

Employee Expectations at Virtual Workplace and its Impact on Employee Experience: Role of virtual leader

Rajeshwari Patil

Associate Professor

Balaji Institute of Management and Human
Resource Development,
Sri Balaji University, Pune, MH
rajvpatil1980@gmail.com

Priyanka Pandita

Assistant Professor

Balaji Institute of Management and Human
Resource Development,
Sri Balaji University, Pune, MH
pandita.priyanka10@gmail.com

Abstract

The advent of Covid 19 caused significant changes and disruption in business processes, business models, and organizational cultures across the market, causing for changes in styles of leadership and management in the new paradigms of working. This paper seeks to provide insights as how precisely digital commotion is hindering the future of work, and work arrangements, and the way work will be done in the days ahead as experiences in virtual working, telecommuting and remote working has revealed that employees are more in favour of such work due to the perceived effects of better work engagement and interaction with one's colleagues at work and there is a need for the managerial leaders to adapt themselves to this changed paradigm for best results.

Keywords: Virtual Teams, Virtual Leaders, Employee Experience, Digital Disruption, Teleworking.

1. Introduction

One of the oldest sayings in the world states that "Prevention is better than cure" and the meaning of this saying has resonated throughout the centuries and has been quoted by the prominent American inventor and revolutionary, Benjamin Franklin who stated that "An ounce of prevention is far better than a pound of cure" and experience has taught us that one has to address the root cause or the root issue first, while trying to solve problems in life. This sage advice holds true more than ever today as leaders in organizations are shifting their focus on customer experience, holding it on par with employee experience and are allocating resources such as time, money and effort to define, describe and design excellent customer experiences by focusing on the symptoms in order to identify the problem areas, solving them before they can get a chance to turn into major diseases in a proactive way (Mumford et. al., 2000).

Organizations are focusing for creating a positive and sustainable employee environment which is more conducive for work as such an environment has a positive influence on the way the employees interact with the customers and is one of the crucial components of bringing in the 'wow factor'. They have identified 'Employee experience' as the central theme of focus as through this

focus area, the other important organizational variables – revenue, growth, employee retention, organizational profitability, customer satisfaction, etc. can be managed to the benefit of the organizations. History has revealed to us that a happy worker is a productive worker and productive workers create quality for their organizations and thus, the creation of a positive and happy employee experience is crucial for companies as it is through this, that they will be in a position to enable their employees to perform well, leading to improved employee outcomes visible in form of better job performance, reduced employee churn and turnover and other related benefits which can enable the organization to gain a competitive edge in the market and such an environment can act as a catalyst, ensuring that the employees will be in a position to deliver an excellent customer experience thereby increasing value for the company. (Itam, U., & Ghosh, N. (2020).

Research powered by this pandemic, resulting in the upgradation of technology adapting to the new normal recent time witnessed, significant growth in the online mode of working or virtual work assignments. Telecommuting provided the platform for an enormous number of employees to work remotely. Regardless of where the relevant expertise is located in the world, technology and these pandemic times have enabled organization to access and connect to virtual teams emphasizing the importance of virtual leadership to display or showcase while working

remotely (Evangelakos, G. (2020). These recent times have restructured and reshaped the organization in terms of getting work done by the team members as well. Being that it is expected from the part of the leaders to be more in-sync with the changed paradigm regarding virtual work, raising the question of how effective they are in communicating, and interacting with their virtual team members. Virtual work has changed the situation, bringing the work home and being that the employees are virtually working from their homes, leaders are more charged with leading and directing face-to-face interactions and the way they make use of the technologies deployed for virtual work and their innate skills, experiences and techniques of leadership is the edge which separates an organization from the other (Duarte, D. L., & Snyder, N. T. (2006).

With this upsurge in a pandemic, leaders need to access and utilize different types of technology to communicate and collaborate remotely. No one could have predicted the drastic shift covid-19 has brought to the workforce through virtual work arrangements. So, with almost 100 percent workforce working from home came the emerging need for strong virtual leadership skills. At all levels of management, this transition from in-person leadership to virtual leadership has emerged eventually. However, such a transition also raises this question - 'What role should the leader play in this virtual setup?' This paper attempts to focus on the above questions and predominantly on the leadership role to enhance employee experience. Employees have always been at the forefront as drivers of innovation and sources of advantage. The capabilities of employee have never been underpinned but the experiences that they get in this large deep world of digitalization. It is rightly said customer experience is a direct outcome of employee experience at the workplace. To deliver sustaining customer experience and to improve customer loyalty, the focus should be on Employee Experience.

2. Literature Review

A research survey has stated that the notion of leadership framework matters while at work and how a leader is perceived, and viewed, how effectively a leadership skill is utilized, and how effectively a leader takes decisions are all interrogations whose responses differ according to the context in which leadership is understood (Dinh, J. E. et al. (2014). One of the recent perspectives that have become predominantly important is a virtual team, a team whose teammates or members supposedly extend different organizations, time precincts, geographic areas, and ethos and culture with technology know-how that permits communication and synchronization between members of the team. (Huang, R., Kahai, S. S., & Jestice, R. (2010).

(Gibson, C. B., & Gibbs, J. L. (2006) in their paper stated that the term virtuality is an interrelated phenomenon to which the team members demonstrate different characteristics. A research study has revealed that companies with an employee strength of 500 or more employees, were found to be more congruent, with reference to virtual work with the respondents stating that a

significant number (60% and more) of the employees in the companies that were a part of the study, have been on virtual team arrangements, telecommuting or other work-from-home arrangements as a routine part of their work in their respective enterprises (Baruch, Y. (2001). Another study conducted in 2008, showed that, anticipated 80% convention of virtual teams by organisations that have more than over 10,000 employees (Virtual teams now a reality. (2008). Teleworking teams constitute the majority of part of how work is completed across the globe.

The paradigm shifting changes in the wake of the Covid pandemic has increased the volume of virtual work with organizations shifting to the virtual or hybrid mode during the lock down periods. In addition, the transition to the virtual work has created a need for virtual leadership which is a variant of the traditional leadership functions of the organizations with the need for the creation of leaders who are holding charge for the management and direction of virtual teams (domestically and internationally) and taking charge of the virtual workforce in a way which can assist and motivate the virtually working employees to maintain the desired levels of productivity while telecommuting in their work. Research has revealed as how virtual leaders basically influence virtual team members behaviours (Bell & Kozlowski, 2002; (Gajendran & Joshi, 2012; Huang, R., Kahai, S. S., & Jestice, R. (2010)); (Purvanova, R. K., & Bono, J. E. (2009) apart from the basic phenomenon of leadership in virtual work environments, coined generally as "e-leadership" (Avolio & Kahai, (2003). Even though these research findings devise an understanding of virtual leadership and the pervasiveness proportion of virtual teams in technologically updated originations.

Different environmental and work cultures are exhibited by Virtual teams as a result of altered communication channels media and probably different communication patterns that leaders facilitate to expedite communication (Gajendran, R. S., & Joshi, A. (2012); (Hart, R. K., & McLeod, P. L. (2003)) and individual assistance between all team members (Malhotra, A., Majchrzak, A., & Rosen, B. (2007); (Saphiere, D. M. H. (1996).\

In the today's post pandemic era, virtual teams are becoming more prominent than before as through such an arrangement, work can be done at the locational convenience of the employee which brings forth the importance of the 'virtual leader' as in this changing paradigm, leaders are virtually visible which raises contextual questions such as 'who is leading the team?', 'why the leader is leading?' and 'ways by which the leaders lead the team', etc. which may have durable bearing on the framework of the employees working virtually as a team. (Dinh. I. et. al., (2014). Another pertinent factor which is now visible that the workforce of the future is going to be extremely different than what it was in the pre-pandemic era as developments and changes in technologies have made computing faster, smarter, more powerful and cheaper than before making it very convenient for organizations to set up and enable systems for hybrid and virtual work. In the wake of the changes, it has been found that the current generation

(millennials) is more comfortable with technology (smart technology, ICT, etc.) than their predecessors and the generation that will succeed them (Gen Alpha) is expected to be more familiar with technology than the millennials (Bennett, S, Maton, K & Kervin, L, (2008). The history of work patterns is expressly not as pertinent in virtual team arrangements due to the digital disruption of technology.

The individualities of virtual work arrangements have changed or restructured not only for team members but also for stance challenges for virtual leaders who are responsible to lead the virtual teams. leadership style and virtual leadership are two different aspects or contexts, in fact, a specific circumstantial environment of leadership. Leadership, in case of hybrid, telecommution or virtual work environment is different than physical presence based leadership as in case of the former style of leadership requires a unique set of skill designed to lead and guide the employees and teams in virtual environments, in a remote way which can require the development of unique skills in congruence with this system of leadership from the leaders such as – e-communication skills, e-social skills, e-team bulding skills, e-change management skills, e-trustworthiness skills and e-technological skills. The difference between this new style of leadership in a virtual scenario is that in the today's world where everything and everyone is connected in ways unlike before, work can be done in a quicker and surer way as employees are expected to be available and ready to work with the latest smart devices allowing them to work at their own convenience (Chafi, M. B., Hultberg, A., & Yams, N. B. (2021).

Such a transition from the traditional styles of leadership implies that what worked before may not work today due to the changing paradigms and new skills, talents and abilities will be required to lead in a virtual work environment, where a more 'flatter' kind of structure is seen as the physical barriers in communication are removed due to virtualization requiring the traditional hierarchical structures of leadership to change and conform to the new normal today for smooth operations at work. Prior studies and research into the field of transformational leadership in virtual teams has revealed erratic outcomes in response to the effective functioning of the teams. As per the data found in the contemporary research, the style of leadership adopted by the leaders need to pay emphasis on the factors of autonomy, participation and self control for achieving success while working with virtual teams (Heifetz, R. A., Grashow, A., & Linsky, M. (2009).

Studies observations and findings on shared leadership in virtual teams seem to have a positive inclination toward virtual team efficacy and performance. Moreover, it is understood that virtual teams become conducive to a self-structured routine and proficient team members outshine leaders in the organizations. With reference to the future of work and employee experience most companies working in virtual or online mode since the onset of the pandemic, there will be an upshift in the employee experience, or employee experience will be challenged to a greater extent In fact, if

the employee is asked to express his feeling on what is their liking about the virtual work environment, since the onset of the pandemic, the majority of answers may be “My workplace or workstation is my living area which makes me more comfortable” (People Matters Magazine June 2022: Work Tech After the Pandemic - Time for review. (2022).

Recent developments suggest that it is high time to reconsider and possibly redefine how we categorize the employee experience in the context of time management, geographic zone, and work. Further, new ways of working were introduced by several companies in the current era, a few years since the conclusion of the Covid 19 pandemic which has lead to the amplification of the ways for connecting with the HR of the organizations and at the same time a peculiar way of handling the communication channels with the workforce (Ancillo, A. D. L., del Val Núñez, M. T., & Gavrila, S. G. (2021). Research and studies on this lead to the conclusion that at least 60% of the workforce have some degree of flexible working – and up to 40% of the workforce have total flexibility in working as acquaintance of work dictates a lot of the service sector. We have identified a few factors, causing impending shifts of work in three magnitudes:

- Time Trajectory: Specific Time -to- Time
- Location Trajectory: Specific Place -to Any Place
- Workflow Trajectory: Specific Tasks -to- Any Tasks

Organizations where these three factors are covered in their policies regarding employee working and other matters can transform themselves into organizations which can display a sense of agility, enabling the organization to respond in a positive way in the hour of need in comparison with organizations where these factors have not been covered.

3. Theoretical framework

3.1 Challenges faced by employees

Some of the challenges identified after talking to employees while working from home are as follows: 1) Lack of technology Infrastructure - Bring your own device-many companies did not have the required infrastructure to work from home. Most of the employees were asked to use their own devices and internet bandwidth. Frequent lag in speed or video streaming made it difficult for the employees to conduct their meetings online. 2) Friction caused by adoption of new ways of working in the absence of coherent policies for working - The new ways of working - remote virtual have created confusion about work polices-the fine line between work timings and home timings disappeared completely. 3) Lack of clarity regarding the Policies for office working hours and permissible absences from work – A lack of clarity, regarding the policies for office working hours and the permissible absences from work (weekly offs, casual leaves, etc.) have created confusion among employees as on the one hand, employees are expected to be active during working hours and on the other hand, employees may need to be away from work due to a few

legitimate or permissible reasons, for which permission may be required. 4) Teething troubles caused by adoption of the newly introduced cloud based working technologies - The cloud-based working was in the very infant stages in many companies. It was difficult to access documents and information that was stored on local area networks. On one side, the lockdown was a strategy to reduce socialising and eliminate the deadly virus but on the other, research has proved team collaboration is the backbone of successful business delivery. 5) Other problems – Employees were facing difficulties in connecting online with their superiors for acquisition of information needed for their work due to issues related with technology, connectivity, bandwidth and other technical matters. These difficulties also caused trouble for employees while sharing information and data about their work and other experiences. The intensity of such problems were faced in companies which did not have coherent policies for knowledge and information management and companies who did not make the transition from in-office environment work to virtual environment work in a coherent and structured way (Waizenegger, L. et. al., (2020).

3.2 Employee Experience

Lockdown brought confusion along with some relief. The fear of contracting the deadly virus, if employees had to work from the office, was now replaced with positive experiences as well negative experiences. Working from home has increased confidence in self and the organization as well. The expectations set by managers and their teams created an atmosphere of trust. Online training sessions to effectively and efficiently use technology increased the digital dexterity among employees of all age groups. Not just with the professional work, employees did experience mix feelings when it came to managing their home, children and elders at home (Karl, K., Peluchette, J. V., & Aghakhani, N. (2021). While to many it was an act of happily balancing work and family as they received support from their leaders and team managers. It would be apt to say, while office became a part of the family, the Family took the first row at the office also. Managers welcomed the presence of toddlers playing around their parents while they were at work. It not only increased the engagement scores but also productivity. But this is just one side of the story, there were instances where employees did narrate incidences when they found it difficult to manage work-life balance and received no or less support from leaders who had the cloud of doubts and perception that employees fail to work when at home. They are too consumed by responsibilities at home and thus need strict supervision. This created negative experiences, pressure, and stress which eventually led to demotivation (Wang, B et.al., (2020).

3.3 Concerns of leaders

While the leaders did have their share of concerns. Leaders who believed that employees need to be supervised, would not work productively from home. While future-looking progressive leaders were concerned about how to engage employees digitally. Motivating and upholding the

morale of employees, fall in productivity, tracking attendance and the work done, managing requests for remote working post lockdown, bringing back work normalcy quickly, and building trust with regards to health measures in the office space post lockdown were some of the other concerns (Feitosa, J., & Salas, E. (2021).

3.4 Role as leader/manager/team lead

Covid-19 and lockdown have drawn the attention of the leaders toward a shift in management style. It was clear that carrot and stick was not the style that would help in this situation. Promising incentives or progression was definitely not a strategy leader could use specially when the business leaders were apprehensive about meeting their targets. Slowing down of the economy was the fear that made rounds in all corporate houses – big or small, established or start-ups (Kirchner, K., Ipsen, C., & Hansen, J. P. (2021).

4. Research Objectives and Hypotheses

The research seeks to explore the influence of leadership in addressing these challenges faced by employees amidst the lockdown. The research objectives encompass the following dimensions:

1. To comprehensively analyze the array of challenges confronted by employees and their subjective encounters within the context of lockdown restrictions.
2. To critically examine the role played by leaders in alleviating the challenges confronted by employees throughout the lockdown period.

The research hypotheses guiding this study are as follows:

Hypothesis 1

- **Ho:** Challenges faced by the employee were not a predictor of employee experience.
- **Ha:** Challenges faced by the employee were a predictor of employee experience.

Hypothesis 2

- **Ho:** There has been no significant role of the leader in mitigating challenges faced during the lockdown
- **Ha:** There has been a significant role of leader in mitigating challenges faced during the lockdown

5. Research Methodology

For this study, data was gathered through a questionnaire distributed to employees outside the Information Technology (IT) sector. The deliberate choice of the non-IT sector as the study's focus was due to the established work-from-home practices and solutions in the IT sector, in contrast to the non-IT sector's lack of virtual work processes. The data collection instrument's development involved a qualitative, inductive approach. After an extensive review of existing literature, three core constructs—Challenges, Employee Experience, and Leadership Concerns and Role—were delineated. In-depth

interviews with both leaders and employees aided in identifying the specific dimensions and items for each construct. Drawing insights from these discussions, a comprehensive measurement scale was devised. Respondents utilized a Likert scale, ranging from 1= Strongly Disagree to 5= Strongly Agree, to provide their responses.

Table 1: Summary of Constructs and Reliability

Constructs	Items	Cronbach Alpha
Challenges	<ul style="list-style-type: none"> Lack of technology infrastructure- Bring your own device New ways of working- remote and virtual have created confusion about work policies Information/advice from a manager/colleague was difficult to get visa-is pre-lockdown. Focusing on work while balancing the demands of family members. Unable to access needed documents and information stored on local area networks 	.805
Employee Experience	<ul style="list-style-type: none"> Working from home has increased my confidence. My manager has set accurate expectations during this crisis. I have received guidance/training on the usage of virtual work platforms like MS Team etc I work at a suitable time of day when I feel most productive. My manager has altered his expectation of me during the lockdown 	.869
Concerns of leaders	<ul style="list-style-type: none"> Mandated work-from-home for all employees created confusion with respect to work existing policies. My team needs no supervision; they do their work even if I can't see them (trust) Engagement of their teams when remote. Motivate and uphold the morale of employees Ineffective Knowledge management tools to offer support to teams that suddenly need to collaborate online and/or conduct virtual meetings Security is compromised while Working from Home Fall in productivity, tracking attendance and the work done Managing requests for remote working post lockdown Bringing back work normalcy quickly Building trust with regard to health measures in the office space post lockdown 	.811

Constructs	Items	Cronbach Alpha
Role as leader/ manager/ team lead	<ul style="list-style-type: none"> Communicate high-level priorities, so that my team can focus on my best work. Openly share what the real impact of the crisis is on your business, and normalize what to expect Provide flexibility to employees to manage their personal and professional time Engage employees with an open mindset, generate value in digital initiatives like bringing in your coffee, involve family members and extend thank you for their support. Understanding the needs and motivations of employees Encourage employees to be digitally dexterous and, in turn, generate business value in digital initiatives. Support and accelerate the development of a technology infrastructure that can support alternative types of working opportunities to measure the impact on employee performance and productivity Promote /vouch for more progressive policies for effective remote/flexible working. Mastering the design and management of teams will become an even more critical focus during the lockdown period Encourage team members to speak up with ideas, concerns, and bad news. 	.901

6. Descriptive Analysis

The table explains the respondents working status

Table 2: Working status

Question	Frequency
Currently working from home outside of the geographic area of the company	40%
Currently working from home in the geographic area of the company's main headquarters or office	49.6%
Working from office	10.4%

Hypotheses Testing

Hypothesis 1

Ho: Challenges faced by employees were not a predictor of employee experience.

Ha: Challenges faced by employees were a predictor of

employee experience.

Simple regression was conducted, using the summated values for the independent variable -Employee experience and dependent variable Challenges faced by the employee.

The Model Summary table explains the following

Table 3: Model summary

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std Error of the Estimate	Durbin-Watson
1	.224 ^a	0.050	0.41	6.02660	2.025

a. Predictors: (Constant), Challenges

b. Dependent Variable: Experience

The Durbin-Watson statistics range from 0-4, a value of 2.147 indicates that there is no correlation between the residuals, therefore it can be said that there is the independence of residuals. Hence the data is suitable for regression test. The “r” value is nothing but Pearson's correlation between the independent and dependent variables. The r value of .224 indicates a weak correlation between the challenges faced and the experience employees had during the lockdown. The r square = 0.05, which explains the 5% variation in employee experience caused by challenges faced. Adjusted r square is the estimate of size effect which in this case is 4%.

Table 4: ANOVA

ANOVA ^b					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regressive	199.498	1	199.498	5.493	.021 ^a
Residual	3777.266	104	36,320		
Total	3976.764	105			

a. Predictors: (Constant), Challenges

b. Dependent Variable: Experience

The significance value = .021 satisfies $p < 0.05$ thus it can be said that the regression model is statistically significant. Challenges faced by employees predict employee experience with $F=5.493$ and significance value $p=.021$. with this, we can reject the null hypothesis.

Hypothesis 2

Ho: There has been no significant role of the leader in mitigating challenges faced during the lockdown

Ha: There has been a significant role of leader in mitigating challenges faced during the lockdown

Multiple regression was used to (1) determine the proportion of the variation in the dependent variable(Concerns) explained by the independent variables (role of the leader) (2) predict dependent variable (Concerns) values based on new values of the independent variables(role of the leader).

Table 5: Model Summary

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std Error of the Estimate	Durbin-Watson
1	.751 ^a	.564	.374	4.516	2.147

a. Predictors: (Constant), Role_speakup, Role_com, Role_techsup, Role_policy, Role_DD, Role_com1, Role_Flexibility, Role_DE, Role_empneeds, Role_crit

b. Dependent Variable: Concer_TL

From the model summary table, we can see the Durbin-Watson statistics ranges from 0-4, a value of 2.025 indicates that there is no correlation between the residuals, therefore it can be said that there is independence of residuals. Hence the data is suitable for regression test.

The “r” value is nothing but Pearson's correlation between all the independent and dependent variables. The r value of .751 indicates a strong correlation between the Concerns leaders had and the role that they played during the lockdown. The r square = 0.564, which explains 56.4% variation in mitigating concern caused by the role of the leader. Adjusted r square is the estimate of size effect which in this case is 37.4%.

The statistical significance of the overall model was checked through the ANOVA table.

Table 6: ANOVA

ANOVA ^b					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regressive	605.979	10	60.598	2.971	.015 ^a
Residual	469.160	23	20,398		
Total	1075.139	33			

a. Predictors: (Constant), Role_speakup, Role_com, Role_techsup, Role_policy, Role_DD, Role_com1, Role_Flexibility, Role_DE, Role_empneeds, Role_crit

b. Dependent Variable: Concer_TL

The "Sig." value is .015, which actually means that $p < .0005$. Since $p < .05$, we can say that we have a statistically significant result. Engagement, Communication, Tech support acceleration, Flexibility, etc statistically significantly predicted mitigation challenges and concerns faced during the lockdown, $F(10, 23) = 2.97, p < .05$.

7. Result and Discussion

The present study demonstrated the association between the challenges employees faced when they started working from home for the first time during the national lockdown in 2020-lack of technology (51%), confusion with policies (44%), work-life balance (56%), advice from colleagues (39%) and difficulty to access documents required in day-to-day work (41%). It is clearly evident from the percentages that employees had to put a great deal of their time and energy to manage their work and life commitment. It was also challenging to function without seamless internet connectivity, while if we compare the concerns that the

leaders had, it was seen from the data that 67.74% of the team leaders had concerns about the work-from-home policies, they believed that the policies had to be revamped to ensure smooth functioning about leaves, working time etc. 64.52% of the team leader believed that their team would perform without supervision, trust in their team was very important in such crucial times. However, 80% of the teams were worried about actively engaging the employees, this was attributed to stress that work from home brought due to an atmosphere of uncertainty. Team leaders were aware that health and safety of family had become a priority. The role of the leader in developing confidence in their team members and provide them medical support system whenever required, inquiring of health and well-being was the top priority of the leaders (90%)

The role of leader is prominent during the crisis times such as the pandemic. When leaders were asked what are the important ways in which they would mitigate the problems, 89% of the leaders believed that communication was the key. Sharing information that might impact the job, and clearly setting goals and expectations was crucial to

reduce confusion and build trust among employees. Motivating (91%) was important, while financial rewards like bonuses and incentives do make a difference, leaders believe that recognizing the contribution towards achieving goals during crises was definitely a motivator. Leaders sent out appreciation letters not only to the employees but also to the family members which made the employees feel valued. The leaders had to change policies (88%) to support work from home and manage virtual teams effectively (83%). Therefore, the role of the leader has been prominent to successfully lead their teams through the crisis. Leaders have to play the role of champion and counsellor for their team mentors.

8. Conclusion

In spite of the limitation, that the study was conducted during the lockdown, reaching out to a larger population was difficult. In-depth, interviews with employees and team leaders would have helped to understand the life experiences and work experience employees had as first-time work-from-home employees. However, the study was successful in capturing the essence of the role of leaders.

References

- Ancillo, A. D. L., del Val Núñez, M. T., & Gavrilu, S. G. (2021). Workplace change within the COVID-19 context: a grounded theory approach. *Economic Research-Ekonomska Istraživanja*, 34(1), 2297-2316.
- Avolio, B. J., & Kahai, S. S. (2003). Adding the "E" to E-leadership:: How it may impact your leadership. *Organizational dynamics*, 31(4), 325-338.
- Baruch, Y. (2001). The status of research on teleworking and an agenda for future research. *International Journal of Management Reviews*, 3(2), 113-129. <https://doi.org/10.1111/1468-2370.00058>
- Bell, B. S., & Kozlowski, S. W. J. (2002). A typology of virtual teams. *Group & Organization Management*, 27(1), 14-49. <https://doi.org/10.1177/1059601102027001003>
- Bennett, S., Maton, K., & Kervin, L. (2008). The 'digital natives' debate: A critical review of the evidence. *British Journal of Educational Technology*, 39(5), 775-786. <https://doi.org/10.1111/j.1467-8535.2007.00793.x>
- Chafi, M. B., Hultberg, A., & Yams, N. B. (2021). Post-Pandemic Office work: Perceived challenges and opportunities for a sustainable work environment. *Sustainability*, 14(1), 294. <https://doi.org/10.3390/su14010294>
- Dinh, J. E., Lord, R. G., Gardner, W. L., Meuser, J. D., Liden, R. C., & Hu, J. (2014). Leadership theory and research in the new millennium: Current theoretical trends and changing perspectives. *Leadership Quarterly*, 25(1), 36-62. <https://doi.org/10.1016/j.leaqua.2013.11.005>
- Evangelakos, G. (2020). Keeping critical assets safe when teleworking is the new norm. *Network security*, 2020(6), 11-14.
- Feitosa, J., & Salas, E. (2021). Today's virtual teams: Adapting lessons learned to the pandemic context. *Organizational Dynamics*, 50(1), 100777. <https://doi.org/10.1016/j.orgdyn.2020.100777>
- Gajendran, R. S., & Joshi, A. (2012). Innovation in globally distributed teams: The role of LMX, communication frequency, and member influence on team decisions. *Journal of Applied Psychology*, 97(6), 1252-1261. <https://doi.org/10.1037/a0028958>
- Gibson, C. B., & Gibbs, J. L. (2006). Unpacking the concept of virtuality: the effects of geographic dispersion, electronic dependence, dynamic structure, and national diversity on team innovation. *Administrative Science Quarterly*, 51(3), 451-495. <https://doi.org/10.2189/asqu.51.3.451>
- Hart, R. K., & McLeod, P. L. (2003). Rethinking team building in geographically dispersed teams: One message at a time. *Organizational dynamics*, 31(4), 352-352.
- Heifetz, R. A., Grashow, A., & Linsky, M. (2009). *The practice of adaptive leadership: Tools and tactics for changing your organization and the world*. Harvard business press.
- Huang, R., Kahai, S. S., & Jestice, R. (2010). The contingent effects of leadership on team collaboration in virtual teams. *Computers in Human Behavior*, 26(5), 1098-1110. <https://doi.org/10.1016/j.chb.2010.03.014>
- Itam, U., & Ghosh, N. (2020). Employee Experience management. *International Journal of Human Capital and Information Technology Professionals*, 11(2), 39-49. <https://doi.org/10.4018/ijhctip.2020040103>
- Karl, K., Peluchette, J. V., & Aghakhani, N. (2021). Virtual work meetings during the COVID-19 Pandemic: the good, bad, and ugly. *Small Group*

- Research, 53(3), 343–365. <https://doi.org/10.1177/10464964211015286>
- Kirchner, K., Ipsen, C., & Hansen, J. P. (2021). COVID-19 leadership challenges in knowledge work. *Knowledge Management Research & Practice*, 19(4), 493–500. <https://doi.org/10.1080/14778238.2021.1877579>
- Malhotra, A., Majchrzak, A., & Rosen, B. (2007). Leading virtual teams. *Academy of Management Perspectives*, 21(1), 60–70. <https://doi.org/10.5465/amp.2007.24286164>
- Mumford, M. D., Zaccaro, S. J., Harding, F. D., Jacobs, T. O., & Fleishman, E. A. (2000). Leadership skills for a changing world: Solving complex social problems. *The leadership quarterly*, 11(1), 11–35.
- People Matters Magazine June 2022: Work Tech After the Pandemic - Time for review. (2022, July 1). Issuu. https://issuu.com/people-matters/docs/pm_june_2022
- Purvanova, R. K., & Bono, J. E. (2009). Transformational leadership in context: Face-to-face and virtual teams. *Leadership Quarterly*, 20(3), 343–357. <https://doi.org/10.1016/j.leaqua.2009.03.004>
- Saphiere, D. M. H. (1996). Productive behaviors of global business teams. *International Journal of Intercultural Relations*, 20(2), 227–259. [https://doi.org/10.1016/0147-1767\(95\)00043-7](https://doi.org/10.1016/0147-1767(95)00043-7)
- Virtual teams now a reality. (2008, September 4). Institute for Corporate Productivity (I4cp). <https://www.i4cp.com/news/2008/09/04/virtual-teams-now-a-reality>
- Waizenegger, L., McKenna, B., Cai, W., & Bendz, T. (2020). An affordance perspective of team collaboration and enforced working from home during COVID-19. *European Journal of Information Systems*, 29(4), 429–442. <https://doi.org/10.1080/0960085x.2020.1800417>
- Wang, B., Liu, Y., Qian, J., & Parker, S. K. (2020). Achieving effective remote working during the COVID 19 Pandemic: A work design perspective. *Applied Psychology*, 70(1), 16–59. <https://doi.org/10.1111/apps.12290>