

## **PUBLICATIONS - Marko Hakonen, November 2010**

### **1. Books**

#### **(a) International**

Hakonen, M. (2010). Identification with Virtual Teams. PhD Thesis. Helsinki University of Technology, Department of Industrial Engineering and Management, Doctoral Dissertation Series 2010/5. Helsinki, Yliopistopaino.

Vartiainen, M., Hakonen, M., Koivisto, S., Mannonen, P., Nieminen, M., Ruohomäki, V. & Vartola, A. (2007). Distributed and mobile work: Places, people and technology. Tampere: Otatieto.

#### **(b) Domestic**

Vartiainen, M., Kokko, N., & Hakonen, M. (2004) Hallitse hajautettu organisaatio. Helsinki: Talentum. (in Finnish)

Vartiainen, M., Rantamäki, T., Hakonen, M. & Simola, A. (1999) Rewarding of R&D. Jyväskylä: MET. (in Finnish)

Hakonen, M. (1996) Problems of rewarding in R&D teams. Work Political Study no 66. Helsinki: Ministry of Labour. (in Finnish)

### **2. Articles in scientific journals with blind review practice**

#### **(a) International**

Sivunen, A., & Hakonen, M. (2011). Review of Virtual Environment Studies on Social and Group Phenomena. *Small Group Research*, 42, 405-457.

Hakonen, M. & Lipponen, J. (2009). It takes two to tango: The close interplay between trust and identification in predicting virtual team effectiveness. *The Journal of eWorking*, 3, 17-32.  
<http://www.merlien.org/oj/index.php/JOE/issue/view/6>

Hakonen, M. & Lipponen, J. (2008). Procedural justice and identification with virtual teams: The moderating role of face-to-face meetings and geographical dispersion. *Social Justice Research*, 21, 164-178.

Hakonen, M. & Koivisto, S. (2008). Antecedents of identity in virtual teams. *Nordic Organization Studies*, 2/08, 54-73.

Hakonen, M. & Lipponen, J. (2007). Antecedents and consequences of identification with virtual teams: Structural characteristics and justice concerns. *The Journal of E-working*, 1, 137-153.  
<http://www.merlien.org/oj/index.php/JOE/issue/view/3>

Simola, A., Hakonen, M., Rantamäki, T., Hakonen, N., Hulkko, K. & Vartiainen, M. (1998) Disturbances in the boundary of product development and production ramp-up - A case study. *Project Management*, Vol. 4, No. 1/1998. pp. 46-49.

#### **(b) Domestic**

Hakonen, M., Vartiainen, M., & Kokko, N. (2004) Luottamuksen synty hajautetuissa työryhmissä. *Psykologia*, 39, 2, 125-133.

Kokko, N., Vartiainen, M., & Hakonen, M. (2003) Hajautetun työskentelyn osaamisvaatimukset. *Aikuiskasvatus*, 23,4, s. 269-282.

### 3. Articles in edited books

#### (a) International

Visuri, K., Hakonen, M., Kela, S., Pihlava, S., Lassenius, C. & Paasivaara, M. (2002) Initiation of a globally networked project. A case study. In: Luis M. Camarinha-Matos (Ed.) Collaborative business ecosystems and virtual enterprises. Massachusetts: Kluwer Academic Publishers, pp. 45-54.

#### (b) Domestic

Hakonen, N., Hulkko, K., Hakonen, M., Rantamäki, T., Simola, A. & Vartiainen, M. (1997) Rewards as a tool for developing group work. In: Vartiainen, M. (Ed.) Basics of rewarding in a developing organization, pp. 1-20. HUT Industrial Management and Work and Organizational Psychology, Working Paper no 7. Otaniemi. (in Finnish)

Hakonen, M. (1997) The problems of researching team and group rewards. In: Vartiainen, M. (Ed.) Basics of rewarding in a developing organization, pp. 49-64. HUT Industrial Management and Work and Organizational Psychology, Working Paper no 7. Otaniemi. (in Finnish)

### 4. Articles in 'proceedings'

#### (a) International

Sivunen, A. & Hakonen, M. (2009). When attitudes and actions collide: Perceptions of CMC and actual CMC behavior in virtual teams. Paper presented at the 95th Annual Conference of the National Communication Association, Chicago, Ill., USA, November 12-15, 2009 (awarded as a Top Three paper in Group Communication Division).

Hakonen, A. & Hakonen, M. (2009). What affects the meanings of a group-based pay and its effects on individual performance? Proceedings of the 2nd European Reward Management Conference, Brussels, 26.-27.11.2009, European Institute for Advanced Studies in Management.

Hakonen, M. (2008). Trust and justice in virtual and mobile work – Distinctiveness and dimensions. Proceedings of HRM Global 2008 Conference, Turku, Finland, 27-29 August, pp. 60-66.

Hakonen, M. & Lipponen, J. (2007). Antecedents and consequences of identification with virtual teams: Structural Characteristics and Justice Concerns. Proceedings of 12<sup>th</sup> International Workshop on Telework, Lillehammer, Norway, pp. 248-259.

Hakonen, M., Lipponen, J., Vartiainen, M. & Kokko, N. (2006). Trust, Identity, and Effectiveness in Virtual Organizations. Published in the Scientific Proceedings EPC (European Productivity Conference), Espoo, Finland, Aug 30<sup>th</sup> - Sept 1<sup>st</sup>, 2006.

Hakonen, M. & Koivisto, S. (2006). Antecedents of Identity in Virtual Teams. Published in the Proceedings of 22<sup>nd</sup> EGOS (European Group of Organizational Studies) Colloquium, Bergen, Norway, July 6-8, 2006.

Hakonen, M., Vartiainen, M., & Kokko, N. (2004). Justice as an antecedent of trust in dispersed workgroups. In: Proceedings of 20<sup>th</sup> EGOS (European group of organizational studies) Colloquium, Ljubljana, Slovenia, July 1-3, 2004.

Vartiainen, M., Hakonen, M. & Kokko, N. (2004) Degree of virtuality, the well-being and performance in dispersed teams and projects. In: Proceedings of 8<sup>th</sup> International Workshop on Teamworking (IWOT 8), Trier, Germany, September 16-17, 2004.

Kokko, N., Vartiainen, M. & Hakonen, M. (2003) Collective competencies in virtual organizations. In: H. Luczak & K. Zink (Eds.) Proceedings of the 7<sup>th</sup> International Symposium on Human Factors in

Organizational Design and Management held in Aachen 1-2 Oct. 2003, Santa Monica, CA: IEA Press, pp. 403-408.

Vartiainen, M., Kokko, N. & Hakonen, M. (2003) Competences in virtual organizations. In: Proceedings of the 3rd International Conference on Researching Work and Learning, 25-27 July 2003, Book I, pp. 209-219. Tampere, Finland.

Vartiainen, M. Hakonen, M. & Kokko, N. (2003) The use and usefulness of communication, collaboration and knowledge management tools in virtual organizations. In: D. Harris, V. Duffy, M. Smith & C. Stephanidis (Eds.) Human centered computing, Volume 3 of HCI International 2003, 10<sup>th</sup> International Conference on Human-Computer Interaction, New Jersey: Lawrence Erlbaum Associates, pp. 889-893.

Vartiainen, M. & Hakonen, M. (2002) The functionality of virtual teams. In: Proceedings of 6th International Workshop on Teamworking, 16-17 September 2002, Malmö, Sweden, pp. 361-383. Malmö University.

Kokko, N., Vartiainen, M., Hakonen, M., Simola, A. & Rantamäki, T. (2000) The Learning Project Model. A tool for managing and developing R&D project work. Proceedings of 7th International Product Development Conference, Leuven, Belgium, May 29-30, 2000. Leuven, pp. 291-299.

Simola, A., Hakonen, M., Kokko, N., Rantamäki, T. & Vartiainen, M. (2000) Requirements for inter-project knowledge sharing: contents of knowledge, and processes of knowledge sharing. Proceedings of 7th International Product Development Conference, Leuven, Belgium, May 29-30, 2000. Leuven, pp. 473-486.

Rantamäki, T., Hakonen, M., Kokko, N., Simola, A. & Vartiainen, M. (1999) Comparative study of developing a reward system for R&D projects. In: Proceedings of 6th International Product Development Conference, Cambridge, U.K., July 5-6, 1999. Cambridge, pp. 925-936.

Vartiainen, M., Hakonen, M., Simola, A., Niina, K. & Rantamäki, T. (1999) Learning project model and transfer of experiences. In: Proceedings of 6th International Product Development Conference, Cambridge, U.K., July 5-6, 1999. Cambridge, pp. 1085-1095.

Vartiainen, M., Hakonen, M., Rantamäki, T., Simola, A. & Kokko, N. (1999) An evaluation and development tool for team development in R&D projects. In: Axelsson, J., Eklund, J. & Bergman, B. (Eds.) Proceedings of the International Conference on TQM and Human Factors - towards successful integration, Vol. I, June 15-17, 1999, Linköping, Sweden, pp. 301-306.

Hakonen, N., Hulkko, K., Hakonen M., Nurmela, K., Rantamäki, T., Simola, A., & Vartiainen, M. (1998) Evaluating the congruency (fit) of reward systems and other operating systems in seven companies. In: P. Vink, E. Koningsveld & S. Dhondt (Eds.) Proceedings of the sixth international symposium on human factors in organizational design and management, August 19-22, The Hague, Neatherlands. pp. 619-622.

Vartiainen, M., Hakonen, M., Rantamäki, T., Simola, A., Hakonen, N., Hulkko, K. & Nurmela, K. (1998) New product design as grouplike work. In: P. Vink, E. Koningsveld & S. Dhondt (Eds.) Proceedings of the sixth international symposium on human factors in organizational design and management, August 19-22, The Hague, Neatherlands. pp. 427-432.

Simola, A., Hakonen, M., Nurmela, K., Rantamäki, T., Hakonen, N., Hulkko, K. & Vartiainen, M. (1998) Intergroup co-operation in new product development projects. Proceedings of 1st International Work Psychology Conference, July 1-3, 1998, Institute of Work Psychology, University of Sheffield, Sheffield, UK. 4 pages.

Hulkko, K. Hakonen, N., Hakonen, M., Nurmela, K., Rantamäki, T., Simola, A. & Vartiainen, M. (1998) Reward system development by participative planning. Proceedings of 1st International Work Psychology Conference, July 1-3, 1998, Institute of Work Psychology, University of Sheffield, Sheffield, UK. 4 pages.

Rantamäki, T., Hakonen, M., Nurmela, K., Simola, A., Hakonen, N., Hulkko, K. & Vartiainen, M. (1998) Participative development of a reward system for a large R&D project. Proceedings of 1st International Work Psychology Conference, July 1-3, 1998, Institute of Work Psychology, University of Sheffield, Sheffield, UK. 4 pages.

Rantamäki, T., Hakonen, M., Simola, A., Hakonen, N., Hulkko, K. & Vartiainen, M. (1998) Developing and implementing a reward system for R&D; how to fail and utilize the failure. In: Proceedings of the 19th Annual National Business Conference '98 "Second World Congress on the Management of Intellectual Capital". McMaster University, Hamilton, Ontario, Canada, January 1998.  
<http://mint.mcmaster.ca>

Vartiainen, M., Hakonen, M., Rantamäki, T., Simola, A., Hulkko, K. & Hakonen, N. (1997) Rewarding projects and teams in new product design. In: Proceedings of the 14th International Conference on Production Research, vol 1, Osaka Japan, August 4-8, 1997, pp. 350-353.

Simola, A., Hakonen, M., Hakonen, N., Hulkko, K., Rantamäki, T. & Vartiainen, M. (1997) Disturbances in the boundary of product development and production ramp-up - a case study. In: Mueller, H., Persson, J-G. & Lumsden, K.R. (Eds.) Management of Technology VI, Proceedings of the sixth International Conference on Management of Technology MOT 97, 25-28 June 1997, Göteborg, Sweden, p. 350.

## **(b) Domestic**

## **5. Other publications**

### **(a) International**

Hakonen, M. (2010). Interactional justice and work engagement: Uncertainty as a moderator during a major change process. Abstract book of 13th Biennial Conference of the International Society for Justice Research, Banff, Alberta, Canada. August 21-24, 2010, p. 58 (abstract).

Hakonen, M. & Lipponen, J. (2008). Trust and identification in virtual teams: main and moderated effects on effectiveness. Proceedings of the BPS Annual Conference, Dublin, Ireland, 2-4 April, p. 40 (abstract).

Hakonen, M. & Vartiainen, M. (2003) Trust in virtual teams. In: Abstract diskette of XIth European Congress on Work and Organizational Psychology, Lisbon, Portugal, 14-17 May 2003.

Hulkko, K., Hakonen, M., Hakonen, N., Nurmela, K. & Vartiainen, M. (2000) Reward Systems, Leadership and Organizational Commitment. In: F. Doré (Ed.) International Journal of Psychology, Abstracts of the XXVII International Congress of Psychology, Stockholm, Sweden, 23-28 July 2000. p. 382.

Hakonen, M., Hulkko, K. (2000) Procedural Justice and Identification in Finnish Organizations. In: F. Doré (Ed.) International Journal of Psychology, Abstracts of the XXVII International Congress of Psychology, Stockholm, Sweden, 23-28 July 2000. p. 294.

Hakonen, M., Hulkko, K., Hakonen, N., Nurmela, K., Rantamäki, T. & Vartiainen, M. (1999) Procedural justice: a tentative integrating model. In: Carta, S. (Ed.) Abstracts. VI European Congress of Psychology, Rome, July 4th-9th 1999, pp. 195-196. (*Session chair*)

Hakonen, M., Hakonen, N., Hulkko, K., Nurmela, K., Rantamäki, T. & Vartiainen, M. (1999) Procedural justice in organizational context. Vartiainen, M. (Ed.) (1999) Abstract book of the ninth congress on work and organizational psychology 'Innovations for Work, Organization and Well-being', 12-15 May 1999, Espoo-Helsinki, Finland, p. 309. The Finnish Institute of Occupational Health. (*Session chair*)

Hakonen, N., Hulkko, K., Hakonen, M., Nurmela, K., Rantamäki, T., Simola, A. & Vartiainen, M. (1999) Organizational design and reward systems: an emerging need of better processes of reward system design

and implementation. In: Proceedings of Workshop on Organisational Design, Brussels, Belgium, March 15-16, 1999. European Institute for Advanced Studies in Management. 9 p.

Hakonen, M., Rantamäki, T., Simola, A., Hakonen, N., Hulkko, K. & Vartiainen, M. (1998) Identification and cohesiveness in research and development groups. In: Abstract diskette of 24th International Congress of Applied Psychology, San Fransisco, CA, USA, August 9-14, 1998. Abstract.

Rantamäki, T., Hakonen, M., Simola, A., Hakonen, N., Hulkko, K. & Vartiainen, M. (1998) How to develop and implement reward systems for research and development. In: Abstract diskette of 24th International Congress of Applied Psychology, San Fransisco, CA, USA, August 9-14, 1998. Abstract.

Nurmela, K., Simola, A., Hakonen, M., Rantamäki, T., Hakonen, N., Hulkko, K. & Vartiainen, M. (1998) A critical view: bonus system as separate management tool in R&D project - case study. Proceedings of 1st International Work Psychology Conference, July 1-3, 1998, Institute of Work Psychology, University of Sheffield, Sheffield, UK. Abstract.

Hakonen, M. (1997) Lessons from a case study of R&D groups. In: Abstract book of Eight European Congress on Work and Organizational Psychology. Verona, Italy, April 2-5 1997, p 8/posters. Abstract.

### **(b) Domestic**

Vartiainen, M., Hakonen, M. & Kokko, N. (2003) Hajautetun työn ulottuvuudet – metodologinen tarkastelu. Toiminnan teorian ja sosiokulttuurisen tutkimuksen päivät 1.-2.12.2003. Ohjelma ja esitysten tiivistelmät, ss. 62-63. Helsinki.

Hakonen, M. (1998) Identification in R&D groups. In: Abstract book of XX Nordic Congress of Psychology '98, Helsinki, Finland, August 26-29, 1998. pp. 64-65. (in Finnish)

Nurmela, K., Hakonen, N., Hulkko, K., Hakonen, M., Rantamäki, T., Simola, A. & Vartiainen, M. (1998) Cognitivism in theories of work motivation in 20<sup>th</sup> century. In: Abstract book of XX Nordic Congress of Psychology '98, Helsinki, Finland, August 26-29.,1998 p. 148. (in Finnish)

Hakonen, N., Hakonen, M., Hulkko, K., Nurmela, K., Rantamäki, T., Simola, A. & Vartiainen, M. (1998) Justice models and reward systems – good rules or mere evaluation of past. In: Abstract book of XX Nordic Congress of Psychology '98, Helsinki, Finland, August 26-29.,1998 p 149. (in Finnish)

Hulkko, K. Hakonen, N., Hakonen, M., Nurmela, K., Rantamäki, T., Simola, A. & Vartiainen, M. (1998) Why development projects fail or succeed? Two cases of reward system development. In: Abstract book of XX Nordic Congress of Psychology '98, Helsinki, Finland, August 26-29, 1998. pp. 149-150.