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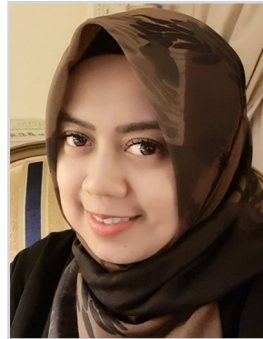
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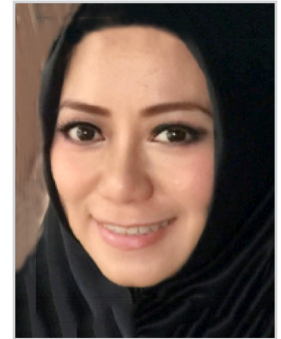
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Virtual team communication to improve employees' financial well-being and task performance

Abstract. The COVID-19 pandemic has forced almost all countries in the world to implement lockdowns. The impact of the COVID-19 pandemic is work from home. This study examines employee preferences and organizational support directly and indirectly through virtual teamwork communication on employee task performance and Financial Well-being. This study used the descriptive qualitative method. The study involved 156 employees working in education, telecommunications, transportation and health in South Kalimantan, Indonesia. Sampling was carried out randomly among employees in the research department. The reliability of the research tool is above the acceptable level with Cronbach's alpha above 0.70. The data analysis used is path analysis. The results showed that employee preferences and organizational support had a direct effect on Financial Well-being and task performance. Virtual team communication can mediate influence in enhancing the relationship between employee preferences and organizational support. The research implication shows that well-functioning virtual team communication can contribute to improved work performance as well as Financial Well-being. Therefore, collaborative support is needed, both individual and organizational support.

Keywords: Employee Preferences; Organizational Support; Virtual Team Communication; Task Performance; Financial Well-being

JEL Classification: J17; J18; I30; H75

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1. Introduction

The COVID-19 pandemic has forced almost all countries in the world to implement lockdowns. Indonesia is no exception, but this country prefers to implement Large-Scale Social Restrictions (PSBB). There are arrangements to close all schools and implement a 50% office occupancy policy to prevent massive transmission of COVID-19. Many people have started to practice attention to working at home activities, but many others doubt it (Lin & Sun, 2018). The emergence of covid 19 clusters in offices shows that there are still many who do not want or doubt the effectiveness of working virtually (Varyanichenko et al., 2018).

The discourse of virtual teams has long been discussed as an alternative to teamwork in business to be more efficient by taking advantage of advances in information technology (Šašinka et al., 2019). The development of virtual teams was triggered by the rapid development of the global economy, which, among others, was born from the cooperation of individuals who were geographically separated, even though collaborative communication continued to run between these business actors.

Virtual teams are becoming increasingly important in a business organization to increase the efficiency of company work (Newman et al., 2020). Having a virtual team that is geographically separated allows companies to find experts without being limited by physical presence and geographic location. Companies can employ experts from various parts of the world without additional relocation costs (Arifin et al., 2019). Virtual teams also have efficiency in time, where a job can be done anytime and anywhere. This reduces workplace costs, increases productivity as a new way of improving customer service, better access to global markets, and a favourable environment. The growth itself from year to year has increased significantly, and this can be indicated by the increasing percentage of online workers who work in their own homes (Hudson et al., 2019). The data states that the percentage of growth in homeworkers from 1980-2009 was 86.6%; it is estimated that at least 20-30 million people worked online once a week before the COVID-19 pandemic (Labrague & De los Santos, 2020).

On the other hand, virtual teams also pose particular challenges for organizations, including that the distance between team members is a challenge for project management. Virtual team members need more training and encouragement to maximize performance and utilization of ICT. Employee mobility also affects the performance of virtual teams, and their whereabouts are difficult to track, especially when it comes to requests for accountability (Pozin et al., 2016). Another challenge is determining the appropriate tasks for each virtual team member related to the compatibility of the technology they are good at (Liaw et al., 2020).

The rapid development of virtual teams today is interesting to be studied more deeply to understand virtual teams and the factors that affect their effectiveness. Virtual teams have differences from traditional teams (face-to-face teams) (Laitinen & Valo, 2018). Face-to-face team members have a relatively strong level of accuracy in assessing personality among team members who are placed together, and virtual team members have a much lower level of accuracy in assessing the personality of their colleagues (Laitinen & Valo, 2018). Thus, it appears that virtual team environments present very different interpretive contexts for understanding team member behaviour. 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 making attributions about their teammates. Several differences in virtual team management become new challenges for human resource management (McLarnon et al., 2019).

2. Brief Literature Review

A virtual team is remote work done partially or entirely by company members with the help of telecommunication services. A virtual team exists when several remote workers are combined, and each member reports to the same manager (Sherblom et al., 2018). In contrast, virtual teams exist when virtual group members interact to achieve common goals (McLarnon et al., 2019). In contrast to the traditional notion based on stable membership and clear boundaries, virtual teams can span multiple contexts, including several different cultures and geographies, perhaps even covering very complex goals, ages, and memberships (Darics & Gatti, 2019). The effectiveness of virtual teams is determined by three factors, namely people, technology, and process (Pozin et al., 2016).

The people factor concerns leadership and trust in them and team members, which concerns communication planning and media selection (ICT) (Bin Nordin et al., 2020). Furthermore, the process factor is related to skills and training.

The main focus of virtual team meetings is the communication process. Many articles discussing the importance of communication focus on creating excellent communicators, selecting the right technology for the most effective communication, and communication difficulties posed by virtual environments (Lin & Sun, 2018). The size of virtual team communication can be seen from the number of communications (frequency), IT, and clear communication feedback for communicators and communicants. The sophistication of technology that organizations prepare for meetings in virtual communication does not guarantee the effectiveness of group communication;

usually, those who play a role in controlling technology will participate more actively in virtual communication than those who use shared technology (Hudson et al., 2019).

The effectiveness of virtual team communication is also determined by the leadership's ability to manage group dynamics. Generally, the virtual team does not require its members to be in the exact location; it could be in separated locations and time zones (Labrague & De los Santos, 2020). On this occasion, the ability of virtual team leaders is tested when managing group communication related to differences in members' cultural backgrounds to time zone differences which can result in differences in the effectiveness of team members in virtual meetings. Communication is created from the involvement of employees (employee engagement) who have a high spirit and loyalty to communicate to contribute to their thoughts (Laitinen & Valo, 2018). actively. Mastery of knowledge encourages people to behave if the context is knowledge and mastery of information technology. Employees who immerse themselves in teamwork tend to communicate actively in their groups. Teams with a high level of virtuality that utilize communication media that allow face-to-face contact (e.g., video conferencing) alongside other virtual modalities demonstrate the most robust performance. This relationship becomes stronger when dealing with tasks more complex.

For virtual team communication to run smoothly, support is needed, such as encouraging open communication and sharing information from top to bottom. If team members feel that they can share their understanding of which ICT to use for specific tasks, they can work in a more coordinated and better way (Müller & Antoni, 2020). Trust among team members, leader's competence, and interdependent tasks also significantly affect the efficiency of virtual team tasks (Darics, 2020; Atabayeva et al., 2020). A study stated that virtual leadership contributed positively to intra-team communication, while intra-team communication was positively contributed to job performance.

Furthermore, planned work will make it straightforward for members to coordinate and communicate with each other (Arifin et al., 2019). The most crucial thing in creating a comfortable communication climate between virtual team members is how the leader communicates the goals of the work team in the early phase. Group communication mediated by computers creates a higher level of trust between members than face-to-face communication directly (Sun, 2019). Furthermore, mutual trust between team members and easy-to-use media has a significant effect on virtual teamwork satisfaction.

Employees who feel that their job satisfaction is fulfilled have a desire to communicate better than those who are less fulfilled. Including when they find organizational support in equipment facilities that make work more accessible, technology support for virtual communication activities (Lin & Sun, 2018). Organizations should prepare training in using ICT to optimally complete their tasks in their respective homes (Hudson et al., 2019). The organization supports the creation of virtual teams such as leadership support that encourages IT to use, collaboration, mental sharing, creating trust, and the ability to manage conflict. Technology is seen as a shared space between virtual team members, and technology mediates meetings, both audio and visually, and connects virtual team members to share knowledge and even affection (Labrague & Santos, 2020). The interpersonal relationship attribute is associated with personal competence measured in skills and efficacy, which contributes substantially to the interactivity of team conversations, including openness and satisfaction of each virtual team member (Kordsmeyer et al., 2019).

The work at the home policy cannot be separated from employee preferences. Employee preferences are a matter of consideration for the choice of actions that employees must have either voluntarily or because of the intervention of their affiliated organizations (Varyanichenko et al., 2018). In this study, employee preference indicators include engagement in mental work strength, emotional involvement, work concentration, knowledge, skills, and ability to use information technology and work together. This variable is included because, based on the research of Darics & Gatti (2019) shows that interpersonal needs cannot be separated from working relationships in virtual teams. The effectiveness of virtual teamwork will have an impact on knowledge sharing and good work coordination. Organizational support such as leadership, compensation, rewards, and provision of facilities. Flexibility in using ICT appears to affect the relationship between individual perceptions of using ICT for knowledge sharing and team coordination, indicating interventions supporting IT knowledge sharing. Based on this, the following research framework was made as follows in [Figure 1](#).

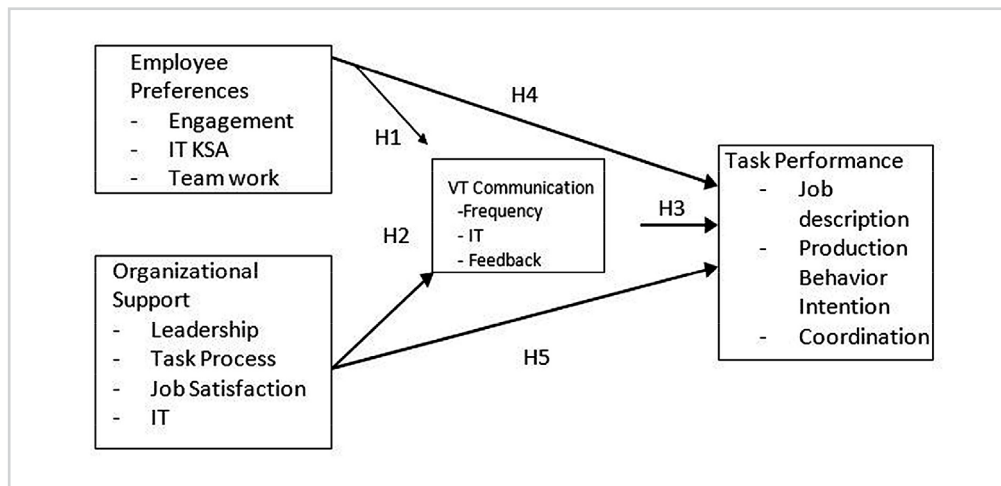


Figure 1:
Research Framework
 Source: Compiled by the authors

3. Methodology

This study used the descriptive qualitative method. The study involved 156 employees working in education, telecommunications, transportation and health in South Kalimantan, Indonesia. The data was collected by means of a survey. Sampling was carried out randomly among employees in the research department. The reliability of the research tool is above the acceptable level with Cronbach’s alpha above 0.70. The data analysis used is path analysis.

4. Results and Discussion

The results of the path analysis carried out using regression tests are intended to determine the effect of the independent variable on the dependent variable. From the results of data processing, the results of the path analysis of the regression equation one are as follows in Table 1.

The results of the influence analysis of Employee Preferences, Organisational Support for VT Communication can be described as follows in Figure 2.

The calculations in Table 1 and Figure 2 can be formulated as follows:

$$Y_1 = 0.458 X_1 + 0.481 X_2 + 0.475. \tag{1}$$

Table 1:
Results of Path Analysis of the Regression Equation 1 Model Summary

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	.880 ^a	.774	.768	2.190

Note: a - Predictors: (Constant), Employee Preferences, Organizational Support

Source: Compiled by the authors

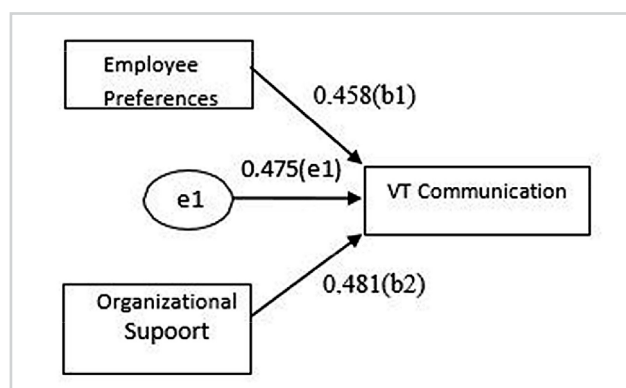


Figure 2:
Line of Regression of Equation 1
 Source: Compiled by the authors

From the results of data processing, the results of the 2nd regression equation by path analysis are as follows (Table 2).

The analysis results of the effect of employee preference and organizational support on virtual communication can be described as follows (Figure 3).

Table 2:
Results of Path Analysis of the Regression Equation 2 Model Summary

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	.925 ^a	.855	.850	1.819

Note: a - Predictors: (Constant), VT Communication, Individual Preferences, Organizational Support

Source: Compiled by the authors

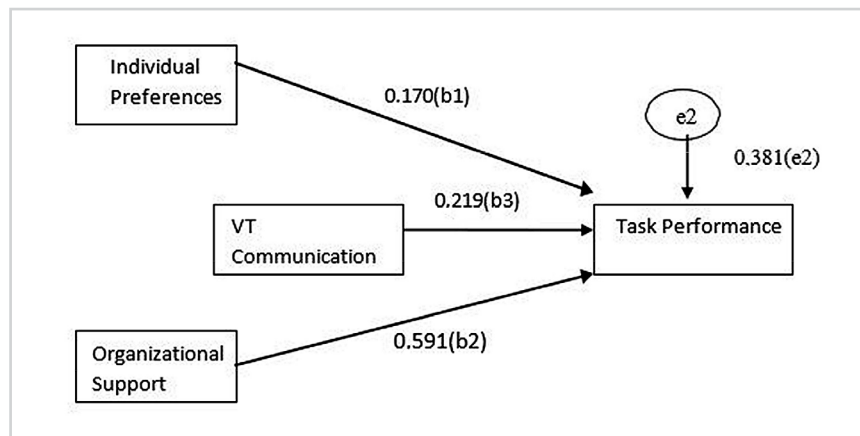


Figure 3:
Line of Regression of Equation 2
 Source: Compiled by the authors

The analysis results of the employee preferences influence, organizational support, virtual team communication, task performance can be described as follows (Figure 4).

Based on the results of the path analysis (Figure 4), it can be seen that the effect of indirect individual preferences and organizational support on task performance through virtual communication as an intervening variable is as follows:

The Effect of employee preferences on task performance is through virtual team communication. The direct Effect of employee preferences on task performance is 0.170. The effect of team virtual communication on task performance is 0.219. The effect of employee preference indirectly on task performance through performance virtual communication is $0.458 \times 0.219 = 0.100$, or 10.03%. The total influence of employee preferences (either directly or indirectly) on task performances is: $0.170 + 0.100 = 0.270$, or 27.00%.

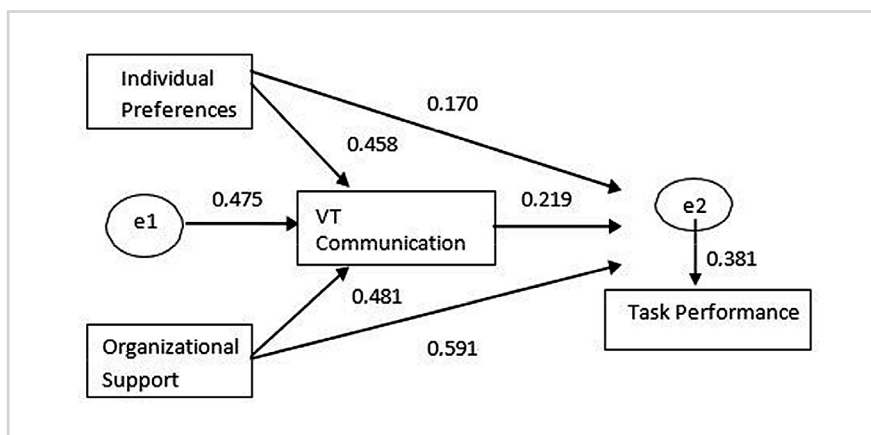


Figure 4:
Path Analysis Result
 Source: Compiled by the authors

The influence of organizational support on task performances through teamwork communication. The Effect of organizational support on direct task performances is 0.591. The effect of team virtual communication on task performance is 0.219, so that the indirect influence of organizational support on task performances through virtual team communication is:

$$0.481 \times 0.219 = 0.105, \text{ or } 10.50\%.$$

The total influence of organizational support (both directly and indirectly) on task performances is:
 $0.591 + 0.105 = 0.696, \text{ or } 69.60\%.$

Based on Table 3, individual employees act virtual team communication with backgrounds such as mental, psychological conditions, interests, ability to focus on work, knowledge, skills, ability to use technology, interest in cooperation, and responsibility. Testing hypothesis 1 shows that employee preferences play an essential role in supporting and encouraging virtual team communication practices, stating that communication is created from employee engagement who has a high spirit and loyalty to communicate to contribute to his thinking (Tan et al., 2019) actively. Furthermore, mastery of knowledge encourages people to behave, communicating if the context is knowledge and mastery of information technology. Individual employees who immerse themselves in teamwork tend to communicate actively in their groups.

Table 3:
The Effect of Employee Preferences and Organisational Support on Virtual Team Communication

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	1.539	1.032		1.491	.140
	Employee P	.545	.100	.458	5.450	.000
	Organizational Support	.595	.104	.481	5.721	.000

Note: a - Dependent Variable: VT Communication

Source: Compiled by the authors

4.1. The effect of employee preferences on virtual team communication

Based on Table 3 above, it is known that the significant number of employee preferences on virtual team communication is $0.000 < t = 0.05$ and $t \text{ count} = 5.450 > t \text{ table} = 1.665$. The significant hypothesis 1 (**H1**) states that employee preferences positively affect the virtual team communication received. This positive direction indicates that if the individual preferences are increased, the virtual team communication will also increase.

4.2. The influence of organizational support on virtual team communication

Based on Table 4 above, it is known that the significant number of employee preferences on virtual team communication is $0.000 < t = 0.05$ and $t = 5.721 > t \text{ table} = 1.665$. The significant hypothesis 2 (**H2**) states that employee preferences have a positive and significant effect against virtual team communication received. This positive direction indicates that if organizational support increases, virtual team communication also increases.

4.3. The effect of Virtual Team Communication on Task Performance

Based on Table 4, it is known that the significant number of virtual team communication on task performances is $0.021 < t = 0.05$ and $t = 2.357 > t \text{ table} = 1.665$, so, significantly, hypothesis 3 (**H3**) states that virtual team communication has a positive effect and the significant task

Table 4:
The Effect of Virtual Team Communication on Task Performance

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
1	(Constant)	.229	.870		.263	.793
	Employee Prefereces	.209	.098	.170	2.131	.036
	Organizational Support	.755	.104	.591	7.289	.000
	VT Communication	.226	.096	.219	2.357	.021

Note: a - Dependent Variable: Task Performance

Source: Compiled by the authors

performances were received. This positive direction indicates that if virtual team communication improves, task performances will also increase.

4.4. The effect of employee preferences on task performances through virtual team communication

H4 states that employee preferences have a positive and significant effect on the task performances received. This positive direction indicates that if individual preferences increase, the task performances will also increase.

4.5. The influence of organizational support on task performances through virtual team communication

Based on Table 4 above, it is known that the significant number of organizational supports on task performances is $0.000 < t = 0.05$ and $t \text{ count} = 7.289 > t \text{ table} = 1.665$. The significant then hypothesis 5 (H5), which states that organizational support has a positive and significant effect on task performances, was received. This positive direction indicates that if organizational support increases, task performance will also increase.

Performance tasks are formed from individual tasks and partly formed from the results of teamwork. Virtual communication helps team members share and collaborate, led by the team leader directing the sub-goals of the organization (Darics, 2020). Thus, it is natural that if the virtual team communication improves well, the job performance is also good. Employee preferences affect employee engagement (Arifin et al., 2019). Inspiration towards work makes employees appreciate work and carefully feel the work's detailed work (Tan et al., 2019). In this case, these employees have been supported by the mastery of information technology, motivation, and clarity of duties.

5. Conclusion

Employee performance is influenced by the environment, organization, and individual employees. Likewise, task performance which is part of employee performance, is influenced by, among others, organizational conditions such as leadership that controls and directs achieving organizational goals and job satisfaction through employee performance and task performance. Moreover, it is also supported by the clarity of work both in operational standards for completing work and supported by equipment availability to speed up work. The mentality of readiness to work as a team does not matter whether to work virtually or not. However, thanks to communication technology, information sharing, and coordination are faster without distance limits.

By utilizing the technology provided by the organization, this collaboration can be bridged; if members make contact with a high frequency of communication, the work as a result of the collaboration becomes clearer and faster. Communication feedback is expected to control the order conveyed whether the recipient understands it or continues carrying out the work.

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