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## The Impact of Leadership on Remote Work



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## **Abstract**

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The topic of leadership's impact on remote work became increasingly important as remote work became more prevalent in the digital age. The aim of this thesis was to understand the perspectives of leaders and remote employees on leadership styles and their impact on remote work culture.

The thesis was conducted with a quantitative research method, and data were collected through an online survey distributed to employees from a specific company with experience working remotely. A total of 60 responses were received, representing 75% of the 80 questionnaires sent.

The survey covered various questions related to leadership styles, communication, feedback, and strategies for promoting a positive and productive remote work culture. The data were analyzed using descriptive analysis methods. The findings of this study offered valuable information for companies and leaders who wanted to enhance a positive and effective remote work culture.

The results highlighted the importance of transformational leadership, emotional intelligence, and communication abilities in remote work situations. The study concluded that in order to manage remote teams effectively and adapt to the evolving nature of work, organizations had to provide support and training to their leaders. Additionally, the findings suggested that incorporating flexible work arrangements and leveraging technology could enhance remote work culture and positively impact employee satisfaction and productivity.

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## 1 Introduction

In recent years, remote work has gained popularity in various job sectors, driven by technological advancements and the increasing need for work-life balance. The COVID-19 pandemic has also accelerated the adoption of remote work as a viable alternative to traditional work arrangements. As a result, remote work has become one of the most significant and pertinent topics in recent times. The shift to remote work has presented new challenges for organizations and leaders in managing their remote workforce, including communication, collaboration, and employee well-being.

The main objective of this research is to examine the impact of leadership on remote work. The research aims to identify the most effective leadership styles and approaches for fostering a positive and productive remote work culture, and to examine the impact of these styles and approaches on the success and well-being of remote workers. Through this research, the goal is to examine the strategies that leaders can use to effectively manage and lead remote work teams, and the impact of these strategies on the success and well-being of remote workers.

The target company for this thesis is a company offering digital services in web technologies and it is located in Islamabad, the capital city of Pakistan. The company is a mid-sized organization with a growing remote workforce. The reason for choosing this company is that the company provides remote work opportunities for employees, making it an ideal case study to examine the impact of leadership on remote work and how to deal with various problems and challenges. Another reason for choosing this company is its innovative work culture and rapid growth. The study of this company can provide valuable insights into the strategies that leaders can use to effectively manage remote teams in the technology industry, and how these strategies can impact the success and well-being of remote workers.

Communication, collaboration, and employee well-being have become essential factors in maintaining a positive and productive remote work culture. Effective leadership is critical in addressing these challenges and creating an environment that supports remote workers. As such, it has become increasingly important to investigate the impact of leadership on remote work and identify effective leadership styles and approaches that can foster a positive and productive remote work culture.

This topic is also crucial as it allows for the production of new knowledge and understanding of how leadership styles and approaches can affect the success and well-being of remote workers (Bal & De Lange, 2019, p. 335; Kerkhof & Thijssen, 2017, p. 68). In addition to that, exploring this topic allows the examination of creative solutions and strategies that can be implemented by leaders to promote a positive and productive remote work culture (Buffer, 2018).

The main problem that this research aims to address is the lack of understanding of how leadership styles and approaches impact remote work culture and the well-being of remote workers. The research tasks that will be undertaken to address this problem include:

- Identify the different leadership styles and approaches commonly used in remote work settings.
- Examining the impact of these leadership styles and approaches on the remote work culture and the well-being of remote workers.
- Identifying strategies and best practices for effective leadership in remote work settings.
- Exploring the perspectives and experiences of leaders and remote workers on leadership and remote work.

Research questions are an important part of any study as they help to achieve the calibrated research objectives. Before formulating research questions, it is crucial to assess whether the problem statement aligns with the research goals. The set of research questions helps guide the study towards achieving its objectives. They provide direction to the research and emphasize the importance of the research problem and objectives. In formulating research questions, it is important to consider the theoretical basis of the study. The theoretical foundation serves as the framework upon which the study is built, and therefore has a significant impact on the formulation of the key questions. The research questions should be connected to the theoretical base to ensure that they are relevant and meaningful. The set of research questions

provided below have been developed with this in mind, and are designed to guide the research towards achieving its objectives while remaining firmly grounded in the theoretical framework.

What are the different leadership styles used in remote work and how do they impact remote work culture and remote workers' well-being?

What strategies and best practices can leaders use to effectively manage and lead remote teams?

What are the perspectives and experiences of leaders and remote workers on leadership and remote work?

How can leaders foster a positive and productive remote work culture and support remote workers' well-being?

## 2 Theoretical Background

This thesis explores the theoretical concepts of remote work, leadership, and the impact of leadership on remote work. It covers the definition, prevalence, advantages, and challenges of remote work. In addition to that, the different leadership styles and their effect on remote work, and strategies for effective leadership in remote work were discussed. Additionally, the impact of leadership styles and approaches on the success and well-being of remote workers were highlighted, along with strategies for fostering a positive and productive remote work culture.

Furthermore, the theoretical background also discusses the importance of communication and collaboration in remote work and the role of leadership in facilitating effective communication and collaboration among remote teams. The impact of remote work on employee well-being and productivity is also explored in depth, highlighting the potential benefits and drawbacks of remote work on employee well-being and productivity. The theoretical concepts of motivation and job satisfaction in remote work are also discussed, along with strategies for promoting motivation and job satisfaction among remote workers. Finally, the theoretical background examines the role of technology in remote work and the impact of technology on remote work and leadership.

### 2.1 Remote Work

Remote work is a type of employment where employees are able to complete their job responsibilities away from a conventional office environment and through technology. There has been a substantial rise in the practice of remote work in recent years because of the advancements in technology and a change in organizational perspectives towards remote work setups (Burke, 2013, p. 15).

Remote work offers several advantages, such as improved flexibility and work-life balance for employees and cost savings and heightened productivity for employers (Kirsch & Javalgi, 2013, p. 28). Despite these benefits, remote work also brings forth its own set of difficulties, including



communication and collaboration challenges, feelings of isolation, and separating work from personal life (Caton, 2013, p. 27).

According to recent studies, the effects of remote work on employee well-being and productivity can be both positive and negative. On one hand, remote work can enhance job satisfaction and lower stress levels by providing employees with more control over their work surroundings and schedule (Albrecht & Prince, 2014, p. 28). On the other hand, remote work can also cause feelings of isolation and reduced social support, negatively affecting an employee's well-being (Perry-Smith & Levi, 2015, p. 208). In terms of productivity, remote workers have been found to be more productive compared to those who work in a traditional office setting. However, this increased productivity may lead to longer work hours and an imbalance between work and personal life (Basset & O'Connell, 2014, p. 117).

## 2.2 Leadership

Leadership plays a vital role in the management of remote teams, impacting employee motivation, job satisfaction, and overall performance. This section explores various leadership styles, their definitions, and the impact they have on remote work.

Leadership styles can be classified into three main categories: transformational, transactional, and laissez-faire. Transformational leadership involves inspiring and motivating followers towards a common goal, with a focus on personal and professional development (Bass & Riggio, 2006, p. 4). Transactional leadership is focused on exchanging rewards and punishments to motivate followers, with clear expectations and feedback (Bass & Riggio, 2006, p. 5). Laissez-faire leadership involves a hands-off approach and minimal involvement in decision-making (Bass & Riggio, 2006, p. 6).

Leadership styles have a major effect on remote employees, as they may miss the face-to-face connection with their leader and feel less connected to the company. Transformational leadership has been proven to be especially effective in remote work, as it focuses on personal growth and motivates followers to strive towards a shared objective (Iper, G. M., 2013, p. 94). The transactional leadership style can also be effective in remote work, with its clear expectations and structured approach to motivation (Parker, G. M., 2013, p. 95). However, laissez-faire leadership may not be effective in remote work as remote employees may require more direction and support to be productive (Parker, G. M., 2013, p. 96).

## 2.3 Strategies and Approaches for Effective Leadership in Remote Work

Leaders have a big impact on the success of remote teams, and they need to have a balanced mix of transformational and transactional leadership styles to succeed. This can be achieved by making sure communication is open and frequent, promoting teamwork and collaboration, providing resources and support, building trust with team members, and creating a positive work culture (Kirsch & Javalgi, 2013, pp. 58-59). To become an effective leader in remote work, consider implementing the following strategies:

### 2.3.1 Maintaining Open and Clear Communication

As a student of management, the importance of effective communication in ensuring the success of remote work was discovered during studies. It has been noted that open and clear communication helps to build trust and personal connections, as well as foster a positive work culture and promote collaboration and teamwork (Kirsch & Javalgi, 2013, p. 257). Given the lack of face-to-face interaction in remote work, communication can be challenging, making it even more important to prioritize and establish clear and open communication channels (Parker, K. R., 2013, p. 102). Additionally, promoting transparency by sharing information, updates, and progress with remote workers can allow them to feel more connected and engaged with the organization (Parker, K. R., 2013, p. 103).

In conclusion, maintaining open and clear communication is crucial for effective leadership in remote work. By fostering a positive and inclusive remote work culture, providing resources and support, and encouraging collaboration and teamwork, leaders can contribute to the success and productivity of their remote workers (Kirsch & Javalgi, 2013, p. 259).

### 2.3.2 Fostering Teamwork and Collaboration

Effective teamwork and collaboration were found to be essential for the success of remote work teams (O'Boyle & Harman, 2020, p. 123). Remote work often resulted in individuals feeling isolated and disconnected from their colleagues, which led to decreased motivation and productivity. To overcome this challenge, teamwork and collaboration were suggested to help create a

sense of community, enhance communication, and promote the sharing of ideas and best practices (Zhang & Sobel, 2017, p. 45).

Leaders were found to play a significant role in fostering teamwork and collaboration by encouraging open communication, setting clear expectations, and providing necessary resources and support for collaboration (O'Boyle & Harman, 2020, p. 126). Additionally, creating opportunities for team-building activities and recognizing and rewarding teamwork and collaboration were suggested as effective ways to reinforce their importance (Zhang & Sobel, 2017, p. 49).

In conclusion, effective leadership in remote work was found to involve fostering teamwork and collaboration (Zhang & Sobel, 2017, p. 47). By creating a sense of community, enhancing communication, and promoting the sharing of ideas and best practices, leaders can ensure the productivity and success of their remote teams.

### 2.3.3 Supplying Necessary Resources and Support

It is crucial for leaders to provide necessary resources and support to ensure the success of remote teams (Kirsch & Javalgi, 2013, p. 257). This includes ensuring that remote workers have access to appropriate hardware and software tools, as well as training and technical support. Providing reliable and secure internet access, laptops, and headsets can improve the efficiency and productivity of remote workers (O'Boyle & Harman, 2020, p. 307).

In addition, leaders can provide emotional support and resources to help remote workers manage their work-life balance and cope with the challenges of remote work (Gajendran & Harrison, 2007, p. 128). This can include providing mental health resources, flexible work schedules, and encouraging breaks and self-care practices (O'Boyle & Harman, 2020, p. 308).

By supplying necessary resources and support, leaders can help their remote workers feel valued and supported, which can improve their motivation, job satisfaction, and overall productivity (Kirsch & Javalgi, 2013, p. 257).

## 2.4 Impact of Leadership on Remote Work

How leadership styles and approaches affect the success and well-being of remote workers.

The leadership style that a leader adopts can have a significant impact on the success and well-being of remote workers (Wang et al., 2020, p. 189). Transformational leadership had a positive impact on the job satisfaction and work engagement of remote workers, while transactional leadership had a negative impact (Wang et al., 2020, p. 189). Empowering leadership was positively related to the performance and well-being of virtual teams, while directive leadership had a negative effect on team performance and satisfaction (Hertel et al., 2005, p. 305). Servant leadership and authentic leadership have also been found to have positive impacts on the well-being of remote workers (Kanste et al., 2015, p. 384; Lee, 2019, p. 85).

Effective communication and feedback are crucial for remote work success and the well-being of remote workers, and leadership plays a vital role in facilitating these processes (Anderson & Zemke, 2017, p. 9). Regular feedback is essential for remote workers' success and well-being (Lee & Shin, 2020, p. 108), and leaders should prioritize communication and feedback to enhance job satisfaction and engagement and support the success of their remote teams.

## 2.5 The Importance of Fostering a Positive and Productive Remote Work Culture

It is crucial to establish a positive and productive remote work culture for virtual teams, which requires effective leadership. According to a study by Wang, Law, Hackett, Wang, and Chen (2020), transformational leadership, emphasizing support, inspiration, and motivation, has a positive association with remote workers' job satisfaction and work engagement.

Leaders can ensure their teams feel connected and engaged through regular virtual meetings, team-building activities, and social interaction opportunities. Hertel, Geister, and Konradt's (2005) study found that social interaction is positively related to team cohesion, trust, and satisfaction in virtual teams. Access to resources such as technology and training is also necessary to enable remote workers to perform their job effectively, and leaders need to provide clear guidelines and expectations, including how performance will be evaluated.

Leaders must also promote work-life balance and ensure that remote workers are not over-worked or isolated. Clear boundaries for availability and encouraging self-care activities can help prevent burnout. (Golden et al., 2021).

In conclusion, effective leadership prioritizes support, communication, and collaboration to establish a positive remote work culture. By establishing guidelines, providing resources, and promoting work-life balance, leaders can create a positive work environment that enhances engagement, satisfaction, and productivity among remote workers.

## 2.6 The Role of Technology in Enabling Remote Work

Leadership is a vital component in the successful implementation and management of remote work through technology. The COVID-19 pandemic has necessitated organizations to quickly adapt to remote work, which has been possible due to technological advancements. Technology has aided the transition to remote work by enabling remote communication, collaboration, and access to information and resources. Therefore, leaders must embrace and apply technologies that enhance remote work and collaboration.

A research by Cao, Ajjan, and Hong (2020, p. 151) discovered that adopting virtual communication tools such as instant messaging and video conferencing had a positive impact on remote workers' job satisfaction and performance. These tools allowed remote workers to stay connected with their peers and superiors, fostering a sense of community and support. The study also found that technology adoption improved remote workers' sense of autonomy and flexibility.

Furthermore, cloud-based systems have played a critical role in facilitating remote work by allowing remote workers to access information and resources from anywhere and at any time. A study by Alalwan, Rana, Dwivedi, and Algharabat (2020, p. 107) found that using cloud-based systems had a positive association with remote workers' job satisfaction and performance. Cloud-based systems enabled remote workers to access information, documents, and resources that were formerly only available in the office.

To ensure that technology effectively supports remote work, leaders must provide remote workers with adequate training and support. A study by Turel, Serenko, and Bontis (2020, p. 118) found that technology training was positively associated with remote workers' technology

acceptance and job satisfaction. Hence, leaders must provide adequate training and support to ensure remote workers can effectively use technology to perform their duties.

Moreover, technology is critical in enabling and managing remote work, and leaders must embrace and apply technologies that enhance remote work and collaboration. The use of virtual communication tools and cloud-based systems has played a vital role in facilitating remote work and boosting remote workers' job satisfaction and performance. However, leaders must provide sufficient training and support to ensure that remote workers can effectively use technology to perform their jobs.

## 2.7 The Importance of Clear Boundaries and Work-life Balance for Remote Workers

Remote work has become increasingly popular, especially in recent years. However, remote workers face challenges in establishing clear boundaries between their work and personal lives, leading to negative consequences such as burnout and decreased job satisfaction (Allen, Golden, & Shockley, 2015, p. 83). In this regard, leadership plays a critical role in addressing these challenges and promoting work-life balance for remote workers.

Leadership can assist remote workers in establishing clear boundaries by setting expectations for work hours, response times, and communication protocols (Bryant & Ciarrochi, 2021, p. 126). Additionally, leaders can encourage remote workers to take breaks, disconnect from work, and prioritize self-care activities to promote work-life balance. Modeling healthy work habits themselves can also help leaders to promote work-life balance (Shockley et al., 2017, p. 151).

A study conducted by Shockley et al. (2017, p. 269) showed that leadership support and flexibility positively impacted remote workers' work-life balance and job satisfaction. Specifically, clear expectations and effective communication from leaders had a positive effect on remote workers' work-life balance. In addition, leaders who allowed flexibility in work hours and workload management also had a positive impact on work-life balance.

In conclusion, remote workers require clear boundaries and work-life balance to maintain their well-being, job satisfaction, and performance. Leadership can help to create a positive remote work culture by setting clear expectations, providing support and flexibility, and modeling healthy work habits. By doing so, leaders can promote work-life balance for remote workers and benefit both the workers and the organization as a whole.

## 2.8 The Impact of Remote Work on Team Dynamics and Collaboration

Remote work has increasingly become a preferred option for many organizations as it offers numerous benefits, such as cost savings, increased productivity, and improved work-life balance for employees. However, working remotely presents various difficulties for teams, particularly in terms of team dynamics and collaboration. Hence, leadership plays an essential role in ensuring that remote teams work effectively, maintain strong team dynamics, and collaborate efficiently (Golden, Veiga, & Simsek, 2006, p. 1037).

Leadership can help to reduce the challenges of remote work by establishing clear expectations, goals, and communication protocols for remote teams (Golden et al., 2006). Doing so can create a shared sense of identity and purpose among team members, which is critical for successful collaboration. Additionally, leaders can encourage teamwork and use technology tools that facilitate virtual collaboration to promote collaboration (Kirkman et al., 2004).

Various studies have demonstrated that effective leadership is crucial for promoting collaboration in remote teams. For example, Dabbagh and Kitsantas (2012) found that transformational leadership was positively associated with collaboration among remote teams (p. 143). Leaders who demonstrated transformational leadership qualities such as providing support, communicating a clear vision, and promoting creativity were more effective at promoting collaboration among remote teams.

Furthermore, leadership can assist remote teams in overcoming the challenges of isolation and ensuring that team members remain connected and engaged. Leaders can maintain team cohesion and facilitate communication among team members by using regular team meetings, virtual team-building exercises, and informal check-ins (Kirkman et al., 2004).

In conclusion, remote work presents distinctive challenges for teams, particularly concerning team dynamics and collaboration. Effective leadership is necessary to promote successful collaboration and team dynamics in remote teams. By establishing clear expectations, using technology tools, fostering teamwork, and demonstrating transformational leadership qualities, leaders can encourage collaboration, maintain team cohesion, and ensure that remote teams operate effectively.

## 2.9 The Use of Virtual Communication Tools for Remote Teams

In the context of remote work, using virtual communication tools is crucial for effective team collaboration. According to Golden et al. (2006, p. 1037), leadership is critical in selecting and using virtual communication tools to promote effective collaboration in remote teams. Therefore, it is essential for leaders to choose the right tools that meet the specific needs of their team. Video conferencing and instant messaging tools can be used for real-time communication and quick decision-making, while project management tools like Trello, Asana, and Basecamp can help track project progress, deadlines, and responsibilities.

Leadership should ensure that remote team members receive adequate training on virtual communication tools to avoid misunderstandings and inefficiencies. As Kirkman et al. (2004, p. 307) state, training enhances the ability of remote team members to use the tools correctly and improve communication efficiency.

In addition, leadership can promote the effective use of virtual communication tools by establishing clear protocols, processes, and guidelines. Hertel et al. (2005, p. 117) suggest that leaders should create guidelines for virtual communication to minimize the potential for misunderstandings, communication breakdown, and conflict. These guidelines should cover aspects such as response times, communication frequency, and the appropriate tool to use for specific communication needs.

In conclusion, virtual communication tools are critical for remote teams' success and effective collaboration. Leaders have a critical role in selecting, training, and promoting the effective use of virtual communication tools. By choosing the right tools, providing training, and establishing clear protocols, leaders can facilitate effective communication, improve collaboration, and ensure the success of remote teams.

## 2.10 The Importance of Trust and Autonomy in Remote Work

When working remotely, trust and autonomy are crucial elements that can impact the team's success. Leaders are responsible for ensuring that team members trust each other and have a sense of autonomy in their work (Lee, Suh, & Kim, 2016, p. 233). Establishing clear communication channels, providing regular feedback, and promoting transparency in decision-making can help leaders build trust among team members (Hertel, Geister, & Konradt, 2005, p. 252). Addi-



tionally, virtual team building activities can encourage social interaction among team members, which can enhance trust and promote team cohesion (Dube, Pare, & Rigtering, 2019, p. 105).

Leaders can provide autonomy to team members by setting clear expectations and goals, delegating responsibilities, and providing resources and support necessary for the team to succeed (Kirkman & Rosen, 1999, p. 175). By fostering a culture of innovation and creativity and encouraging team members to suggest new ideas and take calculated risks, leaders can further promote autonomy (Parker, K. R., 2014, p. 167).

In conclusion, trust and autonomy are vital for the success of remote teams, and leaders play a significant role in building trust and providing autonomy to team members. By promoting trust and autonomy, leaders can enhance collaboration, team cohesion, and innovation among remote teams.

#### 2.11 Training and Development for Remote Leaders

In remote work, leadership is essential for the success of remote teams. Remote leaders need to have unique skills such as technological and virtual communication skills. To improve the effectiveness of remote leaders, it is essential to provide them with adequate training and development programs. This paper discusses the importance of training and development programs for remote leaders.

The training and development programs can help remote leaders in various ways. For instance, training can help remote leaders improve their virtual communication skills and enable them to use technology effectively to manage remote teams (Hertel, Geister, & Konradt, 2005, p. 253). Additionally, training can help remote leaders to develop intercultural competence to manage teams in different cultural contexts (Lipman, 2021a, p. 21).

Moreover, development programs can improve the emotional intelligence of remote leaders, which is essential for building trust and effective communication in remote teams (Boyatzis, Goleman, & Rhee, 2017, p. 127). Development programs can also help remote leaders to enhance their problem-solving and decision-making skills, which are crucial in managing remote teams effectively (Golden et al., 2006, p. 1037).

Furthermore, leadership development programs can help remote leaders stay current with industry trends and best practices for managing remote teams. As technology and the remote

work landscape continue to evolve, continuous learning is necessary for remote leaders to maintain their relevance and effectiveness (Dabbagh & Kitsantas, 2012, p. 160).

In conclusion, training and development programs are crucial for enhancing the competencies and effectiveness of remote leaders. These programs can improve virtual communication skills, intercultural competence, emotional intelligence, problem-solving, and decision-making skills. Moreover, continuous learning can help remote leaders stay current with industry trends and best practices. Therefore, remote organizations should invest in training and development programs for their leaders to ensure the success of remote teams.

## 2.12 Strategies for Effective Performance Management and Evaluation in Remote Teams

In recent years, there has been a growing trend towards remote work, which has resulted in many organizations moving to a distributed workforce. However, managing remote teams can present unique challenges that require effective leadership strategies to ensure optimal performance and evaluation. ElShenawy (2020, p. 21) emphasizes that effective leadership is essential in remote work settings as it can significantly impact team dynamics and productivity.

To achieve effective performance management and evaluation in remote teams, leaders must establish clear expectations, provide regular feedback, and maintain open communication (Jiang, Hong, & Wang, 2021, p. 243). Remote leaders must also promote team cohesion and maintain a sense of community within remote teams. By implementing effective strategies for communication and collaboration, remote leaders can foster a sense of team unity, even when working from different locations (Wang & Hu, 2020, p. 176).

Setting clear goals and metrics for measuring success is one effective strategy for performance management in remote teams. Regular check-ins and progress updates can be used to ensure team members are meeting expectations (Chang, Hsu, & Lin, 2019, p. 467). Additionally, implementing a system for tracking individual and team progress can provide leaders with valuable insight into areas where improvement is needed.

Remote leaders should also prioritize ongoing professional development for their team members, ensuring they have the necessary skills and training to succeed in a remote work environment (Lipman, 2021b, p. 67). By investing in employee training and development, remote

leaders can promote team growth and innovation, leading to increased productivity and job satisfaction.

In conclusion, effective leadership is essential for optimal performance management and evaluation in remote teams. Leaders must establish clear expectations, provide regular feedback, maintain open communication, and promote team cohesion. By implementing these strategies, remote leaders can foster a sense of community and ensure their teams thrive in a distributed work environment.

### 3 Methodology

Methodology refers to the procedures, techniques, and tools used to conduct research (Creswell, 2014, p. 28). In this thesis, a quantitative research method will be used to understand the perspectives of leaders and remote workers on leadership styles and their impact on remote work culture.

#### 3.1 Research Method

The research method selected for this thesis is quantitative, which involves the collection of measurable data and the systematic analysis of phenomena. This thesis employed sampling techniques and distributed online questionnaires as a way to gather data. The choice of a survey as the research method was based on several factors, including the need to collect data from a large number of respondents, the ability to standardize the questions and responses, and the ease of data collection and analysis. Additionally, surveys are an effective way to gather quantitative data, which is important for this study as it allows for statistical analysis and the identification of trends and patterns in the data.

The online survey was hosted on Microsoft Forms and was sent out to employees of Web technologies digital services company. This dynamic and fast-growing organization provides a variety of digital services to its clients, and is headquartered in Islamabad, Pakistan, operating within the technology industry. It has a diverse team of professionals who are highly skilled in their respective fields, and the company prides itself on providing quality services to its clients.

One of the notable aspects of Web technologies digital services company is that it provides remote work opportunities to its employees. This means that the company has a growing remote workforce, which presents unique challenges and opportunities for the organization. These challenges and opportunities make it an interesting case study for exploring the impact of remote work on leadership and the strategies that leaders can use to manage remote teams effectively.

Information about the company and its operations was gathered from multiple sources, including personal networking and the company website, (<https://webtechnologiespak.com/>).

As noted by Creswell (2014), the sample size is crucial in ensuring the validity and reliability of the research findings. The study aimed to understand the impact of leadership on remote work and well-being and was intended to provide valuable insights and recommendations for the Company and the digital services industry as a whole.

The author of the study chose to use Likert scales as a valuable tool to measure the attitudes and opinions of the respondents towards remote work and leadership in their organization. The Likert scale is widely used in questionnaires as it provides a structured format that allows respondents to express their level of agreement or disagreement with specific statements. By using a Likert scale, researchers can effectively measure the attitudes and opinions of respondents and analyze the data to draw meaningful conclusions. The mix of multiple-choice questions and Likert scale statements will provide a comprehensive understanding of the employees' experiences and perspectives regarding leadership and remote work. According to Robson (2011, p. 127), closed-ended questions are more straightforward and straightforward, making them well suited for collecting quantitative data, which is what the survey aims to achieve.

### 3.2 Data Collection and Sample Selection

The online questionnaire was sent out to the employees of Web technologies digital services company during the second week of February 2023 as a critical aspect of the study's aim to discover the impact of leadership on remote work and overall well-being. The survey took approximately two weeks to complete, after which it was closed, and the data was ready for analysis. The goal was achieved with a sample size of between 40 to 80 respondents, which was considered sufficient to provide valuable insights into the current state of remote work and the role of leadership in the organization.

The sample size of 40-80 respondents was considered adequate because it would provide a good amount of data for analysis and offer meaningful insights into the attitudes and experiences of the employees in the organization. According to Sullivan and Artino (2013, p. 210), a sample size of at least 30 is considered necessary for descriptive statistics to be reliable. Additionally, a smaller sample size can reduce the cost and time required to collect and analyze data (Babbie, 2017, p. 134). Therefore, a sample size of 40-80 respondents was considered adequate for this study.

Personal networking was used to establish communication with the company. The online questionnaire was then sent to the human resources department, which distributed it to the employees. The respondents were selected using stratified sampling method from a population of more than 600 employees. The population was divided into subgroups based on relevant characteristics such as department, job title, or experience level. This method ensured that the sample was representative of the population and captured the diversity within it. However, it is important to note that the sample size represents only a small portion of the entire population.

Nonetheless, the sample size was still large enough to provide valuable insights, and statistical methods such as inferential statistics could be used to make generalizations about the entire population.

According to the company's officials and website (<https://webtechnologiespak.com/>), Web technologies Digital Services Company is a well-established digital services company that specializes in providing software development, data analytics, and cloud computing solutions to clients across various industries. With its broad range of services and a highly skilled team of professionals, Web technologies Digital Services Company has become a leader in its field, known for delivering high-quality solutions to its clients. Its reputation and expertise make it an excellent subject for the study on the impact of remote work on its employees' well-being. The digital world offers numerous opportunities for remote work, resulting in a large pool of potential participants for the survey. In order to maintain the precision and credibility of the results, the author of the study handpicked a specific subset of the company's population and sent out the questionnaire to 80 employees for their involvement.

### 3.3 Data Analysis and Ethical Considerations

The data collected through the survey was analyzed using descriptive statistics to summarize the data and provide a general understanding of the sample. Ethical considerations such as informed consent, anonymity, and confidentiality were taken into account during the research process to protect the privacy of respondents.

The author of the study was careful in considering ethical issues during the questionnaire design to ensure that the respondents' responses were kept confidential and anonymous. Any

identifying information was removed from the data to ensure confidentiality. Moreover, the author followed ethical guidelines to guarantee that the study was conducted in a responsible and ethical manner.

## 4 Survey Analysis

In this thesis, a questionnaire was sent to 80 employees and 60 responses were received, indicating a participation rate of 75%. The obtained sample size is sufficient for a study dependent on descriptive analysis. Although the response rate is slightly lower, the results from the 60 responses are anticipated to provide meaningful findings and enhance comprehension of the research questions for this thesis.

### 4.1 Personal Background Information

The personal background information collected in the questionnaire included respondents' current job title, years of work experience, highest level of education completed, and age. Regarding job titles, the workers were the largest group of respondents, accounting for about 42% of the sample, followed by junior managers at around 33%, and senior managers at around 25%. These findings are presented in Figure 1 and supported by the frequency table 1 in the appendix.

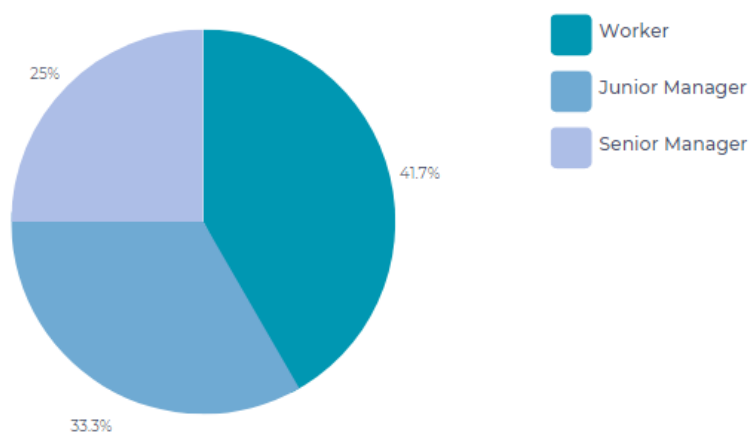


Figure 1. Personal background information (n=60)



In terms of work experience, most respondents reported having more than five years of experience, with only a few reporting less than five years.

According to Figure 2, when it comes to education levels, the biggest bunch of participants - about 42% of them - had finished their bachelor's degree. Then came those with an associate degree, comprising roughly 33% of the group. The smallest group, which made up about 25%, were the ones who had completed a master's degree. These findings are supported by the frequency table 2 in the appendix.

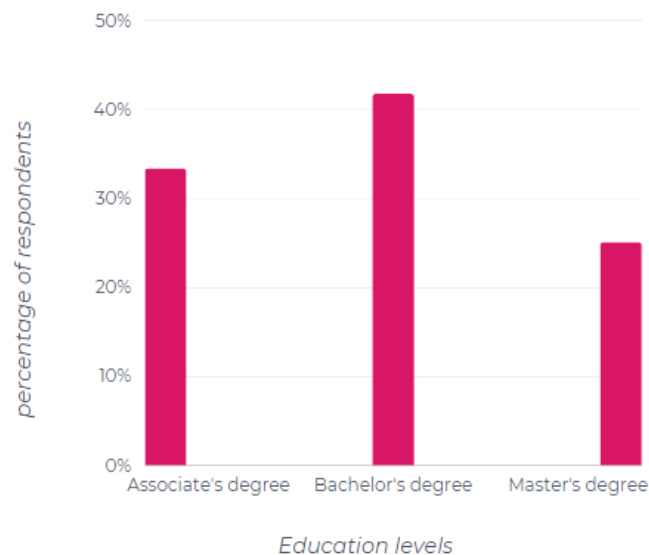


Figure 2. Personal Background Information (n=60)

According to the questionnaire, a small percentage of respondents were below 25 years old (less than 5%), while the majority were between the ages of 25-35 (around 55%). Other age groups had lower representation in the sample. Overall, this descriptive analysis of personal background information provides a basic understanding of the demographic characteristics of the respondents in this questionnaire.

## 4.2 Remote Work Experience

The questionnaire included questions about the remote work experience of the respondents, including how often they worked remotely, how their current role supported remote work, and their level of agreement with statements related to remote work.

Based on the results presented in Figure 3 and supported by the frequency table 3 in the appendix., it seems that a significant proportion of respondents - approximately 42% - reported that they worked remotely once a week. Another group, comprising roughly 33% of the participants, reported that they worked remotely between 2 to 4 days a week. Meanwhile, a smaller group of about 17% of the respondents said they worked remotely only rarely, while around 8% stated that they never worked remotely.

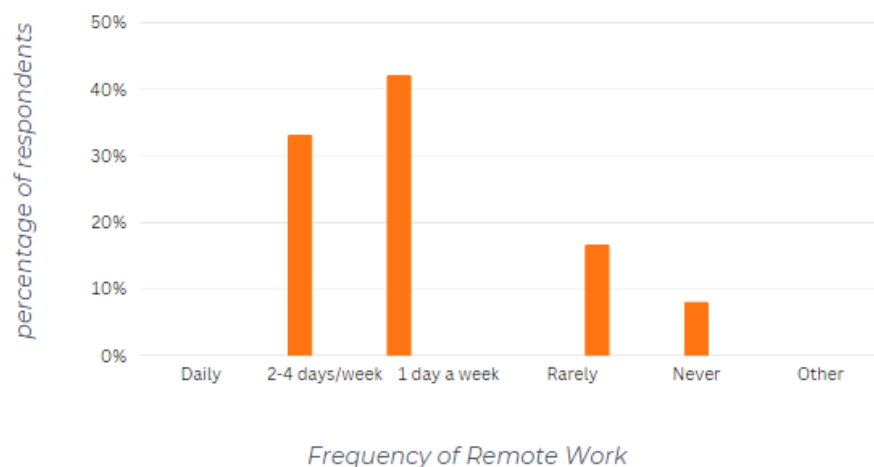


Figure 3. Remote work experience (n=60)

## 4.3 Leadership Style Preferences

In today's workplace, leadership style and effective communication are crucial for success. The data presented in Figure 4 and supported by the frequency table 4 in the appendix

provides valuable insights into the preferences of respondents regarding leadership styles. Specifically, it shows that the Servant leadership style was the most favored among the participants, with approximately 42% indicating a preference for it. Additionally, the Transformational style was the second most favored, with about 33% of the participants preferring it. Lastly, the Laissez-faire style was the least popular among the group, with only 25% of the respondents indicating a preference for it.

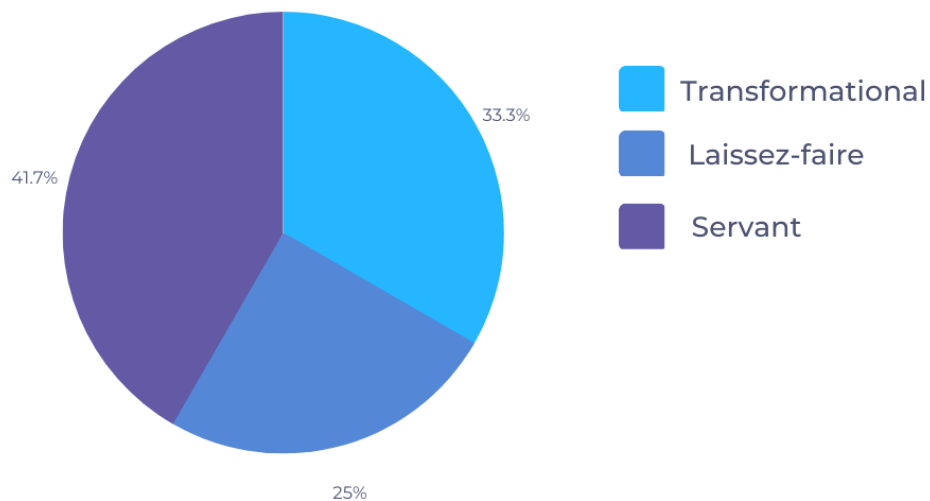


Figure 4. Leadership style preferences (n=60)

The questionnaire employed Likert-style questions, which are presented in Figure 5. Investigated the attitudes of respondents towards leadership feedback, decision-making style, and role clarity. The findings revealed that 50% of respondents strongly agreed and 42% agreed that regular feedback from leaders is important. In addition, 32% of respondents strongly agreed and 25% agreed that they are comfortable with their leader's decision-making style.

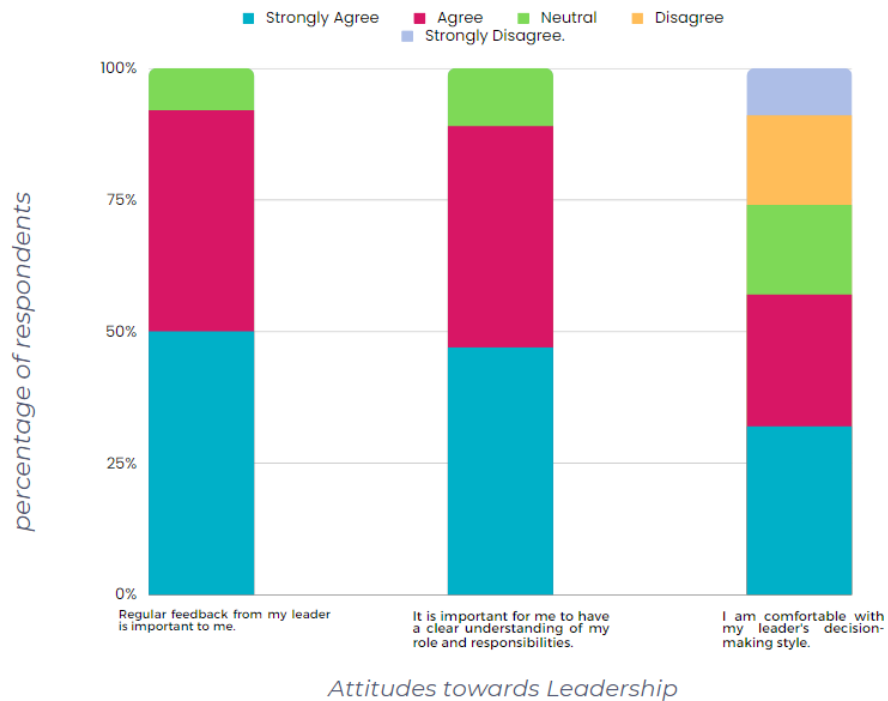


Figure 5. Leadership feedback, decision-making style, and role clarity

Concerning role and responsibilities, the results showed that 47% of respondents strongly agreed and 42% agreed that having a clear understanding of their job is important. These findings supported by the frequency table 5 in the appendix.

Furthermore, the study revealed that 50% of respondents strongly agreed and 42% agreed that their leader provides adequate support for their work. These findings suggest that effective communication and support from leaders play a critical role in enhancing employee productivity and job satisfaction. The results underscore the importance of leadership support in promoting a positive work environment and facilitating employee success. These findings are presented in Figure 6 and supported by the frequency table 6 in the appendix.

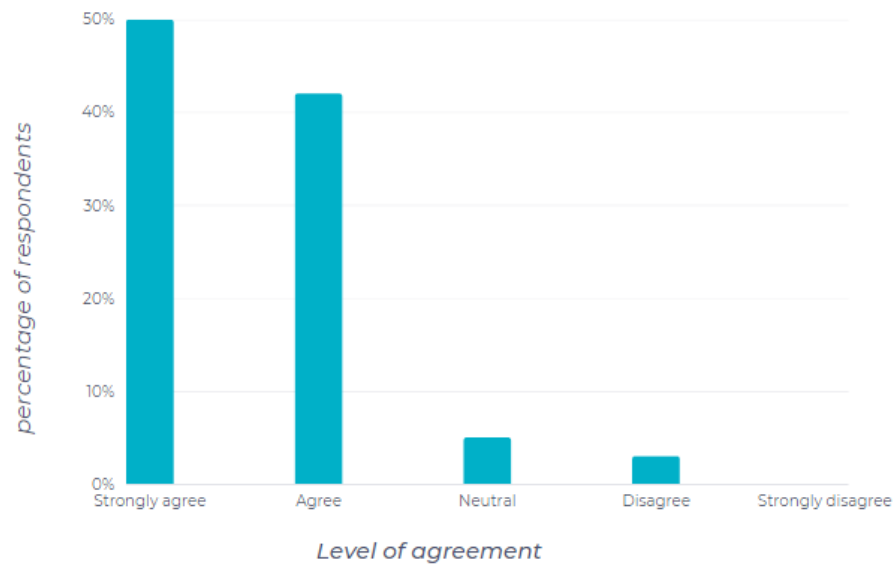


Figure 6. Leadership Support (n=60)

#### 4.4 Communication and Feedback Practices

The questionnaire asked respondents how often they communicate with their leader while working remotely. The findings are presented in Figure 7, and the results revealed that a majority of the respondents reported engaging in regular communication with their leaders. Specifically, 42% of the participants indicated that they communicate with their leader 2-4 times a week, while 25% reported communicating once a week. Furthermore, approximately 17% of the respondents communicated with their leader on a daily basis, while about 17% communicated rarely. Notably, none of the respondents reported never communicating with their leader.

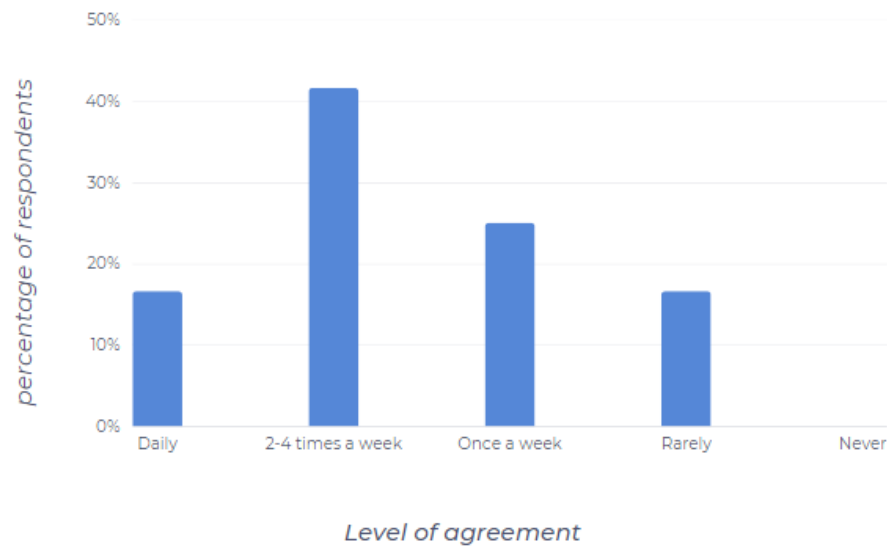


Figure 7. Communication and feedback practices (n=60)

These results indicate that regular communication is important for remote work, and that the majority of respondents maintain some level of communication with their leader. These findings supported by the frequency table 7 in the appendix.

#### 4.5 Wellbeing for Remote Workers

The questionnaire included several questions related to well-being for remote workers, and the findings are presented in Figure 8 and supported by the frequency table 8 in the appendix. The purpose of this study was to investigate the well-being of remote workers, with a focus on their work-life balance, support for maintaining physical and mental health, and work environment. The study employed a questionnaire method, and data were collected from a sample of remote workers.

Regarding the impact of remote work on work-life balance, the majority of respondents 92% reported a positive effect. Specifically, 50% strongly agreed and 42% agreed that remote work

had a positive impact on their work-life balance. Only a small percentage of respondents 8% were neutral or disagreed with the statement.

In terms of support for maintaining physical and mental health while working remotely, the results were mixed. One-third of respondents 33% strongly agreed that they receive support, while 25% agreed. However, 17% of respondents disagreed, and 8% strongly disagreed, suggesting that some remote workers may not feel supported in this area.

When asked about their work environment while working remotely, approximately 89% of respondents reported that their work environment was healthy and supportive. Specifically, 47% strongly agreed, and 42% agreed with the statement. However, around 11% of respondents were neutral, indicating that some workers may not have a clear perception of their work environment.

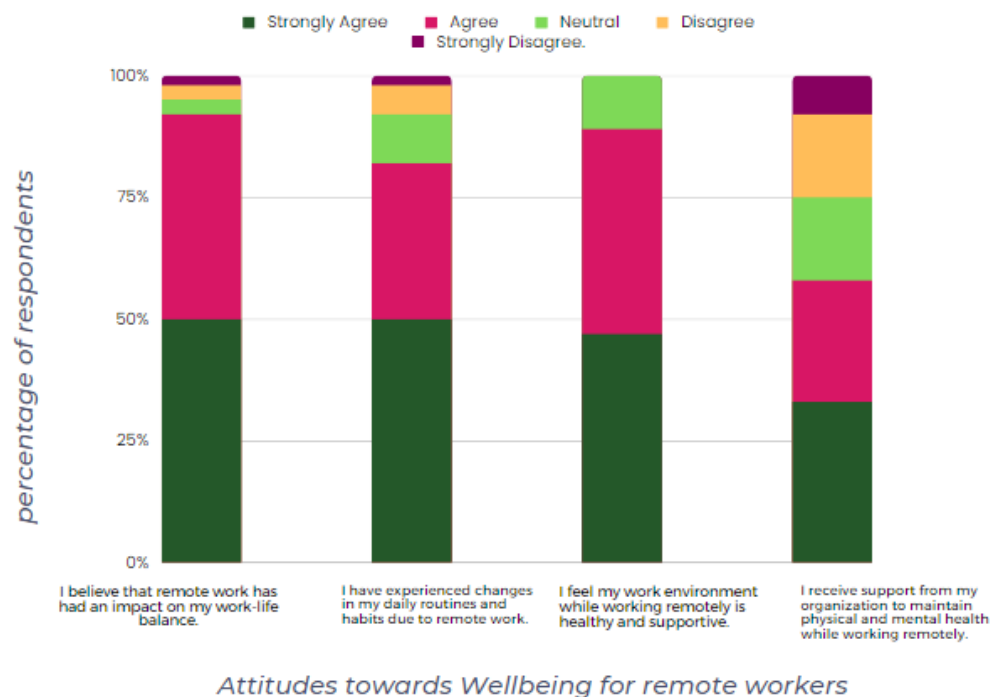


Figure 8. Well-being for remote workers (n=60)

Finally, in terms of changes in daily routines and habits due to remote work, The majority of respondents 82% reported that they experienced changes in their daily routines and habits. Specifically, 50% strongly agreed and 32% agreed that remote work had a significant impact on their daily routines and habits. Only a small percentage of respondents 7% disagreed with the statement.



## 5 Summary of Findings and Recommendations

The study explored the impact of leadership on remote work and aimed to identify the best practices that leaders can implement to effectively manage and lead remote teams. Through a literature review, the research identified various leadership styles, communication strategies, and performance management techniques that can positively impact remote work culture and workers' well-being. The study found that establishing clear expectations, providing regular feedback, maintaining open communication, and promoting team cohesion are essential strategies for effective leadership in remote work settings. Additionally, investing in employee training and development can promote team growth and innovation, leading to increased productivity and job satisfaction. The findings highlight the critical role of leadership in remote work and provide valuable insights for leaders looking to enhance their remote teams' performance and well-being.

The findings of the survey suggest that remote work has brought about positive impacts on work-life balance. Therefore, leaders should consider maintaining remote work to sustain this positive effect. However, some remote workers do not feel adequately supported in maintaining their physical and mental health while working remotely. Leaders should take responsibility to provide resources and support for their employees.

Additionally, while many remote workers feel supported in their work environment, some may not have a clear perception of their work environment. Leaders can improve communication and feedback to address this issue. Lastly, remote work has significantly changed the daily routines and habits of many workers. Thus, leaders should consider providing training and resources to assist employees in adjusting to this new way of working.

To support a successful remote work culture, leaders should take several important steps. Firstly, it is crucial to continue supporting remote work to maintain a positive work-life balance for employees. Secondly, providing additional resources and support for maintaining physical and mental health while working remotely, such as virtual wellness programs and flexible work schedules, can help employees stay healthy and productive. Thirdly, leaders should ensure clear communication and feedback channels to create a supportive and healthy remote work environment for all employees. Finally, offering training and resources to help employees adjust to remote work and create new routines and habits that work for them can make a significant dif-

ference. By implementing these recommendations, leaders can support their remote workforce and ensure that they are thriving both personally and professionally while working remotely.

## 6 Conclusion

Remote work has become a prevalent topic in recent years, and the COVID-19 pandemic further highlighted its importance for many organizations. With the sudden shift to remote work, effective leadership in virtual settings has become critical to ensure productivity, engagement, and job satisfaction among remote workers. Therefore, the main objective of this research was to examine the impact of leadership on remote work, with a focus on productivity, engagement, and job satisfaction.

To support the research problem, a theoretical framework was chosen, which included transformational leadership, emotional intelligence, and communication. These skills are essential for effective remote leadership, as they allow leaders to build trust, foster collaboration, and create a positive work culture. The literature analysis demonstrated that effective remote leadership could lead to better job satisfaction, higher levels of engagement, and increased productivity, benefiting both individuals and organizations.

The research employed a quantitative method, and a questionnaire was sent to employees of a digital services company, allowing for the collection of data from a large number of remote workers. The data collected were analyzed comprehensively, which enabled the study to examine the impact of leadership on remote work in detail.

The findings of the research indicated that transformational leadership, emotional intelligence, and communication are crucial for effective remote leadership. Remote workers who experienced these leadership skills reported higher levels of engagement, better job satisfaction, and increased productivity. On the other hand, remote workers who reported experiencing servant leadership, which is a more directive leadership style, reported lower levels of engagement, job satisfaction, and productivity.

The research also highlighted the importance of developing the necessary skills to manage remote teams effectively. It is essential to adapt to the changing nature of work and be able to use technology to facilitate remote work effectively.

In terms of limitations, the research was limited to a single company, and the findings may not be generalizable to other organizations. Additionally, the study only examined the impact of leadership on remote work in terms of productivity, well-being, and job satisfaction, and did not consider other factors.

In conclusion, the research demonstrated that effective remote leadership is critical for the success of remote work. It showed that transformational leadership, emotional intelligence, and communication skills are crucial for effective remote leadership. The study answered the research questions and hypotheses, which examined different leadership styles, best practices, perspectives and experiences of leaders and remote workers, and how leaders can foster a positive and productive remote work culture. Additionally, future research could also consider other factors that may impact remote work, such as team dynamics, work-life balance, and the use of different communication and collaboration tools. Another potential area of research could be to examine the impact of cultural differences on remote work and how leaders can effectively manage remote teams with diverse backgrounds and cultural norms. Finally, research could also explore the impact of remote work on career development and opportunities for advancement within organizations. Investing in research on the impact of leadership on remote work can help organizations create a culture of productivity, engagement, and job satisfaction that benefits both employees and organizations.

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## Appendices

### APPENDIX 1: Survey questionnaire

 30 minutes

## Leadership's impact on remote work

Dear Respondents,

I am writing to you as a student of BBA International Business group LBI21s at Kajaani University of Applied Sciences KAMK, currently working on my thesis. I am conducting a survey on Leadership's impact on remote work, and your participation in this survey is essential to the success of my thesis.

The survey should take approximately 5-10 minutes to complete, and your answers will be confidential. The purpose of this survey is to gather valuable insights and information about Leadership's impact on remote work, and your perspective will play a crucial role in the outcome of the research.

Ethical considerations will be covered throughout the research process, including informed consent, anonymity, and confidentiality. The data collected through the survey will be analyzed using descriptive and inferential statistics. Descriptive statistics will be used to summarize the data and provide a general understanding of the sample.

If you have any questions or concerns, please do not hesitate to reach out to me.

Contact Information:

Name | Kalim Ullah Abbasi  
Student | BBA International Business  
Kajaani University of Applied Sciences | KAMK  
Tel: 0417087682  
Email: [kalimabbasi@kamk.fi](mailto:kalimabbasi@kamk.fi)

Thank you in advance for your time and participation. I truly appreciate your assistance with this important thesis project.  
Best regards,  
Kalim Ullah Abbasi

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## Personal background information

1. What is your current job title?

- ☐ Worker
- ☐ Junior Manager
- ☐ Senior Manager
- ☐ Other, please specify

2. How many years of work experience do you have?

Enter your answer

3. What is your highest level of education completed?

- ☐ High school or equivalent
- ☐ Associate's degree
- ☐ Bachelor's degree
- ☐ Master's degree
- ☐ Licentiate or Doctoral degree

4. What is your age?

Enter your answer

---

## Remote work experience

5. How often do you work from home or remotely?

- ☐ Daily
- ☐ 2-4 days a week
- ☐ 1 day a week
- ☐ Rarely
- ☐ Never

6. How does your current role support remote work?

- ☐ Fully supported
- ☐ Partially supported
- ☐ Not supported

7. Indicate your level of agreement with each statement by choosing from the following options: Strongly Agree, Agree, Neutral, Disagree, or Strongly Disagree.

	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
I believe remote work has impacted my work-life balance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am comfortable working from home or remotely.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

---

## Leadership style preferences

8. Which leadership style do you prefer your leader to adopt?

- ☐ Autocratic
- ☐ Transformational
- ☐ Laissez-faire
- ☐ Servant
- ☐ Other

9. Indicate your level of agreement with each statement by choosing from the following options: Strongly Agree, Agree, Neutral, Disagree, or Strongly Disagree.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Regular feedback from my leader is important to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am comfortable with my leader's decision-making style.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is important for me to have a clear understanding of my role and responsibilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10.

1. Do you feel that your leader provides adequate support for your work?

- ☐ Strongly agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly disagree

## Communication and feedback practices

11. How often do you communicate with your leader while working remotely?

- ☐ Daily
- ☐ 2-4 times a week
- ☐ Once a week
- ☐ Rarely
- ☐ Never

Section 5

...

## Wellbeing for remote workers

12. Indicate your level of agreement with each statement by choosing from the following options: Strongly Agree, Agree, Neutral, Disagree, or Strongly Disagree.

	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
I believe that remote work has had an impact on my work-life balance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I receive support from my organization to maintain physical and mental health while working remotely.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel my work environment while working remotely is healthy and supportive.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have experienced changes in my daily routines and habits due to remote work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## APPENDIX 2: Frequency Tables

Table 1: Frequency Distribution of Job Titles among Respondents

Job Title	Frequency	Percentage	Cumulative Frequency	Relative Cumulative Frequency
Worker	25	41.67%	25	41.67%
Junior Manager	20	33.33%	45	75.00%
Senior Manager	15	25.00%	60	100.00%
Total	60	100%		

Table 2: Frequency Distribution of Highest Level of Education Completed among Respondents

Highest Level of Education Completed	Frequency	Percentage	Cumulative Frequency	Relative Cumulative Frequency
Associate's Degree	20	33.3%	20	33.3%
Bachelor's Degree	25	41.7%	45	75.0%
Master's Degree	15	25.0%	60	100.0%
Total	60	100%		

Table 3: Frequency Table for Remote Work

Remote Work	Frequency	Percentage	Cumulative Frequency	Relative Cumulative Frequency
Never	5	8.33%	5	8.33%
Rarely	10	16.67%	15	25.00%
Once a week	25	41.67%	40	66.67%
2-4 days/week	20	33.33%	60	100.00%
Total	60	100.00%	-	-



Table 4 Frequency Table for Leadership Style Preferences

Leadership Style	Frequency	Percentage
Servant	25	41.7%
Transformational	20	33.3%
Laissez-faire	15	25%
Total	60	100%

Table 5: Frequency Table for Attitudes Towards Leadership

Leadership Feedback.

Response	Frequency	Percentage	Cumulative Frequency	Relative Cumulative Frequency
Strongly Disagree	0	0%	0	0%
Disagree	0	0%	0	0%
Neutral	5	8%	5	8%
Agree	25	42%	30	50%
Strongly Agree	30	50%	60	100%
Total	60	100%		

## Decision-making Style

Response	Frequency	Percentage	Cumulative Frequency	Relative Cumulative Frequency
Strongly Disagree	3	5%	3	5%
Disagree	5	8%	8	13%
Neutral	18	30%	26	43%
Agree	15	25%	41	68%
Strongly Agree	19	32%	60	100%
Total	60	100%		

## Role clarity

Response	Frequency	Percentage	Cumulative Frequency	Relative Cumulative Frequency
Strongly Disagree	0	0%	0	0%
Disagree	2	3%	2	3%
Neutral	5	8%	7	12%
Agree	25	42%	32	53%
Strongly Agree	28	47%	60	100%
Total	60	100%		

Table 6. Frequency Table for Leadership Support

Response	Frequency	Percentage	Cumulative Frequency	Relative Cumulative Frequency
Strongly Disagree	0	0%	0	0%
Disagree	2	3%	2	3%
Neutral	3	5%	5	8%
Agree	25	42%	30	50%
Strongly Agree	30	50%	60	100%
Total	60	100%		

Table 7. Frequency Table for Communication with Leader while Working Remotely

Response	Frequency	Percentage	Cumulative Frequency	Relative Cumulative Frequency
Never	0	0%	0	0%
Rarely	10	17%	10	17%
Once a week	15	25%	25	42%
2-4 times a week	25	42%	50	83%
Daily	10	17%	60	100%
Total	60	100%		

Table 8. Frequency Table for Well-being for Remote Workers

## Work-life Balance

Response	Frequency	Percentage	Cumulative Frequency	Relative Cumulative Frequency
Strongly Disagree	1	2%	1	2%
Disagree	2	3%	3	5%
Neutral	2	3%	5	8%
Agree	25	42%	30	50%
Strongly Agree	30	50%	60	100%
Total	60	100%		

## Support for Maintaining Physical and Mental Health while Working Remotely

Response	Frequency	Percentage	Cumulative Frequency	Relative Cumulative Frequency
Strongly Disagree	5	8%	5	8%
Disagree	10	17%	15	25%
Neutral	10	17%	25	42%
Agree	15	25%	40	67%
Strongly Agree	20	33%	60	100%
Total	60	100%		

### Perception of Work Environment while Working Remotely

Response	Frequency	Percentage	Cumulative Frequency	Relative Cumulative Frequency
Strongly Disagree	0	0%	0	0%
Disagree	0	0%	0	0%
Neutral	7	11%	7	11%
Agree	25	42%	32	53%
Strongly Agree	28	47%	60	100%
Total	60	100%		

### Changes in Daily Routines and Habits due to Remote Work

Response	Frequency	Percentage	Cumulative Frequency	Relative Cumulative Frequency
Strongly Disagree	1	2%	1	2%
Disagree	4	7%	5	8%
Neutral	6	10%	11	18%
Agree	19	32%	30	50%
Strongly Agree	30	50%	60	100%
Total	60	100%		

