

Abstract

Many organizations have embraced a new reality of virtual working, which poses new challenges for leaders. Virtual teaming has numerous advantages, but it also increases the danger of misalignment and lack of cooperation, which may have a negative impact on team trust and employee engagement if not done correctly. Team leaders and organizations must understand the strategies for establishing and maintaining trust in Virtual Project Teams (VPTs) to maintain team members performance after transitioning to decentralized workplaces. This study examines the process of building trust in VPTs by analyzing the factors that influence trust in virtual teams. Qualitative interviews

study. The study res

virtually due to COVID-19, researchers and practitioners are constrained by a startling lack of clarity about how various factors impact trust in VPTs [15,26]. Taken together, research indicates that VPTs will be a fixture in the future workplace and that trust may serve as an essential mechanism for addressing problems connected with technology use, communications, and team diversity [5]. Hence, a greater knowledge of how to enable VPT functioning via trust will be important for construction professionals and project managers to direct the future workforce more efficiently and effectively. Against this backdrop, this study explores factors affecting trust-building in VPTs in the construction sector, through a comprehensive qualitative analysis. The rest of this paper is organized as follows. First, we discuss the relevant literature including the result of scientometric analysis used to support the argument in this study. We then describe the methods used for data collection and analysis, followed by the results and discussions of findings and the conclusion.

Building trust is the bedrock in the formation of a successful virtual team [27]. This section describes the concept of trust and establishes the position of trust in VPTs.

Concepts of trust and VPTs

Trust is defined as the honesty, fairness, and quality of relationships among workers inside an organisation, with the primary goal of ensuring excellent employee interactions, particularly in confusing and unclear circumstances [28,29]. The notion of trust is conceptualised differently in different professions [5]. Trust is a multi-dimensional concept that originates from different routes. Trust is dev1 0 0 6t thaa0 0 1 279. eig779e7 mudacocularly

dispersed. By understanding these challenges, it should be a win-win situation both for management and virtual project teams.

Effect of organizational culture on trust

The interviewees perceived trust as a core organisational culture. They emphasised that trust is essential for different areas, reflecting how team members are selected, evaluated, rewarded, and mentored to support their objectives. Participants replied that trust should be incorporated as a significant organisational core value to retain a competitive edge since trust is the foundation of all business transactions. Organisational culture includes norms regarding the free flow of information, shared leadership, and cross-boundary collaboration [42]. The organisational culture consists of clear objectives and goals for the team members, its recruitment strategy, reward structure, team evaluation, availability of mentors in the organisation, and degree of task interdependence [22,60].

The success in creating a virtual world will depend on how clearly the objectives and processes are defined to accomplish the objectives

members who do not know what they have to deliver and when they need to, are at higher level of personal risk which is central to trust building and this has to be made clear by the organisation where they

team objectives, it brings in the success of entire team as they are very clear about their long-term Further, RL stated that the goals and objectives in an organisation are made clear and agreed upon, this greatly reduces the uncertainty regarding performance expectations. These goals also challenge team members giving them a heightened sense of urgency relative to accomplishing team-

organisational culture which sets clear objectives for its teams and

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objectives for them are happier than the organisation which has not

always like a random thing because they do not know for what

help build collective team identity, fostering the cooperative behaviours necessary for team trust-building.

Team selection is another factor that differentiates successful teams from unsuccessful ones. Recent research, for example, underlines the tools and strategies that may be utilised in virtual teams to create trust, such as creating a good organisational climate and culture, selecting a unique approach to the recruiting and selection process, and

selection criteria which an organisation uses greatly affect the type of people that will be in teams. The organisation needs to recruit people that are most suited for a part

there is a high risk of distrust among the team members as they do not

of the organisation bring in lot of discomfort and distrust within the

strong HR who chooses the right kind of candidate for the right type of project. It greatly helps to bring in the positive changes in the team,

Revealed that rewarding team members based on individual decision outcomes or team decision outcomes would increase the trust of team members in the organization [9,60]. The interviewee AS added by saying that contributions to the group

cannot be identified readily, they respond by identifying less with and

visory component are the most effective way to improve the attitudes of

Team evaluation refers to a mechanism of fairness of outcomes, fairness of decision-making procedures, fairness of interpersonal treatment and adequacy of information about decision-making procedures and outcome utcome mtcome 05d1vieinterv4e i2 9 Tf34002

does not matter much. People would still do their job to the best

