The aims of this research are to establish understanding of virtual teams and their communication technologies in IT organizations, how communication technologies are used to improve virtual team performance, do current communication technologies fully satisfy the key needs of virtual team projects, and whether future communication technologies can be used among the virtual teams to facilitate an increase in the productivity of the resources.

The research uses in-depth semi-structured interview, which is a qualitative method. Interviews involved project managers and software engineers from five different IT organizations. The interviews were recorded, transcribed and analysed according to the thematic analysis. This research establishes that advancement in current communication technologies lead virtual teams in IT sector to ensure successful delivery of projects rather than to implement future communication technologies, which experiences unsustainable level of barriers both politically and technologically.

The researcher through secondary research, which is supported through primary research, acknowledges the need of two important theories that should be acknowledged by virtual team projects i.e. media richness theory and adaptive structuration theory. Advancement in the present communication technologies such as video conferencing and web-exs has a more profound positive effect in the success and development of virtual team projects.

LITERATURE REVIEW

The literature review found that effective communication technology like video-conferencing is a critical factor in the successful delivery of virtual team projects in IT industry. Communication technology involves three processes, namely identifying virtual team projects members and project manager’s interests, assessing communication technology’s influence and analysing the relationships amongst project stakeholders. The communication technology model considered in the study is shown below. Previous studies identified the impact of new electronic media, instant messaging, few studies have explicitly compared the way how videoconferencing are used in modern IT organisations. Theories and methods used are multifunctional. Future communication technology involves more political and technological barriers. Thus, Advancement in present communication technologies is considered to be the most effective way for successful delivery of virtual team projects in IT industry.

DISCUSSION

The results of the qualitative data analysis are discussed under the following headings: Do present communication technologies satisfy key needs of virtual team projects, identifying successful communication technologies for success of virtual teams, future communication technologies to increase the productivity of virtual teams resources and advancement in present communication technologies to increase virtual team performance.

It is further discussed that whether the results of the in-depth interviews with the respondents are in tandem with the findings made in the literature review. The findings from the interviews show a strong relationship with the literature review.

The main research limitation of the study is that since all of the respondents worked in the IT industry, hence few of them hesitate to reveal information related to implementation of future communication technology in virtual team projects. Therefore, the findings of the study may not be in agreement with the attitudes of project managers and software engineers involved in virtual team projects.

CONCLUSIONS

In conclusion, this research found that project managers and virtual team members who works in virtual team projects in the IT industry generally agreed with the findings from the literature review.

Respondents considered the advancement in present communication technologies such as video-conferencing and web-exs to increase the growth and productivity of virtual team for better performance. Furthermore, the respondents strongly advocate the use of a video-conferencing technology as the dominant choice for delivery of successful projects.

REFERENCES


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