

Virtual Communication Review Articles

Overview

Explore key review papers and meta-analyses to master virtual communication, remote work, and virtual teams—whether you're teaching a class or staying abreast of the latest research in the field. Below, you'll find a compilation of our experts' favorite resources.

Remote Work

- Raghuram, S., Hill, N. S., Gibbs, J. L., & Maruping, L. M. (2019). Virtual work: Bridging research clusters. *Academy of Management Annals*, 13(1), 308-341.
- Leonardi, P. M., Parker, S. H., & Shen, R. (2024). How Remote Work Changes the World of Work. *Annual Review of Organizational Psychology and Organizational Behavior*, 11, 193-219.
- Gajendran, R. S., & Harrison, D. A. (2007). The good, the bad, and the unknown about telecommuting: meta-analysis of psychological mediators and individual consequences. *Journal of applied psychology*, 92(6), 1524.
- Charalampous, M., Grant, C. A., Tramontano, C., & Michailidis, E. (2019). Systematically reviewing remote e-workers' well-being at work: A multidimensional approach. *European journal of work and organizational psychology*, 28(1), 51-73.
- Hill, N. S., Axtell, C., Raghuram, S., & Nurmi, N. (2024). Unpacking virtual work's dual effects on employee well-being: An integrative review and future research agenda. *Journal of management*, 50(2), 752-792.
- Gajendran, R. S., Ponnappalli, A. R., Wang, C., & Javalagi, A. A. (2024). A dual pathway model of remote work intensity: A meta-analysis of its simultaneous positive and negative effects. *Personnel Psychology*.

Virtual Communication

General

- Walther, J. B. (2011). Theories of computer-mediated communication and interpersonal relations. *The handbook of interpersonal communication*, 4, 443-479.
- Wang, B., Liu, Y., & Parker, S. K. (2020). How does the use of information communication technology affect individuals? A work design perspective. *Academy of Management Annals*, 14(2), 695-725.
- Marsh, E., Vallejos, E. P., & Spence, A. (2022). The digital workplace and its dark side: An integrative review. *Computers in Human Behavior*, 128, 107118.

Impression Management

- Blunden, H., & Brodsky, A. (2024). A review of virtual impression management behaviors and outcomes. *Journal of Management*.

Emotion

- Derks, D., Fischer, A. H., & Bos, A. E. (2008). The role of emotion in computer-mediated communication: A review. *Computers in human behavior*, 24(3), 766-785.

Negotiation & Decision Making

- Stuhlmacher, A. F., & Citera, M. (2005). Hostile behavior and profit in virtual negotiation: A meta-analysis. *Journal of Business and Psychology*, 20, 69-93.
- Swaab, R. I., Galinsky, A. D., Medvec, V., & Diermeier, D. A. (2012). The communication orientation model: Explaining the diverse effects of sight, sound, and synchronicity on negotiation and group decision-making outcomes. *Personality and Social Psychology Review*, 16(1), 25-53.

Avatars

- Nowak, K. L., & Fox, J. (2018). Avatars and computer-mediated communication: a review of the definitions, uses, and effects of digital representations. *Review of Communication Research*, 6, 30-53.

Virtual Teams

- Marlow, S. L., Lacerenza, C. N., & Salas, E. (2017). Communication in virtual teams: A conceptual framework and research agenda. *Human resource management review*, 27(4), 575-589.
- Curşeu, P. L., Schalk, R., & Wessel, I. (2008). How do virtual teams process information? A literature review and implications for management. *Journal of Managerial Psychology*, 23(6), 628-652.
- Gilson, L. L., Maynard, M. T., Jones Young, N. C., Vartiainen, M., & Hakonen, M. (2015). Virtual teams research: 10 years, 10 themes, and 10 opportunities. *Journal of management*, 41(5), 1313-1337.

Virtual Leadership

- Bell, B. S., McAlpine, K. L., & Hill, N. S. (2023). Leading virtually. *Annual Review of Organizational Psychology and Organizational Behavior*, 10, 339-362.

Electronic Monitoring

- Ravid, D. M., Tomczak, D. L., White, J. C., & Behrend, T. S. (2020). EPM 20/20: A review, framework, and research agenda for electronic performance monitoring. *Journal of Management*, 46(1), 100-126.
- Ravid, D. M., White, J. C., Tomczak, D. L., Miles, A. F., & Behrend, T. S. (2023). A meta-analysis of the effects of electronic performance monitoring on work outcomes. *Personnel Psychology*, 76(1), 5-40.

Internet/Technology Use

- Perrigino, M. B., Raveendhran, R., & Ryu, J. W. (2024). Technology Use for Nonwork Purposes at Work: A Behavior-Focused Integrative Review. *Academy of Management Annals*, (ja), annals-2022.
- Lim, V. K., & Teo, T. S. (2024). Cyberloafing: A review and research agenda. *Applied Psychology*, 73(1), 441-484.

Social Media

- Behrend, T. S., Ravid, D. M., & Thapa, S. (2024). Implications of Social Media for a Changing Work Landscape. *Annual Review of Organizational Psychology and Organizational Behavior*, 11.

Artificial Intelligence

- Banks, S., Ocampo, A. C., Marrone, M., Restubog, S. L. D., & Woo, S. E. (2023). A multilevel review of artificial intelligence in organizations: Implications for organizational behavior research and practice. *Journal of Organizational Behavior*.
- Glikson, E., & Woolley, A. W. (2020). Human trust in artificial intelligence: Review of empirical research. *Academy of Management Annals*, 14(2), 627-660.
- Wang, W., & Siau, K. (2019). Artificial intelligence, machine learning, automation, robotics, future of work and future of humanity: A review and research agenda. *Journal of Database Management (JDM)*, 30(1), 61-79.
- Pereira, V., Hadjielias, E., Christofi, M., & Vrontis, D. (2023). A systematic literature review on the impact of artificial intelligence on workplace outcomes: A multi-process perspective. *Human Resource Management Review*, 33(1), 100857.
- Vrontis, D., Christofi, M., Pereira, V., Tarba, S., Makrides, A., & Trichina, E. (2022). Artificial intelligence, robotics, advanced technologies and human resource management: a systematic review. *The International Journal of Human Resource Management*, 33(6), 1237-1266.
- Keding, C. (2021). Understanding the interplay of artificial intelligence and strategic management: four decades of research in review. *Management Review Quarterly*, 71(1), 91-134.

Conducting Research

- Gosling, S. D., & Mason, W. (2015). Internet research in psychology. *Annual review of psychology*, 66, 877-902.

Further Reading

To learn more about communication best practices, strategies for specific business scenarios, and the research behind these tools, get your copy of [*Ping: The Secrets of Successful Virtual Communication*](#) by Professor Andrew Brodsky. This book provides a definitive guide to navigating the complexities of workplace interactions in a technology-centered world. Available wherever books are sold.