Chapter 2
Analysis of Virtual Reality Team Performance in Private Organizations

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ABSTRACT

The purpose of this research is to investigate the impact that a number of leadership and team characteristics, namely perceived electronic leadership along with perceived team dynamics, have on the performance of virtual teams (VT) in a public organisation. This study used a survey tool to gather information from 185 individuals who were participating in a virtual workplace. These individuals were employed by one of the major public organisations in India. Statistical approaches and the PLS-SEM software are used in this investigation. The findings of this study indicate that the perceived dynamics of the team, which encompasses the behaviour of team members, the level of cooperation, and the level of support, has a consid-

erable medium influence on the performance of VT members. On the other hand, perceived e-leadership, which encompasses components such as leaders' trust, leader communication and coordination, and leader behaviour, has a large but relatively small impact on VT performance.

1. INTRODUCTION

Market complexity, economic uncertainty, and staff workload are all on the rise, posing a new and unprecedented challenge for public organisations in terms of resource management and personnel limits (Daft & Lewin, 1990). Working practices in the public sector are increasingly becoming decentralised and globalised. Employees have virtual workspaces and virtual teams (VTs) to collaborate across organisational, cultural, temporary, and geographical obstacles. Large groups of VTs work on a variety of activities, take turns delivering outcomes, and communicate mostly via technology Kumar, K. K. (2022, December). VT study of organisations, especially public ones, is young, hence few studies exist. Academics want further study on VT efficacy and happiness. VTs frequently include many people working on different tasks, taking turns having accountable for outcomes, and using technology for the majority of interaction. Gupta, A. (2023, February) VT research on public groups is considerably less developed because of its relative youth. More study is required to examine the pleasure and performance of VTs, according to researchers Kaur, C. (2023, January).VT may promote work-life balance, reduce commute time, reduce stress, reduce sick leave, and boost employee happiness, leading to better recruitment and retention methods. However, controlling VT may be difficult and requires proper care (Majchrzak et al., 2000). Managing VTs requires greater coordination then face-to-face team. Even if VT member does not share a period of time geography, identity, or culture, factors like inadequate cohesion and social interactions or strong autonomy and dependency might impact their compliance. In VTs, feedback, emotions, and visual and vocal communication are lacking (Zissis & Lekkas, 2012). Due to assignments, culture, language, and diversity, virtual teams have greater difficulties, invisibility, and little interaction than face-to-face teams. According to scholars, virtual workers operate less effectively than face-to-face workers (Pavlou, 2003). Increasing managers' roles may improve employee engagement, responsibility, productivity, and reduce feelings of isolation due to decreasing face-to-face interaction. Indian public organisations have changed dramatically in recent years, and the GC workspace, a revolutionary office assignment method, is virtualizing teams nationwide. Public Service and Procurement India, which provides offices to government workers, adopted the Activity Based Workplace (ABW) standard to address space shortages and increasing hiring rates. The ABW

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