

**Examining The Relationship Between Leadership Styles
and Levels of Job Satisfaction, Motivation, Stress, and
Productivity in Remote, Hybrid, and On-site Working
Employees in a Post-Pandemic Environment**

Thomas Grumley
Student No: x20507719

Master of Science in Management (MSCMGMTD1)
School of Business
National College of Ireland

Submitted to the National College of Ireland, August 2024

Abstract

The onset of the Covid-19 pandemic has inspired revolutionary change in the way occupational duties are now being fulfilled. The pandemic and its consequential lockdowns forced many organisations worldwide to impose remote working arrangements on their employees, handing the predominant share of those in managerial positions with the unfamiliar task of leading subordinates in a virtual environment for the first time. Although the pandemic and its accompanying restrictions have since passed, remote and hybrid working arrangements have remained. This series of abrupt changes in a short period of time would suggest that managers have been required to make considerable adaptations to their behaviours and approach to leadership.

An abundance of research exists relative to the influence that specific styles of leadership have on the various work-related measures of employees, however the vast sum of which had investigated this relationship prior to the pandemics occurrence and were inclined to only include employees participating in on-site work. As a result, the impact of the pandemic and the differing work arrangements that gained prevalence since its emergence have remained unexplored in regard to the relationship between leadership styles and employee work-related measures.

This study administered a self-completion questionnaire to one hundred and three participants consisting of remote, hybrid, and on-site working employees to obtain quantitative data for the purpose of examining the relationship between leadership styles and the job satisfaction, motivation, stress, and productivity of these employees. Despite theory suggesting that transformational and transactional leadership are dissimilar in nature, their impacts on employees are comparable. The findings of this study indicate that whilst transformational leadership provides a greater benefit to the work-related measures of employees, the primary working arrangement of employees has no significant bearing on their job satisfaction, motivation, or levels of stress.

Submission of Thesis and Dissertation

National College of Ireland Research Students Declaration Form (Thesis/Author Declaration Form)

Name: Thomas Grumley

Student Number: x20507719

Degree for which thesis is submitted: Master of Science in Management

Title of Thesis: Examining The Relationship Between Leadership Styles and Levels of Job Satisfaction, Motivation, Stress, and Productivity in Remote, Hybrid, and On-site Working Employees in a Post-Pandemic Environment

Thesis supervisor: Dr. Fearghal O'Brien

Date: 10/08/2024

Material submitted for award

A. I declare that this work submitted has been composed by myself. ☒

B. I declare that all verbatim extracts contained in the thesis have been distinguished by quotation marks and the sources of information specifically acknowledged. ☒

C. I agree to my thesis being deposited in the NCI Library online open access repository NORMA. ☒

D. ***Either*** *I declare that no material contained in the thesis has been used in any other submission for an academic award.
Or *I declare that the following material contained in the thesis formed part of a submission for the award of

(State the award and the awarding body and list the material below) ☒

Signature of research student: Thomas Grumley

Date: 10/08/2024

AI Acknowledgement Supplement

Your Name/Student Number	Course	Date
Thomas Grumley (x20507719)	Master of Science in Management (MSCMGMTD1)	10/08/2024

AI Acknowledgment

This section acknowledges the AI tools that were utilized in the process of completing this assignment.

Tool Name	Brief Description	Link to tool
N/A	N/A	

Description of AI Usage

This section provides a more detailed description of how the AI tools were used in the assignment. It includes information about the prompts given to the AI tool, the responses received, and how these responses were utilized or modified in the assignment.

N/A
N/A

Evidence of AI Usage

This section includes evidence of significant prompts and responses used or generated through the AI tool. It should provide a clear understanding of the extent to which the AI tool was used in the assignment.

Acknowledgements

The past year has been both a challenging and gratifying experience. In completing this dissertation not only have I learned so much about conducting research and the topic in which this research is based upon, but also about myself as an individual. In reflecting upon the entire process, it must be noted that there a number of important figures who without their support I would not have been able to complete this research project, and so it is to them that I owe my deepest gratitude.

I would firstly like to extend my sincere thanks to my supervisor, Dr. Fearghal O'Brien for his guidance and patience throughout the process. By sharing with me his in-depth knowledge of quantitative research and offering constructive feedback I was able to fulfil the aims that I had set for this project. I am truly grateful for the unwavering support.

I would also like to thank my family members, especially my mother, father and brother as your continuous love and encouragement is all the motivation I needed to complete this dissertation.

Lastly, I would like to acknowledge and express my thanks to each individual who was kind enough to dedicate their time to participate in this research study, as ultimately the success of this dissertation was dependent upon their contributions.

Table of Contents

Abstract	i
Submission of Thesis and Dissertation.....	ii
AI Acknowledgement Supplement	iii
Acknowledgements	iv
List of Tables.....	viii
List of Figures	ix
List of Abbreviations.....	x
Chapter 1: Introduction.....	1
Background & Study Context	1
Identified Research Problem	2
Research Aims & Objectives	3
Research Methodology	3
Chapter 2: Literature Review	6
Leadership	6
Working Arrangements/Environments	9
Job Satisfaction.....	11
Motivation	13
Stress.....	15
Productivity	17
Conclusion	19

Chapter 3: Research Methodology	21
Research Question	21
Research Philosophy	24
Research Approach.....	25
Research Design	26
Research Instrument	27
Sample	31
Data Analysis Method	31
Ethical Considerations.....	31
Research Methodology Limitations	32
Chapter 4: Findings & Analysis.....	33
Descriptive Statistics	33
Reliability of Scales.....	35
Research Objective 1:.....	37
Research Objective 2:.....	44
Research Objective 3:.....	50
Research Objective 4:.....	52
Chapter 5: Discussion	59
Leadership Styles.....	59
Influence on Job Satisfaction	60
Influence on Motivation	61
Influence on Levels of Stress	62
Influence on Productivity	63

Levels of Job Satisfaction, Motivation and Stress across Working Environments.....	64
Practical Implications	65
Limitations.....	65
Conclusion	66
Reference List:	68

List of Tables

Table 2.1: Descriptive Statistics (Participant Gender)	33
Table 2.2: Descriptive Statistics (Participant Age)	34
Table 2.3: Descriptive Statistics (Participant Age Groups)	34
Table 2.4: Descriptive Statistics (Participant Working Situation)	34
Table 2.5: Descriptive Statistics (Participant Scores)	35
Table 3.1: MLQ Reliability Statistics.....	36
Table 3.2: Job Satisfaction Scale Reliability Statistics.....	36
Table 3.3: WMF Reliability Statistics	36
Table 3.4: WRSS Reliability Statistics	36
Table 3.5: IWPQ Reliability Statistics	37
Table 4.1: Transformational Leadership & Job Satisfaction Correlations.....	38
Table 4.2: Transformational Leadership & Motivation Correlations	39
Table 4.3: Transformational Leadership & Stress Correlations	41
Table 4.4: Transformational Leadership & Productivity Correlations	42
Table 5.1: Transactional Leadership & Job Satisfaction Correlations	44
Table 5.2: Transactional Leadership & Motivation Correlations	46
Table 5.3: Transactional Leadership & Stress Correlations	47
Table 5.4: Transactional Leadership & Productivity Correlations	49
Table 6.1: Transformational & Transactional Leadership Correlations	51
Table 7.1: Working Situation Group Statistics (Hybrid vs Remote Workers)	52
Table 7.2: Independent Samples Test Statistics (Hybrid vs Remote Workers)	53
Table 7.3: Independent Samples Effect Size Statistics (Hybrid vs Remote Workers) ...	53

Table 8.1: Working Situation Group Statistics (Hybrid vs On-site Workers)	54
Table 8.2: Independent Samples Test Statistics (Hybrid vs On-site Workers)	55
Table 8.3: Independent Samples Effect Size Statistics (Hybrid vs On-site Workers) ...	55
Table 9.1: Working Situation Group Statistics (Remote vs On-site Workers)	56
Table 9.2: Independent Samples Test Statistics (Remote vs On-site Workers)	57
Table 9.3: Independent Samples Effect Size Statistics (Remote vs On-site Workers) ...	57

List of Figures

Figure 1.1: Transformational Leadership & Job Satisfaction Scatterplot	38
Figure 1.2: Transformational Leadership & Motivation Scatterplot	40
Figure 1.3: Transformational Leadership & Stress Scatterplot	41
Figure 1.4: Transformational Leadership & Productivity Scatterplot	43
Figure 2.1: Transactional Leadership & Job Satisfaction Scatterplot	45
Figure 2.2: Transactional Leadership & Motivation Scatterplot	46
Figure 2.3: Transactional Leadership & Stress Scatterplot	48
Figure 2.4: Transactional Leadership & Productivity Scatterplot	49

List of Abbreviations

Abbreviation:	Complete Form:
GDPR	General Data Protection Regulation
IWPQ	Individual Work Performance Questionnaire
MLQ	Multifactor Leadership Questionnaire
SPSS	Statistical Packages for the Social Sciences Software
WMF	Work Motivation Form
WRSS	Work-Related Stress Scale

Introduction

Background & Study Context

Levels of interest in the work-related measures of employees has increased in recent times due to the indications that rates of job satisfaction and work-related stress are directly correlated to performance, rates of turnover, absence, and levels of solidarity in a working team environment (Skakon, et al., 2010) (Mwesigwa, et al., 2020) (Siswanto, 2022). This discovery has captured the attention of organisations as it suggests that they must appoint managers who hold the capacity to effectively lead and motivate employees to accomplish organisational goals and simultaneously create a working environment that fosters the job satisfaction and inhibits the stress of employees. It is contested by Fischer & Sitkin (2023) that a leaders efficacy and whether the outcomes of their behaviours are positive, or negative is dependent upon the leadership style in which they adopt.

The concept of leadership and its various forms of approaches have been covered extensively throughout the literature, although the dynamic, ever-changing environments in which organisations operate in today has moved aside the classical approaches to leadership and stimulated the conceptualisation and application of modernised leadership styles including transformational and transactional as developed by Burns (1978) and Bass and Avolio (1995). It has been long evidenced by theorists that these two styles impact the levels of employee work-related measures in on-site workers, however in March of 2020 the Coronavirus pandemic had begun forcing organisations and workers worldwide to adapt to new ways of working and prompted the adoption of remote and hybrid working models which have persisted even in the passing of the pandemic and its associated restrictions (Bass, 1997) (Wahyuni, et al., 2019) (Siswanto, 2022). Whilst these working arrangements are not newly formed their rise in popularity over recent times has meant that a large share of managers have been provided the task of leading subordinates in hybrid or completely virtual settings for the first time which has required adjustments to be made in their approach. As suggested by Nielsen, Boye, Holten, Jacobsen, and Andersen (2019) the effectiveness of any leadership style is dependent upon situational factors and an effective style in an on-site environment may not yield the same result in a hybrid or remote model.

Identified Research Problem

A multitude of research studies have investigated the influence of transformational and transactional styles on a variety of employee work-related measures. The majority of which have been conducted in relation to those performing their roles in an on-site environment, although some have also incorporated remote working employees (Hoyt & Blascovich, 2003) (Gunawan, et al., 2024). It is apparent, however, that the predominant share of investigations have taken place before or during the Covid-19 pandemic which accentuates the need for this relationship to be explored after the passing of the pandemic and its restrictive measures especially as many of the findings obtained within the time of Covid-19 induced lockdowns conflicting with those from before and the few that have taken place after. A prime example being the result obtained by Jones and Schöning (2021) that transformational leadership negatively effects the job satisfaction of remote workers which is in stark contrast to the findings of similar studies which have been conducted before and after the pandemic on remote and on-site working employees (Spitzbart, 2013) (Gunawan, et al., 2024).

The few related studies which were conducted in the aftermath of the pandemic such as that of Gunawan, Kalolo, Tarigan, and Rohman (2024) did not include all of the work-related measures in this present investigation nor was the influence of transactional leadership examined, instead only the influence of transformational leadership was measured. It is also evident that there is a lack of research in regards to the relationship between leadership styles and the job satisfaction, motivation, stress, and productivity of hybrid working employees. A large share of organisations now provide their employees with the choice of a hybrid working arrangement, therefore it is required that research is undertaken to recognise if transformational and transactional styles of leadership bear an influence on the work-related measures of hybrid working employees (Fan & Moen, 2023) (Hopkins & Bardoel, 2023).

Overall, this research study is of significant value as this relationship has not been explored in its entirety or in a post-pandemic context. This investigation will provide insights into the relationship between transformational and transactional leadership and the job satisfaction, motivation, stress, and productivity of remote, hybrid, and on-site working employees and illustrate which leadership style supplies the greatest benefit after the passing of the pandemic.

Research Aims & Objectives

This study intends to address the identified gaps within the current literature by establishing whether transformational and transactional styles of leadership influence the job satisfaction, motivation, stress, and productivity of remote, hybrid, and on-site workers following the end of the pandemic. Additionally, this investigation will also attempt to determine if the primary working arrangement of employees bears any influence on the levels of their work-related measures. In addressing the existing gaps in the literature and fulfilling these research aims the following objectives have been set:

Table 1: Research Objectives

Research Objective 1:	To investigate whether employment of a transformational leadership style influences job Satisfaction, motivation, stress, and productivity in remote, hybrid and on-site workers in a post-pandemic setting.
Research Objective 2:	To investigate whether employment of a transactional leadership style influences job satisfaction, motivation, stress, and productivity in remote, hybrid and on-site workers in a post-pandemic setting.
Research Objective 3:	To determine whether application of a transformational or a transactional style of leadership is more significantly correlated to the work-related measures of remote, hybrid, and on-site workers.
Research Objective 4:	To examine the impact hybrid working has on job satisfaction, motivation, and stress in comparison to the impact of remote and on-site working environments.

Research Methodology

As the research objectives involve collecting data to test the hypotheses emanating from the existing literature on the subject a quantitative approach is considered to be most appropriate. The selection of such method is in compliance with the vast majority of studies on leadership which adopted a mono quantitative approach due to its efficacy in assessing the relationships between variables. An online self-reported questionnaire was administered to acquire the necessary data. The questionnaire consisted of a number of items derived from established forms such as an adapted version of Xirasagar, Samuels, and Stoskopf's (2005) Multifactor Leadership Questionnaire (MLQ) to examine the behaviours associated with transformational and transactional leadership and measure the effects of both.

This was accompanied by Olekalns and Erwin's (1998) Job Satisfaction Scale, Kasser, Davey, and Ryan's (1992) Work Motivation Form (WMF), McCutcheon and Morrison's (2016) Work-Related Stress Scale (WRSS), and the Individual Work Performance Questionnaire (IWPQ) of Koopmans, Bernaards, Hildebrandt, Van Buuren, Van Der Beek, and De Vet (2014) to assess the predetermined employee work-related measures.

Overview of Study Structure

Chapter 1: Introduction

The research paper begins by introducing the reader to the topic of leadership and provides a summary on how transformational and transactional leadership styles emerged. The gaps within the existing literature are highlighted, in addition to the justification for conducting research on remote, hybrid, and on-site working employees in a post-pandemic environment.

Chapter 2: Literature Review

This chapter provides a critical evaluation of the literature relevant to leadership and leadership styles as well as their influence on the job satisfaction, motivation, stress, and productivity of remote, hybrid, and on-site working employees.

Chapter 3: Research Methodology

This section of the paper outlines the objectives established for this present study and the methods which were employed in collecting the data.

Chapter 4: Findings & Analysis

This chapter contains the results produced in the course of the analysis. The results of the series of Pearson correlation analyses and the independent samples t-tests which were performed to fulfil the study's objectives are displayed.

Chapter 5: Discussion

The discussion chapter consists of the critical assessment of the study's findings and comparing them to the findings of related research to interpret their significance.

Chapter 6: Conclusion

This chapter outlines the significance of the study's findings to the overall topic and concludes whether the established research objectives have been achieved.

Literature Review

This component of the paper contains existing academic literature and theories relative to leadership styles, forms of working including on-site, hybrid, and remote, and employee work related measures such as job satisfaction, motivation, stress, and productivity with the overall purpose of analysing the literature from a critical viewpoint, which informs and relates to the research question of examining the relationship between leadership styles and levels of job satisfaction, motivation, stress, and productivity in remote, hybrid, and on-site workers in a post-pandemic environment. This section will firstly explore the general concept of leadership and the most prominent styles within the literature, before delving into the impact these styles have on remote, hybrid, and on-site workers, and the relationship which exists between each individual style and employee work-related measures such as job satisfaction, motivation, stress, and productivity. The existing literature on this subject is of critical importance to the formation of this study as it not only provides insight into the beliefs held on the matter before, during, and after Covid-19, subsequently informing the design of and instruments used in this study, but also highlighting gaps which require further research and ultimately act as a foundation for this research study and its overarching question.

Leadership

Leadership is defined and interpreted throughout the literature in a variety of ways, with many definitions placing an emphasis on what could be considered disparate elements related to leadership. Though Jong and Hartdog (2007) provide a loose but rather encompassing description of leadership in that it involves influencing the actions of individuals in an attempt to obtain some sort of coveted result, which corresponds with Kotter's (1990) depiction that leadership is centred upon movement and change, as the process of leading involves setting a target or direction for following individuals to advance towards and then obtaining the dedication of those followers to the strategy which has been set by transmitting the comprehensive vision and the employment of motivational methods, in order to create a necessary change of some kind.

Leadership is a historical concept steeped in evolution as it is believed that there has always been an instance of people who have assumed a prominent role amongst groups, showcasing influence over others, a degree of responsibility and the ability to make decisions, although the roles in which leaders are found in have transformed over the course of time the process of leading has largely remained the same (Arany & Popovics, 2022).

There is a general agreement across the literature that leadership and its associated outcomes have a significant impact on organisations, including its culture, performance, its employees and their job satisfaction, motivation, stress, and productivity levels (Lopez, et al., 2011) (Arslan & Staub, 2013) (Singh, 2015) (Razak, et al., 2022) (Nanjundeswaraswamy, 2023). A multitude of theories have been developed over time based on whether individual or organizational aspects are more influential in shaping a leader approach, although Schein (2004) argues that there is a process which takes place where firstly the leader and their personal traits determine the culture of the organisation, and then the culture which has been established dictates the leadership approaches and behaviours which may be adopted. It is added that the organisational culture may gradually transform and therefore the approach of the leader will require adaptation.

Despite the debate on what set of factors are most influential in shaping leadership behaviours, it is uncontested that these behaviours have a direct impact on the organisation and its employees. It is generally accepted that the level of this impact and whether its effects are favourable or unfavourable on these organisational components are dictated by the leadership style being employed (Minseo & Beehr, 2021) (Fischer & Sitkin, 2023). According to Irwan, Mahfudnurnajamuddin, Nujum, and Mangkona (2020) a leadership style is the amalgamation of the characteristics, traits, ideas, and actions of a leader, which may or may not be perceivable yet are undeniably impactful.

Numerous styles have appeared throughout the literature, although the leadership styles which appear to be most commonly researched are transformational and transactional. In previous times an emphasis was placed upon the traditional styles of autocratic, democratic, participative, and directive, however since the introduction of transformational and transactional styles of leadership, they remain dominant in leadership related research studies (Miranda, 2019). Transformational and transactional styles of leadership were first introduced by Burns (1978) and developed further by Bass and Avolio (1995).

They are two distinctive leadership styles understood to exist on opposing ends of the leadership scale, as they both implement dissimilar methods to motivate followers (Bass, 1997). Transformational leadership styles involve the leader motivating employees internally and inspiring change by striving towards a shared vision with the intention of improving employee productivity. It is reliant upon intrinsic factors of motivation (Bass, 1997) (Rafferty & Griffin, 2004) (Nanjundeswaraswamy, 2023). Contrarily transactional leadership styles are centred upon gaining compliance from subordinates by means of offering an incentive, whether that be a positive reward or a perverse incentive, in that if the employee doesn't agree to take part in the transaction with the leader a negative consequence will follow. This relies on extrinsic factors of motivation (Bass, 1997) (Alrowwad, et al., 2020).

It is proposed by Burns (2012) that the vast majority of interactions which occur between leaders and subordinates are transactional in nature, though it would be surprising if this were the case as it is apparent throughout the literature that transformational leadership is overall more efficacious and results in greater levels of productivity and job satisfaction amongst employees (Bass, 1997) (Xirasagar, et al., 2005) (Aydin, et al., 2013) (Puni, et al., 2018) (Siswanto, 2022).

It has also been established in the research of Xirasagar, Samuels, and Stoskopf (2005) whose MLQ will be used as a research instrument in this study, that transformational leadership bears a stronger correlation with the attainment of organisational goals than transactional leadership. These findings provoke one to ponder that if the claims of Burns (2012) are true then why so and furthermore why would any leader adopt a transactional style in place of a transformational one given the evidence that it is inferior in achieving results that are desired. Perhaps it can be linked to and explained by the aforementioned theory of Schein (2004) whereby the approach that is adopted by leaders in organisations is attributable to a combination of their own personal traits and the culture that exists within the organisation.

What is explicit throughout the research is that both transformational and transactional styles of leadership have a direct impact on employees and their work-related outcomes, irrespective if they perform their role remotely, on-site, or in a hybrid setting (Bass, 1997) (Hoyt & Blascovich, 2003) (Wahyuni, et al., 2019) (Siswanto, 2022) (Alwis & Abdul-Cader, 2023).

Working Arrangements/Environments

Working remotely also known as teleworking has been in existence for decades. The development and incorporation of advanced technologies into the daily operations of white-collar workers over the course of time has supported the practice of remote work though its popularity has risen in recent times which was accelerated further by the emergence of Covid-19 and its consequential social distancing measures leading to the compulsory establishment of virtual teams (Orešković, et al., 2023) (Greimel, et al., 2023) (Lee, et al., 2024). Remote work is defined by Olsen (1983), as job-related tasks which are executed outside the premises of the enterprise. The increase in popularity of remote work has been predominantly driven by employees who perceive that working in a remote environment provides a better work-life balance (Orešković, et al., 2023) (Lee, et al., 2024). Remote working does not appear to be as favoured by those in leadership positions, as the studies of Harris (2003) and of Lee, Lin, Bao, and Robertson (2024) both submit that leaders involved in managing remote employees are faced with numerous challenges such as the inability to accurately observe subordinates.

These claims are also endorsed by Lilian (2014) who adds that the possibility of employees working from distant geographic locations and alternate time zones makes difficult for leaders to orchestrate collaboration between group members and generate a sense of unity amongst the team. It is also alluded to how communicating as a leader through virtual channels is drastically different to the traditional on-site setting, as physical gestures and expressions may not be as easily expressed which contributes to the incapacity to accurately transmit contextual information and lead to misinterpretation (Lilian, 2014). These implications in conjunction with the subsiding of social distancing measures may have contributed to many organisations employing a mandatory return to the office policy in some capacity for its employees (Fan & Moen, 2023).

On-site working as defined in the literature is the conventional working arrangement which involves the performance of job-related tasks and duties in the workplace of the organisation (Uru, et al., 2022). The vast majority of leadership theory was developed before the pandemic in respect to the customary working environment which is on-site surroundings. This includes the conception and evolution of transformational and transactional styles of leadership (Burns, 1978) (Bass & Avolio, 1995) (Bass, 1997).

A considerable amount of these studies have evidenced that both styles directly affect the work-related outcomes of on-site employees (Bass, 1997) (Rafferty & Griffin, 2004) (Rowold & Schlotz, 2009) (Spitzbart, 2013).

The aforementioned return to office policies put into practice by organisations subsequent to the Covid-19 pandemic has also seen common increases in hybrid or flexible working arrangements being established for employees, particularly those involved in white-collar professions (Fan & Moen, 2023) (Hopkins & Bardoel, 2023). In the aftermath of Covid-19 many organisations have strived to access the benefits put forth by on-site and remote working arrangements through implementing a hybrid work policy for employees which studies have shown to produce superior labour conditions and improve employee well-being (Hopkins & Bardoel, 2023) (Krajčák, et al., 2023) (Fan & Moen, 2023).

Hybrid work is defined as a flexible approach which divides undertaking of work-related tasks between the organisations place of work and a remote location, typically a home-based office (Trevor & Holwe, 2022) (Hopkins & Bardoel, 2023). There is an obvious lack of research conducted on the relationship between transformational and transactional styles of leadership and hybrid working, attributable to the adoption of hybrid working by a large share of organisations only transpiring in recent years. If an interpretive perspective were to be adopted it could be argued that the suggested practices put forth by Mitchell and Brewer (2022), and Wiatr and Skowron-Mielnik (2023) to lead an effective team in a hybrid setting such as creating a flexible environment founded upon trust, inclusivity, inspiring, and empowering employees, and being explicit in communication is corresponsive with the behaviours of a transformational leader as theorised by Bass (1997) and Burns (2012). The postulation that transformational leadership is functional and appropriate in a hybrid working environment is supported further by the findings of Hoyt and Blascovich (2003) whereby the effectiveness of transformational and transactional leadership did not differ between on-site and remote working teams, although it is certain that further research is required to validate such claims.

Job Satisfaction

Job Satisfaction isn't explicitly defined in the literature, however, there appears to be a comprehensive understanding that it encompasses the feelings which an employee holds in regard to their own occupation (Siswanto, 2022). It is claimed by Siswanto (2022), that organisations must consider the importance of satisfaction of its staff and make observations of their satisfaction levels, as poor job satisfaction can negatively impact staff attendance, performance, turnover, and cause a rise of disorder within the organisation, supported by the statements of Mwesiwa, Tusiime, and Ssekiziyivu (2020) that those more satisfied in their occupation are in general more content, perform better and possess stronger relationships with their co-workers.

Leadership styles have been found to affect the job satisfaction of employees in a large cohort of studies in the area (Spitzbart, 2013) (Aydin, et al., 2013) (Siswanto, 2022) (Nanjundeswaraswamy, 2023). Though, contrary to these studies findings from similar research has displayed that no such influence exists in the case of transactional styles (Fernandes & Awamleh, 2004) (Ashgar & Oino, 2018). These contrasting findings may be explained by similar studies which express that the effects of leadership styles are dependent on situational factors (Hoyt & Blascovich, 2003) (Nielsen, et al., 2019). It would appear that employees prefer transformational leadership styles, which are shown to positively impact rates of job satisfaction (Siswanto, 2022) (Puni, et al., 2018). Attributable to the foundational ideas of intrinsically motivating, cognitively stimulating, and acknowledging its followers justly, as previously alluded to (Bass, 1997) (Rafferty & Griffin, 2004) (Burns, 2012). This is reinforced by Aydin, Uysal, and Sarier (2013) who discovered that when leaders in the educational sector substituted a transactional style of leadership for a transformational style, it resulted in an increase in job satisfaction amongst employees.

Remote work and its relationship with the job satisfaction of workers has been researched extensively, however there is a lack of consensus on whether working remotely positively or negatively affects job satisfaction in employees.

Some investigations found that those working remotely report greater rates of job satisfaction than those working on-site and would like to proceed with remote working even after the pandemic has passed, whilst other research revealed that remote workers are more likely to report lower levels of satisfaction, higher susceptibility to suffering from mental health issues and higher levels of stress (Niebuhr, et al., 2022) (Orešković, et al., 2023).

There is a noticeable lack of research in relation to the impact of transactional styles of leadership and job satisfaction in remote working employees, however it has been discovered by Gunawan, Kalalo, Tarigan, and Rohman (2024) that transformational leadership positively influences job satisfaction in remote working employees. Contrary to the evidence put forth in the aforementioned study and results from an on-site setting, Jones and Schöning (2021) maintain that transformational leadership has a negative impact on job satisfaction of remote employees albeit in a pandemic induced lockdown context.

The clear scarcity of existing research and lack of agreement on this relationship in a post-covid setting in particular signifies that further research is required in exploring the effects of transformational and transactional leadership on the job satisfaction of remote workers.

It would appear from the literature that transformational and transactional styles of leadership influence job satisfaction in on-site workers (Aydin, et al., 2013) (Spitzbart, 2013) (Mwesigwa, et al., 2020) (Siswanto, 2022) (Nanjundeswaraswamy, 2023). As alluded to in the previous section, there is some debate on the subject of transactional styles although it would appear that transformational styles generally have a positive influence on the job satisfaction of on-site workers (Siswanto, 2022) (Nanjundeswaraswamy, 2023). Research undertaken by Hoyt and Blascovich (2003) may also support the theory that leadership efficacy may vary based on surroundings as it was discovered that on-site employees were more satisfied with the leadership of their superiors than those operating in an entirely remote capacity, however whether there is an equal variance between the two groups relative to the influence of their work setting has on levels of job satisfaction post-pandemic is yet to be explored.

In the small quantity of research based on job satisfaction in hybrid workers it has been established that a hybrid method of working is beneficial to the job satisfaction of employees, with evidence suggesting that a flexible work arrangement is correlated with work-life balance and high levels of job satisfaction (Kumar & Das, 2022) (Santillan, et al., 2023). The study of Kumar and Das (2022) in particular highlighted that those working in a hybrid arrangement reported higher levels of job satisfaction than those operating in a purely remote environment. In comprehensive view, it may be worthwhile to compare the levels of job satisfaction of remote, on-site, and hybrid workers to understand the effects of leadership styles and the influence of working environment on the measure.

With the aim of exploring the relationship between transformational and transactional leadership styles and levels of job satisfaction in remote, hybrid, and on-site workers, the Job Satisfaction Scale of Iverson, Olekalns, and Erwin (1998) will be employed. This measure was developed amid the groups study which examined occupational burnout of healthcare workers, whereby job satisfaction was an outcome measured.

Motivation

There are copious amounts of research which has been undertaken relative to the motivation of employees and the impact that leadership and its styles which are employed have on the levels of this outcome. Employee motivation is defined by Jain, Mittal, and Bhat (2024) as the determination held by a member of the workforce to execute their role at the maximum of their abilities. Many studies have illustrated that leadership styles have a direct significant influence on motivation of employees across different sectors, though there is debate held as regards to whether transformational or transactional styles of leadership are most effective in motivating employees in their roles (Sitthiwarongcha, et al., 2020) (Jabeen, et al., 2020) (Siraj, et al., 2022) (Razak, et al., 2022). The basis of this discourse conforms to the claims of Nielsen, Boye, Holten, Jacobsen, and Andersen (2019) who argue that the effects of a leadership style and whether a transformational or transactional style is most effective, is based upon situational factors.

These situational based factors include potential incentives and penalties, and if an individual employee is more susceptible to intrinsic or extrinsic forms of motivation. As previously mentioned intrinsic and extrinsic motivation are the foundations to which transformational and transactional leadership styles are centred upon (Burns, 1978) (Bass & Avolio, 1995) (Rafferty & Griffin, 2004).

If the statements of Nielsen, Boye, Holten, Jacobsen, and Andersen (2019) are to be accepted as the truth, then the scope of these situational factors must be examined. For instance, does the employees preferred style of leadership rest merely upon the incentives and sanctions at stake, alongside their own inclination towards internal or external motives or do other situational elements be of importance such as the organisational culture or the primary work setting of an employee. If this is the case then it is worthwhile exploring if the motivation of employees is impacted by their participation in remote, on-site, or hybrid forms of working.

There has been some research conducted on the impact a remote work setting has on the levels of motivation in employees. The evidence presented by these studies is to some degree conflicting and accompanying contextual information must be discussed. The greater part of these studies were executed in the time of Covid-19 and its coinciding lockdowns which may have affected results, but it is also worthwhile to mention these studies included participants who were forced to work remotely as a result impacting results further, hence it is unsurprising that these studies found that remote working had a negative effect on employee motivation (Pura, 2022) (Nwoko & Yazdani, 2022). Though it must be noted that the study of Jawabri, Alarmoti, and Rehman (2022) found a contrast in their results as remote working during Covid-19 had simultaneous positive and negative impacts on the motivation of employees.

There is a lack of research on the influence of leadership styles on the motivation of remote and hybrid working employees, although Alwis and Abdul-Cader (2023) found that transformational leadership had a positive impact on remote workers motivation levels. A lack of exploration also exists in regard to whether employee levels of motivation differs in remote, on-site, and hybrid working groups, though there is substantial research relative to the effects of transformational and transactional leadership styles on motivation of on-site workers (Chaudhry, et al., 2012) (Nielsen, et al., 2019) (Wahyuni, et al., 2019) (Jabeen, et al., 2020) (Siraj, et al., 2022) (Jain, et al., 2024).

This absence of exploration only further validates the proposal to examine the relationship between these leadership styles and levels of motivation in remote, on-site, and hybrid workers.

In order to conduct this element of the study, the WMF of Kasser, Davey, and Ryan (1992) will be utilised. The WMF was developed in the process of conducting a study to measure employee motivation in a psychiatric rehabilitation centre.

Stress

It has been widely suggested that leadership styles directly affect the stress levels of employees (Rowold & Schlotz, 2009) (Skakon, et al., 2010) (Syed, et al., 2018) (Parveen & Adeinat, 2019) (Ekmekci, et al., 2021). The exact definition of work related employee stress is largely debated, though if the definitions of work-related stress presented in the literature were to be merged it could be stated that work-related stress is a negative feeling held by the employee as a result of extrinsic job related demands or expectations placed upon them in which they are incapable of meeting (Syed, et al., 2018) (Parveen & Adeinat, 2019) (Ekmekci, et al., 2021).

It is claimed by Skakon, Nielsen, Borg, and Guzman (2010) that work-related stress is the second biggest occupational issue throughout European nations and that a large portion of employee absences are due to stress symptoms. These figures are a cause for concern, particularly as in keeping in line with the assertions of Rowold and Schlotz (2009), unalleviated stress over long periods of time or what is also known as chronic stress can not only impact employee performance but also have negative health consequences. There is an apparent lack of agreement as to how transformational and transactional leadership influence work-related stress of employees. Transformational leadership is the style most explored in relation to employee work-related stress and to a great degree it would appear that transformational leadership is not only linked to lower levels of stress but the application of transformational behaviours can reduce stress levels in employees (Rowold & Schlotz, 2009) (Skakon, et al., 2010) (Syed, et al., 2018) (Ekmekci, et al., 2021).

This result was not replicated in the research of Parveen and Adeinat (2019) however, as they observed that transformational leadership increased work-related stress in employees and concluded that the added pressure to be inventive in their work and strive for noteworthy goals may provide reasoning for this discovery. Based upon the fundamentals of transformational leadership both results would appear to be plausible which renders it justifiable to further examine this relationship in using employees operating in separate working environments.

Transactional leadership is the style which has been explored to a lesser extent and has produced a diverse set of outcomes concerning employee stress. Outcomes of such studies vary from having zero impact to a significantly unfavourable effect on employee work-related stress (Rowold & Schlotz, 2009) (Skakon, et al., 2010) (Syed, et al., 2018).

The inconsistency across these results is peculiar in nature, although it could be surmised that it is attributable to the incentives and penalties in question, accompanied by the claims of Nielsen, Boye, Holten, Jacobsen, and Andersen (2019) that the impacts of any style of leadership is due to factors within a particular situation. In similar regard to other employee work-related outcomes such as job satisfaction and motivation, work-related stress in remote, hybrid, and on-site workers has been covered extensively in the literature. Much of the research conducted on employee stress in these disparate environments has been done so in the time of Covid-19. In respect of the effects of employee stress in remote, hybrid, and on-site workers it would appear that surrounding external circumstances plays a critical role with the overarching theme being that drastic enforced change in working environment has a negative impact on employee stress (Hayes, et al., 2021) (Fan & Moen, 2023).

The study of Horton, Jacobs, Davis, and Kotowski (2022) found that work-related stress was reported in lesser quantities amongst hybrid workers than those in fully remote or on-site workers which is unsurprising due to the discoveries that a hybrid setting facilitates a better work-life balance and acts as an equilibrium for employees who prefer to work remotely and those who prefer an on-site setting (Kumar & Das, 2022) (Santillan, et al., 2023) (Hopkins & Bardoel, 2023) (Krajčák, et al., 2023) (Fan & Moen, 2023).

Although there is a scarcity in research related to leadership styles and its effects on work-related stress in remote and hybrid working employees, it is maintained by Lange and Kayser (2022) that employing a leadership style which imparts a degree of authority to employees will have a beneficial effect on employee levels of stress amongst other work-related outcomes in a remote environment to which it could be suggested is a characteristic of transformational leadership behaviour. As illustrated previously, this lack of research does not prevail in regards to on-site work with a substantial cohort of studies displaying a significant relationship between leadership styles and employee work-related stress (Rowold & Schlotz, 2009) (Skakon, et al., 2010) (Syed, et al., 2018) (Parveen & Adeinat, 2019) (Ekmekci, et al., 2021). It is evident that further research into the relationship between transformational and transactional leadership and work-related stress in remote, hybrid, and on-site workers is required to determine how the relationship presents itself in post-pandemic conditions.

To investigate this relationship the WRSS of McCutcheon and Morrison (2016) will be employed. The WRSS was designed to measure work-related stress in academic workers.

Productivity

Numerous studies have depicted the influence of leadership styles on productivity in individual employees and whole units across a variety of different sectors and countries (Bass, et al., 2003) (Singh, 2015) (Rehman, et al., 2018) (Tewari, et al., 2019) (Setiawan, et al., 2021) (Sari, 2023). An outlying result was observed in the research of Virgana and Lapasau (2024) whereby leadership style did not have a direct effect on productivity of employees, however it was found that it had an indirect effect through the means of effecting mediatory measures such as motivation and self-agency.

Hoyt and Blascovich (2003) contend that transformational and transactional leadership differ in their impacts on productivity, with transformational having a superior effect on work quality, whilst transactional is preferable for situations where an increase in volume of completed tasks is required. There is no precise definition provided for productivity in the literature, however the all encompassing view is that it concerns the effectiveness and efficiency of an employees performance which is ultimately measured by input versus output (Singh, 2015) (Rehman, et al., 2018).

Some studies assert that productivity differs from performance, as productivity is based upon the quantitative essence of an employee's work, while in contrast performance is affiliated with the quality of work, although for the present investigation the postulation of Almaamari and Alaswad (2021) that performance and productivity are the same and can be interchangeable.

It is evidenced by a number of research studies that both transformational and transactional styles of leadership are associated with increasing employee productivity though in line with the argument of Nielsen, Boye, Holten, Jacobsen, and Andersen (2019) it is apparent that whether a transformational or transactional style is superior in increasing employee productivity is determined by the set of circumstances and environmental surroundings in question (Singh, 2015) (Rehman, et al., 2018) (Setiawan, et al., 2021). This is supported further by Goleman (2017) who states that the best leaders adapt their style to the situation they find themselves in and that the efficacy of a leader is determined by the productivity of their employees.

It was discovered in a research study conducted by George, Atwater, Maneethai, and Madera (2022) that remote working has a positive effect on productivity in employees and that many workers believe their productivity levels had increased subsequent to the shift from on-site to remote working due to Covid-19, which coincides with the agreement that hybrid working arrangements are also conducive to improvements in employee productivity, although the evidence is not substantial (De Menezes & Kelliher, 2011) (Naqshbandi, et al., 2023).

There is a general consensus that transformational leadership has a beneficial impact on the productivity of remote workers (Gunawan, et al., 2024) (López-Cabarcos, et al., 2022).

Although there is a lack of evidence related to the impact that transactional leadership has on this group. Despite the vast array of studies examining the impact of transformational and transactional styles of leadership in on-site workers as discussed previously, the scarcity of research exploring this relationship in remote and hybrid workers is obvious.

By maintaining a critical perspective, a large cohort of the studies that investigated productivity levels across these separate categories of workers transpired in the midst of Covid-19 which is likely to have had an effect on the reported outcomes.

Furthermore, the methods of data collection for these studies involved utilising a self-reported questionnaire which albeit is the most uncomplicated and feasible method available, a measure as subjective as productivity is particularly susceptible to bias of participants and results may also be affected based on an individual's preference for a remote, hybrid or on-site working arrangement (Alfaleh, et al., 2021) (George, et al., 2022) (Saunders, et al., 2023)(Loignon, et al., 2024). As discussed further in the following sections, this is also a limitation of this particular research study. The specified gaps in the research presented above uphold the requirement to examine the relationship between transformational and transactional styles of leadership and levels of productivity in remote, hybrid, and on-site workers.

In order to investigate this relationship, the IWPQ will be employed (Koopmans, et al., 2014). This questionnaire was designed to evaluate employee behaviours pertinent to the objectives of the organisation.

Conclusion

It is evident that the relationship between leadership styles and employee work-related measures such as job satisfaction, motivation, stress, and productivity in remote, hybrid, and on-site workers has been explored in minimal depth. Despite a multitude of studies examining links between certain aspects within this relationship, none have examined the relationship in its entirety or in a post-pandemic context. The existing literature is vitally important as it provides a well-grounded insight into this area of research by identifying a number of similarities and differences between remote, hybrid, and on-site workers, whilst also highlighting the recognisable gaps which have shaped the research question. The first notable gap presents itself in the fact that the majority of the literature on leadership styles and work-related outcomes is related to on-site working. The general opinion held on on-site workers is that they are most content and motivated when an effective leadership style is in place which dependent on the context can be either transformational or transactional leadership, although there is evidence to suggest that transformational leadership is typically more efficacious and is preferred by employees (Bass, 1997) (Aydin, et al., 2013) (Puni, et al., 2018) (Nielsen, et al., 2019).

Findings based upon remote working groups lack the same compatibility however, as outcomes not only differ from those in on-site groups but there is a large degree of contradiction in results captured amongst identical categories of remote workers in relation to their typical levels of work-related measures and the effects of leadership styles (Jones & Schöning, 2021) (Pura, 2022) (Niebuhr, et al., 2022) (George, et al., 2022) (Orešković, et al., 2023) (Gunawan, et al., 2024).

Upon inspection of the opposing outcomes presented, it is crucial to acknowledge the time periods in which these studies were conducted as a large sum were conducted both prior to and during the pandemic which is expected to have impacted the research findings and may be of assistance in interpreting the diverging results in some instances. A further outcome in the aftermath of the pandemic is the prominence of hybrid working which as an environment appears beneficial, due to evidence that hybrid workers are more satisfied, more productive and less stressed than their entirely remote and on-site working counterparts (De Menezes & Kelliher, 2011) (Kumar & Das, 2022) (Santillan, et al., 2023) (Fan & Moen, 2023) (Naqshbandi, et al., 2023). It must be noted that up to this point research related to leadership is scarce, thus prompting the need for extensive research into the effects of transformational and transactional leadership on hybrid workers (De Menezes & Kelliher, 2011) (Kumar & Das, 2022) (Fan & Moen, 2023).

The lack of coherence in existing research in conjunction with an absence of thorough comparative analysis between remote, hybrid, and on-site working groups signifies that an investigation into the relationship between transformational and transactional leadership styles and the job satisfaction, motivation, stress, and productivity of these employees in a post-pandemic environment is required.

This study is of particular value to this area of research, as although the current literature produces a foundation for this study, the results extracted from this research may provide a more precise comparison between these working arrangements in the contemporary post-pandemic setting and inform managers within organisations and their decision on how it is best to engage with and lead their employees whether they operate in a remote, hybrid, or on-site setting. The following sections will outline the question that has been developed as a consequence of this review and the methodology to be used to explore this subject matter in detail.

Research Methodology

Research Question

This research is centred upon the examination of the relationship between leadership styles and job satisfaction, motivation, stress, and productivity in remote, hybrid, and on-site workers in a post Covid-19 context. The undertaking of this study is proposed as this relationship has not been examined in its entirety or in a post-pandemic setting. This research also seeks to investigate whether transactional leadership effects job satisfaction in on-site workers as a consequence of the considerable debate on the matter (Fernandes & Awamleh, 2004) (Aydin, et al., 2013) (Spitzbart, 2013) (Ashgar & Oino, 2018). The assessment of this relationship is included as a part of a more encompassing research aim as illustrated by research objective 2 listed below which will strive to test this relationship in a post-pandemic environment as it has been observed that the majority of these studies were conducted prior to the emergence of Covid-19 which may have impacted the results. Research objectives 1 and 2 have been developed in response to the disagreements that are evident in the effects of leadership styles on job satisfaction and the effects of transformational leadership on remote workers job satisfaction during and in the aftermath of the pandemic. The contrasting evidence on whether transformational and transactional leadership positively or negatively impact work-related stress also assisted in the development of these research objectives (Fernandes & Awamleh, 2004) (Kim & Lee, 2011) (Parveen & Adeinat, 2019) (Jones & Schöning, 2021) (George, et al., 2022) (Gunawan, et al., 2024) . The existing debate on whether transformational or transactional leadership is more effective and conducive to higher levels of motivation and productivity in workers is addressed by research objective 3 (Bass, 1997) (Hoyt & Blascovich, 2003) (Sitthiwarongcha, et al., 2020) (Jabeen, et al., 2020). This piece of research also seeks to provide an understanding of how job satisfaction, motivation, and stress in hybrid workers differs from identical measures in remote and on-site workers as is addressed in research objective 4, attributable to a small cohort of research studies that a hybrid working arrangement issues a greater benefit to these measures than remote or on-site working exclusively (De Menezes & Kelliher, 2011) (Kumar & Das, 2022) (Santillan, et al., 2023) (Fan & Moen, 2023) (Naqshbandi, et al., 2023).

In striving to accomplish these aims, a set of research objectives have been established:

Research Objective 1: To investigate whether employment of a transformational leadership style influences job Satisfaction, motivation, stress, and productivity in remote, hybrid, and on-site workers in a post-pandemic setting.

Research Objective 2: To investigate whether employment of a transactional leadership style influences job satisfaction, motivation, stress, and productivity in remote, hybrid, and on-site workers in a post-pandemic setting.

Research Objective 3: To determine whether application of a transformational or a transactional style of leadership is more significantly correlated to the work-related measures of remote, hybrid, and on-site workers.

Research Objective 4: To examine the impact hybrid working has on job satisfaction, motivation, and stress in comparison to the impact of remote and on-site working environments.

Hypothesis 1:

H1a- Transformational styles of leadership significantly influences job satisfaction in remote, hybrid, and on-site workers post-pandemic as evidenced in a number of separate studies (Puni, et al., 2018) (Siswanto, 2022) (Gunawan, et al., 2024).

H1b- Transformational styles of leadership significantly influences motivation in remote, hybrid, and on-site workers post-pandemic.

H1c- Transformational styles of leadership significantly influences stress in remote, hybrid, and on-site workers post-pandemic.

H1d- Transformational styles of leadership significantly influences productivity in remote, hybrid, and on-site workers post-pandemic.

Hypothesis 2:

H2a- Transactional styles of leadership significantly influences job satisfaction in remote, hybrid, and on-site workers post-pandemic.

H2b- Transactional styles of leadership significantly influences motivation in remote, hybrid, and on-site workers post-pandemic.

H2c- Transactional styles of leadership significantly influences stress in remote, hybrid, and on-site workers post-pandemic.

H2d- Transactional styles of leadership significantly influences productivity in remote, hybrid, and on-site workers post-pandemic.

Hypothesis 3:

H3- Transformational styles of leadership are more significantly correlated to the work-related measures of remote, hybrid, and on-site workers.

Hypothesis 4:

H4- That levels of job satisfaction, motivation, and stress are superior amongst employees working in a hybrid environment than employees working in remote or on-site settings as depicted in a multitude of research studies (De Menezes & Kelliher, 2011) (Kumar & Das, 2022) (Santillan, et al., 2023) (Fan & Moen, 2023) (Naqshbandi, et al., 2023).

In comprehensive view, this study intends to add a differing context by establishing the distinctive influence a post-pandemic setting has on the overarching relationship, address the research question and the surrounding gaps that have been identified by fulfilling the research objectives and testing the subsequent hypotheses.

Research Philosophy

It is stated by Saunders, Lewis, and Thornhill (2023) that the philosophical position adopted in the course of a research study is ultimately dependent upon the suppositions and views held by the researcher. These views proceed to influence each component of the research study including forming of the research question and selection of the methodological approach. An epistemological positivist position was adopted by the researcher in this study as an emphasis was placed upon discovering quantifiable evidence and producing valid data. The data collected was used to validate the significance of the relationships between the variables under consideration by testing the existing theory and hypotheses formed in an attempt to produce the most accurate results possible (Saunders, et al., 2023). The formed hypotheses were derived from the fundamental assumptions held by Burns (1978) and Bass and Avolio (1995) that two of the most prevalent styles of leadership are transformational and transactional which both influence employee work-related outcomes. These foundational assumptions facilitated the development of two hypotheses consisting of transformational and transactional leadership and their influence on specific employee work-related outcomes. A further pair of hypotheses were generated as a consequence of the discoveries from several research studies which indicate that transformational styles of leadership are those most effective and appreciably increase levels of job satisfaction amongst employees (Bass, 1997) (Xirasagar, et al., 2005) (Aydin, et al., 2013) (Puni, et al., 2018) (Siswanto, 2022) (Gunawan, et al., 2024). An additional hypothesis was formed upon the evidence from a group of studies in which hybrid workers possessed more preferable levels of job satisfaction, motivation, and stress than their remote and on-site working counterparts (De Menezes & Kelliher, 2011) (Kumar & Das, 2022) (Santillan, et al., 2023) (Fan & Moen, 2023) (Naqshbandi, et al., 2023).

In embracing a positivist position it was critical to the authenticity of study that any potential bias or personal beliefs held by the researcher were refrained from impacting the data and research outcomes. This was ensured by creating an online questionnaire to collect the data, making it unnecessary for the researcher to be physically or virtually present in the process of gathering the data and thereby preventing the researcher from bearing any influence on the results.

The set of questions used in the questionnaire were derived from a number of separate questionnaires and scales including Xirasagar, Samuels, and Stoskopf's (2005) adapted MLQ, Iverson, Olekalns, and Erwin's (1998) Job Satisfaction Scale, Kasser, Davey, and Ryan's (1992) WMF, McCutcheon and Morrison's (2016) WRSS and the IWPQ of Koopmans, Bernaards, Hildebrandt, Van Buuren, Van Der Beek, and De Vet (2014).

The adoption of already established close-ended questions prevented the need for the researcher to formulate questions of their own and further accentuates the researcher's inability to impact the research results collected (Saunders, et al., 2023).

Research Approach

As the basis of this research study was developed upon the existing theory of leadership styles and their impact on employee work-related measures found in the literature, it can be stated that a deductive approach was maintained throughout the course of the research (Saunders, et al., 2023). The hypotheses formed were done so with reference to the existing theory and then tested by gathering and analysing a sum of relevant data to authenticate whether the theories in which the hypotheses were derived from were true or false. In order to verify the reliability and consistency of these theories, it was crucial to gather a large sample of respondents. It was also important to use an in-depth structured procedure to enable the study's replication as expressed by Saunders, Lewis, and Thornhill (2023). Deduction was deemed the most suitable approach for the purpose of this study due to the relatively limited time available for it to be completed, in addition to the extensive volume of theory related to leadership styles and employee work-related measures. An inductive approach was considered ill-suited for this research study, owing to the aforementioned reason that a substantial amount of literature is available on the subject under investigation and the fact that the acquired data was not being employed to generate new theory. It is accepted that an inductive approach is more appropriate for studies incorporating qualitative methods of research. In conclusion, it can be expressed that the most suitable and efficacious approach was taken in the course of assembling and analysing the data for this research study (Saunders, et al., 2023).

Research Design

This research was both explanatory and evaluative in nature. Explanatory research was used to understand and decipher the relationship between leadership styles (transformational and transactional) and the subjective employee work-related measures (job satisfaction, motivation, stress, and productivity) across different groups of workers (remote, hybrid, and on-site). Evaluative research facilitated the comparison between the findings of this study and other related studies. In an evaluative manner, the outcomes of this study were compared and contrasted with the outcomes of studies explored in the literature review (Saunders, et al., 2023).

As alluded to in the previous section, the philosophy adopted in the research process will invariably impact its design. This includes formative elements of the study such as choice of methods and strategy used, and the timeframe in which the study is to be conducted (Saunders, et al., 2023). In consideration of the requirement for the study's design to be consistent with the philosophy embraced for this research project, a mono-method quantitative based cross-sectional approach was opted for to examine the relationship between leadership styles and employee work-related measures in remote, hybrid, and on-site workers post the Covid-19 pandemic. The selection of this method was also informed by the studies fundamental aim to assess the relationship between variables and the limited time available for the research to be conducted. The maintenance of a positivist philosophy and a consequential deductive approach for the duration of this study meant that a survey containing a Likert scale, was administered to obtain quantitative data as a means to evaluate the comprehensive relationship. The survey facilitated the attainment of a considerable quantity of participants who were representative of the populations of remote, hybrid, and on-site workers (Saunders, et al., 2023).

It is important to note that the researcher observed the assertion of Saunders, Lewis, and Thornhill (2023) that the epistemological essence of a positivist position signifies that replication of the methods from preceding studies is essential and therefore a mono quantitative method was implemented. Researchers such as Rowold and Schlotz (2009), Nanjundeswaraswamy (2023), and Siswanto (2022) have all utilised mono quantitative methods and disclosed that a significant relationship exists between leadership styles (transformational and transactional) and employee work-related measures.

Although both qualitative and mixed-method approaches were considered, as it was recognised that a qualitative perspective may have contributed significant value as it can provide social context and personal experiences from individuals who have participated in remote, hybrid, and on-site work, it was deemed ill-suited to this study as the aim was to explore a relationship, collecting views of the wider remote, hybrid, and on-site working populations in a manner in which outcomes are least susceptible to manipulation and produce the most transparent results possible. Furthermore, the intention was held of adding value to the existing literature in which a similar approach has been applied (Saunders, et al., 2023).

Research Instrument

For the purpose of this research a self-completion questionnaire was administered to obtain a general view of remote, hybrid, and on-site workers levels of job satisfaction, motivation, stress, and productivity, and gather insight as to how the leadership style adopted by their superiors may impact these work-related measures across different settings. This method was chosen in accordance with the statements of Saunders, Lewis, and Thornhill (2023) that questionnaires are of value to researchers who seek to gather responses from large samples and assess relationships between variables. There are several purported advantages and disadvantages associated with self-completion questionnaires as recognised by Saunders, Lewis, and Thornhill (2023) which were contemplated in the selection process. The first issue attributed to the usage of self-completion questionnaires is the relatively low rates of response in proportion to the amount of questionnaires which are dispensed. This is accompanied by the researchers inability to re-engage with participants regarding an ambiguous answer or data retrieved, particularly in cases where participants remain anonymous such as this study. As a consequence it is crucial for researchers seeking to employ a self-completion questionnaire as an instrument to obtain data, that a structured plan regarding the procedure to be adhered to in distributing the questionnaires is constructed prior to the commencement of the dispersal process to maximise rates of response and that the form and set of questions within are designed to retrieve the appropriate data required to coherently answer the overarching research question. Despite these associated drawbacks, self-completed questionnaire responses are considered less prone to influence from sources such as peers or the researcher themselves than other methods of data retrieval which may enhance the reliability and validity of its outcomes.

For this reason, in addition to its ability to generate a large quantity of responses in a relatively short-period of time, the self-completed questionnaire was selected as the instrument of data obtainment for this research study (Saunders, et al., 2023).

Throughout much of the related studies Bass and Avolio's (1995) MLQ was the preferred tool of collection, however for this study a modified form of the MLQ by Xirasagar, Samuels, and Stoskopf (2005) was selected.

The MLQ of Bass and Avolio (1995) was not chosen for this study due to the lack of funding for this investigation and the payment that is required in order to avail of the form for research purposes. Moreover, aside from the matter of Bass and Avolio's MLQ (2005) examining each leadership style in a level of detail which is beyond the scope of this research project, the corresponding intricacy of answering the form could have negative implications for the validity of its subsequent outcomes as emphasised by Saunders, Lewis, and Thornhill (2023), owing to the confusion of respondents thus causing the occurrence of responses being recorded incorrectly or the abandonment of the questionnaire in its entirety.

As a result, Xirasagar, Samuels, and Stoskopf's (2005) variation of the MLQ was adopted as means to conduct this study. This version of the MLQ is a 43-item instrument that applies a five-point Likert scale: "0 (*Not at All*), 1 (*Once in a While*), 2 (*Sometimes*), 3 (*Fairly Often*), 4 (*Frequently, if Not Always*)". The 43 items are divided across four separate measured components of Transformational Leadership (20 items: 5 Scales- *Idealized Influence (attributed)*, *Idealized Influence (Behaviour)*, *Inspirational Motivation*, *Intellectual Stimulation and Individualized Consideration*), Transactional Leadership (7 Items: 2 Scales- *Contingent Reward and Management by Exception (Active)*), *Laissez-Faire* (7 items: 2 Scales- *Management by Exception (Passive)* and *Laissez-Faire*) and Perceived Leadership Effectiveness (9 Items: 3 Scales- *Rated Effectiveness*, *Subordinate Satisfaction and Subordinate Extra Effort*). Though the seven items attributable to *Laissez-Faire* Leadership was excluded as this study focuses solely on transformational and transactional styles of leadership. The MLQ of Xirasagar, Samuels, and Stoskopf (2005) was originally developed to examine the leadership styles applied and the effectiveness of leading physicians in clinical environments.

The MLQ questionnaire was determined the most suitable for the purpose of this study as similar questionnaires such as the Leadership Practices Inventory of Posner (1988) was initially considered, although was incompatible with this investigation as it solely focuses on transformational styles of leadership, excluding the examining of transactional leadership which is of crucial importance to this study.

As this research study was designed to examine the relationship between leadership styles and levels of job satisfaction, motivation, stress, and productivity in remote, hybrid, and on-site workers, a number of independent questionnaires and scales were adopted to effectively measure job satisfaction, motivation, stress, and productivity, thereby complimenting the MLQ's assessment of transformational and transactional leadership styles and perceived leadership effectiveness (Xirasagar, et al., 2005).

As alluded to in previous sections job satisfaction was measured using Iverson, Olekalns, and Erwin's (1998) Job Satisfaction Scale, motivation was measured using Kasser, Davey, and Ryan's (1992) WMF, stress was measured using McCutcheon and Morrison's (2016) WRSS and productivity was measured using the IWPQ of Koopmans, Bernaards, Hildebrandt, Van Buuren, Van Der Beek, and De Vet (2014).

The Job Satisfaction Scale consists of 6 items and employs a five-point Likert-type scale format: "*(5= Strongly Agree, 1= Strongly Disagree)*" (Iverson, et al., 1998). The WMF contains 15 items and employs a five-point Likert-type scale format. The 15 items are divided across four scales (*Autonomy- 6 items, Relatedness- 3 items, Competence- 3 items and Dependability- 3 items*) (Kasser, et al., 1992). The WRSS consists of 4 items and utilises a 7-point frequency Scale: "*(0= Never; 1= Rarely; 2= Occasionally; 3= Sometimes; 4= Often; 5= Nearly Always; 6= Always)*" (McCutcheon & Morrison, 2016). The IWPQ is comprised of 18 items using two separate rating scales: "*(Seldom, Sometimes, Regularly, Often, Always), (Never, Seldom, Sometimes Regularly, Often)*" for three different scales (*Task Performance- 5 items, Contextual Performance- 7 items, and Counterproductive Work Behaviour- 5 items*) (Koopmans, et al., 2014). For the purpose of this research slight adjustments were made to some of the scales used including the Job Satisfaction Scale and the WMF, as a number of key values were omitted in the Likert type scales used which could potentially inconvenience respondents and affect answers to the detriment of the studies outcomes (Saunders, et al., 2023).

Additions were made to the values on five-point Likert type scale applied in the Job Satisfaction Scale to complete the scales values (*5= Strongly Agree, 4= Agree, 3= Neither Agree nor Disagree, 2= Disagree, 1= Strongly Disagree*), which coincided with a full itemisation of the Likert type scale used in the WMF (*5= Strongly Agree, 4= Agree, 3= Neither Agree nor Disagree, 2= Disagree, 1= Strongly Disagree*).

These scales were selected for this study to examine the aforementioned work-related outcomes in remote, hybrid and on-site workers due to their concise, comprehensible nature and overall capacity to effectively measure each specific work-related outcome. The researcher in observing the assertions of Saunders, Lewis, and Thornhill (2023) strived to create a questionnaire that was of adequate length and easy to navigate, to maximise the rates of response and the validity of the subsequent outcomes.

The self-completion questionnaire was designed to examine the relationship between leadership styles and levels of job satisfaction, motivation, stress, and productivity in remote, hybrid, and on-site workers. Google Forms was the platform of choice in designing and producing the questionnaire. The questionnaire was circulated and distributed to participants online using several methods such as email, Facebook, Instagram, and Whatsapp. An online questionnaire was the most suitable method as it enabled the distribution of the questionnaire to the target population in a timely manner, at no added financial cost. These benefits are not attainable in alternate methods such as postal questionnaires, as the researcher would incur postage fees and an extended waiting period in gathering responses. A delivery and collection questionnaire is a similar method in which no monetary charge is involved, however it is extremely time-consuming, as the researcher is required to individually deliver and collect questionnaires to and from participants. It was also recognised that an online questionnaire is the most convenient method for respondents, thus leading to a greater response rate and the obtainment of a larger sample (Saunders, et al., 2023).

Sample

For the purpose of this study the researcher adopted a non-probability sampling technique. A self-selection sampling method was used, as participants were predominantly selected based upon their desire to partake in the research study. As alluded to previously, the questionnaire was circulated via email and various social platforms to access the target population. The sampling frame was then established based upon those willing to participate and was composed of employees currently working in remote, hybrid, or on-site settings. The adoption of this technique facilitated the gathering of an adequate sample, and the conclusion of which leadership style was more significantly correlated with the work-related measures of remote, hybrid, and on-site workers (Saunders, et al., 2023).

Data Analysis Method

The questionnaire will be completed online with consent being given prior and all participants will remain anonymous. Analytical tasks will be performed via the Statistical Packages for the Social Sciences Software (SPSS) and Microsoft Excel.

Ethical Considerations

In accordance with the declarations of Saunders, Lewis, and Thornhill (2023), it was ensured throughout the course of the investigation that ethical practices were adhered to. It was crucial for this study to conform with the General Data Protection Regulation (GDPR) 2018 legislation of the European Union which concerns the processing of personal data and the right to privacy held by persons in the European Union (GDPR , 2018). In complying with the GDPR 2018 legislation, the researcher explicitly communicated the subject in which this investigation was derived from and what was involved in the data collection process to prospective participants, prior to inquiring if they would be willing to participate in the study. Before participants had begun their response to the questionnaire it was made explicit that under no circumstances were they obligated to partake in the investigation and if they wished to withdraw from the study they could do so at any point in time. Each respondent was ensured that they would remain fully anonymous and that no personal information that could be used to identify them as an individual such as names, contact details or IP addresses would be gathered in the data collection process.

These assurances were upheld throughout the investigation and the data obtained in the course of this research was analysed in a righteous, lawful manner in accordance with *Article 5 & 6* of the GDPR 2018 (GDPR , 2018).

Research Methodology Limitations

There are a multitude of limitations associated with the methodology used to conduct this research study which are expected to have influenced the data retrieved, its reliability and the validity of the subsequent research outcomes. The leading limitation of the methodology adopted for this study was the application of a self-selection system to obtain a sample. Though this method provided a passable sample in a relatively confined period of time, the lack of control held by the researcher in regards to who the participants in the study were is likely to have negatively impacted the representativeness of the sample obtained.

An additional limitation emanated from the use of a self-completion questionnaire to evaluate styles of leadership and the influence they exert on work-related measures of employees, as participants of this study were employees themselves and their recorded responses concerning their superiors are susceptible to bias which could be positive or negative depending upon the nature of the relationship each participant has with their manager. In a similar vein, the use of a self-completion questionnaire to assess the productivity of participants was a limitation of the selected methodology as alluded to previously.

The application of such an instrument was a hindrance to this study as requesting respondents to assess their own levels of a subjective measure such as productivity is susceptible to bias. Despite the limitations of the chosen methodology and the adverse impact each would have on the data obtained, the researcher put forth the utmost effort to draw the most genuine and accurate outcomes as possible (Saunders, et al., 2023).

Findings & Analysis

As alluded to in the previous chapter, the data obtained in the course of this research study was statistically analysed using IBM SPSS statistics version 28. The findings which prevailed in consequence of the performance of the analysis will be presented in this section. The findings will include the descriptive statistics generated based upon the demographic information of the study's participants and the reliability statistics of the aforementioned scales used in obtaining the data. The findings will also consist of the presentation and interpretation of the series of tests performed as a means to answer the overarching research question and satisfy the associated research objectives.

Descriptive Statistics

As illustrated by the demographical statistics displayed in the tables below, the majority of participants in this study were females (59.2%) with males being represented to a lesser extent (40.8%). The study was comprised of participants of various different ages, the youngest of which was 18 and the eldest being 66 years old. The predominant share of participants were under 25 years of age with a valid percentage of 38.8%. As depicted below, this study primarily consisted of employees working in an on-site capacity (59.2%), as the quantities of remote (12.6%) and hybrid workers (28.2%) who participated was significantly less. In observation of the mean scores of participants responses across each of the scales used to assess their work-related measures as illustrated in the table below (figure), It was distinguished that on average employees who participated in this study were moderately satisfied (3.2), motivated (3.6), and productive (2.9) in their roles. The participants were also inclined to experiencing lower levels of stress (9.2).

Table 2.1: Descriptive Statistics (Participant Gender)

<i>Gender</i>			
	Frequency	Percent	Cumulative Percent
<i>Female</i>	61	59.2%	59.2%
<i>Male</i>	42	40.8%	100%
<i>Total</i>	103	100%	

Table 2.2: Descriptive Statistics (Participant Age)

<i>Participant Age</i>									
	Number	Min	Max	Mean	Standard Deviation	Skewness	Std. Error	Kurtosis	Std. Error
<i>Age</i>	103	18	66	31.46	12.058	1.276	.238	.742	.472
<i>Valid N</i>	103								

Table 2.3: Descriptive Statistics (Participant Age Groups)

<i>Age Groups</i>			
	Frequency	Percent	Cumulative Percent
<i>Under 25</i>	40	38.8%	38.8%
<i>25-34</i>	31	30.1%	68.9%
<i>35-49</i>	22	21.4%	90.3%
<i>50+</i>	10	9.7%	100%
<i>Total</i>	103	100%	

Table 2.4: Descriptive Statistics (Participant Working Situation)

<i>Working Situation</i>			
	Frequency	Percent	Cumulative Percent
<i>Remote Working</i>	13	12.6%	12.6%
<i>Hybrid Working</i>	29	28.2%	40.8%
<i>On-site Working</i>	61	59.2%	100%
<i>Total</i>	103	100%	

Table 2.5: Descriptive Statistics (Participant Scores)

<i>Scale Scores</i>			
	Minimum Score	Maximum Score	Average Score of Participants
<i>MLQ</i>	0	4	2.4
<i>Job Satisfaction Scale</i>	1	5	3.2
<i>WMF</i>	1	5	3.6
<i>WRSS</i>	0	24	9.2
<i>IWPQ</i>	0	5	2.9
**The WRSS utilises a seven-point frequency scale (0-6), however responses are summed to create a total score scale ranging from 0-24. Higher scores signify that greater levels of stress are experienced.			

Reliability of Scales

Cronbach's Alpha was utilised in the course of the analysis to measure the internal consistency of each individual scale employed. For the purposes of this study the reliability of the aforementioned array of scales which includes Xirasagar, Samuels, and Stoskopf's (2005) MLQ, Iverson, Olekalns, and Erwin's (1998) Job Satisfaction Scale, Kasser, Davey, and Ryan's (1992) WMF, McCutcheon and Morrison's (2016) WRSS, and Koopmans, Bernaards, Hildebrandt, Van Buuren, Van Der Beek, and De Vet's (2014) IWPQ were measured. As expressed in the writings of Saunders, Lewis, and Thornhill (2023) Cronbach's Alpha is used to assess the degree of consistency amongst the responses obtained from research participants to a specific selection of scale items. The Cronbach's Alpha coefficient ranges between 0 and 1. The closer the calculated coefficient is to 1 the more reliable the scale is and only those with coefficients of 0.7 and above are deemed to be acceptable. As revealed by the grouping of figures below, it was determined that each of the scales employed such as the adapted MLQ (.954), the Job Satisfaction Scale (.847), the WMF (.718), the WRSS (.782), and the IWPQ (.827) were all reliable as their values had exceeded the 0.7 threshold (Saunders, et al., 2023).

Table 3.1: MLQ Reliability Statistics

<i>MLQ Reliability</i>				
<i>Cases</i>	Number	Percent	Cronbach's Alpha	Number of Items
<i>Valid</i>	95	92.2%	.954	30
<i>Excluded</i>	8	7.8%		
<i>Total</i>	103	100%		

Table 3.2: Job Satisfaction Scale Reliability Statistics

<i>Job Satisfaction Scale Reliability</i>				
<i>Cases</i>	Number	Percent	Cronbach's Alpha	Number of Items
<i>Valid</i>	101	98.1%	.847	6
<i>Excluded</i>	2	1.9%		
<i>Total</i>	103	100%		

Table 3.3: WMF Reliability Statistics

<i>WMF Reliability</i>				
<i>Cases</i>	Number	Percent	Cronbach's Alpha	Number of Items
<i>Valid</i>	99	96.1%	.718	12
<i>Excluded</i>	4	3.9%		
<i>Total</i>	103	100%		

Table 3.4: WRSS Reliability Statistics

<i>WRSS Reliability</i>				
<i>Cases</i>	Number	Percent	Cronbach's Alpha	Number of Items
<i>Valid</i>	99	96.1%	.782	4
<i>Excluded</i>	4	3.9%		
<i>Total</i>	103	100%		

Table 3.5: IWPQ Reliability Statistics

<i>IWPQ Reliability</i>				
<i>Cases</i>	Number	Percent	Cronbach's Alpha	Number of Items
<i>Valid</i>	97	94.2%	.827	17
<i>Excluded</i>	6	5.8%		
<i>Total</i>	103	100%		

Research Objective 1:

Research objective 1 involved performing a series of Pearson correlation's to investigate the relationship between transformational leadership (independent variable) and job satisfaction, motivation, stress, and productivity (dependent variables) amongst remote, hybrid, and on-site workers post-pandemic.

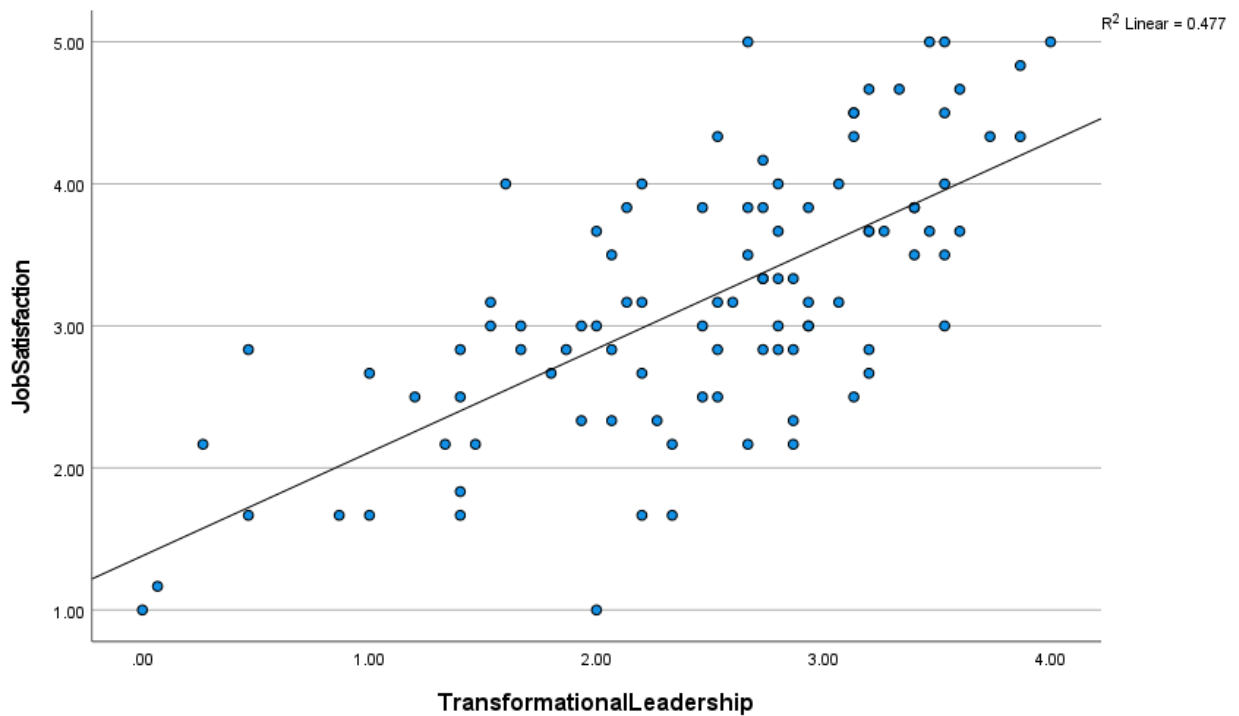
Hypothesis 1a:

As illustrated by the scatterplot (Figure 1.1) and the Pearson r value presented in Table 4.1 a strong, positive relationship exists between transformational leadership and job satisfaction ($r = .69, n = 101$) which infers that the adoption of a transformational style of leadership by managers led to increases in job satisfaction amongst employees who participated in this study. The related null hypothesis proposes that the relationship between the two aforesaid variables is not of statistical significance. To accept the null hypothesis in this case the significance of the correlation must be greater than the significance set. As illustrated the correlation is significant at 0.01 level (2-tailed), therefore the null hypothesis can be rejected and the relationship between transformational leadership and job satisfaction declared as significant as the p value was less than 0.01 (2-tailed) ($p = <.001$). This result conforms to the findings obtained from numerous studies that suggest the job satisfaction of employees benefits from the employment of transformational leadership irrespective of the work setting (Ashgar & Oino, 2018) (Puni, et al., 2018) (Siswanto, 2022) (Gunawan, et al., 2024).

Table 4.1: Transformational Leadership & Job Satisfaction Correlations

<i>Correlations</i>			
		Transformational Leadership	Job Satisfaction
<i>Transformational Leadership</i>	Pearson Correlation (r)	1	.690**
	Significance (2-tailed) (p)		<.001
	Number	100	98
<i>Job Satisfaction</i>	Pearson Correlation (r)	.690**	1
	Significance (2-tailed) (p)	<.001	
	Number	98	101
**. Correlation is significant at the 0.01 level (2-tailed).			

Figure 1.1: Transformational Leadership & Job Satisfaction Scatterplot



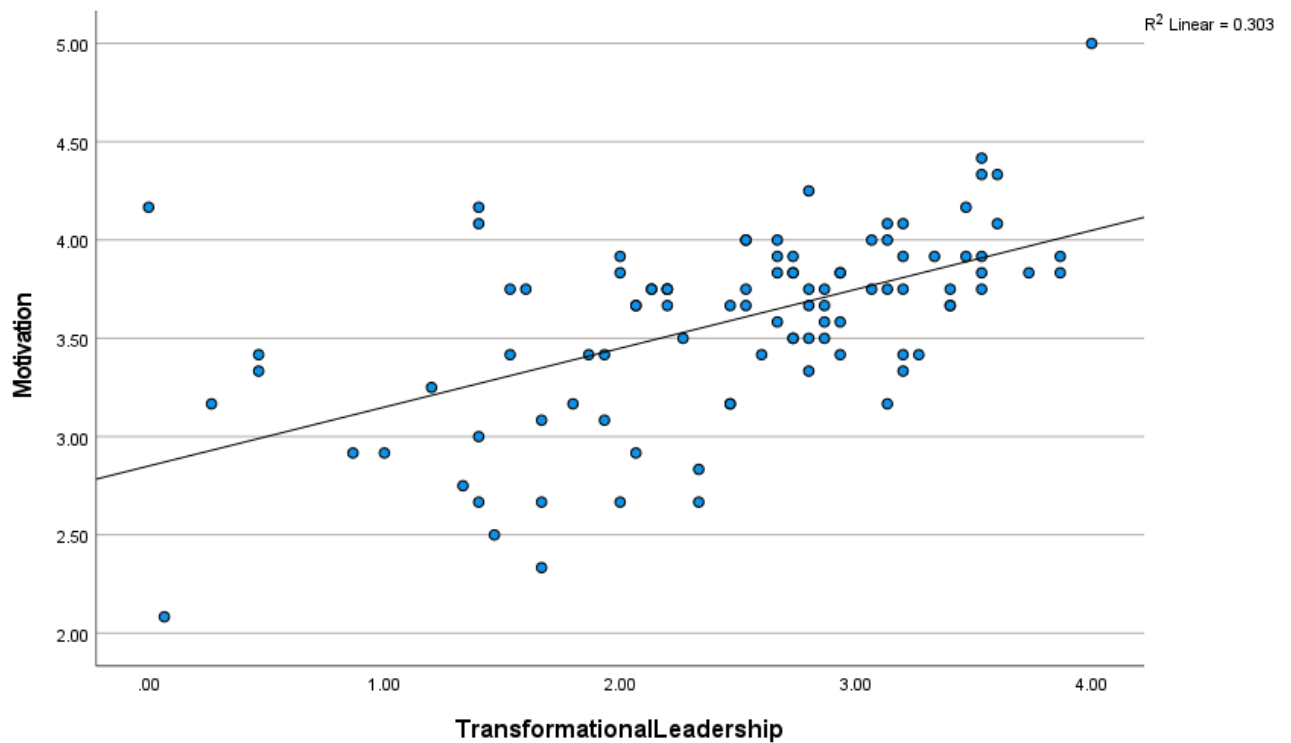
Hypothesis 1b:

A Pearson's correlation analysis as depicted in Table 4.2 disclosed that a strong, positive association exists between transformational leadership and motivation ($r = .551$, $n = 99$, $p = <.001$) (2-tailed). The outcome of this analysis signifies that the null hypothesis can be rejected in favour of the alternate hypothesis as the employment of transformational leadership is strongly associated with high levels of motivation amongst remote, hybrid, and on-site employees. This result obtained from this analysis is in agreement with the findings of similar studies which established that transformational styles of leadership were correlated with increased levels of motivation amongst workers (Jabeen, et al., 2020) (Siraj, et al., 2022) (Alwis & Abdul-Cader, 2023).

Table 4.2: Transformational Leadership & Motivation Correlations

<i>Correlations</i>			
		Transformational Leadership	Motivation
<i>Transformational Leadership</i>	Pearson Correlation (r)	1	.551**
	Significance (2-tailed) (p)		<.001
	Number	100	98
<i>Motivation</i>	Pearson Correlation (r)	.551**	1
	Significance (2-tailed) (p)	<.001	
	Number	98	99
**. Correlation is significant at the 0.01 level (2-tailed).			

Figure 1.2: Transformational Leadership & Motivation Scatterplot



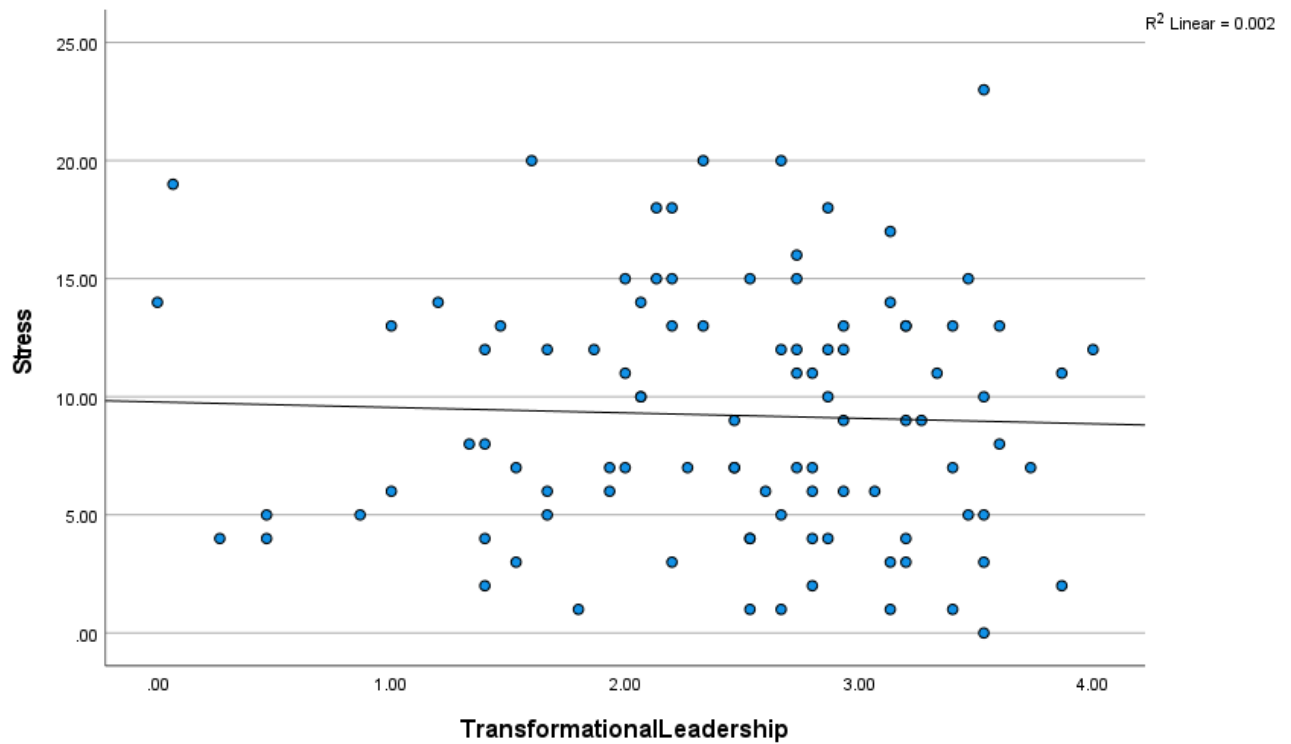
Hypothesis 1c:

In contrast to the relationships between transformational leadership and the job satisfaction and motivation of remote, hybrid, and on-site workers who participated in this study, there was an insignificant correlation between transformational leadership and stress as presented in Table 4.3 below ($r = -.039$, $n = 99$, $p = .703$) (2-tailed). The weak, negative association between the two variables signifies that the null hypothesis is to be accepted as the correlation is significant at 0.05 level (2-tailed), which the p value of this correlation exceeds. Although a weak, negative association exists between the two variables which partially compares to findings of similar studies, it is weak in nature and of no statistical significance. As a consequence there is a requirement for further research to be undertaken to assess the relationship between transformational leadership and stress in remote, hybrid, and on-site workers (Rowold & Schlotz, 2009) (Skakon, et al., 2010) (Syed, et al., 2018) (Ekmekci, et al., 2021).

Table 4.3: Transformational Leadership & Stress Correlations

<i>Correlations</i>			
		Transformational Leadership	Stress
<i>Transformational Leadership</i>	Pearson Correlation (r)	1	-.039
	Significance (2-tailed) (p)		.703
	Number	100	98
<i>Stress</i>	Pearson Correlation (r)	-.039	1
	Significance (2-tailed) (p)	.703	
	Number	98	99
**. Correlation is significant at the 0.05 level (2-tailed).			

Figure 1.3: Transformational Leadership & Stress Scatterplot



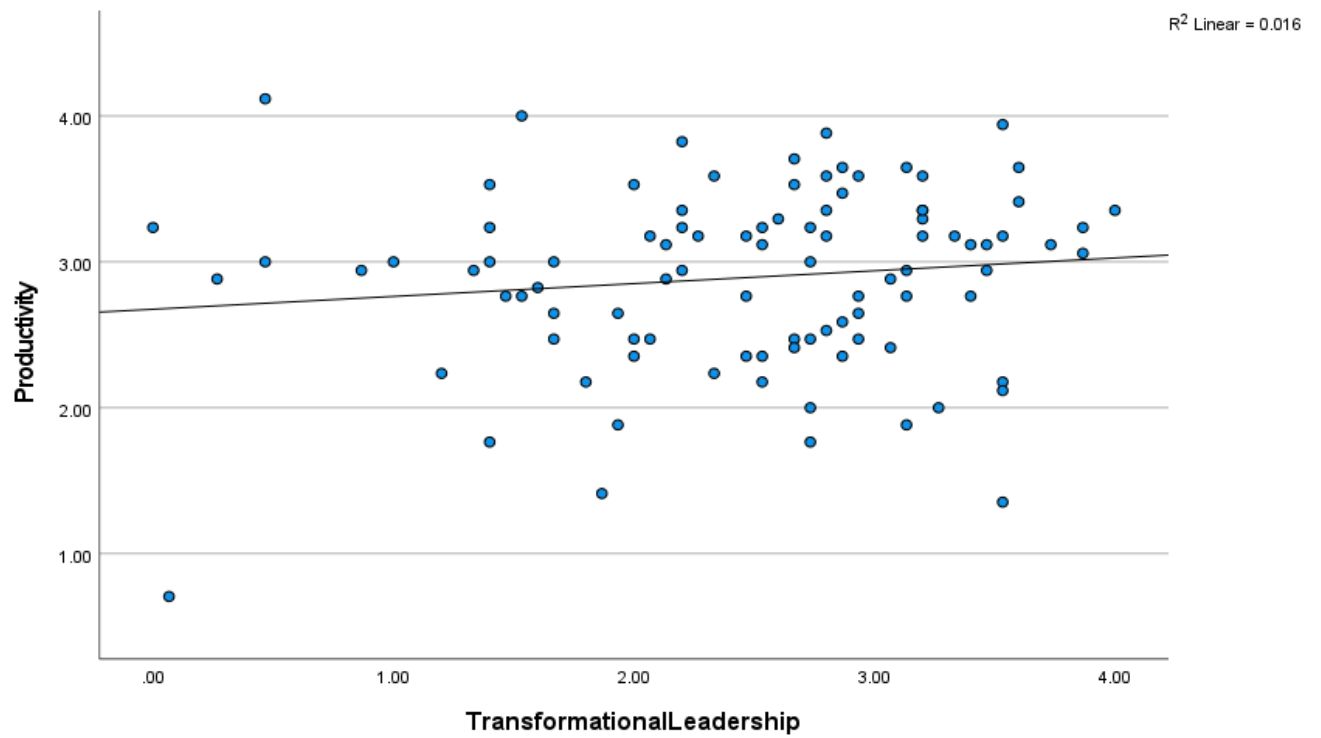
Hypothesis 1d:

As illustrated by the Pearson r value presented in Table 4.4 and the accompanying scatterplot (Figure 1.4), a weak, positive relationship exists between transformational leadership and productivity ($r = .125$, $n = 97$, $p = .224$) (2-tailed). The related null hypothesis proposes that the relationship between the two aforesaid variables is not of statistical significance. The null hypothesis is to be accepted as the significance of the correlation is greater than the value of significance set at 0.05 level (2-tailed). In accepting the null hypothesis, it is concluded that there is insufficient evidence to support the assumption that a significant relationship exists between transformational styles of leadership and the productivity of remote, hybrid, and on-site employees. This result stimulates the requirement for further research to be undertaken to assess the relationship between transformational leadership and productivity in remote, hybrid, and on-site workers.

Table 4.4: Transformational Leadership & Productivity Correlations

<i>Correlations</i>			
		Transformational Leadership	Productivity
<i>Transformational Leadership</i>	Pearson Correlation (r)	1	.125
	Significance (2-tailed) (p)		.224
	Number	100	96
<i>Productivity</i>	Pearson Correlation (r)	.125	1
	Significance (2-tailed) (p)	.224	
	Number	96	97
**. Correlation is significant at the 0.05 level (2-tailed).			

Figure 1.4: Transformational Leadership & Productivity Scatterplot



Research Objective 2:

Research objective 2 involved performing a series of Pearson correlation's to investigate the relationship between transactional leadership (independent variable) and job satisfaction, motivation, stress, and productivity (dependent variables) amongst remote, hybrid, and on-site workers post-pandemic.

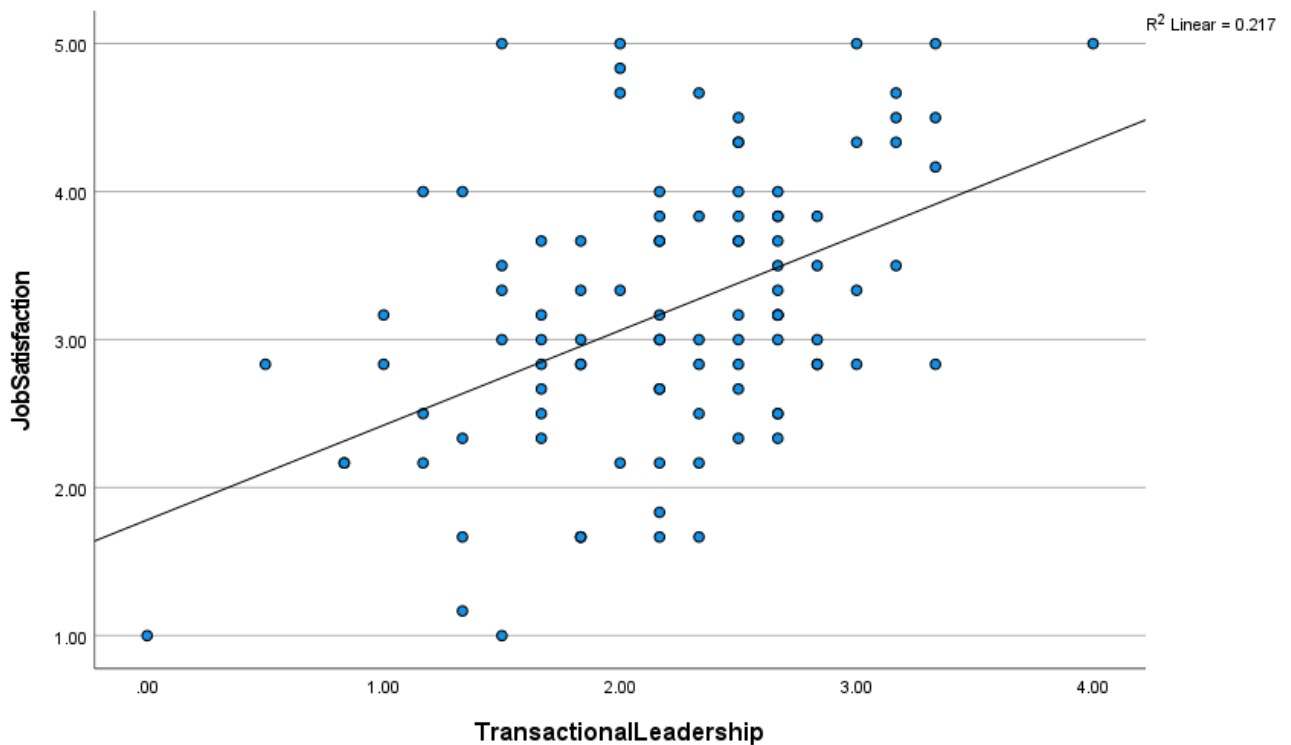
Hypothesis 2a:

As illustrated by the scatterplot (Figure 2.1) and the Pearson r value presented in Table 5.1 a moderate, positive relationship exists between transactional leadership and job satisfaction ($r = .466$, $n = 101$), denoting that the adoption of a transactional style of leadership by managers led to modest increases in job satisfaction amongst employees who participated in this study. The related null hypothesis proposes that the relationship between the two aforesaid variables is not of statistical significance. To accept the null hypothesis in this case the significance of the correlation must be greater than the significance set. As illustrated the correlation is significant at 0.01 level (2-tailed), therefore the null hypothesis can be rejected and the relationship between transactional leadership and job satisfaction declared as significant as the p value was less than 0.01 (2-tailed) ($p = <.001$). This result is reflective of those obtained in the studies of Aydin, Usyal, and Sarier (2013) and of Spitzbart (2013).

Table 5.1: Transactional Leadership & Job Satisfaction Correlations

<i>Correlations</i>			
		Transactional Leadership	Job Satisfaction
<i>Transactional Leadership</i>	Pearson Correlation (r)	1	.466**
	Significance (2-tailed) (p)		<.001
	Number	101	100
<i>Job Satisfaction</i>	Pearson Correlation (r)	.466**	1
	Significance (2-tailed) (p)	<.001	
	Number	100	101
**. Correlation is significant at the 0.01 level (2-tailed).			

Figure 2.1: Transactional Leadership & Job Satisfaction Scatterplot



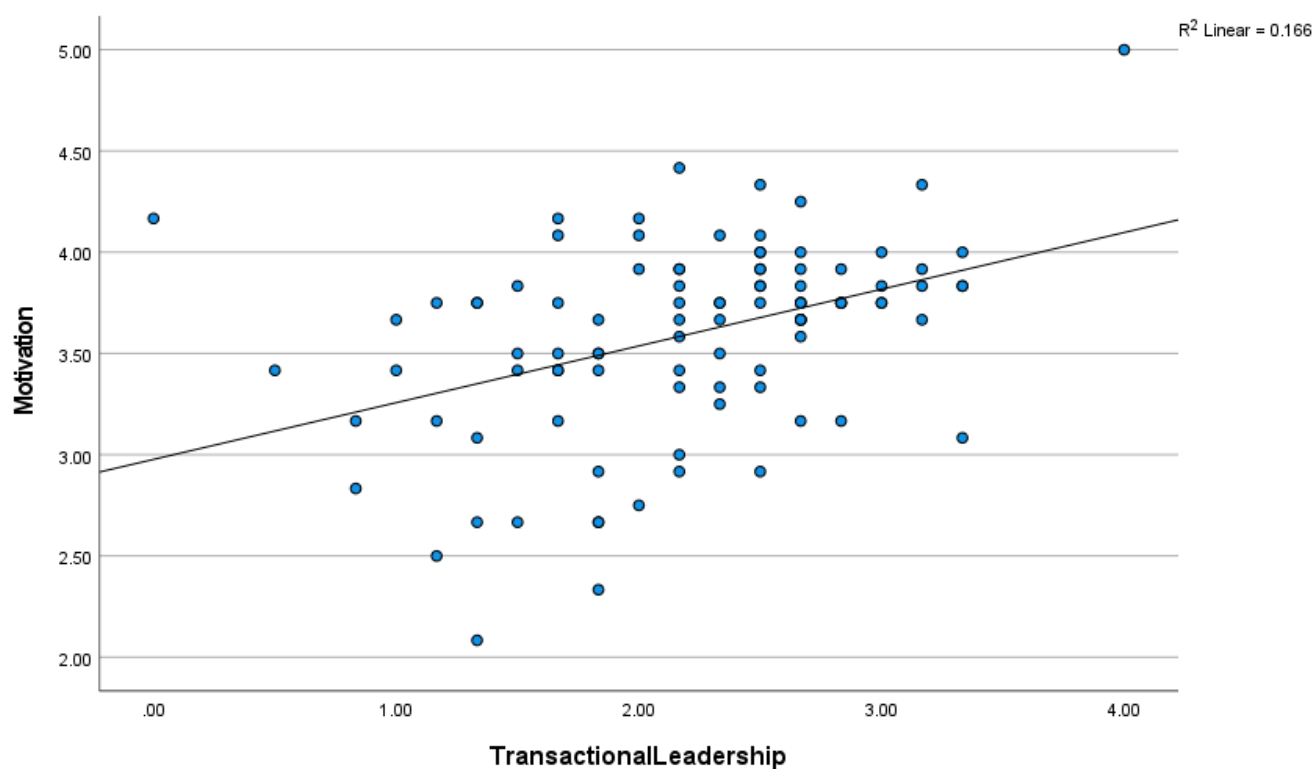
Hypothesis 2b:

As illustrated by the scatterplot (Figure 2.2) and the Pearson r value presented in Table 5.2 a moderate, positive correlation exists between transactional leadership and motivation ($r = .408$, $n = 99$), denoting that the adoption of a transactional style of leadership by managers led to modest increases in motivation amongst employees who participated in this study. The related null hypothesis proposes that the relationship between these two variables is not of statistical significance. The outcome of this analysis signifies that the null hypothesis can be rejected in favour of the alternate hypothesis as there is adequate evidence to support the premise that employment of transactional leadership is significantly associated with increased levels of motivation amongst remote, hybrid, and on-site employees, as the significance level of the correlation ($p = <.001$) (2-tailed) was less than the significance level set (0.01) (2-tailed). This result corresponds with the findings of studies which discovered that transactional leadership positively influences motivation in on-site employees (Chaudhry, et al., 2012) (Wahyuni, et al., 2019) (Jabeen, et al., 2020).

Table 5.2: Transactional Leadership & Motivation Correlations

<i>Correlations</i>			
		Transactional Leadership	Motivation
<i>Transactional Leadership</i>	Pearson Correlation (r)	1	.408**
	Significance (2-tailed) (p)		<.001
	Number	101	98
<i>Motivation</i>	Pearson Correlation (r)	.408**	1
	Significance (2-tailed) (p)	<.001	
	Number	98	99
**. Correlation is significant at the 0.01 level (2-tailed).			

Figure 2.2: Transactional Leadership & Motivation Scatterplot



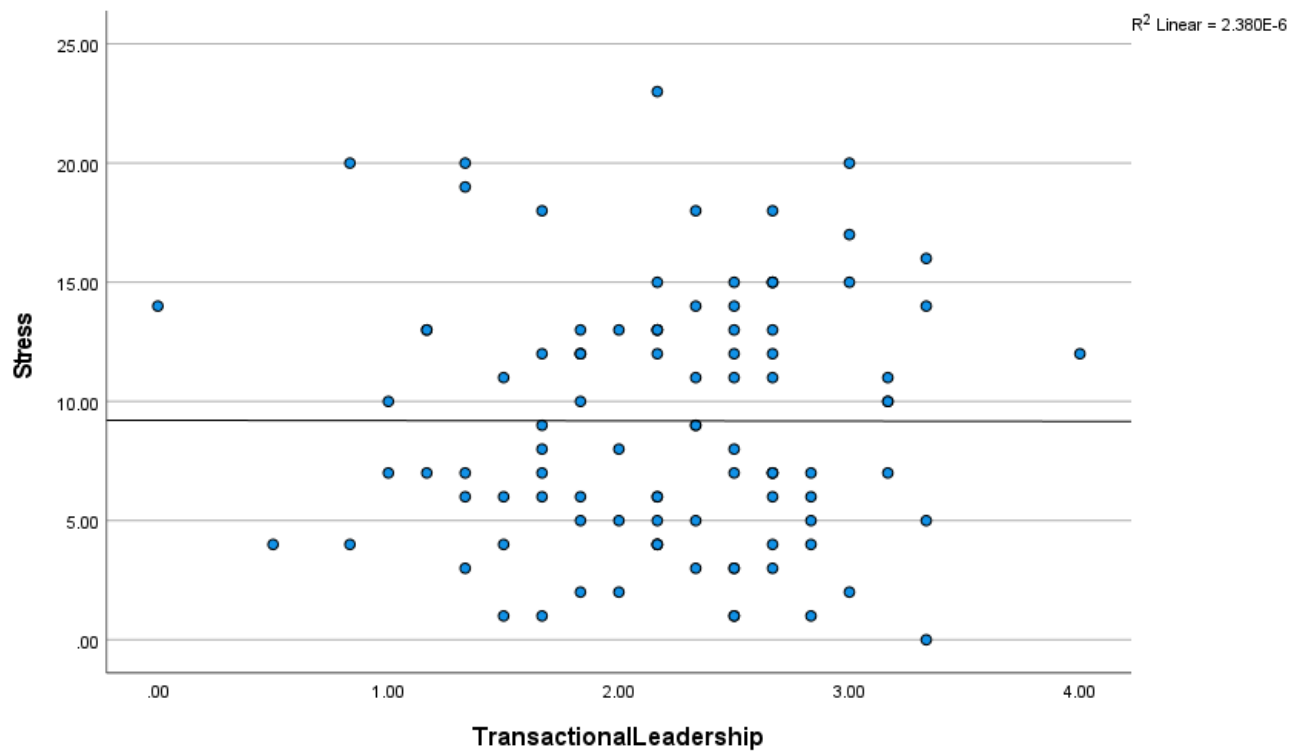
Hypothesis 2c:

As illustrated by the Pearson r value presented in Table 5.3 and the accompanying scatterplot (Figure 2.3), a weak, negative exists between transactional leadership and stress ($r = -.002$, $n = 99$, $p = .988$) (2-tailed). The related null hypothesis proposes that the relationship between the two aforesaid variables is not of statistical significance. Therefore, the null hypothesis is to be accepted as the significance of the correlation is greater than the value of significance set at 0.05 level (2-tailed). In accepting the null hypothesis, it is concluded that there is insufficient evidence to support the assumption that a significant relationship exists between transactional styles of leadership and the stress levels of remote, hybrid, and on-site employees. As a consequence, additional research is required to assess the relationship between transactional leadership and stress in remote, hybrid, and on-site workers.

Table 5.3: Transactional Leadership & Stress Correlations

<i>Correlations</i>			
		Transactional Leadership	Stress
<i>Transactional Leadership</i>	Pearson Correlation (r)	1	-.002
	Significance (2-tailed) (p)		.988
	Number	101	98
<i>Stress</i>	Pearson Correlation (r)	-.002	1
	Significance (2-tailed) (p)	.988	
	Number	98	99
**. Correlation is significant at the 0.05 level (2-tailed).			

Figure 2.3: Transactional Leadership & Stress Scatterplot



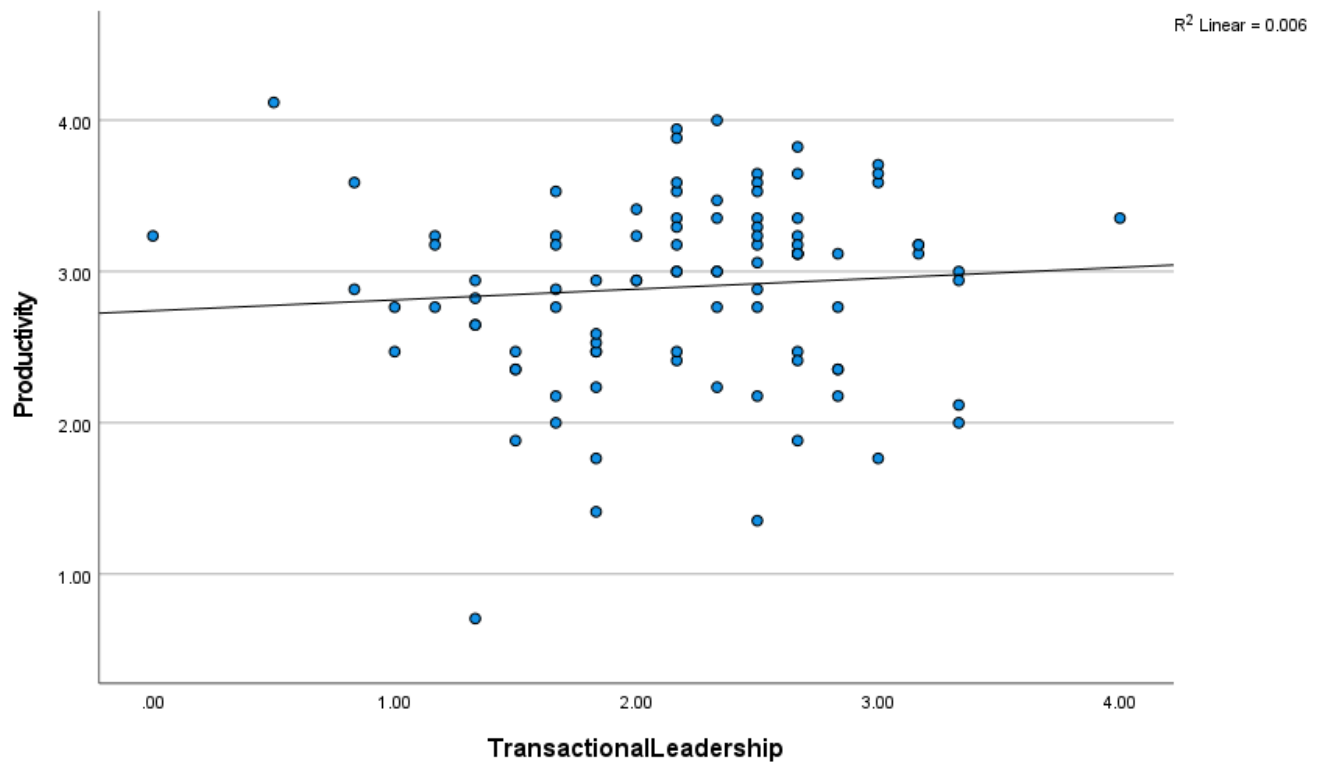
Hypothesis 2d:

As illustrated by the Pearson r value presented in Table 5.4 and the accompanying scatterplot (Figure 2.4), a weak, negative exists between transactional leadership and productivity ($r = .08$, $n = 97$ $p = 0.436$) (2-tailed). The related null hypothesis proposes that the relationship between the two aforesaid variables is not of statistical significance. Therefore, the null hypothesis is to be accepted as the significance of the correlation is greater than the value of significance set at 0.05 level (2-tailed). In accepting the null hypothesis, it is concluded that there is insufficient evidence to support the assumption that a significant relationship exists between transactional styles of leadership and the productivity of remote, hybrid, and on-site employees.

Table 5.4: Transactional Leadership & Productivity Correlations

<i>Correlations</i>			
		Transactional Leadership	Productivity
<i>Transactional Leadership</i>	Pearson Correlation (r)	1	.080
	Significance (2-tailed) (p)		.436
	Number	101	96
<i>Productivity</i>	Pearson Correlation (r)	.080	1
	Significance (2-tailed) (p)	.436	
	Number	96	97
**. Correlation is significant at the 0.05 level (2-tailed).			

Figure 2.4: Transactional Leadership & Productivity Scatterplot



Research Objective 3:

This research objective required the performance of a Pearson correlation analysis and a comparison of the subsequent results to determine whether the application of a transformational or a transactional style of leadership (independent variables) is more significantly correlated to the work-related measures of remote, hybrid, and on-site workers (dependent variables).

In observation of the Pearson r values presented in Table 6.1 it is evident that transformational leadership styles are more strongly correlated to the work-related measures of remote, hybrid, and on-site workers. The calculated Pearson r values illustrated that stronger correlations exist between transformational leadership and the employee work-related measures of job satisfaction ($r = .69$), motivation ($r = .551$), stress ($r = -.039$), and productivity ($r = .125$). The associations held between transactional leadership and the employee work-related measures job satisfaction ($r = .466$), motivation ($r = .408$), stress ($r = -.002$), and productivity ($r = .080$) were marginally more moderate in comparison. The related null hypothesis proposes that transformational leadership does not bear a stronger correlation to the work-related measures of remote, hybrid, and on-site workers. The null hypothesis can be rejected as it is evident that transformational leadership has a stronger influence on the work-related measures of employees. The outcome of this analysis is reflective of findings from the related studies which discovered that transformational leadership is more strongly associated to the employee work-related measures of job satisfaction, motivation, and stress (Xirasagar, et al., 2005) (Rowold & Schlotz, 2009) (Aydin, et al., 2013) (Jabeen, et al., 2020).

Table 6.1: Transformational & Transactional Leadership Correlations

<i>Correlations</i>			
		Transformational Leadership	Transactional Leadership
<i>Job Satisfaction</i>	Pearson Correlation (r)	.690**	.466**
	Significance (1-tailed) (p)	<.001	<.001
	Number	98	100
<i>Motivation</i>	Pearson Correlation (r)	.551**	.408**
	Significance (1-tailed) (p)	<.001	<.001
	Number	98	98
<i>Stress</i>	Pearson Correlation (r)	-.039	-.002
	Significance (1-tailed) (p)	.351	.494
	Number	98	98
<i>Productivity</i>	Pearson Correlation (r)	.125	.080
	Significance (1-tailed) (p)	.112	.218
	Number	96	96
**. Correlation is significant at the 0.01 level (1-tailed).			

Research Objective 4:

This research objective was developed to examine the impact a hybrid working arrangement has on the job satisfaction, motivation, and stress of employees in comparison to the impact remote and on-site working environments have on these measures. To perform this analysis a series of independent samples t-tests were conducted to assess whether there was a statistically significant difference in the mean scores between the groups.

An independent samples t-test was conducted to compare the job satisfaction, motivation, and stress scores for hybrid and remote workers. The analysis exhibited that there was no significant differences in the scores of hybrid and remote workers in terms of job satisfaction (Hybrid- $M = 3.45$, $SD = .938$; Remote- $M = 3.23$, $SD = .964$; $t(39) = .698$, $p = .489$, 2-tailed), motivation (Hybrid- $M = 3.64$, $SD = .445$; Remote- $M = 3.56$, $SD = .445$; $t(37) = .488$, $p = .629$, 2-tailed), and stress (Hybrid- $M = 9.67$, $SD = 4.77$; Remote- $M = 9.69$, $SD = 5.15$; $t(38) = -.016$, $p = .988$, 2-tailed). The size of the difference in the means scores of hybrid and remote workers job satisfaction (*Mean difference* = .222, 95% *CI*: -.421 to .864, $d = .234$), motivation, (*Mean difference* = .074, 95% *CI*: -.232 to .38, $d = .166$) and stress (*Mean difference* = -.026, 95% *CI*: -3.37 to 3.32, $d = -.005$) was small as depicted in the accompanying tables below.

Table 7.1: Working Situation Group Statistics (Hybrid vs Remote Workers)

<i>Working Situation Group Statistics</i>					
	Working Situation	Number	Mean	Standard Deviation	Std. Error Mean
<i>Job Satisfaction</i>	<i>Hybrid Working</i>	28	3.45	.938	.177
	<i>Remote Working</i>	13	3.23	.964	.267
<i>Motivation</i>	<i>Hybrid Working</i>	26	3.64	.445	.087
	<i>Remote Working</i>	13	3.56	.445	.123
<i>Stress</i>	<i>Hybrid Working</i>	27	9.67	4.77	.918
	<i>Remote Working</i>	13	9.69	5.15	1.43

Table 7.2: Independent Samples Test Statistics (Hybrid vs Remote Workers)

<i>Independent Samples Test</i>											
		Levene's Test for Equality of Variances				t-test for Equality of Means				95% Confidence Interval of the Difference	
		F	Sig.	t	df	One-sided p	Two -sided p	Mean Difference	Std. Error Difference	Lower	Upper
<i>Job Satisfaction</i>	Equal Variances Assumed	.023	.880	.698	39	.245	.489	.222	.318	-.420	.864
<i>Motivation</i>	Equal Variances Assumed	.246	.623	.488	37	.314	.629	.074	.151	-.232	.38
<i>Stress</i>	Equal Variances Assumed	.001	.977	-.016	38	.494	.988	-.026	1.65	-.337	.332

Table 7.3: Independent Samples Effect Size Statistics (Hybrid vs Remote Workers)

<i>Independent Samples Effect Sizes</i>					
				95% Confidence Interval of the Difference	
		Standardizer	Point Estimate	Lower	Upper
<i>Job Satisfaction</i>	Cohen's d	.946	.234	-.427	.893
<i>Motivation</i>	Cohen's d	.445	.166	-.502	.831
<i>Stress</i>	Cohen's d	.490	-.005	-.667	.656

An independent samples t-test was also conducted to compare the job satisfaction, motivation, and stress scores for hybrid and on-site workers. The analysis exhibited that there was no significant differences in the scores of hybrid and on-site workers in terms of job satisfaction (Hybrid- $M = 3.45$, $SD = .938$; On-site- $M = 3.07$, $SD = .933$; $t(86) = 1.79$, $p = .077$, 2- tailed), motivation (Hybrid- $M = 3.64$, $SD = .445$; On-site- $M = 3.58$, $SD = .503$; $t(84) = .502$, $p = .617$, 2- tailed), and stress (Hybrid- $M = 9.67$, $SD = 4.77$; On-site- $M = 8.85$, $SD = 5.54$; $t(84) = .664$, $p = .509$, 2- tailed). The size of the difference in the means scores of hybrid and on-site workers job satisfaction (*Mean difference* = .383, 95% *CI*: -.042 to .808, $d = .410$), motivation, (*Mean difference* = .057, 95% *CI*: -.17 to .284, $d = .118$) and stress (*Mean difference* = .82, 95% *CI*: -1.64 to 3.27, $d = .154$) was small as depicted in the accompanying tables below.

Table 8.1: Working Situation Group Statistics (Hybrid vs On-site Workers)

<i>Working Situation Group Statistics</i>					
	Working Situation	Number	Mean	Standard Deviation	Std. Error Mean
<i>Job Satisfaction</i>	<i>Hybrid Working</i>	28	3.45	.938	.177
	<i>On-site Working</i>	60	3.07	.933	.120
<i>Motivation</i>	<i>Hybrid Working</i>	26	3.64	.445	.087
	<i>On-site Working</i>	60	3.58	.502	.065
<i>Stress</i>	<i>Hybrid Working</i>	27	9.67	4.77	.918
	<i>On-site Working</i>	59	8.85	5.54	.721

Table 8.2: Independent Samples Test Statistics (Hybrid vs On-site Workers)

<i>Independent Samples Test</i>											
		Levene's Test for Equality of Variances				t-test for Equality of Means				95% Confidence Interval of the Difference	
		F	Sig.	t	df	One-sided p	Two -sided p	Mean Difference	Std. Error Difference	Lower	Upper
<i>Job Satisfaction</i>	Equal Variances Assumed	.005	.945	1.79	86	.038	.077	.383	.214	-.042	.808
<i>Motivation</i>	Equal Variances Assumed	2.1	.152	.502	84	.309	.617	.057	.114	-.17	.284
<i>Stress</i>	Equal Variances Assumed	1.0	.320	.664	84	.254	.509	.82	1.23	-1.64	3.27

Table 8.3: Independent Samples Effect Size Statistics (Hybrid vs On-site Workers)

<i>Independent Samples Effect Sizes</i>					
				95% Confidence Interval of the Difference	
		Standardizer		Point Estimate	95% Confidence Interval of the Difference
<i>Job Satisfaction</i>	Cohen's d	.935		.410	-.044 .861
<i>Motivation</i>	Cohen's d	.486		.118	-.343 .578
<i>Stress</i>	Cohen's d	5.31		.154	-.302 .610

The researcher conducted a final independent samples t-test to compare the job satisfaction, motivation, and stress scores for remote and on-site workers. The analysis exhibited that there was no significant differences in the scores of remote and on-site workers in terms of job satisfaction (Remote- $M = 3.23$, $SD = .964$; On-site- $M = 3.07$, $SD = .933$; $t(71) = .562$, $p = .576$, 2- tailed), motivation (Remote- $M = 3.56$, $SD = .445$; On-site- $M = 3.58$, $SD = .503$; $t(71) = -.109$, $p = .914$, 2- tailed), and stress (Remote- $M = 9.69$, $SD = 5.15$; On-site- $M = 8.85$, $SD = 5.54$; $t(70) = .504$, $p = .616$, 2- tailed). The size of the difference in the means scores of hybrid and on-site workers job satisfaction (*Mean difference* = .161, 95% *CI*: -.411 to .734, $d = .172$), motivation, (*Mean difference* = -.016, 95% *CI*: -.318 to .285, $d = -.033$) and stress (*Mean difference* = .845, 95% *CI*: -2.5 to 4.19, $d = .154$) was small as depicted in the accompanying tables below.

Table 9.1: Working Situation Group Statistics (Remote vs On-site Workers)

<i>Working Situation Group Statistics</i>					
	Working Situation	Number	Mean	Standard Deviation	Std. Error Mean
<i>Job Satisfaction</i>	<i>Remote Working</i>	13	3.23	.964	.267
	<i>On-site Working</i>	60	3.07	.933	.120
<i>Motivation</i>	<i>Remote Working</i>	13	3.56	.445	.123
	<i>On-site Working</i>	60	3.58	.502	.065
<i>Stress</i>	<i>Remote Working</i>	13	9.69	5.15	1.43
	<i>On-site Working</i>	59	8.85	5.54	.721

Table 9.2: Independent Samples Test Statistics (Remote vs On-site Workers)

<i>Independent Samples Test</i>											
		Levene's Test for Equality of Variances				t-test for Equality of Means				95% Confidence Interval of the Difference	
		F	Sig.	t	df	One-sided p	Two -sided p	Mean Difference	Std. Error Difference	Lower	Upper
<i>Job Satisfaction</i>	Equal Variances Assumed	.014	.907	.562	71	.288	.576	.161	.287	-.411	.734
<i>Motivation</i>	Equal Variances Assumed	.348	.557	-.109	71	.457	.914	-.016	.151	-.318	.285
<i>Stress</i>	Equal Variances Assumed	.555	.459	.504	70	.308	.616	.845	1.68	-2.50	4.19

Table 9.3: Independent Samples Effect Size Statistics (Remote vs On-site Workers)

<i>Independent Samples Effect Sizes</i>					
				95% Confidence Interval of the Difference	
		Standardizer		Point Estimate	95% Confidence Interval of the Difference
					Lower Upper
<i>Job Satisfaction</i>	Cohen's d	.938		.172	-.429 .772
<i>Motivation</i>	Cohen's d	.494		-.033	-.633 .566
<i>Stress</i>	Cohen's d	5.48		.154	-.447 .755

The related null hypothesis suggests that there is no difference in the levels of job satisfaction, motivation, and stress among hybrid, remote, and on-site working employees. In order to accept the null hypothesis, the significance level must be greater than the significance set for the analysis at 0.05 level (2-tailed). As previously illustrated, each of the p values exceeded 0.05 level (2-tailed) and therefore the null hypothesis can be accepted. The result of this analysis lies in contrast to the multiple other researchers who suggest that hybrid working employees levels of job satisfaction, motivation, and stress is higher than those working in purely remote or on-site settings (De Menezes & Kelliher, 2011) (Horton, et al., 2022) (Kumar & Das, 2022) (Santillan, et al., 2023) (Hopkins & Bardoel, 2023) (Krajčák, et al., 2023) (Fan & Moen, 2023) (Naqshbandi, et al., 2023). The conflicting outcome produced in the performance of this analysis stimulates the requirement for further investigations to be undertaken relative to the levels of job satisfaction, motivation, and stress of hybrid, remote, and on-site workers to understand if working environment and arrangement has any bearing on these work-related outcomes.

Discussion

This chapter examines the results presented in the previous chapter in a more explicative manner by comparing the findings of this study to the theories analysed and synthesised in the literature review section of this dissertation and ultimately formed the basis for the current investigation. The purpose of this section is to interpret the significance of this study's findings on the relationship between transformational and transactional styles of leadership and the job satisfaction, motivation, stress, and productivity of remote, hybrid, and on-site workers post-pandemic, with a view of uncovering the contribution it makes to the wider topic.

Leadership Styles

In observation of the outcomes of this research study it is evident that transformational and transactional styles of leadership share greater similarities than dissimilarities in terms of the effects of each on the work-related measures of remote, hybrid, and on-site workers. Though it is to be anticipated that both leadership styles positively influence job satisfaction and motivation levels due to the findings from those of Spitzbart (2013) and Jabeen, Khan, and Manzoor (2020) revealing this same outcome, it is of surprise that they also both lack a causal relation to the employee work-related measures of stress and productivity. The absence of a significant relationship between leadership styles and employee stress and productivity may be attributable to the study's design or the instruments used, although it is viable that leadership styles bear no influence on the stress and productivity of employees in a post-pandemic setting particularly when a portion of the employee group operate in remote or hybrid working environments, which as postulated by Lilian (2014) can diminish the efficacy of a leaders communications due to difficulties in conveying physical mannerisms using a virtual device.

The findings of this research study suggest that employment of transformational leadership is of greater benefit to the levels of employee work-related measures than a transactional style of leadership, conforming to the discoveries of a number of studies highlighting its superior efficacy and validating the hypothesis developed by virtue of these results (Xirasagar, et al., 2005) (Rowold & Schlotz, 2009) (Jabeen, et al., 2020).

This outcome is supported further by the research of Aydin, Uysal, and Sarier (2013) disclosing that when a transactional style of leadership is substituted for a transformational style, it results in an increase in job satisfaction amongst employees. It is conceivable that such findings serve as evidence to dispute the assertions of Nielsen, Boye, Holten, Jacobsen, and Andersen (2019) that whether a transformational or transactional style is most effective will ultimately depend upon situational factors. It is conceded, however that whilst these findings are in accordance with those of numerous related studies, additional research has also indicated that transactional leadership may be more favourable in certain cultures and working environments (Sitthiwarongcha, et al., 2020). As a consequence it is implausible to conclude that transformational leadership provides a greater benefit irrespective of setting or the opposing set of circumstances, though the results present a credible rationale to suggest that a transformational style is superior to a transactional one in most instances.

Influence on Job Satisfaction

The findings of this study illustrate that the job satisfaction of remote, hybrid, and on-site employees is of a higher-level when a transformational style of leadership or attributes associated with transformational leadership are adopted by their leaders. This result signifies that workers are most content in their position when those in leadership roles make efforts to satisfy the self-fulfilling needs of subordinates through the means of inclusion, trust, intellectual stimulation and transmission of a broader vision or comprehensive goal, encouraging individuals to develop their own skills and abilities further, thereby surpassing the basic duties of a manager to ensure that employees complete their assigned tasks in a timely manner as theorised by Burns (1978) and Bass and Avolio (1995). The findings of this study are consistent with those of Siswanto (2022) and Nanjundeswaraswamy (2023) in maintaining that transformational leadership positively impacts the job satisfaction of employees, though diverges from the findings of Jones and Schöning (2021) in respect to remote workers. This contrast is somewhat akin to the claims of Nielsen, Boye, Holten, Jacobsen, and Andersen (2019) as transformational leadership has an opposing effect on the job satisfaction of remote workers, contingent upon whether it is employed under conventional circumstances or in a lockdown induced setting, accentuating the impact of the pandemics restrictions on employee work-related measures and the requirement for this research to be undertaken in a post-pandemic environment.

Existing literature proposes that job satisfaction is a crucial measure that directly influences the levels of performance and turnover amongst employees (Mwesigwa, et al., 2020) (Siswanto, 2022). The findings of this study signify that transactional leadership positively influences the job satisfaction of remote, hybrid, and on-site workers, adding an insight to its impact in a post-pandemic environment in acknowledgment of the extensive debate within the literature (Fernandes & Awamleh, 2004) (Aydin, et al., 2013) (Spitzbart, 2013) (Ashgar & Oino, 2018). In light of the results of this study in conjunction with the assertions of independent authors on the significance of employee job satisfaction, further questions must be raised as to why the predominant share of leaders adopt transactional leadership qualities when dealing with their employees (Burns, 2012). Such findings revive the long-existing debate as to whether the characteristics embodied by leaders is a byproduct of personal characteristics or factors within the organisation (Schein, 2004). In maintaining an evaluative perspective though the findings from this research study reveal that transactional leadership also bears a positive influence on the job satisfaction of remote, hybrid, and on-site employees, its inferior status when compared to transformational leadership does suggest that organisations should aim to recruit managers who possess transformational qualities and tailor their methods of leadership training to produce authoritative personnel who typify a transformational style of leadership.

Influence on Motivation

The findings of this present study demonstrate that the leadership styles being examined influence the motivation of remote, hybrid, and on-site employees in a similar nature to the influence they have on employees levels of job satisfaction. The components of the MLQ first developed by Bass and Avolio (1995) and then adapted by Xirasagar, Samuels, and Stoskopf (2005) assisted the researchers understanding of what specific aspects of leadership contribute to motivating employees and the characteristics that are most strongly associated with elevated levels of motivation amongst employees. The outcomes of this study propose that leaders within organisations whom exhibit appreciable levels of “*Idealized Influence, Inspirational Motivation, Intellectual Stimulation and Individual Consideration*”, alongside those conveying great amounts of “*Contingent Reward and Management by Exception*” inspire higher levels of motivation amongst employees, emphasising that both intrinsic and extrinsic means of motivation are effective in motivating workers.

It is evidenced that both transformational and transactional styles of leadership positively impact the motivation of employees which reflects the outcome of the investigation undertaken by Jabeen, Khan, and Manzoor (2020) who report that this pair of leadership styles positively influences the motivation of employees in an educational based setting.

Furthermore, the findings from each study express that transformational leadership yields higher levels of employee motivation, in disagreement with the results of Sitthiwarongcha, Wichayanuparp, Chantakit, and Charoenboon (2020) disclosing that employees prefer transactional leadership and are more motivated when a transactional style is in place. The disparity between these results may be by reason of the differing sample sizes and techniques used in the separate studies, although it is anticipated that it is primarily due to environmental and conditional factors as the study of Sitthiwarongcha, Wichayanuparp, Chantakit, and Charoenboon (2020) consisted of employees operating in the pharmaceutical industry.

Influence on Levels of Stress

The findings from this study suggest that neither transformational nor transactional styles of leadership bear a significant influence on the levels of stress experienced by remote, hybrid, and on-site working employees. The outcome of the relationship between transformational styles of leadership and the stress of employees being insignificant is in stark contrast to those studies discussed previously in which all found that transformational leadership had some effect on the stress of employees and served to prove the hypothesis developed by the researcher to be false (Rowold & Schlotz, 2009) (Skakon, et al., 2010) (Syed, et al., 2018) (Parveen & Adeinat, 2019) (Ekmekci, et al., 2021). Though the insignificance of this relationship determines that no meaningful conclusions can be made, the correlation indicates that the employment of transformational leadership is associated with decreased levels of stress amongst employees which is reflective of the result reported by Syed, Rehman, and Kitchlew (2018). Despite the result of this study signifying that transactional leadership does not possess a significant impact on the stress of employees serves to prove the associated hypothesis to be wrong, it does not come as much of a surprise as the result surrounding transformational styles due to the review published by Skakon, Nielsen, Borg, and Guzman outlining that additional studies have found a similar outcome.

The objective of this research is to obtain an understanding as to how this pair of leadership styles affect the stress of employees post-pandemic and whilst the results signify that neither leadership style does so under these circumstances, it is difficult to accept that such a drastic change would occur in the face of copious amounts of opposing evidence, particularly in the case of transformational leadership (Rowold & Schlotz, 2009) (Syed, et al., 2018) (Ekmekci, et al., 2021). Though the time period in which these findings emerged was purposively chosen to reveal any changes that occurred, the extreme divergence of this result in respect to the existing literature makes it necessary for further research to be undertaken on the influence of transformational and transactional styles of leadership on the stress of remote, hybrid, and on-site employees in a post-pandemic setting.

Influence on Productivity

The findings from this analysis indicate that neither transformational nor transactional styles of leadership influence the productivity of remote, hybrid, and on-site working employees, contrary to the multitude of studies reporting that these styles of leadership did influence the productivity of on-site and remote workers (Bass, et al., 2003) (Rehman, et al., 2018) (Setiawan, et al., 2021) (Gunawan, et al., 2024). This outcome suggests that the productivity of remote, hybrid, and on-site employees is not affected by whether their manager is attentive or passive in their actions. The result of this study is similar to the outcome reported by Virgana and Lapasau (2024) where leadership style did not directly impact the performance of employees but did have an indirect influence through the means of affecting other measures such as motivation which did have a bearing on performance levels. Such discovery drives the researcher to reevaluate the outcome of the present study and consider the possibility of these leadership styles indirectly influencing the productivity of employees through the means of the significant impact each have on employee job satisfaction and motivation as evidenced in the results of this study. Literature suggests that both job satisfaction and motivation levels experienced by employees directly impacts their work productivity and so could it be that whilst the style employed by those in managerial positions does not directly affect their subordinates productivity post-pandemic, that it can have an effect through the impact it has on interconnected work-related measures (Mwesigwa, et al., 2020) (Siswanto, 2022) (Virgana & Lapasau, 2024).

In offering a less speculative interpretation of this study's outcomes, it appears that neither transformational nor transactional leadership have an influence on the productivity of remote, hybrid, and on-site employees in a post-pandemic setting, though it may be useful to conduct further research to observe whether either style has a secondary effect by way of impacting related job measures.

Levels of Job Satisfaction, Motivation and Stress across Working Environments

The findings of this study suggest that no significant differences exist between the levels of job satisfaction, motivation, and stress experienced by remote, hybrid, and on-site working employees post-pandemic. This outcome is of surprise and is conflicting with the result of those studies which found that hybrid workers were more satisfied, motivated and less stressed in their position than remote and on-site workers settings (De Menezes & Kelliher, 2011) (Horton, et al., 2022) (Kumar & Das, 2022) (Santillan, et al., 2023) (Hopkins & Bardoel, 2023) (Krajčák, et al., 2023) (Fan & Moen, 2023) (Naqshbandi, et al., 2023).. The vast sum of these studies were conducted pre, in the midst of, and in a short time after the Covid-19 pandemic had ended and so the result of this study may illustrate that in a post-pandemic world work setting is not as considerable of a differentiator in terms of levels of work-related measures as the majority of employees now have some influence on their working arrangement and are not forced to adopt a particular setting due to external circumstances, therefore opting for their most preferred and suitable option should their role allow. Though there is sound reason to accept this postulation as the truth, it would be appropriate for further investigations into whether there is any significant difference in the levels of job satisfaction, motivation and stress experienced across remote, hybrid, and on-site working employees as a means to validate the findings of this study.

Practical Implications

Based on the findings of this present study, organisations should encourage the adoption of a transformational style by its leaders and provide training for managers to develop transformational skills as its application results in enhanced levels of job satisfaction and motivation amongst employees and has a greater benefit on subordinate work-related measures than its transactional equivalents. It is also proposed that organisations and leaders therein remain open to employees selecting the working model most preferable for themselves, if possible, in light of the evidence which indicates that no working environment is optimal or suboptimal in regard to employee work-related measures.

Limitations

Despite the fact that this study has acquired an insight into how leadership styles influence the work-related measures of remote, hybrid, and on-site employees post-pandemic and has consequently contributed to the literature, there are a number of limitations to be considered. As previously denoted in the methodology section of this study the use of a self-completion questionnaire is susceptible to bias and may impact the research's outcomes, particularly for the results related to employee productivity due to its subjective nature. The cross-sectional design of this study enabled the gathering of an insight as to how this relationship unfolds in a post-pandemic environment, though the job-related measures which have been explored such as motivation, stress, and productivity in particular are inclined to fluctuate depending on existing circumstances and therefore a longitudinal design may provide a greater understanding and more representative result of the relationship post pandemic as it facilitates the monitoring of work measures over time.

Although this study discovered that leadership styles bear an influence on some of the work-related measures under examination, it does not proffer any reason as to why transformational and transactional leadership impact some measures and not others or exactly how their impacts transpire, leading the researchers interpretations of the results to be speculative rather than evidence based. Future studies should consider using a mixed methods approach to obtain a view of how these relationships emerge, whilst simultaneously avail of qualitative methods such as in-depth interviews to assist in providing a robust explanation and a more comprehensive understanding of the relationship between leadership styles and employee work-related measures overall.

Conclusion

The purpose of this research study was to examine the relationship between transformational and transactional styles of leadership and levels of job satisfaction, motivation, stress, and productivity among remote, hybrid, and on-site working employees subsequent to the Covid-19 pandemic. This study was established as a consequence of the researchers interest in the topic and identified need to investigate the matter after the pandemic has ended whilst involving employees who participate in traditional on-site work and employees who engage in emerging work forms such as remote and hybrid arrangements. In the aftermath of conducting this research study it can be stated that the researcher has acquired an appreciable understanding of the concept of leadership and the influence its bears on the work-related measures of employees.

This study availed of a quantitative methodology in order to conduct the investigation and subsequent analysis. Such an approach has enabled the researcher to establish that transformational leadership poses a greater influence on the work-related measures of remote, hybrid, and on-site working employees than transactional leadership post-pandemic. This outcome is consistent with the theories presented in the research of Aydin, Uysal, and Sarier (2013) and of Jabeen, Khan, and Manzoor (2020) which formulated the related verified hypothesis. Consequently it can be determined that leaders within organisations who as described by Burns (1978) and Bass and Avolio (1995) are attentive, inspiring, and express the desire for their subordinates to maximise their potential through the means of cognitive stimulation and communication of a collective vision have a greater influence on the work-related measures of employees operating in remote, hybrid, and on-site arrangements post-pandemic.

Additional findings revealed that the effects of transformational and transactional leadership on the work-related measures were comparable in nature as both elicited a positive impact on the job satisfaction and motivation of employees, whilst neither significantly influenced stress or productivity levels. This outcome diverges from the mass of studies which detected that both leadership styles strongly influenced the stress and productivity of employees (Syed, et al., 2018) (Setiawan, et al., 2021) (Gunawan, et al., 2024).

This outcome has the potential to be a pivotal discovery in the area by illustrating that in the aftermath of the pandemic leadership styles fail to influence the stress experienced by employees and how productive they are in their position, although further research is necessary to confirm the validity of such a contrasting result.

In review of the existing literature on the subject of employee work-related measures, it was hypothesised that employees who operate in a hybrid working arrangement are more satisfied, more motivated and experience less stress than those who perform their duties in a solely remote or on-site environment. The outcome of this study illustrated that the levels of these measures reported by hybrid workers did not significantly differ from those of remote or on-site workers conflicting the theories proposed by related studies, thereby proving the hypothesis to be false (Kumar & Das, 2022) (Fan & Moen, 2023) (Naqshbandi, et al., 2023). Despite the fact that many of the hypotheses developed were falsified in the course of this study, it can be stated that each of the objectives established were fulfilled.

In conclusion, this study has added to the existing literature on the topic by offering a unique insight as to which is the more favourable style of leadership among employees post-pandemic, which of whom many perform their duties in settings that this relationship had been previously unexplored. As a matter of course, enlightening organisations and leaders alike as to how the substantial changes transpiring over recent years in the ways which employees work has impacted the leadership dynamic and the work-related measures of employees themselves. As discussed in the previous chapter this research has a number of limitations and although the researcher possesses confidence in the importance of the studies findings to leaders within organisations and in advancing the literature further these constraints inspire the need for further research to be undertaken to enhance the reliability of the associated findings. The findings of the study produces a foundational understanding of aspects of the leader-follower relationship, more specifically the influence leaders have on the work-related measures of employees in the contemporary post-pandemic environment, whilst the limitations provide an abundance of opportunities for future studies to validate and add to the insights provided by the study.

Reference List:

- Alfaleh, A. et al., 2021. Onsite Versus Remote Working: The Impact on Satisfaction, Productivity, and Performance of Medical Call Center Workers.. *Inquiry* , 58(1), pp. 1-7.
- Almaamari, Q. A. & Alaswad, H. I., 2021. Factors Influencing Employees' Productivity- Literature Review. *Turkish Online Journal of Qualitative Inquiry*, 12(6), pp. 5945-5951.
- Alrowwad, A., Abualoush, S. H. & Masadeh, R., 2020. Innovation and intellectual capital as intermediary variables among transformational leadership, transactional leadership, and organizational performance. *Journal of Management Development*, 39(2), pp. 196-222.
- Alwis, N. D. & Abdul-Cader, K., 2023. The impact of transformational leadership on remotely working employees' motivation. *Journal of Applied Learning*, 1(1), pp. 204-213.
- Arany, L. & Popovics, P., 2022. THE MODERN LEADER: THE HISTORY OF LEADERSHIP STYLES AND THE MOST IMPORTANT QUALITIES OF A MODERN LEADER.. *Cross-Cultural Management Journal*, 24(2), pp. 91-95.
- Arslan, A. & Staub, S., 2013. Theory X and Theory Y Type Leadership Behavior and its Impact on Organizational Performance: Small Business Owners in the Sishane Lighting and Chandelier District. *Social and Behavioral Sciences*, Volume 75, pp. 102-111.
- Ashgar, S. & Oino, I., 2018. Leadership Styles and Job Satisfaction. *Market Forces*, 13(1), pp. 1-13.
- Aydin, A., Uysal, Ş. & Sarier, Y., 2013. The Effect of School Principals' Leadership Styles on Teachers' Organizational Commitment and Job Satisfaction. *Educational Sciences: Theory & Practice*, 13(2), pp. 806-811.
- Bass, B. M., 1997. Does the Transactional- Transformational Leadership Paradigm Transcend Organizational and National Boundaries. *American Psychologist*, 52(2), pp. 130-139.
- Bass, B. M. & Avolio, B. J., 1995. *Multifactor Leadership Questionnaire*. s.l.:Mind Garden INC..

- Bass, B. M., Avolio, B. J. & Jung, D. I., 2003. Predicting unit performance by assessing transformational and transactional leadership.. *Journal of Applied Psychology*, 88(2), pp. 207-218.
- Burns, J. M., 1978. *Leadership*. 1st ed. New York: Harper & Row.
- Burns, J. M., 2012. *Leadership*. s.l.:Open Road Media.
- Chaudhry, A. Q., Javed, H. & Sabir, M., 2012. THE IMPACT OF TRANSFORMATIONS AND TRANSACTIONAL LEADERSHIP STYLES ON THE MOTIVATION OF EMPLOYEES IN PAKISTAN. *Pakistan Economic and Social Review*, 50(2), pp. 223-231.
- De Menezes, L. M. & Kelliher, C., 2011. Flexible Working and Performance: A Systematic Review of the Evidence for a Business Case. *International Journal of Management Reviews*, 13(4), pp. 452-474.
- Ekmekci, O. T., Camgoz, S. M., Guney, S. & Oktem, M. K., 2021. The Mediating Effect of Perceived Stress on Transformational and Passive-Avoidant, Leadership-Commitment Linkages. *International Journal of Organizational Leadership* , 10(4), pp. 348-366.
- Fan, W. & Moen, P., 2023. Ongoing Remote Work, Returning to Working at Work, or in between during Covid-19: What Promotes Subjective Well-Being. *Journal of Health and Social Behavior*, 64(1), pp. 152-171.
- Fernandes, C. & Awamleh, R., 2004. The Impact Of Transformational And Transactional Leadership Styles On Employee's Satisfaction And Performance: An Empirical Test In A Multicultural Environment. *International Business & Economics Research Journal*, 3(8), pp. 65-76.
- Fischer, T. & Sitkin, S. B., 2023. LEADERSHIP STYLES: A COMPREHENSIVE ASSESSMENT AND WAY FORWARD. *Academy of Management Annals*, 17(1), pp. 331-372.
- GDPR , 2018. *gdpr-info.eu*. [Online]
Available at: <https://gdpr-info.eu/>
[Accessed 3 July 2024].

- George, T. J., Atwater, L. E., Maneethai, D. & Madera, J. M., 2022. Supporting the productivity and wellbeing of remote workers: Lessons from COVID-19. *Organizational Dynamics*, 51(2).
- Goleman, D., 2017. Leadership That Gets Results. *Harvard Business Review Classics*.
- Greimel, N. S., Kanbach, D. K. & Chelaru, M., 2023. Virtual teams and transformational leadership: An integrative literature review and avenues for further research. *Journal of Innovation & Knowledge*, 8(2).
- Gunawan, E. K., Kalalo, E. T. S., Tarigan, G. O. & Rohman, A., 2024. The Influence of Work-Life Balance and Transformational Leadership on Employee Performance in Teleworking Environment.. *Jurnal Entrepreneur Dan Entrepreneurship*, 13(1), pp. 15-28.
- Harris, L., 2003. Home-based teleworking and the employment relationship: Managerial challenges and dilemmas. *Personnel Review*, 32(4), pp. 422-437.
- Hayes, S. W., Priestley, J. L., Ray, H. E. & Moore, B. A., 2021. Perceived Stress, Work-Related Burnout, and Working From Home Before and During COVID-19: An Examination of Workers in the United States. *Sage Open*, 11(4).
- Hopkins, J. & Bardoel, A., 2023. The Future Is Hybrid: How Organisations Are Designing and Supporting Sustainable Hybrid Work Models in Post-Pandemic Australia. *Sustainability*, 15(4).
- Horton, N., Jacobs, K., Davis, K. & Kotowski, S., 2022. How does the working environment transition impact perceived work-related quality of life for postsecondary teachers within the United States?. *Work*, 71(2), p. 417–421.
- Hoyt, C. L. & Blascovich, J., 2003. TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP IN VIRTUAL AND PHYSICAL ENVIRONMENTS. *Small Group Research*, 34(6), pp. 678-715.
- Irwan, A., Mahfudnurnajamuddin, Nujum, S. & Mangkona, S., 2020. The Effect of Leadership Style, Work Motivation and Organizational Culture. *International Journal of Multicultural and Multireligious Understanding*, 7(8), pp. 642-657.

- Iverson, R. D., Olekalns, M. & Erwin, P. J., 1998. Affectivity, Organizational Stressors, and Absenteeism. *JOURNAL OF VOCATIONAL BEHAVIOR*, 52(1), pp. 1-23.
- Jabeen, A., Khan, M. A. & Manzoor, M., 2020. EXPLORING THE INFLUENCE OF LEADERSHIP STYLES ON PROFESSIONAL MOTIVATION. *Gomal University Journal of Research*, 36(2), pp. 84-92.
- Jain, A., Mittal, M. & Bhat, A., 2024. Impact of Leadership Styles on Employee Motivation: A Literature Review. *ANWESH: International Journal of Management & Information Technology*, 9(1), pp. 1-5.
- Jawabri, A., Alarmoti, A. & Rehman, W., 2022. Impact of Remote Working Environment on Employee. *Business and Economic Research*, 12(1), pp. 82-98.
- Jones, S. & Schöning, M., 2021. Employee Job Satisfaction During Remote Work: The Impact of Transformational Leadership. *Effective Executive*, 24(3), pp. 65-72.
- Jong, J. P. D. & Hartdog, D. N. D., 2007. How Leaders Influence Employees' Innovative Behaviour. *European Journal of Innovation Management*, 10(1), pp. 41-64.
- Kasser, T., Davey, J. & Ryan, R. M., 1992. Motivation and Employee-Supervisor. *Rehabilitation Psychology*, 37(3), pp. 175-188.
- Kim, J.-G. & Lee, S.-Y., 2011. Effects of transformational and transactional leadership on employees' creative behaviour: mediating effects of work motivation and job satisfaction. *Asian Journal of Technology Innovation*, 19(2), pp. 233-247.
- Koopmans, L. et al., 2014. Development of an Individual Work Performance Questionnaire. *International Journal of Productivity and Performance Management*, 62(1), pp. 6-28.
- Kotter, J. P., 1990. *Force For Change: How Leadership Differs from Management*. 1st ed. New York: The Free Press.
- Krajčák, M., Schmidt, D. A. & Baráth, M., 2023. Hybrid Work Model: An Approach to Work–Life Flexibility in a Changing Environment. *Administrative Sciences*, 13(6).
- Kumar, A. S. & Das, J. B., 2022. THE IMPACT OF 'HYBRID-WORK-MODEL' ON JOB SATISFACTION. *International Journal of Business Management & Research*, 12(1), pp. 71-82.

- Lange, M. & Kayser, I., 2022. The Role of Self-Efficacy, Work-Related Autonomy and Work-Family Conflict on Employee's Stress Level during Home-Based Remote Work in Germany. *International Journal of Environmental Research and Public Health*, 19(9).
- Lee, J., Lin, J.-H., Bao, S. S. & Robertson, M. M., 2024. Work from home: Facilitators for an effective ergonomic work system. *Applied Ergonomics*, 118(1).
- Lilian, S. C., 2014. Virtual teams: opportunities and challenges for e-leaders. *Procedia-Social and Behavioral Sciences*, Volume 110, pp. 1251-1261.
- Loignon, A. C., Johnson, M. A., Veestraeten, M. & Boyd, T. L., 2024. A Tale of Two Offices: The Socioeconomic Environment's Effect on Job Performance While Working From Home.. *Group & Organization Management*, 49(1), pp. 183-214.
- López-Cabarcos, M. Á., Vázquez-Rodríguez, P. & Quiñoá-Piñeiro, L. M., 2022. An approach to employees' job performance through work environmental variables and leadership behaviours. *Journal of Business Research*, 140(3), pp. 361-369.
- Lopez, D., Green, M., Carmody-Bubb, M. & Kodatt, S., 2011. The Relationship between Leadership Style and Employee Stress: An Empirical Study. *International Journal of Interdisciplinary Social Sciences*, 6(3), pp. 170-181.
- McCutcheon, J. M. & Morrison, M. A., 2016. "Eight days a week": A national snapshot of academic mothers' realities in Canadian psychology departments.. *Canadian Psychology / Psychologie canadienne*, 57(2), pp. 92-100.
- Minseo, K. & Beehr, T. A., 2021. The power of empowering leadership: allowing and encouraging followers to take charge of their own jobs. *The International Journal of Human Resource Management*, 32(9), pp. 1865-1898.
- Miranda, S., 2019. Preferred leadership styles by gender. *Journal of Management Development*, 38(9), pp. 604-615.
- Mitchell, A. & Brewer, P. E., 2022. Leading hybrid teams: Strategies for realizing the best of both worlds. *Organizational Dynamics*, 51(3).

- Mwesigwa, R., Tusiime, I. & Ssekiziyivu, B., 2020. Leadership styles, job satisfaction and organizational commitment among academic staff in public universities. *Journal of Management Development*, 39(2), pp. 253-268.
- Nanjundeswaraswamy, T., 2023. The mediating role of job satisfaction in the relationship between leadership styles and employee commitment. *Journal of Economic and Administrative Sciences*, 39(2), pp. 286-304.
- Naqshbandi, M. M., Kabir, I., Ishak, N. A. & Islam, M. Z., 2023. The future of work: work engagement and job performance in the hybrid workplace. *The Learning Organization*, 31(1), pp. 5-26.
- Niebuhr, F., Borle, P., Borner-Zobel, F. & Voelter-Mahlknecht, S., 2022. Healthy and Happy Working from Home? Effects of Working from Home on Employee Health and Job Satisfaction. *International Journal of Environmental Research and Public Health*, 19(3).
- Nielsen, P. A. et al., 2019. Are transformational and transactional types of leadership compatible? A two-wave study of employee motivation.. *Public Administration*, 97(2), pp. 413-428.
- Nwoko, C. & Yazdani, K., 2022. Enforced Remote Work During the Covid-19 Pandemic: The Relationship between Remote Working Intensity and Employee Motivation Using A Structural Equation Modelling Approach. *Journal of Entrepreneurship, Business and Economics*, 10(2), pp. 165-200.
- Olsen, M. H., 1983. Remote office work: changing work patterns in space and time. *Communications of the ACM*, 26(3), pp. 182-187.
- Orešković, T. et al., 2023. Associations of working from home with job satisfaction, work-life balance, and working-model preferences. *Frontiers in Psychology*, Volume 14.
- Parveen, M. & Adeinat, I., 2019. Transformational leadership: does it really decrease work-related stress?. *Leadership & Organization Development Journal*, 40(8), pp. 860-876.
- Posner, B. Z., 1988. Development and validation of the Leadership Practices Inventory. *Educational and Psychological Measurement*, 48(2), pp. 483-496.

- Puni, A., Mohammed, I. & Asamoah, E., 2018. Transformational leadership and job satisfaction: the moderating effect of contingent reward. *Leadership & Organization Development Journal*, 39(4), pp. 522-537.
- Pura, J. J., 2022. Linking Motivation and Employee Engagement through Gamification in Remote Working. *International Journal of Academe and Industry Research*, 3(1), pp. 52-69.
- Rafferty, A. E. & Griffin, M. A., 2004. Dimensions of transformational leadership: Conceptual and empirical extensions. *The Leadership Quarterly*, 15(3), pp. 329-354.
- Razak, A. et al., 2022. The Influence of Leadership Style and Organizational Structure on Employee Performance with Work Motivation as an Intervening Variable. *International Journal of Educational Organization & Leadership*, 29(1), pp. 103-117.
- Rehman, S., Rahman, H. U., Zahid, M. & Asif, M., 2018. Leadership Styles, Organizational Culture and Employees' Productivity: Fresh Evidence from Private Banks of Khyber-Pakhtunkhwa, Pakistan. *Abasyn Journal of Social Sciences*, 11(1), pp. 1-15.
- Rowold, J. & Schlotz, W., 2009. Transformational and Transactional Leadership and Followers' Chronic Stress. *Leadership Review*, Volume 9, pp. 35-48.
- Santillan, E. G. et al., 2023. Assessing the Impact of a Hybrid Work Model on Job Execution, Work-Life Balance, and Employee Satisfaction in a Technology Company. *Journal of Business and Management Studies*, 5(6), pp. 13-38.
- Sari, A. M. D., 2023. Employee Performance: Leadership Styles, Discipline and Motivation.. *Dinasti International Journal of Management Science (DIJMS)*, 4(6), p. 1099–1103.
- Saunders, M. N. K., Lewis, P. & Thornhill, A., 2023. *Research Methods For Business Students*. 9th ed. s.l.:Pearson.
- Schein, E. H., 2004. *Organizational Culture and Leadership*. 3rd ed. San Francisco: Jossey-Bass.
- Setiawan, R. et al., 2021. The Impact of Leadership Styles on Employees Productivity in Organizations: A Comparative Study Among Leadership Styles. *Productivity Management*, 26(1), pp. 382-404.

- Singh, K., 2015. Leadership Style and Employee Productivity: A Case of Indian Banking Organizations. *Journal of Knowledge Globalization*, 8(2), pp. 39-67.
- Siraj, M. A. M. M., Rami, A. A. M., Aziz, N. A. A. & Anuar, M. A. M., 2022. The Relationship between School Heads' Transformational and Structural Leadership Styles towards Teachers' Teaching Motivation. *Asian Journal of University Education*, 18(1), pp. 244-255.
- Siswanto, I. J., 2022. Linking transformational leadership with job satisfaction: the mediating roles of trust and team cohesiveness. *Journal of Management Development*, 41(2), pp. 94-117.
- Sitthiwarongcha, C., Wichayanuparp, W., Chantakit, P. & Charoenboon, P., 2020. Impact of Organization's Leadership Style on Motivation of its Employees. *Systematic Reviews in Pharmacy*, 11(3), pp. 48-56.
- Skakon, J., Nielsen, K., Borg, V. & Guzman, J., 2010. Are leaders' well-being, behaviours and style associated with the affective well-being of their employees? A systematic review of three decades of research.. *Work & Stress*, 24(2), pp. 107-139.
- Spitzbart, I., 2013. The impact of transactional versus transformational leadership on job satisfaction in the hotel industry. *Research in Hospitality Management*, 3(1), pp. 69-76.
- Syed, A. R., Rehman, K. U. & Kitchlew, N., 2018. Impact of Perceived Leadership Style on Employees' Work Stress: Moderating and Mediating Role Big 5 Personality Traits. *Paradigms*, 12(1), pp. 6-15.
- Tewari, S., Gujarathi, R. & Madulety, K., 2019. Leadership Styles and Productivity. *Asian Soical Science*, 15(4), pp. 115-118.
- Trevor, J. & Holwe, M., 2022. Managing the New Tensions of Hybrid Work. *MIT Sloan Management Review*, 64(2).
- Uru, F. O., Gozukara, E. & Tezcan, L., 2022. The Moderating Roles of Remote, Hybrid, and Onsite Working on the Relationship between Work Engagement and Organizational Identification during the COVID-19 Pandemic. *Sustainability*, 14(24).

Virgana, V. & Lapasau, M., 2024. Elevating Teachers' Performance through Locus of Control, Leadership Style, Environmental Factors, and Work Motivation. *Knowledge Management & E-Learning*, 16(1), pp. 65-87.

Wahyuni, N. P. D., Purwandari, D. A. & Syah, T. Y. R., 2019. Transactional Leadership, Motivation and Employee Performance. *Journal of Multidisciplinary Academic*, 3(5), pp. 156-161.

Wiatr, A. & Skowron-Mielnik, B., 2023. Hybrid team management: The long and winding road. *Organizational Dynamics*, 52(1).

Xirasagar, S., Samuels, M. E. & Stoskopf, C. H., 2005. Physician Leadership Styles and Effectiveness: An Empirical Study.. *Medical Care Research and Review*, 62(6), pp. 720-740.