

2002 International Conference  
of the  
Academy of Business and Administrative Sciences (ABAS)

on

Emerging Economies

Cancun, Mexico  
21–24 June 2002

Dynamic Managing in a Virtual World:  
Developing Trust in a Distance Manager-Telecommuter  
Relationship

by

Sharon Borowicz, EA, MBA, RODC  
Benedictine University  
Lisle, Illinois

## Brief Biography

Sharon Borowicz, Director of Finance with the American Academy of Pediatrics, holds a BS (Accounting and Economics from Elmhurst College) and a MBA (specialization in Tax Accounting from Roosevelt University). A PhD candidate (ABD) in Organizational Development at Benedictine University, her research interests focus on management, organizational development virtual workplace, and change management in private- and public-sector organizations. Her conference presentations include the 2001 Midwest Academy of Management Conference, the 2002 Western Academy of Management Conference, and annual presentations at the AAP Chapter Forum.

Sharon Borowicz  
American Academy of Pediatrics  
141 Northwest Point Blvd.  
Elk Grove Village, IL 60007  
Tel: 847-434-7925  
Fax: 847-434-8000  
Email: [sborowicz@aap.org](mailto:sborowicz@aap.org)  
Email: [goldenchase@aol.com](mailto:goldenchase@aol.com)

## Introduction: Braving New Frontiers

Hiring practices no longer limited by distance or geography, businesses and organizations use technology to employ the best workers, compete in global market places, and optimize growth while controlling costs,. Fritzingler, chief technology officer at Voice Technologies Group, concluded, “If you want to be competitive and move fast, especially in new e-commerce businesses, you’re very much dependent on access or talent, access to skills and how quickly you can apply it to your initiatives. And if you get hung up that a talent is in North Carolina, India or China, or if you’re hung up on bricks and mortar, that’s anti-competitive.” (Drury, 2000, p.31).

Advancements in computer technology allow workers the option of telecommuting, the practice of working at home or at an organization’s satellite location near home, in which employees use communication and computer technology to interface with internal and external stakeholders (Cooper, 1996). According to Goldsborough (2000), 23.6 million workers in the United States telecommute, more than a 20% increase since 2000. Approximately 50% of North American companies now offer virtual work programs, and almost two thirds of Fortune 100 companies have hired telecommuters. The Families and Work Institute (Rose, 1998) reported that 70% of the employees surveyed would change employers, and 81% would sacrifice career advancement in exchange for more flexible work hours.

The increasing business use of telecommuting has resulted in important benefits. Cox and Alm (1999) reported that telecommuting saves a business roughly \$10,000 annually for each worker earning a \$44,000 annual salary. IBM (Kurland & Bailey, 1999) reported a \$75 million annual savings in real estate expenses. Telecommuters record

fewer sick days, express higher job satisfaction, and earn higher performance ratings than traditional workers (Kurland & Bailey, 1999). The employment of telecommuters has also enabled businesses and organizations to more easily comply with the Clean Air Act and the American Disabilities Act. The consequences of September 11 would have differed markedly if a substantial number of workers in the World Trade Center had been telecommuters. A dispersed workforce would have eliminated the single target that interested terrorists. Nilles (2001) concluded, “Centers of activity would be logical, rather than physical centers ([http://www.jala.com/world\\_trade\\_center.htm](http://www.jala.com/world_trade_center.htm)).

If telecommuting offers so many advantages to individuals, organizations and society, why do telecommuters constitute only 9% of the U.S. workforce? A principal barrier to its widespread use is management. If managers cannot directly observe employees, how can they measure their productivity? How can managers determine an employee is struggling or know which coaching techniques would be effective to apply in a virtual environment? How is loyalty maintained from employees who feel isolated and perceive themselves as consultants instead of team members?

#### Statement of the Problem

Telecommuting is becoming an important component of competitive organizations and a means of attracting and retaining outstanding employees. So why are managers reluctant to implement telecommuting as a work option? Jarvenpaa, Knoll and Leider (1998) identified trust as a pivotal factor in preventing distance and geography from establishing psychological distance among members of a global team. According to O’Hara-Devereaux and Johansen (1978), “Trust is the glue of the global workplace—and technology doesn’t do much to create relationships” (p. 243-244).

This presentation explores communication, empowerment, and loyalty, three antecedents of trust, factors identified as necessary conditions in traditional face-to-face manager/subordinate relationships. A second focus is to examine the importance of establishing trust in the distance manager-telecommuter relationship (Gabarro, 1978; Jennings, 1971; Butler, 1984).

### Needs of Workers and Managers

A central theoretical and practical question about telecommuting is whether the distance and dispersion that it creates weakens the relationship between telecommuters and their employers (Wiesenfeld, Raghuram & Garud, 1999). Telecommuters often believe that because they are “out of sight,” career advancement is limited, and they will be the last to find out about changes in the organization. Telecommuters need to feel important to the organization, and organizational identification may be the critical factor that links virtual workers to their employers (see Figure 1). The strength of the psychological link of employees

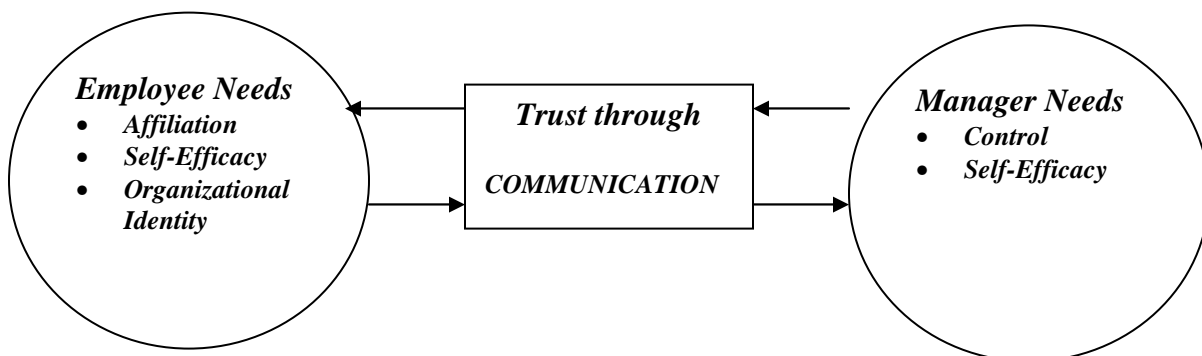


Figure 1. Identifying employee/manager needs and the establishment of trust.

to an organization has been associated with the degree to which they are motivated to fulfill the organization’s needs and goals, their willingness to display organizational citizenship, and their persistence to remain with the organization (Dutton, Dukerich &

Harquail, 1994; Kramer, 1993; Mael & Ashforth, 1995). Research on unmediated interaction (Kellermann & Reynolds, 1990) suggests that the expectation of future interaction prompts communicators to seek more information about one another, to act friendlier, and to cooperate during negotiations; in short, to engage in positive communication. Telecommuters who perceive themselves as socially integrated with other organization members are more likely to assume that others view them as members of the organization (Wiesenfeld, Raghuram & Garud, 2001).

#### Telecommuters' Need for Self-Efficacy

The increasing use a wide scope of technology within a virtual environment by telecommuters, managers, and coworkers will result in their becoming more comfortable and increase their self-efficacy, the judgment that individuals make about their own ability to execute a particular behavior (see Figure 1). Bandura (1978) identified self-efficacy as a component of his social cognitive theory, which asserts that an individual's behavior, environment, and cognitive factors are interrelated. An employees' self-efficacy determines how much effort they put into a task and how long they persist in completing it. If organizations can learn how to increase self-efficacy among telecommuters regarding the completion of remote work tasks, improved work performance should result.

#### Telecommuters' Organizational Identification

Organizational identification refers to the means by which a member defines self in relation to the organization (Turner, 1987). Identification defines conventions and norms that individuals use to coordinate their behavior, and it creates opportunities for organizational learning (Kogut & Zander, 1996). Because a traditional management

approach (e.g., direct supervision) lacks practicality in managing telecommuters, organizational identification may serve as an important component in securing an employee's cooperation and loyalty. In a traditional work environment, organizational identification results from factors such as dress codes, office buildings, organization charts, shared languages, and shared routines. How, then, do employees build and sustain organizational identification in a virtual context?

#### The Distance Managers' Need for Control

To do meaningful work, managers in the traditional workplace expect to work in the same office as their employees. Not only do managers delegate tasks, they often oversee an elaborate set of procedures for employees to fulfill, track and quantify each step of progress. The telecommuting workplace, however, limits the traditional manager from applying long-held management practices. If the customer cares only about the quality, promptness, and the cost of the finished products, should the distance manager care about the strategies the telecommuter uses to complete assignments? Or should a manager base the telecommuter's performance principally upon the quality of the finished product?

#### Self-Efficacy for Distance Managers

Just as telecommuters need self-efficacy, so do their distance managers. To build this characteristic among distance managers and telecommuters, however, requires experience. Managing unseen employees often creates anxiety, even fear, among managers. Yet these factors will decrease whenever organizations encourage managers to use communication technology formally and informally, observe successful practices within their own organizations and in other organizations, and foster affiliation with trade

associations in which managers of telecommuters can meet their counter parts and discuss common problems.

### Developing Trust

Jarvenpaa (1994) defined trust as “a willingness to be vulnerable based on positive expectations about the actions of others” (p. 25). Many psychosocial researchers and organizational behaviorists (Jarvenpaa, 1994, 1998, 1999; Handy, 1995; Kasper-Fuehrer & Ashkanasy, 2001; Butler, 1991) have investigated the importance of trust in relationships. Gabarro (1978), Jennings (1971) and Butler (1991) identified trust as an important component of relationships in a corporate environment. According to Gabarro (1978), the process of building an effective relationship between corporate presidents and vice presidents consists of four stages: (1) mutual impression making and orientation; (2) further learning and exploration; (3) testing the limits of trust and influence, and the development a mutual set of expectations; and (4) establishing a stable interpersonal contract that forms the foundation of high-quality relationship and future effectiveness. Stage 4 is characterized by realistic expectations, mutual influence, and reciprocal trust.

Table 1

Trust Conditions

| Ranked in Order of Importance  |                           |                     |
|--------------------------------|---------------------------|---------------------|
| <b>Gabarro</b>                 | <b>Jennings</b>           | <b>Butler</b>       |
| Integrity                      | Loyalty                   | Competence          |
| Motives                        | Concept of Predictability | Integrity           |
| Consistency of Behavior        | Accessibility             | Consistency         |
| Openness                       | Availability              | Loyalty             |
| Discreteness                   |                           | Openness            |
| Functional/specific competence |                           | Availability        |
| Interpersonal competence       |                           | Discreteness        |
| Business sense                 |                           | Fairness            |
| Judgement                      |                           | Promise fulfillment |
|                                |                           | Receptivity         |

Gabarro (1978) identified nine conditions for establishing trust (see Table 1).

Jennings (1971) used clinical interviews of executives to investigate trust, hypothesizing that trust is a necessary and sufficient condition of sponsorship and, therefore, mobility.

Butler and Cantrell (1984) manipulated trust conditions in a decision-modeling experiment to rank the importance of five trust conditions identified by Jennings (1971) and Gabarro (1978). The relative importance of the conditions was investigated for both the downward trust of managers in their subordinates and the upward trust of subordinates in their managers.

Overall, the professional literature (Butler, 1984, 1991; ; Gabarro, 1978; Handy, 1995; Jennings, 1971) supports the assumption that trust is an important condition in manager-employee relationships. This paper extends this notion by identifying

antecedents of trust, which are important factors in building the relationship between distance managers and telecommuters—and proposes a new model (see Figure 2), which includes three antecedents of trust: communication, empowerment, and loyalty.

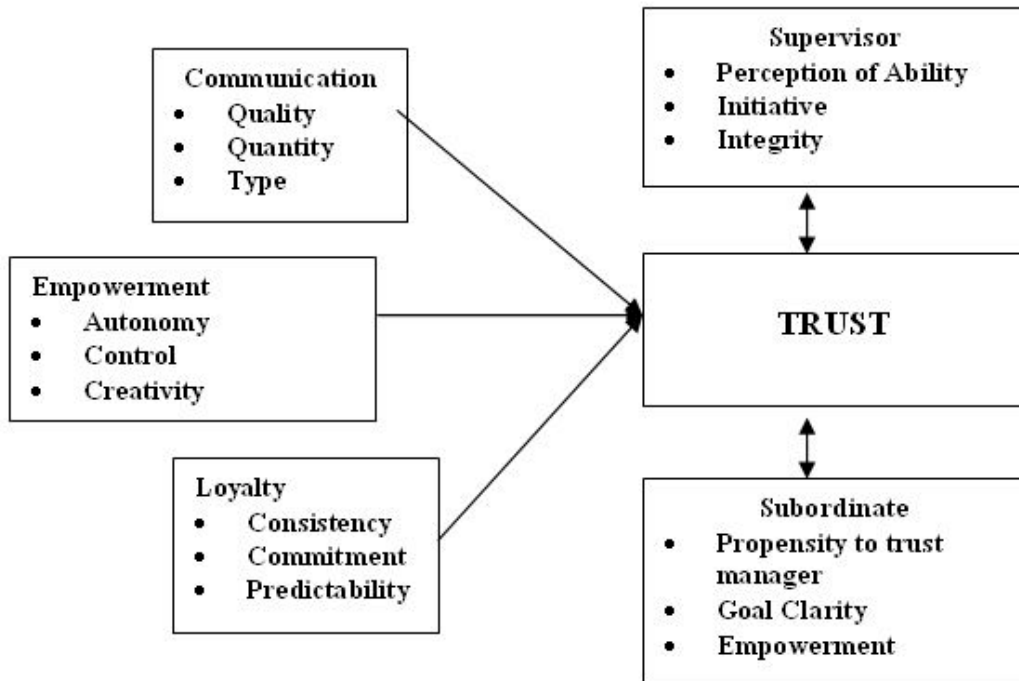


Figure 2. Antecedents of trust.

### Communication

Communication, the most important antecedent of trust, is the key factor in the successful management of telecommuters. Uncertainty reduction theory (Berger & Bradac, 1982; Weick, 1979) holds that persons communicate to reduce uncertainty, thereby making their lives predictable and building trust. An important aspect of developing trust requires that managers listen to their employees regarding their job aspirations, satisfaction with the quality of work life, and expectations of career advancement. Thus for a manager, effective communication requires as much listening as speaking or writing. A study of 500 professional employees at Master-Works in

Annandale, Virginia, found that the primary factor affecting a respondent's decision to leave the organization was whether or not managers developed trusting relationships with the workers (Nelson, 2000).

Daft (1987) and his colleagues theorized that face-to-face communication constituted the richest medium, followed by the telephone, electronic mail, addressed written communication, unaddressed written communication, and formal numeric text, a theory not yet supported empirically. In fact, numerous studies (Walther, 1996; Sproull & Kiesler, 1991; Siegel & McGuire, 1984)) have reported that computer mediated communication (CMC) is less frequently dominated by managerial hierarchy than face-to-face communication. Members of electronic groups exhibit greater equality of participation (Chidambaram Bostrom & Wynne, 1991). And because visual cues are absent in a virtual environment, CMC may improve the quality of the message, irrelevant stimuli having been removed. CMC thus enables boundary spanning among, culturally, functionally, or geographically diverse parties.

Sproull and Kiesler (1986) demonstrated that persons require more time to form impressions of others when conversing electronically, because decoding social cues takes time. This research also suggests that organizations could better establish trust and build relationships between employees and managers if newly hired telecommuting employees were required to work at the same location alongside the distance manager. New social relationships and new working relationships seem to require a year to test and evaluate (Duck, 1991), after which they become stable and predictable (Gabarro, 1990). Gabarro argued that a stabilized relationship remains relatively constant until disturbed either by a major change in the work environment or until one of the relationship partners violates

the other person's trust. Telecommuting apparently places a premium on establishing stable, predictable face-to-face relationships, which provide a strong foundation for the transition to telecommuting. This condition suggests that employees would expect a more effective relationship with, and express more interest in telecommuting if supervised by, a person for whom they had worked long enough to achieve a stable relationship (Reinsch, 1999).

The quality and frequency of communication also plays an important role in building a trusting relationship between the distance manager and the telecommuter. Jarvenpaa, Knoll and Leidner (1998) found that high-trust teams engaged in frequent communication. In high-trust and low-trust groups, individuals were reluctant to believe that their messages were actually successfully sent if they did not receive timely feedback. Findings in this study indicated that high-trust teams might exhibit a form of "swift" trust, which Markus (1994) proposed to explain behaviors in face-to-face teams that previously had not worked together and didn't expect to work together again. Members of such teams lack time to develop trust in a gradual and cumulative sense; instead, team members act as if trust existed from the start. Jarvenpaa, Knoll and Leidner (1998) concluded that feedback and tonality were critical in establishing high-trust teams. Members of high-trust team consistently expressed excitement and complimented and encouraged individual team members regularly. The tonality of the majority of computer mediated communications among team members was positive. Several times during the study high-trust team members voiced their satisfaction as members of such a well-functioning team. Disagreements arose seldom, but when they did, they were resolved so gently it was difficult to determine that a disagreement had occurred.

In a work environment informal communication is as important as business communication to establish affiliation and organizational identity among workers. Burgoon and Hale (1987) found that computer-mediated groups could become more socially oriented than face-to-face groups. Informal communication among telecommuters and their traditional workplace co-workers can provide telecommuters with a sense of the organization's history and culture as well as promote trust among the telecommuters and traditional workplace coworkers (Corbett & Thatcher, 1997). The expectation of a future association can encourage cooperation and foster a sense of trust (Powell, 1990).

### Empowerment

Empowerment refers to delegating, devoluting, or sharing authority, power, or responsibility by persons higher in the organizational structure of an organization with persons at lower levels within the organization. Golembiewski (1995) argued that empowerment creates a generative organizational environment by building flexibility, emphasizing learning, and enhancing trust, and that empowerment can serve an appropriate central metaphor to further diversity. Empowered employees act in these ways:

- ◆ Take the initiative in ambiguous situations and define problems to enable further analysis
- ◆ Identify opportunities in ambiguous situations
- ◆ Apply critical thinking skills
- ◆ Offer insights about how and why specific decisions or actions benefit employees and managers

- ◆ Build consensus for decision making
- ◆ Identify and act to systematize activities
- ◆ Optimize resources by decreasing expenses and finding opportunities to invest in new resources

By empowering employees, managers enable workers to find purpose in their jobs for themselves. Because self-discipline and self-motivation represent desirable characteristics in potential telecommuters, distance managers can foster trust by empowering their employees to adopt the means that best results in completing their work. This approach also allows employees to establish a one-to-one correspondence between their personal goals and values and those of the organization. Jobs become more meaningful whenever employees can act independently in ways consistent with shared purposes.

To achieve empowerment requires the “right mix” of information (about processes, quality, customer feedback, and events), knowledge (of the work, the business, and the total work system), power (to make decisions about all aspects of work), and rewards (tied to business results and growth in capability and contribution) to work autonomously or independent of management control and direction (Lawler, 1992). Allowing telecommuters to make decisions affecting how they complete their jobs is an effective means for distance managers to acquire commitment—and to express trust—in telecommuters.

### Loyalty

The greater the loyalty among an organization’s employees, the greater are its potential profits. But how can an organization acquire and maintain the allegiance of its stakeholders? Managers and supervisors must build loyalty and demonstrate that the

organization values its employees, easing the apprehension of many workers that the company will not retain them forever (Weiss, 1998).

To provide and solicit feedback has been used in traditional work settings to engender loyalty. Some organizations employing telecommuters require distance managers to meet individually with each telecommuter at least once every two weeks for at least 20 minutes (Reichheld, 2001). The effective distance manager solicits feedback regularly from the telecommuter regarding projects, performance and resources. Leaders of highly rated companies with loyal workers seek feedback regularly from their employees regarding the performance of the company and its leaders. Intuit's Scott Cook lunches with employees regularly, encouraging them to ask questions and express complaints. Cook understands that talking to the boss often intimidates, so he asks attendees to write their questions on unsigned index cards. In addition to dispelling differences, these sessions serve an educational purpose. Eliciting negative feedback teaches the organization how to listen, how to respond appropriately to employee comments, how to explain the action selected, and how to sustain the flow of constructive criticism. Robert Herres, USAA's CEO (1993–2000) stated:

If employees feel like they are throwing pennies down a bottomless well and they never hear a splash, they are going to stop throwing the pennies. We have got to show them that we are listening and we are taking action if we want them to make an effort and kept the communication flowing. (Reichheld, 2001, p. 77)

The increasing prevalence of technology and the challenges that face distance managers whenever communicating with traditional workers or telecommuters requires the use of more creative means of communication, including findings different ways to

provide feedback. Employees of AG Edwards and Home Depot look forward to national audio-conference calls in which all employees participate. At these two companies, workers are not “the last to know.” If information cannot be disseminated through simulcast, management should use other means to disseminate announcements and news so that all workers are informed at the same time. Commitment to an organization is a residue of effective communication.

### Summary

The importance of trust and the establishment of mutually satisfying relationships between distance managers and telecommuters cannot be overstated. Butler (1991) concluded:

Trust is an important aspect of interpersonal relationships. Trust is essential to the development of managerial careers. Trust in a specific person is more relevant in terms of predicting outcomes than is the global attitude of trust in generalized others. (p. 647)

This presentation explored three antecedents of trust: communication, empowerment, and loyalty, identified as necessary elements in traditional face-to-face manager-subordinate relationships, and examined the significance of establishing trust in distance manager-telecommuter relationships. The key factor in successful virtual work environments is trust, an employee’s trust in the manager and the employee’s trust in coworkers, enabling both parties to fulfill their responsibilities and act predictably. Trusting managers can empower telecommuters by urging them to choose their own strategies to complete their assignments and encouraging worker creativity so that the organization’s goals and the employee’s needs correspond. Effective communication can

also build trust, which, if established, will result in distance managers reaping the benefits of the virtual workplace and employees finding a comfortable balance between their home and work life.

## References

- Association Management, Tips on Telecommuting. Jun 2001, Vol. 53, Issue 6, p24.
- Bandura, A. (1978). Reflections on self-efficacy. *Adv. In Behavioral Research and Therapy*, 1, (4), 237-269.
- Berger, C.M., & Bradac, J.J. (1982). *Language and social knowledge: Uncertainty in interpersonal relations*. Edward Arnold. England.
- Burgoon, J.K., & Hale, J.L. (1987). Validation and measurement of the fundamental themes of relational communication. *Communication Monographs*, 54, 19-41.
- Butler, J.K., Jr. & Cantrell, R. S, 1984. A behavior decision theory approach to modeling dyadic trust in superiors and subordinates. *Psychological Report*, 55, 19-28.
- Butler, J.K., Jr., 1991. Toward understanding and measuring conditions of trust: Evolution of conditions of trust inventory. *Journal of Management*, 17, (3), 643-663.
- Chidambaram, L., Bostrom, R.P. & Wynne, B.E. (1991). The impact of GDSS on group development. *Journal of Management Information Systems*, 7, 3-25.
- Chidambaram, L. (1996). A study of relational development in computer supported groups. *MIS Quarterly*, 29, (2), 143-165.
- Cooper, R. C. (1996). Telecommuting: The good, the bad and the particulars. *Supervision*, 57, 10-19.
- Corbett, M. & Thatcher, M (1997). Wire and emotional. *People Management*, 3, 26-32.
- Cox & Alm. (1999). Paradigm for the new economy. *Monthly Labor Review*, 123, 41.
- Drury, T. (2000). Where in the world are the workers? *Business First - Western New York*, 16, 31-32.
- Dutton, J.E., Dukerich, J.M., & Harquail, C.V. (1994). Organizational images and member identification. *Administrative Science Quarterly*, 39, 239-263.
- Daft, R.I., & Lengel, R.H. (1986). Organizational information requirements, media richness, and structural determinants. *Management Science*, 32, 554-571.
- Duck, S. (1991). *Understanding relationships*. New York: Gilford.
- Gabarro, J.J. (1978). The development of trust influence and expectations. In A.G. Thos & J.J. Gabarro (Eds.), *Interpersonal behavior: Communication and understanding in relationships*. (pp 290-303). Englewood Cliffs, NJ: Prentice-Hall.
- Gabarro, J. J. (1990). The development of working relationships. In J. Galegher, R. E, Kraut & C. Egidio (Eds.), *Intellectual teamwork: Social and technological foundations of cooperative work*. (pp.79-110). Hillsdale, NJ: Lawrence Erlbaum.

- Goldsborough, R. (2000). Making telecommuting work. *Commercial Law Bulletin*, 15, 34-35.
- Golembiewski, R. (1995). *Managing diversity in organizations*. Tuscaloosa: University of Alabama Press.
- Handy, C. (1995). Trust and the virtual organization. *Harvard Business Review*, May-June, 2-8.
- What drives employee commitment (and the higher productivity that follows). (2000, April). *HR Focus*, 77, (4), 9.
- Jarvenpaa, S.L., & Ives, B. (1994). The global network organizations of the future: information management opportunities and challenges, *Journal of Management Information Systems*, 10, (4), 25-57.
- Jarvenpaa, S.L., Knoll, K. & Leidner, D. (1998). Is anybody out there? Antecedent of trust in global virtual teams. *Journal of Management Information Systems*, 14, (4), 29-64.
- Jarvenpaa, S.L. & Leidner, D.E. (1999) Communication and Trust in Global Virtual Teams. *Organization Science: A Journal of the Institute of Management Sciences*, 10, (6), 791.
- Jennings, E. E. (1971). *Routes to the executive suite*. New York: McGraw-Hill.
- Kellermann, K. & Reynolds, R. (1990). When ignorance is bliss: The role of motivation to reduce uncertainty in uncertainty reduction theory. *Human Communication Research*, 17,5-75.
- Kiesler, S., Siegel, J. & McGuire, T.W. (1984). Social psychological aspects of computer-mediated communication. *American Psychologist*, 39, 1123-1134.
- Kogut, B., & Zander, R. (1996). What firms do? Coordination, identity and learning, *Organization Science*, 7, 502-518.
- Kramer, R. M. (1993). Cooperation and organizational identification. In J.K. Murnighan (Ed.), *Social psychology in organizations: Advances in theory and research* (pp. 244-268). Englewood Cliffs, NJ: Prentice-Hall.
- Kurland, N. & Bailey, D. (1999). Telework: The advantages and challenges of working here, there, anywhere, and anytime. *Organizational Dynamics*, Autumn, 53-64.
- Lawler, E. E. (1992). *The ultimate advantage*. San Francisco: Jossey –Bass.
- Mael, F., & Ashforth, B. E. (1995). Loyal from day one: biodata, organizational identification, and turnover among newcomers. *Personnel Psychology*, 48, 309-333.
- Markus, M.L. (1994). Electronic mail as the medium of managerial choice. *Organizational Science*, 5, (4), 502-527.
- Reinsch, Jr., N.L. (1999). Selected communication variables and telecommuting participation decisions: data from telecommuting workers. *The Journal of Business Communication*, 36, (3), 247.
- Nelson, B. (2000). Long distance recognition. *Workforce*, 79, (8), 50-53.

- Nilles (2001). Horrors. *Jala International*. Retrieved June 8, 2001, from <http://www.jala.com/horrors/html>.
- O'Hara-Devereaux, M. & Johansen, B., (1994) *Global Work: Bridging Distance, Culture & Time*. San Francisco, Jossey-Bass.
- Olshfski, D. & Cunningham, R. (1998). The empowerment construct in manager-executive relationships. *Administration & Society*, 30, (4), 357-373.
- Powell, W.W. (1990). Neither market nor hierarchy: Network forms of organization. *Research in Organization Behavior*, 12, 295-336.
- Reichheld, F. F. (2001). Lead for loyalty. *Harvard Business Review*, 79, (7), 76-85.
- Rose, K. 1998. Work/life flexibility: A key to maximizing productivity. *Compensation and Benefits Management*, Autumn, 27-32.
- Sproull, L., & Kiesler, S. (1986). Reducing social context cues: Electronic mail in organizational communication. *Management Science*, 32, (11), 111-134.
- Turner, J.C., (1984). Social identification and psychological group formation. In H. Tajfel (Ed.), *Social identity and intergroup relations* (2nd ed., 7-24). Chicago: Nelson-Hall.
- Walther, J.B., (1996). Computer-mediated communication: Impersonal, interpersonal and hyperpersonal interactions. *Communication Research*, 23, (1), 3-44.
- Weick, K.E. (1979). *The social psychology of organizing*, 2nd ed. Addison Wesley, Reading, MA.
- Weiss, W. H. (1998). Employee involvement, commitment and cooperation: Keys to successful supervision. *Supervision*, 59, (11), 12-16.
- Wiesenfeld, B., & Raghuram, S. (1999). Communication patterns as determinants of organizational identification in a virtual organization. *Organization Science*, 10, (6), 777-791.
- Wiesenfeld, B., Raghuram, S., & Garud, R. (2001). Organizational identification among virtual workers: the role of need for affiliation and perceived work-based social support. *Journal of Management*, 27, 213-224.