a new strategy to pursue in trying to increase performance of, and overcome the difficulties associated with, a distributed workforce. Our results will also provide design guidelines for the development of collaborative tools aimed at enhancing identity communication and, thus, virtual team performance.
6. Conclusion

This research-in-progress paper argues that identity communication is important and under-researched in the context of virtual teams. Drawing from a strong empirical foundation for identity-related outcomes in non-mediated settings, we propose that perceived virtual identity communication accuracy will positively impact virtual team trust and performance. We further propose that capabilities of the communication medium can either support or hinder perceived virtual identity communication accuracy. This research-in-progress paper develops and validates a set of perceptual survey scales that can be used to measure a medium’s identity communication capabilities and users’ perceived virtual identity communication accuracy, and we further outline a proposed experiment procedure that will be used to test the outcomes of perceived virtual identity communication accuracy. The conclusion of the proposed research will make significant contributions to the virtual teams literature, as well as provide relevant, actionable guidelines for practitioners wishing to increase the effectiveness of virtual teams.

7. Acknowledgements

This research was supported by the National Science Foundation (project numbers 1322104 and 1322001).

8. References


