DETERMINANTS OF SUCCESSFUL VIRTUAL TEAMS WITH SPECIAL REFERENCE TO THE INFORMATION TECHNOLOGY SECTOR IN SRI LANKA

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Abstract

Purpose: Technological advancements, globalization, and crisis situations have compelled society to adopt a virtual platform. In light of this scenario, the purpose of this study was to ascertain the determinants that influence the success of virtual teams in the Sri Lankan context in order to enhance the benefits of the virtual platform.

Design and approach: Research study was based on quantitative approach and focused on the actual data that received from the respondents.

Methodology: This was a cross-sectional study involving employees in the Information Technology (IT) sector. The data collection technique used was a structured questionnaire combined with a simple random sampling technique. Correlation and simple linear regression analysis were used to analyze the data.

Findings: The research reveals that trust, leadership, and communication all have a significant positive impact on successful virtual teamwork independently, while also ensuring a positive relationship between the variables.

Originality of the research: The uniqueness of this study is demonstrating how those factors contribute to the conversion of traditional teams to modern teams, thereby increasing the likelihood of the final outcome in a fruitful manner.

Keywords: Virtual Teams, Globalization, Trust, Leadership, Communication

1. Introduction

A virtual team can be defined as a group of individuals who work together from different geographic locations and rely on communication technology such as emails, FAX and video or voice conferencing services to collaborate and achieve a common target. Furthermore, virtual teams are geographically dispersed and depend directly on communication technology. Virtual Teams are culturally varied and dynamic in their structures. The contribution of virtual teams is becoming increasingly important and has gained more significance due to the increasing of globalization, distributed work, reliance of computer-mediated communication (CMC) over the past few decades (Gibbs et al., 2017).

Virtual teams can be mentioned as the in charge of which is allowed to enroll key specialist, regardless the physical location. These virtual teams reduce the need for travelling and it helps to reduce the

cost. To obtain the above-mentioned advantages, it is necessary to identify factors that contribute to an effective virtual teamwork (Smith & Ruize, 2020).

When it comes to the comparison of virtual platform with remote working, in virtual teams it is limited to viewing one another for short period of times such as Zoom, Microsoft Teams and participants rely on tones, voices, facial expressions and second-hand information pass from other participants. Due to these issues, it is normal to increase misunderstandings and misinterpretations in a virtual setting. Therefore, in order to have an effective outcome from virtual teams; social cohesion, perceived supervisory support, information sharing, vision and clarity, external communication and trust should be managed in a virtual team (Mawson, 2020)

Geographic dispersion, electronic dependence, cultural and functional diversity, dynamic structure can be identified as a set of key dimensions of virtuality that emerged through the reviews of research. (Gibson & Gibbs, 2006). On the other hand, according to latest reviews, scholar's emphasis; Subgroups and faultiness, power and status differences, leadership, and communication processes as key areas or the major dimensions in virtual teams. (Gibbs et al., 2017). Not only those factors, interdependence, ICT (Information Communication Technology) utilization, geographic dispersion, working across different time zones, dissolvable nature and resources pooling and knowledge sharing can be mentioned as characteristics of virtuality (Gunasekara & Ajantha, 2019). Although the virtual teams have existed before, a developing country like Sri Lanka paid more attention towards virtual teamworking after the COVID-19 outbreak. The Corona pandemic caused each an everyone across the world to work remotely from home and now number of people engage in full-time virtual teamwork. COVID crisis urged many companies around the world to ask employees to work from home and it was caused to the sudden increase of virtual teams. (Mysirlaki & Paraskeva, 2020). Therefore, this unprecedented occurrence "has made it more critical than ever before to face the challenges that come-up with being a part of a virtual team" and Skype, Microsoft Teams, Slack and Zoom can be mentioned as mostly using virtual meeting platforms around the world (Working in a virtual team: Using technology to communicate and colloborate, 2020). And the installing of the Zoom app by the people around the world, the Zoom company generated $671 million as the profit and $2.6 billion as the revenue for the financial year 2020 (Iqbal, 2021)

Furthermore, due to the vast improvements of using virtual platform caused to the increasing of issues related to the effectiveness of outcome of virtual teams. Even before the Corona pandemic, experts emphasized that more than half of the transitions to virtual teams fail and do not meet their strategic objectives (Winter, 2020).

In 2019 approximately 34.11% of the population had access to the internet. But when it comes to 2021 the number of internet users increased by 800,000 (+7.9%). (Digital in Sri Lanka, 2021). This increase in the use of using internet caused lots of network related issues not only in rural areas but in urban areas as well.

When it comes to the Sri Lankan context it is questionable the successfulness of a virtual teams due to some issues such as lack of infrastructure, lack of networking signals and cultural issues. However, it is the responsibility of all the members of the team to work towards the achieving team's objectives. There are no more studies regarding the success factors of a virtual team in related to Sri Lankan context. Therefore, this study will be another foundation for further research in Sri Lanka and this study will be helpful to identify the determinants of a successful virtual teamwork which is contribute to enhancement of effective participation of virtual teams in Sri Lanka. By considering all the above information as the researcher of this current study and by referring to previous literatures it is easier to identify the importance of carrying out the current study.

2. Statement of the Problem

After Covid-19 pandemic whole world shifted to virtual platform except manufacturing industries like apparel industry rather than having physical engagements. Increasing virtual teams depicts various advantages like cost reduction, ability to work internationally, greater degree of freedom among people (Szewc, 2013). Surveys clearly mention the rapid growing importance of global collaboration, which translates into virtual teamwork, and it depicts the key areas in virtual teams representing unique challenges to the outcome of organizations and individuals. The findings of previous studies have identified that virtual teams need specific training and tactics. Furthermore, these virtual teams should be monitored and adhered to the rules and be aware of the culture and work style among members. Thus, the statement of the problem of this study is "What are the determinants of a successful virtual teamwork?" which leads to the objective of the study as to identify the determinants of successful virtual teamwork.

3. Literature Review

The review of the literature shows the factors that impact on the effectiveness, or the success of virtual teams are still ambiguous (Lin et al., 2008). Not only that, but there is also no commonly used definition of virtual teams and authors vary in their interpretation of this phenomenon. Although virtual teamwork is a leading topic in literature on international organizations and it has been problematic to define what 'virtual' means across multiple institutional context (Chudoba, 2005).

The idea of a 'team' is mentioned as "a small number of people with complementary skills who are equally committed to a common purpose, goals, and working approach for which they hold themselves mutually accountable" (Zenun et al., 2007) According to Gassmann and Von Zetwitz, (2003) they defined "virtual teams as a group of people and sub-teams who interact through interdependent tasks guided by common purpose and work across linked strengthened by information, communication and transport technology" (Gassmann & Zedtwitz, 2003). Other than these definitions Leenders (2003), stated that virtual teams as; The groups of individual collaborating in the execution of a specific project while geographically and often temporally distributed, possibly anywhere within (and beyond) their parent organization (Leenders, 2003). Furthermore, according to Lurey and Raisinghani (2000), virtual teams can be defined as groups of people who work together although they are often dispersed across space, time, and/or organizational boundaries (Lurey, 2000). Among several definitions of virtual teams, we can identify following definition as one of the most widely accepted definitions: "we define virtual teams as groups of geographically, organizationally and/or time dispersed workers brought together by information technologies to accomplish one or more organization tasks" (Powell, 2004). Furthermore, the word virtual team can be defined as an individual collaboration in geographically dispersed work teams who may located in different zones and countries (Horwitz, Bravington, & Silvis, 2006). There are various definitions of virtual teams can be seen as follow. According to Lin, Standing and Liu (2008) virtual teams are referred as "an interdependent group working on a project across and space relying on information technology and communication technology" (Lin, Standing, & Liu, 2008). Above definition is similar up to some extend of the definition provided by the Horwitz, Bravington, & Silvis' (2006). Few decades ago, it could not be foreseen that people would work together on the same activity while being scattered around different geographic locations. Due to the advancements in technology and corporate globalization, these virtual teams are redesigning the way organizations conduct business (Zofi, 2011).

Virtual teams have several advantages including speed of execution, reducing cost and adaptability. On the other hand, disadvantages to the virtual team environment include, cultural nuances of operating globally, role ambiguity and the difficulty in the interpretation of decisions via virtual means. Previous

researchers have identified many factors affecting collaboration in general. Mattessich and Monsey identified nineteen factors required for successful collaboration, including the ability to compromise, mutual respect and trust and flexibility. Moreover, Patel et al., (2012) developed a framework based on the categorization of seven factors related to collaboration such as context, support, task, interaction for use in collaborative engineering projects in various sectors (Earnhardt, 2009).

When it comes to the trust, according to literature key definition or the accepted definition of trust is: "the willingness of a party to be vulnerable to the action of another party based on the expectations that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control that the other party" (Mayer et al, 2005).

Trust is one of the social norms and it is developed with the improvement of teamwork. Trust helps to enhance information flow, improve cooperation, assisting to overcome problems and conflicts as well as reach team goals (Prati et al., 2003). To enhance trust, managers or the team leaders must communicate the responsibilities, conducting often feedback sessions and promote team-related rewards and there is a finding that the best way to assist team members is developing mutual trust (Szewc, 2013).

Furthermore, "leadership is defined as the process of influencing the activities of an organized group towards goal achievement". And according to the recent studies of Mysirlaki et al. (2020) showed that leadership mediates the relationship between leader's emotional intelligence and team effectiveness in a virtual team (Liao, 2017). Moreover, in the same way researchers agree that effective leadership is one of the key factors in the success of virtual teams and an important component in overcoming the challenges of virtual teams and realizing their potential benefits (Gremiel et al., 2023). Literature shows that providing effective functioning of a group in all of the aspects discussed above requires an appropriate leadership style. In virtual teams, direct leadership is less used and team members are managed by empowerment and allow them to engage in managerial functioning (Ebrahim et al., 2009). Lilian, (2014) stated that the virtual teams are presented more challenges, and the success of virtual teams relies on leadership (Lilian, 2014). According to interviews of Thorn, (2012) he stated that coping with the speed of interrelated international events and crises, managing and leading in the growing complexity of a society, managing the instability and gap in the process, becoming more adaptable and flexible in creating, accepting and adapting to change, maintaining a vision that incorporates peoples from different cultures as the challenges are as several opportunities for team leaders in virtual teams and on the other hand, these are the challenges for team leaders in virtual teams (Thorn, 2012). It is stated that, to achieve the effectiveness of virtual teamwork, it is necessary to select electronic collaboration and communication technology that meet the outcome. One of the main reasons why virtual teams are different from conventional team is the interference of technology to communicate (Bordia, 2017). According to Keith Davis, communication is a process of passing information and understanding from one person to another. There are number of different communication technologies available to manage and coordinate the virtual teamwork and different communication technologies suit to different requirements of the teams. (Norman, 2020). Researchers of Swiss Institute of Technology stated that the most common problems when working virtually are not connected only with the technology, but with the interaction between people, specifically with way of communication (Szewc, 2013)

Conceptual Framework work and Hypotheses
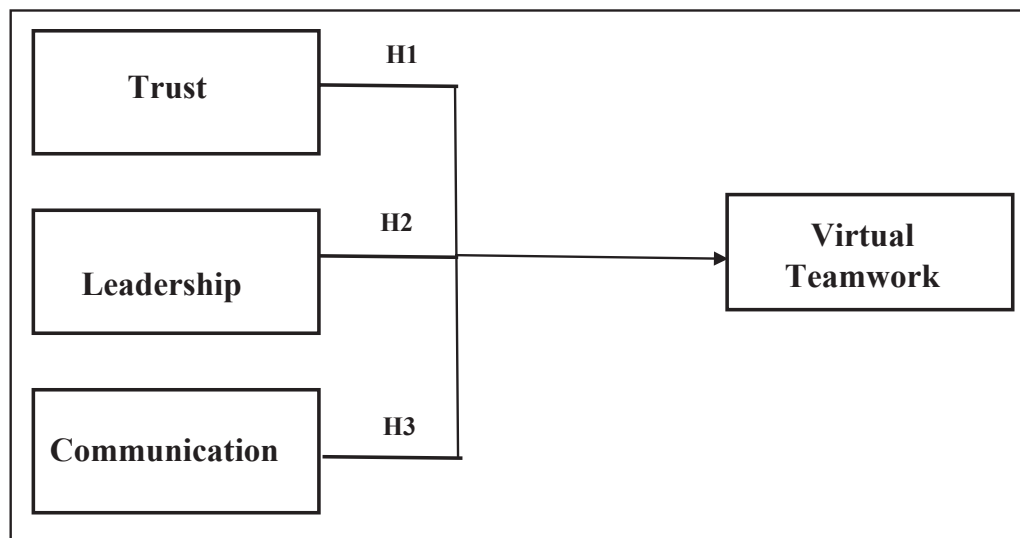
Source: Author, 2022

Relationship between trust and virtual teams.

The level of failures of virtual teams can be astounding. With the higher number of virtual teams' failures, organizations may become numb to the failures and obtain the targets without much consideration. Literatures depicts that it may be trust is a factor in most of the failures of virtual teams (Kanawattanachai & Yoo, 2002). Furthermore, according to (Meiner, 2018) trust was defined as strongly intercorrelated with virtual team success after applying spearman correlation analysis. Therefore, researchers constructed the first hypothesis as below.

H1 - There is a significant relationship between trust and the success of a virtual team.

Relationship between leadership and virtual teams.

Literatures argue that leadership may be more important to the performance of virtual teams, because activities of virtual teams are unique than the physically engaged groups (Kirkman et al., 2004). Leadership has a vital role on team members and team activities in order to achieve team objectives (He, 2008). Therefore, researchers have developed second hypotheses of the study as below.

H2 - There is a significant relationship between leadership and success of a virtual team. Relationship between communication and virtual teams.

Due to geographical dispersion, virtual team members communicate with one another by utilizing different type of technological tools. According to previous literatures, ineffectiveness of communication within virtual teams caused task or the relationship among members negatively impacted to the success of virtual teams (He, 2008). Therefore, researchers have developed following hypothesis.

H3 - There is a significant relationship between communication and the success of a virtual team

4. Methodology

This research followed the quantitative method which led to identify the determinants that affect to the success of virtual teams and this study is a cross-sectional study which was collect data of the variable as a whole at a single point in order to examine the variables focused on the actual data that received from the respondents by considering employees as the unit of analysis of the study.

The population size of this study is known and Information Technology (IT) sector employees in a reputed organization with 130 employees has selected for the population. A further 97 employees were considered as the sample size of the study according to Morgan's table under the confidence interval of 95%. The reason for selecting the IT company is that, even before the pandemic period IT employees were using the virtual platform for their day-to-day business activities and they were having good understanding about the virtual team works. Therefore, the researcher identified that it would be assisted to ensure the reliability and the validity of the data collection in order to obtain an accurate statistic in the data analysis part. The questionnaire consisted of two parts; Part-A consisted of demographic information of the respondents and part-B consisted with questions that covered dependent and independent variables. All the questionnaires distributed by using simple random sampling technique which were created as a google form. As the measurement scale, five-point Likert scale was used which provided five possible answers to a statement that allow respondents to indicate negative to positive agreements or strength of feeling regarding the statements depicted in the questionnaire. Statistical Package for Social Sciences (SPSS) version 23.0 was used to analyze the collected data.

5. Findings

The respondents are classified according to gender. The majority were female employees 54.6% from all the respondents and 45.4% were male employees. In terms of monthly income, most of the employees are in the range of Rs.50,000 and Rs.75,000 (26.8%). When it comes to the age of respondents 41.2% of employees were within the range of 20 – 25 years. On the other hand, 3.1% of respondents were employees who are 41 and above ages. When it comes to the department that the respondents are working, 51.54% respondents were working in the department of technical. Furthermore, there were 9.27% respondents from the department of administration and 39.17% respondents from the department of Consulting.

When it comes to the reliability and validity statistics, reliability of the data was ensured by using both Cronbach's alpha and Split-halt coefficient. And validity statistics (Sampling adequacy) were ensured through Kaiser-Mayer-Olkin (KMO) measures.

Table 1: Reliability and Validity Statistics

Construct	Number of Items	Cronbach's Alpha	Split-half Coefficient	KMO Measures
Successful Virtual Teamwork	5	0.916	0.883	0.864
Trust	8	0.930	0.906	0.910
Leadership	9	0.948	0.894	0.925
Communication	8	0.965	0.973	0.925

Source: Analyzed Data, 2022

As the above table depicts, internal consistency of the dependent and independent variable was higher than 0.7. Further KMO coefficient depicted that the values are greater than 0.7. Therefore, reliability and validity were ensured of the current study.

Testing Hypotheses

Pearson Correlation Coefficient was used to assess the strength of association among dependent variable and the independent variables and Linear Regression analysis was conducted to test the hypotheses. Through linear regression analysis researcher analyzed the impact of independent variables (trust, leadership, communication) on the dependent variable (successful virtual teamwork).

Trust

Sig. (2-tailed) test was applied to test the significance of the correlation as the advanced hypothesis was non directional. As shown in table 2 a strong positive correlation is found between the trust and the successful virtual teamwork (r=0.658) which is statistically significant as Sig. 2-tailed (0.000) is less than the level of significance (0.001). Hence, it is proven that trust is significantly correlated with successful virtual teamwork.

Table 2: Correlation Analysis-Successful Virtual Teamwork and Trust

		Successful Virtual Teamwork	Trust
Successful Virtual Teamwork	Pearson Correlation	1	.658**
	Sig. (2-tailed)		.000
	N	97	97
Trust	Pearson Correlation	.658**	1
	Sig. (2-tailed)	.000	
	N	97	97

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Analyzed Data,2022

According to the regression results, R Square = 0.443 (43%) of the variation success of virtual team could be significantly (Sig. = 0.000 which is less than 0.05) explained by the independent construct in the research study which is trust. Furthermore, as given in the table 4, the marginal contribution of trust (0.654) in determining the effect on the successful virtual teamwork is to be considered statistically significant (Sig. = 0.000) in the regression equation. According to the regression results, it was statistically claiming that, there is a significant impact of trust on successful virtual teamwork. Therefore, H1 was accepted; There is a significant relationship between trust and the successful virtual teamwork.

Table 3: Regression Statistics-Impact of Trust on Successful Virtual Teamwork

Multiple R	0.658
R Square	0.433 (44.3%)
Adjusted R square	0.427
Standard Error	0.55683
Observations (N)	97
F	72.669
Sig.	0.000
Regression	Linear
Method	Enter

Source: Analyzed Data, 2022

Table 4: Coefficient-Impact of Trust on Successful Virtual Teamwork

Coefficients^a					
Model	**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
B	**Std. Error**	**Beta**			
1 (Constant)	1.375	.303		4.534	.000
Trust	.654	.077	.658	8.525	.000

a. Dependent Variable: Successful Virtual Teamwork

Source: Analyzed Data, 2022

Leadership

Pearson Correlation Coefficient was used to assess the strength of association among leadership and the successful virtual teamwork. Further, Sig. (2-tailed) test was applied to test the significance of the correlation as the advanced hypothesis was non directional. Table 5 shows the results of correlation analysis. As shown in the table 4.8, a strong positive correlation was found between the leadership and the successful virtual teamwork (r=0.779) which is statistically significant as Sig. 2 tailed test (0.000) is lower than the level of significance (0.01). Therefore, it is proven that the leadership is significantly correlated with the successful virtual teamwork.

Table 5: Correlation Analysis-Successful Virtual Teamwork and Leadership

		Successful Virtual Teamwork	Leadership
Successful Virtual Teamwork	Pearson Correlation	1	.779**
	Sig. (2-tailed)		.000
	N	97	97
Leadership	Pearson Correlation	.779**	1
	Sig. (2-tailed)	.000	
	N	97	97

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Analyzed Data, 2022

Further, results of the regression analysis test are given in table 6 and 7. According the results depicted in table 6, R Square = 0.607 (60.7%) of the variation successful virtual teamwork could be significantly (Sig. = 0.000 which is less than 0.05) explained by the independent variable in the research study which is leadership. As given in the table 7, the marginal contribution of leadership (0.708) in determining the effect on successful virtual teamwork is to be considered statistically significant (Sig. = 0.000) in the regression equation. According to the regression results, it was statistically depicted that, there is a significant impact of leadership on successful virtual teamwork. By considering above statistics, researcher analyzed that, H2 was accepted; There is a significant relationship between leadership and successful virtual teamwork.

Table 6: Regression Statistics-Impact of Leadership on Successful Virtual Teamwork

Multiple R	0.779
R Square	0.607 (60.7%)
Adjusted R square	0.603
Standard Error	0.46355
Observations (N)	97
F	146.938
Sig.	0.000
Regression	Linear
Method	Enter

Source: Analyzed Data, 2022

Table 7: Coefficients-Impact of Leadership on Successful Virtual Teamwork

Model B		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		Std. Error	Beta			
1	(Constant)	1.128	.235		4.806	.000
	Leadership	.708	.058	.779	12.122	.000

a. Dependent Variable: Successful Virtual Teamwork

Source: Analyzed Data, 2022

Communication

Furthermore, researcher has calculated the correlation between communication and the successful virtual teamwork was tested. Sig. (2-tailed) test was applied to test the significance of the correlation as the advanced hypothesis was non directional. Table 8 depicts the results of correlation analysis. As shown in table 8 a strong positive correlation can be seen between communication and successful virtual teamwork (r=0.843) which is statistically significant as Sig. 2 tailed (0.000) is less than the level of significance (0.001). Hence, it is proven that communication is significantly correlated with the success of virtual teamwork.

Table 8: Correlation Analysis-Successful Virtual Teamwork and Communication

		Successful Virtual Teamwork	Communication
Successful Virtual Teamwork	Pearson Correlation	1	.843**
	Sig. (2-tailed)		.000
	N	97	97
Communication	Pearson Correlation	.843**	1
	Sig. (2-tailed)	.000	
	N	97	97

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Analyzed Data, 2022

Finally, linear regression analysis was done to test third hypothesis (H3). Results of the test are given in table 9 and 10. According to the results depicted in table 9, R Square = 0.711 (71.1%) of the variation of successful virtual teamwork reflected that it is significantly (Sig. = 0.000 which is less than 0.05) explained by the independent construct which is communication. Further, as given in table 10, the marginal contribution of communication (0.809) in determining the effect on successful virtual teamwork is to be considered statistically significant (Sig. 0.000) in the regression equation. Further, according to the results of regression, it was accepted statistically calming that, there is a significant impact of communication on successful virtual teamwork. Thus, H3 hypothesis was accepted; There is a significant relationship between communication and successful virtual teamwork.

Table 9: Regression Statistics: Impact of Communication on Successful Virtual Teamwork

Multiple R	0.843
R Square	0.711 (71.1%)
Adjusted R square	0.708
Standard Error	0.39766
Observations (N)	97
F	233.746
Sig.	0.000
Regression	Linear
Method	Enter

Source: Analyzed Data, 2022

Table 10: Coefficients-Impact of Communication on Successful Virtual Teamwork

Coefficients^a					
Model B	**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
	Std. Error	**Beta**			
1 (Constant)	.737	.212		3.478	.001
Communication	.809	.053	.843	15.289	.000

a. Dependent Variable: Successful Virtual Teamwork

Source: Analyzed Data, 2022

6. Conclusion and Recommendations

According to the findings of primary data analysis, it is clear that there is a relationship and the impact between dependent and independent variables. Therefore, it can be mentioned as; there is a significant positive impact on successful virtual teamwork from trust, leadership and communication separately. When it comes to the implication, the findings and the conclusion of this study present the determinants of a successful virtual teamwork with certain implications for IT and the rest of the industries. That is a move from traditional teams to modern virtual teams in order to enhance the effectiveness of virtual teams. Although, there are so many studies regarding the factors that lead virtual teams to a success in international context, it is difficult to find studies relating to current research area in Sri Lankan context. Thus, the findings of current study provide contribution to existing body of knowledge to fill the gap in current research area. Due to the Covid-19 global pandemic the uses of virtual teams have increased. Some have suggested that this pandemic could be the basis for increasing virtual teams within different sectors. Therefore, the current study provides insight to corporate sector and the educational sector and the health sector as well. Furthermore, this study provides insight to policy makers, to ensure the technological requirements of business sector within the country and it is better to introduce work from home arrangements not only for the IT sector employees, but for the employees who are over age of forty as well.

Further, it has declared that there is a strong positive correlation between the trust and the successful virtual teamwork and moreover a significant impact was found between mentioned two variables. This will be a foundation to enhance the trust in virtual teams. According to the findings, it was found that there is a strong positive correlation between leadership and the successful virtual teamwork. In addition to that it declared the positive significant impact of leadership on the success of virtual teams. The previous findings of the current research areas depicted that to build the team trust a proper leadership has a significant value. By comparing the previous findings, it is shown that there

is a significant impact of leadership on virtual team success and analyzed that, there is a strong positive correlation between communication and successful virtual teamwork. Communication in virtual teams lead to confusion among team members and to cope with these confusions there should be a proper team communication which helps to create an effective team outcome.

On the other hand, researcher has identified limitations that need to be taken into serious consideration. The researcher's main objective was to identify the determinants that affect successful virtual teamwork considering only on the employees in IT sector. Therefore, the first limitation is the current study is only relevant to one industry, which is the IT industry. This reason has resulted in the study is to be a more subjective one into a particular industry. Due to this reason sample is bounded by the industry. On the other hand, it is difficult to collect data from production sector who are always working in physically. Furthermore, during the study, researchers considered all the other factors remain constant. Thus, results of the study may be influenced by environmental factors.

However, it can be concluding the trust, leadership and the communication as the determinants which affect the success of a virtual teamwork. As a developing country, it is necessary to identify the success factors of a virtual team. In addition to that this study is a move from traditional teams to modern virtual teams in order to enhance the effectiveness of virtual teams and this study provides insight to policy makers, to ensure the technological requirements of business sector within the country and it is better to introduce work from home arrangements not only for the IT sector employees but for the employees who are over age of forty as well. Finally, it is better to strengthen trust, leadership and communication within virtual teams to accomplish teams' objectives effectively and efficiently. Moreover, researcher presents the directions for future researchers as follows; It is more beneficial and effective for all decision makers if a study is considered as a whole without merely focusing on one particular industry. This can be helped in a wider and balanced study. Furthermore, researcher suggests to future researchers to expand the independent variables by including dimension (if there are any) based on previous literatures in order to enhance the capacity of identifying the success factors of virtual teams which have become an essential requirement within this new normal situation. Finally, researcher suggests conducting studies relevant to current study area in order to fill the theoretical gap in Sri Lankan context.

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