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IJIEPR

International Journal of Industrial Engineering & Production Research

Tue, Apr 4, 3:51 PM (13 days ago)

to me

Dear Dr. Laila Refiana Said

I am Pleased to inform you that, based on our reviewers' comments and the final recommendation by the associate editor, your paper:

Title:

Improving Task Performance through Virtual Team Communication

has been accepted for publication in the International Journal of Industrial Engineering & Production Research (IJIEPR). Please be advised that your paper may need some major/minor formatting issues, which need to be resolved before publication. For this purpose, you will be contacted by our publishing department as soon as possible. Still you need, mail us research highlights as soon as possible.

I take this opportunity to thank you for your valuable contributions to the IJIEPR.

Sincerely Yours,

Mohammad. Saidi- Mehrabad

Editor in Chief

CC: Zainal Arifin

CC: Meldasari Said

LR S

Tue, Apr 4, 4:25 PM (13 days ago)

---------- Forwarded message --------- From: International Journal of Industrial Engineering & Production Research <ijie@iust.ac.ir> Date: Tue, Apr 4, 2023, 14:5

ila said <lrsaid@ulm.ac.id>

Thu, Apr 6, 3:26 PM (11 days ago)

to International

Dear Prof. Mohammad Said-Mehrabad:

On behalf of all authors, I would like to thank you for this great opportunity to publish our manuscript in your reputable journal. Thank you for handling the manuscript and getting it reviewed. We also thank the reviewers for their valuable work, which helped us to improve the manuscript.

The research highlights:

The study investigates the impact of employee preferences and organizational support on task performance through virtual teamwork communication in the context of increasing virtual team usage during the Covid-19 pandemic.

The research findings suggest the importance of providing organizational support and considering the individual employee's preferences when designing virtual team communication strategies.
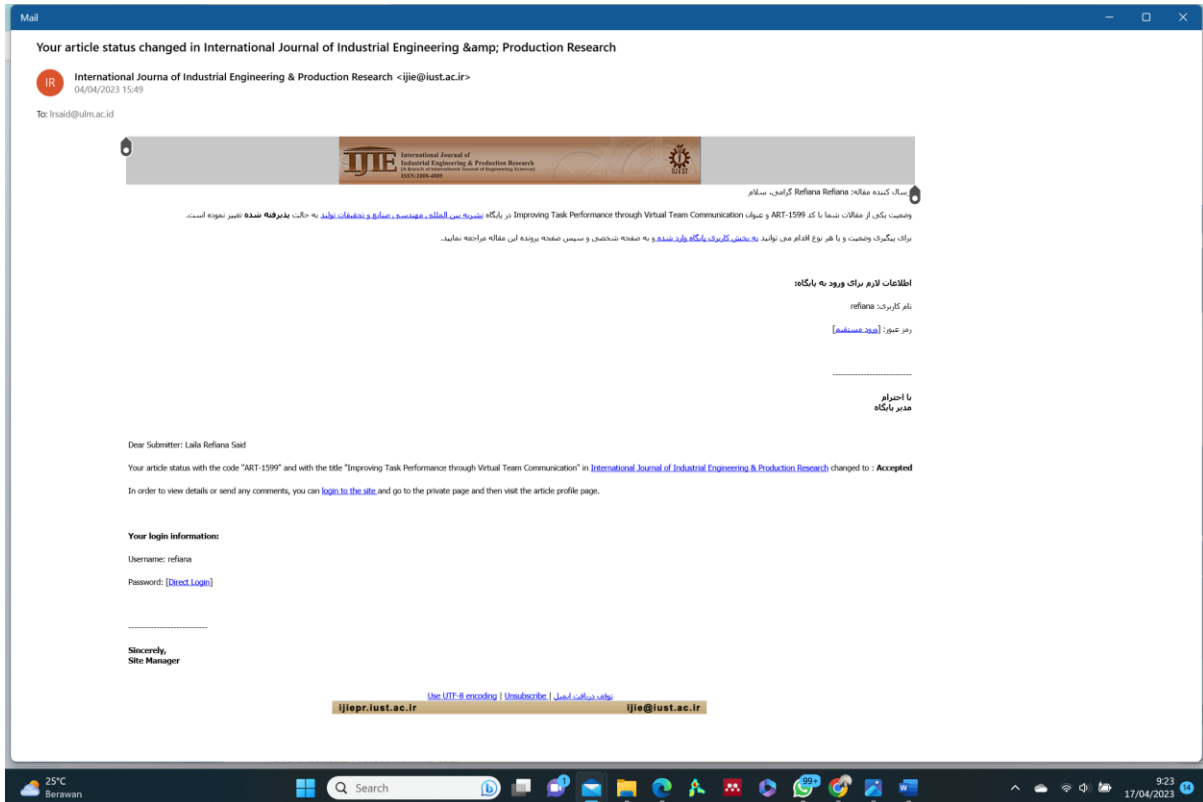
A well-functioning virtual team communication system can improve work performance.

Please contact me if you have further inquiries.

Sincerely yours,

Laila Said

Sent from Mail for Windows

Your article status changed in International Journal of Industrial Engineering & Production Research

International Journa of Industrial Engineering & Production Research <ijie@iust.ac.ir>
04/04/2023 15:49

To: lrsaid@ulm.ac.id

International Journal of
Industrial Engineering & Production Research
(A Branch of International Journal of Engineering Science)
ISSN:2008-4889

Refiana Refiana گرامی، سلام سلام کننده مقاله:

وضعیت یکی از مقالات شما با کد ART-1599 و عنوان Improving Task Performance through Virtual Team Communication در پایگاه نشریه بین المللی مهندسی صنایع و تحقیقات تولید به حالت پذیرفته شده تغییر نموده است.

برای پیگیری وضعیت و با هر نوع اقدام می توانید به بخش کاربری پایگاه وارد شده و به صفحه شخصی و سپس صفحه پرونده این مقاله مراجعه نمایید.

اطلاعات لازم برای ورود به پایگاه:

نام کاربری: refiana

رمز عبور: [ورود مستقیم]

با احترام
مدیر پایگاه

Dear Submitter: Laila Refiana Said

Your article status with the code "ART-1599" and with the title "Improving Task Performance through Virtual Team Communication" in International Journal of Industrial Engineering & Production Research changed to : **Accepted**

In order to view details or send any comments, you can login to the site and go to the private page and then visit the article profile page.

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Oct 1, 2022, 6:30 PM

to me

Dear Dr Laila Refiana Said

Reference to the manuscript titled:

Title:

Improving Task Performance through Virtual Team Communication

Please find attached a copy of the referee reports on the above article for your perusal.

I request you to follow the comments of the reviewers and provide a suitable response to each reviewer's comment and send it to me via email address ijie@iust.ac.ir within the next 10 days at the latest.

In order to increase the quality of the journal, I expect you to do the necessary professional editing on your article and make sure that your manuscript is free of any grammatical errors and English language bias.

Sincerely Yours,

Mohammad Saidi- Mehrabad

Editor in Chief

ila said <lrsaid@ulm.ac.id>

Attachments

Oct 10, 2022, 10:14 AM

to International, bcc: meldasaid75

Dear Prof. Mohammad Saidi-Mehrabad:

On behalf of the authors, I would like to thank you for the opportunity to resubmit a revised copy of our manuscript. We would also like to take this opportunity to thank the reviewers for the positive feedback and helpful comments for correction or modification. We believe they have resulted in an improved revised manuscript, which you will find attached to this email and our responses file. We hope the revised manuscript is accepted for publication in the International Journal of Industrial Engineering & Production Research.

Sincerely yours,

Laila Refiana Said

Sent from Mail for Windows

2 Attachments

- Scanned by Gmail

LR S <lrsaid@ulm.ac.id>

Jan 19, 2023, 5:24 PM

to International

Dear Editorial Team;

Please kindly inform me the updated status of the manuscript.

Thank you very much.

Best regards,

Laila

Improving Task Performance through Virtual Team Communication

Reviewers' comment	Description of revisions	Location of revisions
Reviewer :		
1. *The related literature reviewed should be followed by a comprehensive research gap analysis.*	1. *- The research gaps have been presented in the last paragraph of the Introduction. Following the reviewer's comment, we have added several research gaps, including gaps that relate to the research demography.* Various ideas of the virtual team model are conveyed in many works of literature, but most are still conceptual (Ebrahim, Ahmed, & Taha, 2009). Virtual teams have differences from traditional teams (face-to-face teams). Face-to-face team members have a strong level of accuracy in assessing personality among team members who work closely in an office. Virtual team members have a much lower level of accuracy in assessing the personality of their colleagues (Charlier, Stewart, Greco, & Reeves, 2016). Thus, virtual team environments present different interpretive contexts for understanding team member behavior. Instead of relying on physical cues, team members in a virtual context should rely on computer-mediated (i.e., digital or text-based) cues when attributing to their teammates. *- The Introduction section has been revised to discuss gaps related to the research demography. The additional sentences are:*	p. 2; paragraph 6

			The current study was conducted in the province of South Kalimantan, Indonesia, which has 4.12 million people (Kalsel, 2022). In August 2021, the percentage of full-time workers decreased by around 1.34 percent compared to August 2020 (Kalsel, 2022). In contrast, part-time workers increased by about 1.34 percent. It is likely because companies still implement work-from-home policies and work virtually.	p. 3; paragraph 1-3
			On the other hand, people's perception of digital literacy is only in the initial cognitive aspect with a moderate category assessment (Sarwani, 2021). It means that the perception of the people of the suburbs of Banjarmasin is still at the level of knowing the internet as an information medium, not yet reaching the implementation or use of a high level of internet. The study, which was held in the provincial capital of South Kalimantan, showed low digital literacy.	
			There are several differences to note in virtual team management that become new challenges for human resource management. Thus, the rapid development of virtual teams today is interesting to be studied more deeply to understand the factors that affect their effectiveness. However, no studies were found on virtual communication activities among South Kalimantan people. It is also essential to examine whether the performance task is related to employees' preferences in the province of South Kalimantan, judging from their virtual communication behavior.	
2.	*The main contribution is not well described and justified.*	2.	*We performed a bibliometric analysis using VOSviewer, using keywords: employee preference, organizational*	

				support, virtual team communication, and task performance (Figure 1).	
				Based on the network visualization, employee/individual preference and organizational support have not been studied concerning virtual team communication and task performance (Figure 2). Employee preference and individual preference each have been studied concerning general virtual team performance, but not specific virtual team communication (Figures 2 & 3).	
				We have strong theoretical reasons to choose antecedents of 'employee preference' and 'organizational support' on 'virtual team communication' and 'task performance' based on several arguments that have been discussed in the manuscript, including:	p. 5; paragraph 2, line 3-8
				In this study, employee preference indicators include… and working together as a team (Kondalkar, 2007). This variable is included because, based on the research of Darics & Gatti (2019), interpersonal needs cannot be separated from working relationships in virtual teams.	
				Virtual teamwork's effectiveness will impact knowledge sharing and good work coordination (Emitraan et al., 2019). Employees' background influences job performance and organizational support, such as leadership, compensation, rewards, and provision of facilities (DeSimone, 2012). Flexibility in the use of ICT appears to affect the relationship between individual perceptions of the use of ICT for knowledge sharing and team coordination, which could be an indicator for interventions supporting the use of IT knowledge-sharing ability (IT KSA) (Müller & Antoni, 2020).	p. 5; paragraph 3,

			To sum up, the manuscript has been revised by adding the following paragraphs in the Abstract and Discussion sections regarding the study's main contribution:	Abstract p. 1, line 13-15
			The main contribution of the current research is to illustrate factors that can directly impact virtual team communication and task performance. 'Employee preference' and 'organizational support' were the primary determinants of the research model. The findings can be a foundation for future study lines on deploying virtual work practices in post-pandemic work.	p. 10, paragraph 1
3.	*The task performance concept needs to be more elaborated.*	3.	*In the Literature Review, we have added the concept of task performance as follows:*	p. 4, paragraph 4-5
			Previous research shows that virtual team performance supports organizational performance (e.g. Algesheimer et al., 2011). Specifically, the current study seeks to analyze the positive effect of employee preference, organizational support, and virtual team communication on task performance.	
			Literature review shows that the earliest articles on task performance date back to the 1960s (Locke et al., 1981). Task performance is the efficiency with which individuals performing a task contribute to the technical core of the organization, either directly by implementing a portion of its technological process or indirectly by providing it with goods or services that it requires (Borman & Motowidlo, 1997). Task performance refers to the core technical behavior and production behavior involved in a job to achieve organizational goals (Bhardwaj & Kalia, 2021; Griffin, Neal, & Neale, 2000). There is a correlation between task proficiency and knowledge, skills, and capacities, all of which are crucial	

			traits for successfully carrying out task behaviors (Bhardwaj & Kalia, 2021). Wahyuni (2012) shows that improving task performance requires an understanding of the diversity of employee skills, clarity of duties and significance of duties contained in the job description and Standard Operating Procedure (SOP).	
4.	*The significance of considering virtual team is not well explained.*	4.	*The importance of a virtual team is already explained in Introduction as follows:* …These virtual teams are becoming increasingly important in a business organization to improve the efficiency of a company's work (Horwitz, Bravington, & Silvis, 2006). Virtual teams allow companies to obtain an expert workforce without any longer being constrained by physical existence and geographical location. Companies can hire an expert workforce from different parts of the world without requiring additional costs for relocation. Virtual teams also have efficiency in terms of time, where a job can be done anytime and anywhere. They reduce workplace costs and increase productivity as a new way of improving customer service, better access to global markets, and a favorable environment (Emitraan et al., 2019). The growth of virtual teams from year to year has significant increase due to an increasing percentage of online workers working in their homes. The data stated that the percentage of home workers growth from 1980-2009 was 86.6% (Mulyani, 2016). It is estimated that at least 20-30 million people work online weekly. It is interesting to study it in more depth to understand the virtual team during the Covid-19 pandemic and the factors that affect its effectiveness seeing the rapid	p. 2, paragraph 2, line 3, paragraph 3-4

10

			development of the virtual team today. This virtual team has differences from traditional teams, so there will be several differences that need to be considered in managing virtual teams, where this is a new challenge for human resource management.	
5.	*The numerical study needs more elaboration and analysis using more multi-dimension illustrations*	5.	*This research has undergone several quantitative tests, such as validity, reliability, normality, and other classical assumption tests. Only path analysis of the relationship among variables was emphasized for conciseness. However, we have added the research results, including the following:* Participants and Procedure The research method was a survey of 156 employees working in the fields of education, telecommunications, transportation, and health in Banjarmasin city, South Kalimantan, Indonesia. All questions were evaluated using a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The reliability was above the acceptable level with Cronbach's Alpha value of more than 0.70. Respondents were those who work from home as a team, both at home and with colleagues in the office. The analysis was performed using path analysis to test research hypotheses. Path analysis entails multiple regression analyses to develop a model of the connections between predictor variables and the criterion (Xenikou & Simosi, 2006). Calculating the direct and indirect impacts of the predictor variables on the criterion clarifies the nature of the relationships between the predictor variables and the criterion. Sampling was carried out randomly among employees in each field. The sample showed 54.49% were women,	p. 6, Method section

		45.51% were men, 3.21% were under 25, 50.64% were between 25 - 35, 30.78% were between 36 - 45, and 15.37% were between 46 - 55. There were 60.26% with an associate degree, 37.18% with a bachelor's degree, and 2.56% with a postgraduate degree.	
6.	*The managerial implications should be well discussed in the application areas of the approach.*	6.	We have added paragraphs that discuss managerial implications as follows: For the virtual team to work effectively, the role of management becomes very important in managing employee preferences, especially related to employee motivation. In this case, employee motivation is that employees are willing and able to utilize technology related to effective virtual team communication. Organizations' leaders determine the working group's direction to achieve the best task performance. Management must also support task performance by providing adequate ICT facilities, such as hardware for each employee who works at home, an internet connection, and software that supports virtual team communication and coordination, facilitating and smoothing work team communication. In addition, employee IT skills development must also be considered so that employees with fewer IT skills can be matched in their competence in operating ICT and contribute optimally to virtual teamwork. The Covid-19 pandemic teaches people that although mobility is limited, the existence of adequate information and communication technology can eliminate these restrictions. Employees can still interact, communicate, coordinate and work together to achieve common goals, even virtually. Presume this trend is still ongoing, and a positive impact is felt on efficiency, the implication might be on such policies of	

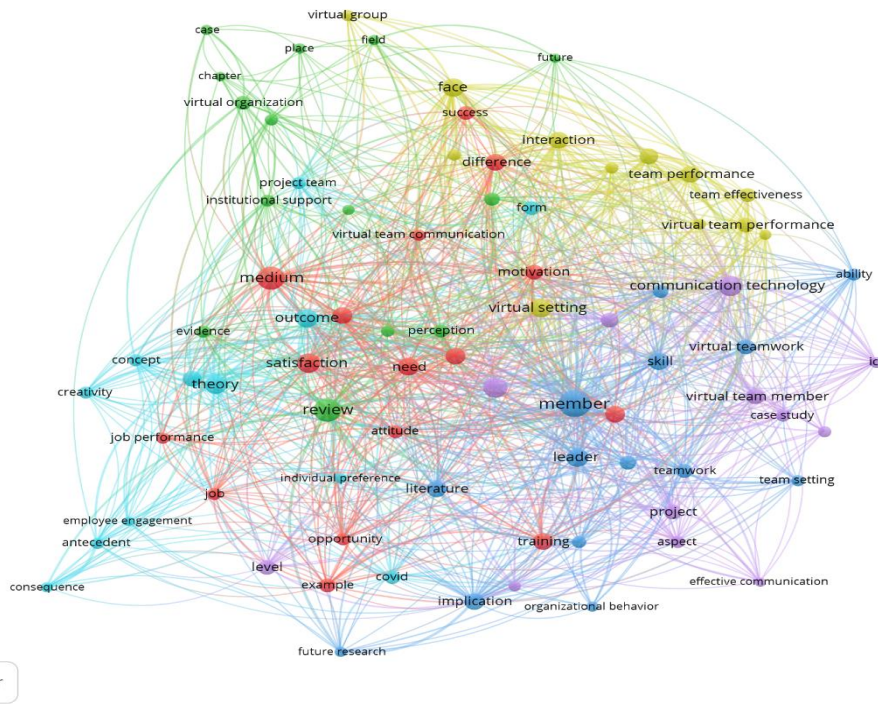|		minimizing office space, tightening rules and performance management, and changes in employee recruitment and selection policies because people with the right competencies can be recruited from any region without geographical boundaries.	

Figure 1   Overall Network Visualization

Figure 2   Network Visualization for Virtual Team Communication

Figure 3   Network Visualization for Employee Preference

Figure 4   Network Visualization for Individual Preference