
- co-located organization can use cues such as dress codes and routines to bring employees together
- virtual organizations have much less tangible ties—psychological
- identification with the organization might be the critical link in holding the organization together
  - *How do employees in a virtual context build and sustain organizational identification?*
  - identification → defining self in terms of the organization
  - number of important outcomes of identification (e.g., work group functioning)
- virtual context makes it harder to externally control employees → internal control more crucial (e.g., trust, motivation…)
- paradox: identification is particularly important for virtual organizations, but almost all traditional cues to identification are missing in a virtual setting
- active participation and communication with others can lead to identification and commitment
- what a media may lack in one area, it may make up for in another area (e.g., email lacks in social context cues but makes up for it in informality and accessibility)
  - informal media → individuals feel “a part” of creating organizational identity
  - virtual members are peripheral members
- core proposition: Virtual status will moderate the relationship between mode of communication and identification. (781)
- 85% response rate from sales division of large international computer company with recent mandatory virtual work policy
- measures of virtual status and identification
- electronic communication more crucial in creating and sustaining organizational identification for “highly virtual” employees vs. “less virtual” employees
- virtual organizations and divisions may have far-reaching impact
- specifically in virtual settings, need more focus on “systems of work” and “systems of meaning”
- managers should pay attention to the kind of media virtual team members are using
  - should also provide training in technology
  - build organizational culture around using technology