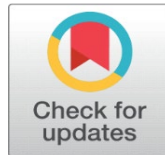# ADAPTING LEADERSHIP STYLE FOR FLEXIBLE WORK ENVIRONMENT: A REVIEW OF LITERATURE

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ABSTRACT

Purpose-The rise of flexible work environments, characterized by remote work, flexible hours, and decentralized teams, has fundamentally transformed traditional organizational structures and leadership paradigms. The study explores the necessity for leaders to adapt their leadership styles to effectively manage and guide teams within these dynamic and fluid work settings. Through a systematic literature review of leadership theories and flexible work arrangements, including transformational, transactional, and situational leadership, this study examines how various leadership approaches can be modified to meet the demands of a flexible workforce. The study also focuses on how leaders can maintain team cohesion and performance and faces the challenges in managing remote or hybrid teams.

Design/Methodology- This study systematically reviews, synthesizes and integrates literature using the well-recommended preferred reporting items for systematic reviews and meta-analyses (PRISMA) rules.

Findings- The findings underscore the importance of an empowering, participative, transformational, transactional ethical leadership approach that is responsive to the unique challenges and opportunities presented by flexible work environments, ultimately contributing to the success and sustainability of organizations in the modern era. It has also been identified that major work on leadership approaches in flexible work setting has been done in between 2022-2024. By integrating and critically analyzing empowering, participative, transformational, transactional, and ethical leadership styles, the study offers a comprehensive framework for navigating the complexities of modern work environments.

Originality/ Value of the Paper-
This research is invaluable as it builds upon and synthesizes the significant body of work on leadership approaches in flexible work settings. It highlights the relevance of adaptive leadership styles in hybrid or remote work environment and suggests that it has been undervalued in research to date. Irrespective of the specific areas of interest of different studies, there is a growing need for a more comprehensive understanding of the adaptive leadership and their influence on team cohesion and team performance. The findings provide actionable insights for leaders seeking to foster innovation, employee engagement, and organizational resilience, making it a crucial contribution to both academic discourse and practical leadership strategies in an era of rapid workplace transformation.

Keywords: Leadership, Leadership Styles, Hybrid Work Culture, Remote Work Culture and Flexible Work Environment

1. INTRODUCTION

The modern workplace is evolving swiftly, generating both possibilities and problems for enterprises. Technology breakthroughs, employees dynamics, and globalization have reshaped traditional work patterns, necessitating a reconsideration of leadership styles and structures of organizations.

The idea of a hybrid work culture, which combines in-office and remote work, has evolved as a feasible choice in this changing environment. Navigating this new reality requires managers to use approaches, which find a balance between the expectations of each individual and the efficient functioning of the team (Abel & Nair, 2015) (Rodgers, 1992). Organizations can gain a competitive advantage in capturing and keeping talent by implementing a work culture that is hybrid, offering employees more flexibility and a better work-life balance (G Hemanth Singh & Akashdeep Joshi, 2022). Still, thorough evaluation of elements like task-based work allocation, communication protocols, and employee involvement is necessary for the successful implementation of a hybrid workplace. For example, software development teams have looked into co-design procedures to jointly establish and improve their hybrid work arrangements (Wang et al., 2022). Co-design workshops can be a useful tool in this approach since they enable designers and software practitioners to work collaboratively to establish a basic framework for hybrid scheduling. The current study focus on to explore the most effective leadership style in hybrid or remote work settings. The other objectives are to determine how leaders maintain the team cohesion and performance and identifies the challenges that leaders encounter while managing the hybrid or remote team.

2. LITERATURE REVIEW

Consequently, this study is designed to to explore how leadership styles need to adapt to effectively manage remote and hybrid teams by exploring diverse questions related:

RQ1: Which leadership styles are most effective in remote and hybrid work environment?

RQ2: How can leaders maintain team cohesion and performance in flexible work setting?

RQ3: What challenges do leaders faces in managing remote or hybrid teams?

3. METHODOLOGY

A systematic review is an organised process that helps researchers find, pick, assess, and combine all pertinent empirical evidence to address a specific research topic (Higgins et al, 2011). This type of systematic study entails creating a detailed strategy outlining the steps involved in carrying out the evaluation as accurately as feasible.

It offers a thorough analysis model with well specified research goals, a search plan, and exclusion and inclusion criteria. It suggests an open and repeatable process that enables a thorough evaluation of the state of knowledge at the moment for a particular research topic. Through the integration of findings from multiple studies, systematic reviews enhance our comprehension of the topic and facilitate the development of more comprehensive conclusions (Liberati et al., 2009). Following the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) standards is essential while performing systematic reviews. PRISMA provides an organised framework for evidence-based reporting and review processes, guaranteeing the efficacy and clarity of the reviews (Moher et al, 2015).

The analysis consisted of research papers published in English language only in the time from of 2010-2024 and topic related to leadership, emerging leadership styles or theories, flexible work environment, hybrid work model and remote working.

This review aimed to identify and synthesis the literature on emerging leadership styles in flexible work environment and explore the relevance on team cohesion and performance. By doing this, the hope is to provide the groundwork for creating more extensive measuring instruments. We follow PRISMA principles to guarantee the validity and quality of our study. It is crucial to explain the significance and the reasoning behind the study subject and questions in systematic research review articles using the literature and PRISMA criteria (Kitchenham, 2004). Adhering to PRISMA principles benefits many different groups, including editors, reviewers, policy-makers, and review users, in addition to assisting authors in producing transparent, high-quality, and repeatable reviews (Page, et al, 2021). PRISMA is a reporting approach used in systematic literature reviews to effectively and suitably explain the findings (Rachman and Napitupulu, 2020).

Subsequently, the selection of research articles were made. This is an important stage because it determines which articles will be included in the final analysis. In this instance, a number of procedures were followed in order to perform the selection of research articles. To provide an outline on how leadership styles need to adapt to effectively manage remote and hybrid teams, a first identification stage in which keywords in the Scopus search engine were used: leadership, leadership styles, hybrid work culture, remote work culture, flexible work environment. These keywords searches were applied for title, abstract and keywords.

The first screening resulted with mentioned keywords is 210 documents from Scopus database. Following the result, several criteria were applied and as a result, records were excluded:

- Records published before 2010.
- Limit to publish records only.
- Limit to English language only.
- Exclude irrelevant subject areas.

After using these criteria, another screening process was carried out in which accessibility, titles, abstract and content checked and 139 records were considered representative. In final inclusion stage only those records added that give value to our study and had relevance to the proposed research questions were selected for analysis. Thus, the final sample of studies from these stages considered 17 records.
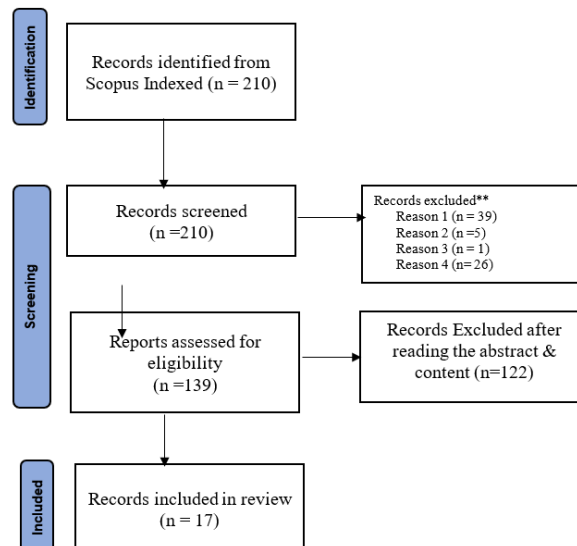

**Figure 1** Study Selection Process (PRISMA Model)

4. RESULT

The analytical results of the 17 records on leadership and flexible work environment are shown in this section. The first part of this section discusses the development of scientific output, the subject areas that have published the most articles, and the authors and their citations. The study methods, sample type, methods adopted, geographic distribution, theoretical framework (aim/objectives), and research topic are all taken into account while explaining the content analysis of the articles in the second part of this section. The 18 publications, which were categorised according to their research methodology, are presented in detail in Appendices. A.

An analysis of the Scopus database (range from 2010-2024) reveals a significant surge in the number of publications during the years 2022 to 2024 and 2016-2018. This period is characterized by a marked increase in research output, reflecting a heightened focus on various academic disciplines. The growth in publications (especially in 2022-2024) can be attributed to several factors, including the global response to pressing challenges, such as the COVID-19 pandemic, advancements in technology, and an increased emphasis on interdisciplinary research. The high volume of publications during these years suggests a robust and dynamic academic environment, with researchers worldwide contributing to the expanding body of knowledge at an accelerated pace. This trend underscores the ongoing commitment of the global scientific community to address complex problems and advance innovation.
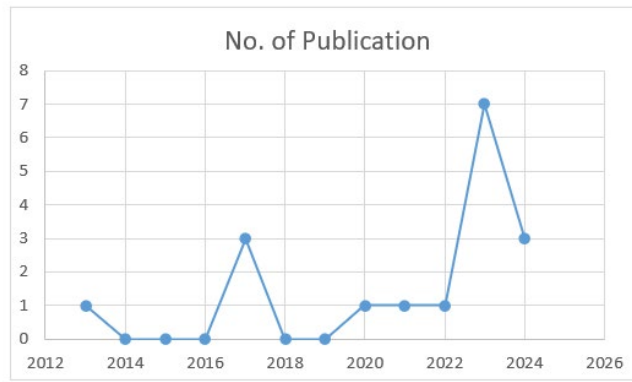
Figure 1 Trend Analysis

The present study illustrate that Social Sciences and Business, Management & Accounting are among the most prolific fields, each contributing 23% of the total published articles in this subject area. This suggests a strong academic and practical interest in these areas, driven by their relevance to societal and economic issues. Economics, Econometric and Finance are the other area, which cover 12% of the total subject area related to leadership and hybrid or remote work environment. The substantial volume of publications indicates a high level of interest from both academic and practitioner communities. Leading journals in these fields are likely to have high impact factors and stringent publication criteria, which attract high-quality research.
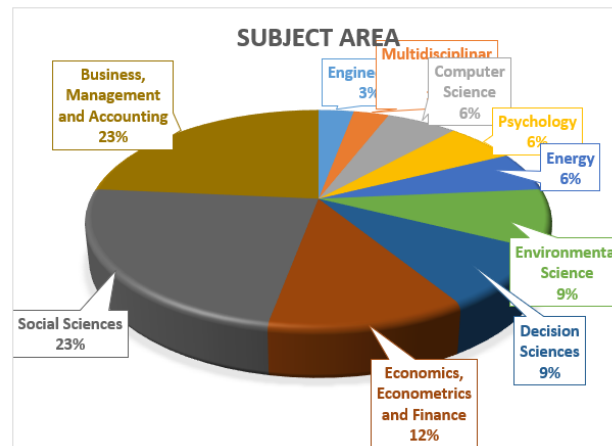
Figure 3 Subject Area of Selected Articles

An analysis of authors and citation patterns reveals the influence and impact of research within various fields. High citation counts often indicate that a study has contributed significantly to its discipline, influencing subsequent research and practice. Authors with high citation rates, such as Kaur Bagga et al (46 citation). Landstad et al (19 citation) and Paltu et al (19 Citation), suggest that the work being produced is widely recognized and utilized by other scholars and practitioners. Citations also reflect the interdisciplinary relevance of certain studies, where research extends its influence beyond its primary domain, shaping knowledge and application across various areas.

Table 1 Author & Citation Score

S.No.	Authors	Citation
1	LaGree D.; Olsen K.; Tefertiller A.; Vasquez R.	2
2	Akşahin H.; Dagli G.; Altinay F.; Altinay Z.; Altinay M.; Soykurt M.; Bahcelerli N.M.; Adedoyin O.B.	1
3	Maj J.	2
4	Lepeyko T.; Batkhuu G.	1

5	Kaur Bagga S.; Gera S.; Haque S.N.	46
6	Landstad B.J.; Hedlund M.; Vinberg S.	19
7	Matabologa R.M.; Flotman A.-P.	0
8	Paltu A.; Brouwers M.	19
9	Bencsik A.	3
10	Alsheikh G.A.A.; Halim M.S.B.A.; Shafeeq M.; Alremawi A.; Tambi A.M.B.A.	7
11	Kostić-Bobanović M.; Bobanović M.	3
12	Fraboni F.; Paganin G.; Mazzetti G.; Guglielmi D.; Pietrantoni L.	3
13	Umuteme O.M.; Adegbite W.M.	1
14	Almaqableha A.; Omarb K.	0
15	Valldeneu M.; Ferràs X.; Tarrats-Pons E.	8
16	Dextras-Gauthier J.; Gilbert M.-H.; Dima J.; Adou L.B.	2
17	Ramirez-Lozano J.; Peñaflor-Guerra R.; Sanagustín-Fons V.	4

Overview of 17 studies included in the systematic review where discussed in this part. The study conducted by Maj (2023), proposed a model of pro-innovative leadership styles, which include mix of four styles (co-operative leadership, servant leadership, authentic leadership and transformational leadership). He suggested that these four styles of leadership are well suited in hybrid work environment, which become more popular after Covid-19. Creativity and innovations are the resultant for this model that makes the organization more compatible and competitive at global level. Based on the study (LaGree D et al 2024), it was shown that employee perceptions of career progression chances, engagement, loyalty, and job happiness were significantly influenced by leadership empowerment behaviours. This is in line with earlier studies that highlight the part managers and leaders play in fostering inclusive, encouraging work environments that provide staff members a sense of empowerment and value (Boudrias et al., 2009; Konczak et al., 2000; Meng and Neill, 2021). The study's conclusions imply that, given the benefits to the workplace that come from investing in leadership empowerment development and fostering a positive employability culture, organisations should concentrate on doing both. Notably, because of the settings' flexibility, hybrid workplace contexts appear to be especially successful at building a strong employability culture. This suggests that offering employees a positive sense of employability and job security can be achieved through flexible work arrangements. It is crucial to emphasise that the hybrid work model is still in its infancy and that its dynamics will keep changing.

Neuroleaders are those who make an effort to fully comprehend how the brain functions in order to manage work to the highest standard and have a beneficial impact on the environments in which they hold leadership positions (Akşahin, 2023). Leaders respect and values the employee's contribution and help in to create more productive and conducive work environment. Lepeyko & Batkhuu (2017), conducted a study on Asian Leadership Model and concluded that democratic style of leadership is encouraged, which facilitate the relationship of subordinate and supervisor. They rely on the preservation of traditional lifestyle and be certain of in harmony. Kaur et al (2023) study suggested that transformational leadership style is appropriate style in handling teams on virtual and hybrid work settings. In this era of flexible work arrangement, changes will only induce when it has to be initiated by transformational leadership style and conducive organizational culture. The study support that organizational culture is mediating factor in between the transformational leadership and organizational change management among employees of hybrid work arrangement. The study also marked significant contribution that working culture and transformational leadership styles enhance the team cohesion, which ultimately improve the productivity of the employees and organization as well.

Hybrid or remote work arrangement was considered important across the different types of business settings. It became challenge for managers to provide essential prerequisites to cultivate theses work arrangement. Self-governance become a primary quality, which is required in hybrid or remote work arrangement. Self-governance create a sense of task accomplishment and time bound which make workforce more independent. Sense of sharing responsibilities provide a good platform for effective team management that is more process-oriented. Study concluded that participatory leadership style is more effective and cultivate a healthy workplace where leaders listen to their employees. They practices open dialogue, which encourage discussion about negative or problematic issues too. Innovation, open-minded and action oriented are the important entrepreneurial skills requires for successful management (Landstad et al, 2017).

The significance of creating an ethical workplace culture that is pro-actively led by ethical leadership is emphasised by the study conducted by Matabologa & Flotman (2024). This has consequences for managing organisational transformation in particular as well as the development of organisational culture. Putting moral leaders in management and leadership roles is a practical recommendation for businesses engaged in culture change activities. This group of morally grounded leaders would possess the honesty and legitimacy needed to encourage employees to take an active role in the transformation process and guarantee that it has the moral support it needs to accomplish the organization's goals. That survey makes it abundantly evident that millennials also appreciate "fair decision-making, empowering behaviour, people-oriented behaviour, ethical-guidance behaviour, role clarification, and integrity" as examples of ethical leadership behaviours suggested by Metwally et al (2019).

Toxic leader's behavior create unhealthy environment at workplace whether it is physical or hybrid work arrangement . It is mainly a negative leadership style which have harmful effect on employees and organizational climate (Lazarczyk, L. 2017; Akca, M. 2017). Paltu & Brouwers (2020) conducted a study on toxic leadership and their effect on turnover intention, job satisfaction, commitment and organizational culture. The study found that toxic leadership is negatively correlated with job satisfaction and commitment. However, positively correlated with turnover intention of employees. (Bencsik, 2022) Sustainable organisations gain an advantage because of sustainable leaders' ability to enforce the fundamentals, which results in a competitive advantage in the marketplace especially in the hybrid or remote work arrangement. We have seen that shaping culture is a powerful force in itself. This cultural atmosphere ensures that the members of the organisation are cooperative, balanced, well informed, and open to each other's ideas and have a common vision and goals. Such organisations perform better without the demands of sustainability. They think long-term, and can attract and retain young talent because young people see career opportunities. These cultural characteristics guarantee the sharing and transmission of knowledge, i.e., its sustainability. When combined with the right leadership style, ethical behaviour and due diligence, this ensures that sustainable organisational operations are successful.

The Alsheikh et al (2017) study was basically conducted on hotel industry but it is generalized and provide wider implication even in hybrid or flexible work arrangement. The study talked about the transformational and transactional leadership styles that enhance employee performance, organizational commitment and organizational culture. Research indicates that while transactional leadership behaviour is frequently negatively correlated with long-term performance, transformational leadership behaviour is positively correlated with outcome variables. Individual outcomes including creativity, satisfaction, performance, organisational commitment, work withdrawal, task performance, organisational citizenship behaviour, and absenteeism are related to transformational leadership and are important for the smooth operation of organisations (Cheung & Wong, 2011; Omar, 2013). When a leader employs a transactional leadership style, his followers are expected to comply with his instructions in order to receive resources, praise, and incentives as well as to avoid his harsh penalties (Liu, Liu & Zeng, 2011).

Moira & Mieta (2013) suggested leadership styles adopted in contemporary time-period was charismatic (value based), team oriented, human oriented, participative, self-protective and autonomous. Fraboni et al (2023) conducted a study how leadership styles help in to deal with burnout at workplace. They found that burnout emerge because of interpersonal conflicts at work and work-family conflict. They suggested empowering leadership styles, a leadership style known as "empowering" is one that can create a welcoming and inclusive work environment where staff members are motivated to actively participate in their job and take ownership of it (X. Zhang & Bartol, 2010).

The study by Umuteme & Adegbite (2023) shows that different leadership behaviours may coexist inside an organisation, supporting the Path-Goal theory of leadership. Instead of sticking to a single leadership style, the theoretical model put forward in this study emphasises that different leaders may employ multiple methods at the same time. This result is consistent with the Path-Goal theory, which holds that leaders should modify their actions in response to the needs and traits of the people in their team. The study also highlights the significant impact of   cross-cultural variables on the leadership styles adopted by individual in organizational settings.   Introduction and effective implementation of transformational leadership style are suggested in those organizations where employee's opinions are taken as positive alternatives, they act intellectually, highly motivated and their potential has been acknowledged as well (Almaqableha, 2024). The study also indicate the relationship between transactional leadership style and organizational citizenship behaviour (OCB) where leaders establish reward-and punishment-based relationships with their subordinates by praising positive behaviour and correcting negative ones.

The study (Mark et al, 2021) concludes that the transformational leadership style significantly improves work engagement based on the present data. Conversely, it was not possible to justify transactional or passive-avoidance approaches. If managers and leaders want to boost work engagement, they must become more adept at fostering high levels of trust, encouraging intelligence, asking probing questions, utilising continuous learning, and clearly measuring goals. The study also demonstrates why transformational behaviours are the keys for a leader to increase employee engagement and, ultimately, better business outcomes. It concludes that if a manager or leader desires to improve employee engagement, the manager or leader should incorporate all the described transformational behaviours and avoid other styles, which may lead to an unknown level of engagement. Dextras J. et al (2023) study support that lessize-fair, transactional and transformational leadership styles are important for organizations where managers psychological well-being is required for better management. Managers with high levels of psychological well-being have practiced transformational leadership style. The findings also imply that a manager experiencing significant psychological distress may deploy transactional leadership to fulfil the bare minimal requirements of his position (giving staff members the tools they need to accomplish their goals) or even adapt a laissez-faire approach to leadership.

Ramirez-Lozano et al (2023) suggested that by fostering a climate of trust and empowerment, authentic leadership encourages employee engagement, and good communication makes sure that everyone is on the same page and pursuing the same objectives. In order to retain talent in family businesses, the current study found that three key elements are necessary: job happiness, effective communication and engagement with the supervisor, and authentic and participatory leadership.

Overview of 17 studies included in the Systematic Review (Page 1)			
References	Akşahin H.; Dagli G.; Altinay F.; Altinay Z.; Altinay M.; Soykurt M.; Bahcelerli N.M.; Adedoyin O.B.	LaGree D.; Olsen K.; Tefertiller A.; Vasquez R.	Maj J.
Study	Contributions of Neuroleadership to the School Administrator and Teachers for the Development of Organizational Behavior	Combatting the "great discontent": the impact of employability culture and leadership empowerment on career growth, loyalty and satisfaction	Organizational culture and leadership as facilitators of creativity and innovation: Insights from the ICT sector in Poland in a post-
Year	2023	2024	2023
Source Title	Sustainability (Switzerland)	Corporate Communications	Journal of Economics and Management (Poland)
Country	Cyprus	US	Poland
Sample Details	Purposive Sampling : 12 school administrators and 13 teachers	An online survey was designed and administered in the United States. The final sample size includes 425 full-time employees working in a variety of roles,	Exploratory approach, a qualitative research design: 19 in-depth interviews with
Aim/Objective	This study aims to determine the contributions of neuro leadership to school administrators and teachers for the development of organizational behavior in primary schools in the northern part of Cyprus. It is expected that this current study will pinpoint the positive contributions of neuro leadership to school administrators, teachers, and education systems, as well as neuro leadership behavior toward the positive development of organizational behavior.	Motivated by the organizational challenge coined the great discontent, employees are dissatisfied with their jobs, see minimal opportunities for growth and are actively searching for new roles. This research aims to take a novel approach to internal communication strategy by introducing employability culture and leadership empowerment as mechanisms for supporting employees' career growth and additional positive workplace outcomes.	This research aims at identifying these characteristics of an organizational culture and leadership style, which foster creativity and innovation.
Leadership Style Adapted	Neuro Leadership	Empowering Leadership	Pro Innovative Leaders: Transformational, Authentic, Servant and Cooperative Leadership

Method	Quantitative content analysis with the aid of a qualitative data analysis software known as Nvivo 12.	Correlation, Regression and ANOVA	A combination of deductive and abductive reasoning was employed.
Overview of 17 studies included in the Systematic Review (Page 2)			
References	Landstad B.J.; Hedlund M.; Vinberg S.	Kaur Bagga S.; Gera S.; Haque S.N.	Lepeyko T.; Batkhuu G.
Study	How managers of small-scale enterprises can create a health promoting corporate culture	The mediating role of organizational culture: Transformational leadership and change management in virtual teams	Asian leadership model: A case of Mongolia
Year	2017	2023	2017
Source Title	International Journal of Workplace Health Management	Asia Pacific Management Review	Economic Annals-XXI
Country	Norway and Sweden	India	Ukraine
Sample Details	18 managers in SSEs were used and a stepwise qualitative analysis was used.	The non-probability sampling technique used was purposive and convenience; 118 Respondent's.	Based on available literature review
Aim/Objective	The purpose of this paper is to explore workplace health management (WHM) from the perspective of managers in SSEs in Norway and Sweden.	The study explored the relationship between transformational leadership, organizational culture, and change management among employees' of virtual teams. In addition, the aim extended to examine the mediating role of organizational culture on the relationship between transformational leadership and change management among virtual team	This research emphasizes the significance of national culture which makes management style unique in every country. The authors of the article analyses characteristics of the Mongolian management model in cross-cultural context, as well as common features typical of Mongolian and other Asian management models in the context of national culture.
Leadership Style Adapted	Participative Leadership	Transformational Leadership	Mongolian Leadership Model, Japanese & Chinese's Leadership Model
Method	In-depth interviews	Partial least squares-structural equation modeling was applied.	Literature Review
Overview of 17 studies included in the Systematic Review (Page 3)			
References	Bencsik A.	Paltu A.; Brouwers M.	Matabologa R.M.; Flotman A.-P.
Study	Background on the Sustainability of Knowledge	Toxic leadership: Effects on job satisfaction, commitment, turnover intention and organisational culture within the South African manufacturing industry	Organisational ethics context factors in a public energy utility company: A millennial view
Year	2022	2020	2024
Source Title	Sustainability (Switzerland)	SA Journal of Human Resource Management	Acta Commercii
Country	Slovakia	South Africa	South Africa
Sample Details	Literature Review	A cross-sectional research design with a sample size of N = 600 manufacturing employees was used.	A qualitative research design was selected. Purposive and convenience sampling were utilized.
Aim/Objective	The aim of this study is to highlight the supporting role of sustainable management for the sustainability of knowledge and to show the context of further supporting conditions.	The general objective of this research was to investigate the relationship between toxic leadership, job satisfaction, turnover intention and commitment. The aim further was to test whether organisation culture mediates the relationship between toxic leadership and	The aim of this article is to explore the lived, working experiences of millennials' organizational ethics contexts factors as predisposed by ethical leadership in an

		certain job outcomes such as job satisfaction, turnover intention and commitment.	organization in the energy sector.
Leadership Style Adapted	Empowering Leadership	Toxic Leadership	Ethical Leadership
Method	A qualitative research method based mainly on argumentative, philosophical and documentary approaches.	Product–moment correlations, multiple regression and structural equation modelling were used.	Content analysis
Overview of 17 studies included in the Systematic Review (Page 4)			
References	Fraboni F.; Paganin G.; Mazzetti G.; Guglielmi D.; Pietrantoni L.	Kostić-Bobanović M.; Bobanović M.	Alsheikh G.A.A.; Halim M.S.B.A.; Shafeeq M.; Alremawi A.; Tambi A.M.B.A.
Study	The Intricate Pathways from Empowering Leadership to Burnout: A Deep Dive into Interpersonal Conflicts, Work-Home Interactions, And Supportive Colleagues	Research on leadership: A comparative study in Croatia and Sweden	The mediating role of organizational culture on the relationship between employee performance and antecedents in the hotel sector
Year	2023	2013	2017
Source Title	Informing Science	Economic Research-Ekonomska Istrazivanja	Journal of Reviews on Global Economics
Country	Italy	Croatia	Malaysia
Sample Details	Sample of 454 Italian employees from a social cooperative filled out an online questionnaire.	39 Managers from Croatia and 39 from Sweden	Literature Review
Aim/Objective	This study builds upon existing research by investigating the elements contributing to or buffering the onset of burnout symptoms. We examine the relationship between empowering leadership and burnout, considering the concurrent mediation effects of interpersonal workplace conflict, work-home conflict, and support from coworkers.	This article explore differences between Croatian and Swedish managers, considering leadership styles, perceptions of the qualities and skills of good leaders and the use of the English language at work.	This article defined and measured leadership style, organizational commitment, quality management practices (QMPs) and their impact on organizational performance, and examined the moderating role of organizational culture on the above relationship.
Leadership Style Adapted	Empowering Leadership	Charismatic/value – based, participative, self – protected and autonomous leadership styles.	Transformational and Transactional Leadership
Method	Structural Equation Modelling (SEM) and Artificial Neural Network (ANN)	SPSS (Statistical Package for Social Sciences).	Literature Review
Overview of 17 studies included in the Systematic Review (Page 5)			
References	Valldeneu M.; Ferràs X.; Tarrats-Pons E.	Almaqableha A.; Omarb K.	Umuteme O.M.; Adegbite W.M.
Study	Transformational behaviors: Increasing work engagement in multinational environments	Nexus Of Leadership Style, Organizational Climate, Motivation And OCB In Jordanian Telecommunications	Mitigating the impact of cross-culture on project team effectiveness in the Nigerian oil and gas industry: The mediating role of organizational culture and project
Year	2021	2024	2023
Source Title	Problems and Perspectives in Management	Revista de Gestao Social e Ambiental	Social Sciences and Humanities Open
Country	Spain	Malaysia	South Africa and Zambia
Sample Details	Sample: 167	A random sample approach was utilized to select 450 employees from three Jordanian telecommunications companies.	A survey instrument was administered to 230

			participants using judgmental recruitment.
Aim/Objective	This study aims to determine the relationship between leadership styles and employee engagement as well as to understand whether there is a correlation between an engaged employee and extra effort.	The primary goal is to investigate how leadership style and organizational climate influence OCB, with motivation serving as an intermediary variable	This paper investigates the interplay between cross-culture, organisational culture, path-goal leadership, and team effectiveness in Nigerian oil and gas projects.
Leadership Style Adapted	Transformational Leadership	Transformational and Transactional Leadership	Achievement and Directive Leadership
Method	SPSS (Statistical Package for Social Sciences).	Structural equation modeling (SEM) techniques	A partial least square structural equation modelling approach was implemented for data analysis.

Overview of 17 studies included in the Systematic Review (Page 6)		
References	Ramirez-Lozano J.; Peñaflor-Guerra R.; Sanagustín-Fons V.	Dextras-Gauthier J.; Gilbert M.-H.; Dima J.; Adou L.B.
Study	Leadership, Communication, and Job Satisfaction for Employee Engagement and Sustainability of Family Businesses in Latin America	Organizational culture and leadership behaviors: is manager's psychological health the missing piece?
Year	2023	2023
Source Title	Administrative Sciences	Frontiers in Psychology
Country	Peru and Spain	Canada and Switzerland
Sample Details	Semi-structured interview with 5 Founders and 7 Managers, survey of 443 employee ; Non-	A sample of 522 managers in three healthcare facilities in the province of Quebec, Canada.
Aim/Objective	The study found that participatory and authentic leadership styles, effective communication, and job satisfaction were key factors to retain talent in two family businesses and small to medium-sized enterprises in Peru. These factors can enhance employee engagement, which is critical for	This study proposes to examine the complex process by which organizational culture influences managers' psychological health, which acts as a resource favoring the adoption of good leadership behaviors that are known to be constructive and have positive effects on employee.
Leadership Style Adapted	Participative and Authentic Leadership	Transformational and Transactional Leadership
Method	A qualitative, quantitative, and documentary analysis research	Path analyses with the CALIS procedure SAS software, version 9.4

5. CONCLUSION

Businesses would be well to think about the benefits of allowing their workers to operate in hybrid environments, certain that the availability of technologies and communication tools will help to foster a positive work environment. Transparent communication in flexible work arrangement is helping organisations build a culture that makes their workforce more engaged, driven, and happy. Maintaining a conducive organizational culture and make, their employees more open and flexible for adapting changes are the major challenges in hybrid work setting. Because it could be difficult to understand someone's actual circumstances if a leader doesn't often see or speak with the team in person, a leader should have empathy and engage in active communication with team members.

Hybrid or remote work model provides more flexibility, more autonomy; develop sense of purpose and ownership over one's professional path and development (Babapour Chafi et al, 2022). The opinions about flexible or hybrid work arrangement policies are not generationally divided which gives employers a chance to create benefits and policies that

are fair to all workers. Through the implementation of measures that prioritise support, flexibility, and communication, organisations may foster a positive hybrid work culture that centres on job satisfaction and engagement for employees of all age groups. The growing prevalence of remote work may negatively influence the development of mentorship networks among younger employees.

Recent research by Liu et al. (2023) posits that self-leadership plays a crucial role in autonomous motivation and job-crafting behaviors, sharing an underlying mechanism of self-determination. Costantini and Weintraub (2022) suggested that self-leadership fosters social interactions and job engagement by fulfilling employees' needs for autonomy and relatedness with others in remote and hybrid work contexts.

Hackman model (Hackma, 2002) of team effectiveness illustrate that, the elements of the organisational culture can reinforce the presence of a cohesive team and a supporting structure. Leaders enforces norms, standards, policies and regulations facilitates the development of a compelling and clear direction. Productive output, socializing process, group experiences are directly influenced by leadership behaviour.

Present study suggests that when achievement, directive, supportive and participative (path-goal leadership) leadership styles are prevalent, employees tend to adapt their behaviours and attitudes to align with a long-term perspective that transcends cultural boundaries. This idea sheds light on the interaction between organizational surroundings' cross-cultural adaptation and leadership styles, providing insights into how leadership affects employee behaviour and organisational culture.

Since transactional leadership has formal authority and responsibility within the organisation, its emphasis on results and rewards can motivate employees. Leaders who desire better results and outcomes should understand their leadership style and identify the level of engagement of their team, find the principal causes, and implement transformational behavioural approaches.

A manager with a high degree of psychological well-being can use both transactional and transformational leadership, as these approaches are seen as beneficial and complimentary. Managers own psychological well-being is also required for the effectiveness of leadership behaviour. In order to promote healthy work-life balances, productive workplaces in hybrid settings, and successful relationship outcomes, it should be sufficient to utilise the digital communication and collaboration tools now in use (Rich et al, 2010).

Sense of employability and job-security are the positive outcomes from the flexible work-arrangement. Hybrid work model is comparatively the new work arrangement for the organizations; it is required to access regularly the impact of this new work model on employees perception, engagement and overall performance. This can be done by getting the feedback from employees and leaders should identify the areas of improvement and make necessary adjustment to maintain positive work culture.

6. LIMITATION AND FUTURE DIRECTION

The primary constraint of this study is that it provides a theoretical overview solely of the connections between flexible work arrangements and leadership styles. Since the research has just recently begun, no empirical data have been gathered. It is also constrained by the fact that there aren't many references because the study's background hasn't been thoroughly covered in the literature in recent years. This restriction may help guide future investigations. This study takes a new and comprehensive method that enhances the body of literature-known leadership research. The theoretical model will be put to the test in the real world in the future, which will offer a chance to bridge the gap in the literature from several perspectives.

7. PRACTICAL IMPLICATIONS

The present study provides a foundation that UG and PG programs could redesign their curriculum to cater to the scope of leadership development in this contemporary scenario. The outcomes suggest that leaders need to be trained in a hybrid or flexible work environment that assists them to induce change and cultivate organisational culture so that employees become ready for the change to deal with the latest technology or any other challenges. The current study will provide fresh perspectives for future leaders operating in hybrid or flexible work environments, enabling them to implement strategies that will improve their leadership styles. Companies could introduce the programs to plan for the employee's future development and educate leader on attributes.

CONFLICT OF INTERESTS

None.

ACKNOWLEDGMENTS

None.

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