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Exploring Leadership in the Hybrid Workplace

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ABSTRACT

The workplace and work life has changed due to advances in digital technology, which has increased distributed work. Many organizations no longer work in a physical office, but in a hybrid workplace where organizational members work both remotely, using digital technology, and in the physical office. This literature review explores and examines the existing research on leadership in hybrid workplaces. While there is a large body of research on e-leadership and numerous studies on the pandemic, there is a paucity of research on the leadership of hybrid workplaces, which is crucial in the present workplace. Hence, this paper is a systematic review of the literature that addresses leadership in the hybrid workplace across disciplines. A total of 48 papers from six databases were analyzed and interpreted. This review reveals the different but complementary disciplinary focus contributing to developing the knowledge of leadership in the hybrid workplace. It also presents a comprehensive overview of changes to the workplace and the critical challenges leaders face with the abrupt switch to the new structure of the workplace. This work has significant learning points for leadership practice in the contemporary workplace. It offers a conceptualization of hybrid leadership, along with propositions for future research.

KEYWORDS

hybrid workplace, leadership, learning, post-pandemic, digital technology

1   INTRODUCTION

Our understanding of the purpose and approach to work has been prompted, if not completely dictated, by the COVID-19 pandemic [1]. Although not new, the hybrid mode of working, which combines working from an office and home or wherever the job requires and where individuals perform best, has created a chance to deviate from the standards surrounding conventional working styles [2]. With the use of technology, employees can operate more flexibly in different locations, creating hybrid workspaces where they divide their time between various places such as homes, corporate offices, and coworking spaces [3]. Since the global pandemic, hybrid work modes have been the focus, but they were already used by many firms and are projected to become more prevalent in the next few years [4]. Yet, recent research suggests that the hybrid workplace presents two unique problems for

organizational culture: leadership must shift from control to trust, and particular focus must be paid to the equitable inclusion of remote workers [5]. Researchers also suggest that leaders and managers play a pivotal role in shaping post-pandemic workplaces for helpful relations and experiential learning although they are also undergoing an evolutionary process [1]. These studies point to the crucial role that leadership plays in providing support to the hybrid workplace.

Although leadership, a highly complex and multi-dimensional phenomenon, has been the subject of much research over the years, it is increasingly relevant in today's rapidly evolving environment [6]. Many academics and industry experts concur that leadership is a flexible, evolving process, with each new study building on prior research [7]. Safonov et al. [8] express that leadership is influencing others to achieve organizational or group goals. Similarly, Van Vugt and Rueden [9], describe leadership as the "differential influence within a group over decision-making, logistics of coordination, monitoring of effort, reward or punishment" (p. 2). In [6], Maxwell simply defines leadership as an influence. However, in contemporary workplaces, leaders will have to do much more than influence others.

The concept of hybrid is described as symbolizing flexible work schedules that allow employees to share their time between a physical workplace and typically but not always, their home [10]. Hybrid work is similarly characterized as a model in which individuals divide their working hours between the office and their homes [11]. Nonetheless in [4], hybrid work is termed as a multi-location working pattern in which time is shared across several places courtesy of digital technologies, while the hybrid work setting is a system in which employees spend time in a traditional office and some time working remotely. Existing research has identified various forms of distributed work ranging from virtual work, telework, digital work, remote work, work from home (WFH), work from anywhere (WFA), and telecommuting, however, Krajčík et al. [11] point out that these are often used synonymously, due to their similar meanings. Therefore, for this review, we describe the hybrid workplace as a working environment with a combination of in-office work and remote work which is work from home or anywhere other than the office. Also, hybrid leadership and leaders of hybrid workplaces are used interchangeably here.

Edwards [12] emphasizes the limited research on hybrid leadership and makes a case for more studies to identify the competencies and attributes needed for leading hybrid workplaces. This is corroborated in [13], highlighting a lack of precise understanding regarding the leaders' and workforce's clear-cut skill sets required to make the preferred hybrid solution successful. Even the Corona pandemic with its consequent effects, has brought about a clamor for leadership with new skills and an opportunity to reinvent the leadership development process [14]. Studies indicate that the expectations on managers to develop means of leading that go beyond personal presence and contact, through digital platforms, and that are effective from a distance have also transformed how leadership interactions are conducted [15]. Hence, Krehl and Büttgen [16] state that leadership has become more difficult and complex due to the distributed working environment. They also stress that, while there is ample literature on e-leadership and virtual leadership, there is a dearth of studies on remote leadership in the face of an unexpected catastrophe, such as a pandemic, particularly in the efficient use of digital technologies when leading remotely.

However, the necessity for leadership studies in the post-pandemic era, where the working life has significantly changed with the hybrid mode of work, a more digitalized way of working, is even more crucial. Consequently, to have a better knowledge of leading the hybrid workplace, this study is a review of the existing literature on the subject. This is important, especially in the present workplace environments, where leadership practice is challenged. This review intends to

explore and examine the existing research on hybrid leadership. The following research questions have been formulated for this review; RQ1: *What does the existing body of literature on leadership in the hybrid workplace reveal*? RQ2: *What can leaders of hybrid workplaces learn from this collection of work?* The rest of this study is structured as follows: section 2 describes the methodology for this systematic review. Section 3 presents the study's findings, and section 4 discusses the findings. Finally, section 5 has the conclusion, implications, study limitations, and suggestions for further research.

2 METHODOLOGY

This systematic literature review aims to deepen our understanding of leadership in the hybrid workplace while also providing answers to the research questions. A literature review is purposed to synthesize the body of prior knowledge on a certain topic or domain of interest, highlight significant biases and knowledge gaps in the literature, and suggest avenues for future research [17]. Also, Grant & Booth [18] state that the goal of a systematic review is to systematically seek out, evaluate, and synthesize research evidence by following established review guidelines. Although there are several types of literature reviews for different objectives, they clarify that a systematic review is clear in describing its techniques to allow others to repeat the process. Thus, this study will be transparent by adopting the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guideline as recommended in [19], to identify relevant papers that address the research questions.

2.1 Search method

The databases considered are; ScienceDirect, SCOPUS, Web of Science, Springer, Emerald Insight, and ProQuest. These databases were selected based on their quality, inter-disciplinarity, and relevance to the research aim and questions. The search string consists of the following keywords: ("hybrid work*" OR "remote work*" OR "virtual work*" OR "blended work*") AND ("leadership" OR "lead*" OR "manager*") AND ("digital tool*" OR "digital technology"). The literature search was conducted in July 2023, and the selection criteria (inclusion/exclusion) included peer-reviewed journal articles, conference papers written in English, empirical studies, reviews, and other scholarly articles published within the last ten years. This was important to reduce bias, to ensure that relevant materials for the review were not overlooked, as well as to include studies on the subject before, during, and after the pandemic. This is displayed in Table 1.

Table 1. Screening criteria

Inclusion Critreria	Exclusion Criteria
Peer reviewed articles, and conference papers.	Books, encyclopedia, book chapters, and extended abstracts
Sources between 2013–2023/ In English language.	Not relevant to research context.
Empirical studies, literature reviews, opinon papers and conceptual studies. Different methodologies and open access.	Study focus does not answer research questions.

2.2 Search process

The first stage of the screening involved screening based on titles and abstracts. Studies that were not focused on hybrid leadership were excluded in the second

round of full-text screening. The results of the search in the databases are as follows; Scopus (40), Web of Science (25), Science Direct (124), Springer (1,289), Emerald Insight (850), and ProQuest (1,027). A total of 3,355 publications were initially found, but 1,786 were excluded based on their titles, and duplicates. So, 1,569 publications were screened, and 1,490 were excluded after skimming their titles and abstracts, leaving 79 eligible articles. These were further probed, and 41 articles were discarded as they were deemed irrelevant to the review or not focused on the research questions. Thus, 38 articles were considered fit for the review. Then, 10 additional relevant papers were chosen through a backward search for related articles and included for analysis, bringing the total number of articles used to 48. The process is illustrated in Figure 1.
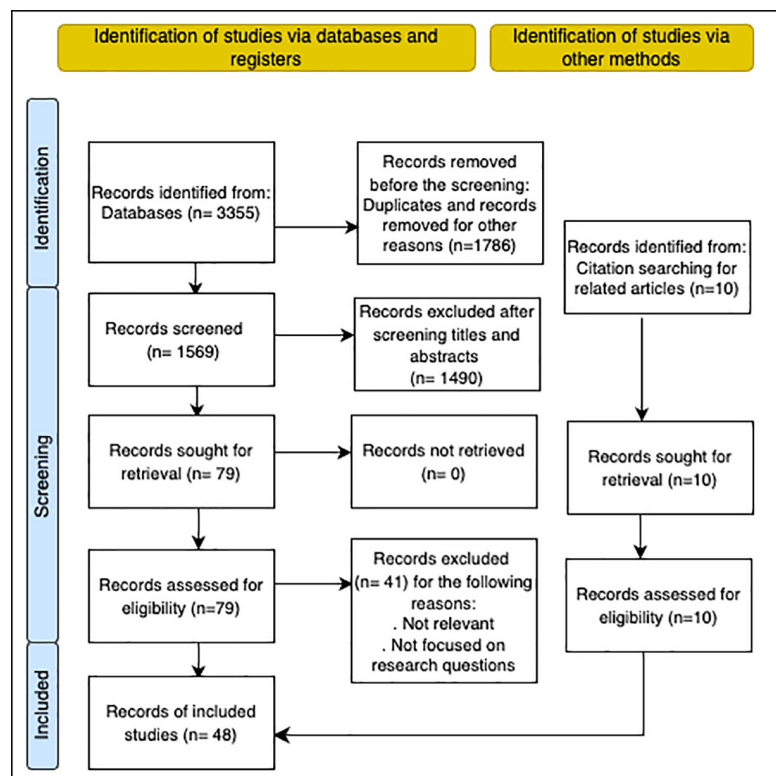

Fig. 1. Prisma flow diagram illustrating the screening process for the included studies

2.3 Analysis

The authors read and analyzed the papers using content analysis [20], to gain insights into the leadership of hybrid workplaces. The research objective was considered to aid in identifying, analyzing, and interpreting relevant information, categories, and themes within the papers. Data was extracted from the articles during the reading sessions and tabulated to give an overview of the current research, including publication year, author(s), study methods and design, theories, findings, and research field. This is included in the appendix. In conducting the content analysis, important paragraphs and contents, identified gaps in the literature, the results of the studies, and their conclusions were highlighted and extracted. Thus, relevant information emanated from the papers about hybrid work, work flexibility, job requirements, leadership capabilities, leadership challenges, digitalization and digital tools, and workplace changes. These were examined and categorized into sub-codes. The sub-codes were grouped into codes. These were further examined and developed

into themes for the review. For example, "changes to organizational culture", "effects of changed organizational culture", "leadership influence on organizational culture", and "challenges to organizational culture" were generated from sub-codes and grouped into the theme "organizational culture in the hybrid workplace".

The themes were then analyzed with leaders and managers serving as units of analysis. The analysis revealed seven important themes for leaders of hybrid workplaces for effective practice in managing the hybrid work situation. The identified themes are; "organizational culture in the hybrid workplace", "working with trust", "enhancing employee engagement", "impact of leadership on well-being", "managing communication", "use of technology", and "learning in the hybrid workplace". These were further developed using a narrative synthesis to ensure a coherent presentation of the themes, by integrating and summarizing significant information from the various papers into a cohesive narrative [21]. The findings grouped under these themes are provided in the next section.

2.4   Description of the studies

The distribution of the year of publication shows the most papers in 2022 (19), others in 2023 (14), 2021(10), 2020 (3), and the least in 2019 (1), and 2017 (1). Most adopted quantitative methods (19), then qualitative (12), mixed methods (2), and conceptual studies and reviews (15). The bulk of the papers are from organizational studies (32), followed by information systems (12), then management (2), innovation and entrepreneurship (1), and behavioral and public health (1). Finally, it is a total of (46) journal articles and (2) conference papers.

3   FINDINGS

The overview of the articles is given in the appendix, while the summary of the findings and their sources is shown in Table 2.

Table 2. A summary of the results and sources in the review

Themes	Main Findings	Sources
Organizational culture in the hybrid workplace	Important for establishing a hybrid work environment, challenging to redesign, but needs leadership influence and can be enhanced with the use of digital tools.	[24, 32, 23, 22, 25, 29, 31]
Working with trust	The basis for hybrid work but can be easily ruined by conflicts, hence the leadership focus should be on building trust with all categories of employees. It can also be reinforced with effective communication.	[35, 34, 33, 36, 37]
Enhancing employee engagement	Difficult to maintain in the long run for the hybrid workforce. It can be undermined by frictions and needs strong and considerate leadership.	[39, 41, 42, 43]
Impact of leadership on well-being	A crucial aspect emphasized for hybrid work success, which can be fostered by supportive leadership and the use of digital tools. Well-being should be prioritized for both remote and on-site workers, as well as leaders themselves.	[45, 44, 52, 26, 47, 50, 49, 48]
Managing communication	Poor communication is costly in the hybrid workplace; hence leaders must ensure and encourage clear communication. They also must respect the boundaries for the dissemination of work-related information.	[54, 55, 38, 28, 57]
Use of technology	Transformative for the modern workplace, organizations, as well as the leadership. Technology enables and supports hybrid work, but training and several considerations are required to adopt and efficiently use digital tools for effective leadership practice.	[64, 51, 46, 27, 63, 59, 65, 66, 57, 30, 60, 40, 58, 62, 61, 67]
Learning in the hybrid workplace	Leaders need to promote a climate of learning at work since learning can mitigate some of the challenges of hybrid work. Also, leaders must learn and be reflexive to develop the capacity for the hybrid workplace.	[53, 69, 68]

3.1 Organizational culture in the hybrid workplace

Several studies highlight the significance of organizational culture, and how it has been affected in the hybrid workplace. Sampat et al. [22] point out that, organizational culture represents all of the principles that an organization upholds, and for an organization to have a healthy culture, its leaders ought to be approachable and open, which can help build trust and a conducive environment. They also note changes to organizational culture through the heightened use of digital technologies and criticize the insufficient emphasis on organizational culture in hybrid work. Utilizing the contingency theory framework, Chong and Duan [23] illustrate how organizational culture and leadership style shape strategic behavior while asserting that the pandemic has prompted significant alterations in organizational structure, necessitating an urgent cultural transformation among businesses. Besides, research shows that organizational culture is recognized as essential for employee choice in a hybrid mode, and for reaping the long-term benefits of hybrid work, thus leaders need to radiate a positive organizational culture where the workforce is treated fairly [22]. The management of the company culture is also perceived as a critical responsibility of leaders, given the recent modifications to the work environment. Organizational culture is found to be a key component for consideration when assessing how leadership affects work-life balance [24]. Treacy [25] uses the organizational culture theory to explain that cultures evolve with time and that effective leadership is essential for an innovative culture to thrive. In the same vein, Oleksa-Marewska and Tokar [26] refer to the job demands-resources (JD-R) theory to reflect the link between organizational culture and leadership effectiveness. Additionally, a study demonstrates that managers can influence organizational culture to motivate more secure and compliant behavior from the workforce to reduce exposure to information security risk in the hybrid work environment [27].

Middle managers play a pivotal role in disseminating a new culture and employees' attitudes to change may hinge on the strength of the organizational culture [24]. However, changes in the workplace have brought about several challenges for the organizational culture. Informal collaboration was found to have been eroded from organizational culture [28], while a study indicates that hybrid work represents a major shift in corporate culture and leadership, and supports establishing inclusive practices, collaborative learning, and a reward system to help revamp the organizational culture [29]. A notable challenge is remodeling the organizational culture for those organizations that choose a hybrid work style [30]. Further, fostering a culture of psychological safety and an aligned workplace culture while workers are dispersed, and frequently changing work locations is another significant difficulty in hybrid work, however, there are new digital tools to help monitor the organizational culture [31]. Conversely, Lis et al. [32] show that the simplest approach to influencing culture is through relationships that are based on trust, while underlining that decision-makers have the responsibility for maintaining best practices and reshaping corporate culture in the face of a crisis, such as the abrupt switch to remote work.

3.2 Working with trust

Recent studies underline the importance of trust as a crucial component in remote or virtual work. Still, trust is essential for hybrid success, as leaders need to

trust their employees in their assessment of where they perform best, even though it may be challenging to know if they are making progress on deliverables when they are not physically present every day [33]. Babapour Chafi et al. [34] found that the physical separation that comes with remote work necessitates that managers shift to a more trusting leadership style while relinquishing control and traditional oversight, and thus call for further research to establish trust-based leadership practices in remote work to assure employee wellness, productivity, and output quality. Relatedly, trust is vital in virtual teams, hence managers need to observe how team members interact, respond, and most crucially, complete their shared tasks to retain team trust [35]. However, research has found that the focus should be on building trust rather than merely maintaining it, considering the rise of remote and hybrid work arrangements [36].

Reflecting on the recently forced nature and hurried adoption of remote work, it is suggested that meetings must have defined objectives pertinent to each participant because holding meetings frequently could hurt trust [37]. Thus, trust is needed for effective collaboration in distributed teams yet it is challenged with more virtuality. In [32] trust, along with work flexibility, communication, remote work experience, and suitable organizational culture, may help mitigate the detrimental effect of a global crisis on businesses. Still, various employee-manager conflicts can affect trust, and organizational trust will be disrupted if there is a lack of resolve to preserve it [36]. Nevertheless, Vătămănescu et al. [38] highlight that effective communication lays the groundwork for building a team spirit based on shared ideals and bonds of trust which enhance team performance. Subsequently, Panteli et al. [36] advocate for further research to examine the effects of leadership practices on diverse groups of employees, including whether there is a difference between preserving trust with existing remote workers and developing trust with newly recruited and onboarded remote workers.

3.3   Enhancing employee engagement

There appears to be a consensus among the different definitions of employee engagement that it is a beneficial way of thinking and behaving in terms of business operations, which enables employees to dedicate themselves to performing or even outperforming [39]. Researchers highlight the significance of employee engagement for team cohesion and collaborative learning [40]. While others [41] found that the drivers of employee engagement include a sustained organizational culture, transparency, employee recognition, trained leadership, employee connections, a reinvented appraisal system, and a feeling of security. They also affirm that workers invested in their jobs tend to be efficient while highlighting that long-term employee engagement is a challenge that must be rethought considering the hybrid nature of the modern workplace.

Some suggestions for improving employee engagement in the hybrid workplace are also presented in the studies. In [39], considerate and courteous influence with the efficient use of digital collaboration tools may help people see an unambiguous and open workplace, which improves their well-being, motivation, and engagement. While Vătămănescu et al. [38] found that leaders and managers may promote engagement, team culture, and trust through effective communication. Another study recommends that HR managers rethink the organization's work structure by implementing strategies to guarantee that, remote employees are fully engaged and identified with the organization [42]. However, underlying tensions in virtual teams

may cause participation and engagement to decline, even though participatory leadership practices encourage knowledge exchange [43]. Notwithstanding, studies have shown that hybrid work modes involving virtual staff engagement improve employee well-being by providing flexible scheduling options, thus fostering cooperation and positive working relationships [44].

3.4   Impact of leadership on well-being

The abrupt transition to remote and hybrid work arrangements revealed concerns regarding workforce well-being, which emerged as the predominant subject of discussion in numerous research. A study highlights that the pandemic has changed almost all aspects of life, especially work life, and the need to examine leaders' impact on employees' well-being, regardless of industry or work mode [26]. Ng et al. [45] share similar views stating that leadership systems may need reforms while calling for research to determine how the leadership of remote teams may foster or hinder good work design and employee well-being. Hence, Dwivedi et al. [46] recommend accessible management support so that home workers are not left to manage themselves and produce several coping mechanisms, particularly in cases where people are new to the company and/ or lack a network of close friends. These studies align with Uru et al. [42] who suggest that leaders should agree with their workforce on a working style that promotes well-being and productivity. They further advocate for supportive and empowering leadership, urging managers to check workaholism, especially among remote workers. Additionally, leaders need to be thoughtful about how they treat their new remote employees and act in ways that will improve employee well-being [45]. However, Lundqvist et al. [47] found that supportive leadership is essential for both on-site and remote workers notwithstanding the work location, and that employees require their managers to be concerned about their well-being. Additionally, leaders need training to motivate, and manage a virtual workforce, and to foster a climate of psychological safety for all employees since ensuring everyone's well-being is important [44].

The post-pandemic era presents a persistent issue regarding workers' well-being, thus Grobelny [48] expresses that flexibility and leader-member interactions play a vital role in determining workplace well-being among hybrid team members. Using the (JD-R) theory, he proposes that teams are not seen as job resources or demands but as unique environmental factors. Also, Gupta et al. [49] highlight that team leaders and managers can help workers deal with the unpredictability of a situation, by providing effective support solutions at all levels of the company and allowing employee personalization rather than using a one-size-fits-all strategy. They also establish this through the JD-R theory to emphasize leadership and organizational support to employees in periods of uncertainty. Whereas Hopkins and Bardoel [31], analyze hybrid work through the lens of conservation of resources (COR) theory and suggest that managers evaluate the operation, workplace culture, communication strategies, employee wellbeing, and any new skills shortages that may have formed due to the shift in work protocols to effectively support hybrid work arrangements. Nonetheless, well-being must be considered from a multidimensional perspective when evaluating the importance of leadership for employee well-being [47].

The permeable boundaries between work and personal life due to technology are also seen to affect well-being, even though leaders are tasked with ensuring

workers' well-being. Lorca and Belli [50] using interactional theories show that regulations, protocols, and boundaries are necessary for leaders to function, but stress that too much rigidity might hurt the team's effectiveness and well-being. In line with this, Xie et al. [51] through the lenses of the boundary, and action regulation theories, conclude that managers ought to be aware that hybrid work characteristics, such as multi-tasking and boundarylessness, may enhance work, but could also be taxing on the mental and physical health of employees. Thus, to promote employees' well-being, management and leaders should assess how technology might serve the organization's goal, facilitate good social relationships, and nurture a sense of trust [46, 40]. Remarkably, a crisis, rather than advances in technology, could be the impetus for a more widespread effort to improve work-life balance and workplace wellness, hence, the need for businesses to provide safe workplaces and support workers' well-being [45].

On the other hand, Neidlinger et al. [52] demonstrate that working from home favors leaders' health, as they are at higher health risks from multitasking. Unlike the other quantitative studies using the (JD-R) theory in this review, they envision remote work as a job resource for leaders. They also emphasize that, given the significance of leaders to any particular organization, understanding how working from home affects leaders' well-being and ability to strike a good work-life balance ought to be a top priority. Conversely, Kirchner et al. [53] found that managers working remotely tend to work longer hours than their employees, which may increase their susceptibility to stress or burnout. They equally recommend that businesses think about ways to assist remote managers and the procedures involved in remote management and teamwork. Likewise, Spagnoli et al. [24] envisage the potential for workaholism and technostress among middle managers while working remotely. They draw on a conceptual framework consisting of the COR, JD-R, and the work-life interface resources model to analyze the work-life interface between resources and demands and posit that leadership may be viewed as both a demand and a resource since it has the potential to affect organizational behavior in ways that are either beneficial or detrimental (stress and well-being). Despite the seeming contradictions, these studies demonstrate that the well-being of leaders is equally as important as those of the employees in the hybrid workplace.

3.5 Managing communication

Effective communication is acknowledged as an essential work component in flexible working arrangements, alongside autonomy and work-life balance [34]. Today's hybrid team leaders ought to contemplate the dynamics of effective communication, organizational development, and virtual team cooperation to establish trust [26]. Some studies argue that the COVID-19 work-from-home mandate was unexpected and unplanned and found organizations unprepared in terms of infrastructure as well as policies and practices linked to communication, information sharing, and dissemination [36, 54]. Others recognize that teams have become more disintegrated because of poor communication, which also causes problems with team coherence, higher health risks, attrition, and even a loss of informal collaboration due to the pandemic [28]. They found that communication is a top concern and recommend that remote employees be educated on how to better use the many communication tools at their disposal. This is confirmed in [53, 55] where most managers considered communication with employees and organizing work as their key issues.

Poor communication techniques can result in misunderstandings and the fragmentation of the hybrid team into subgroups, hence, leaders ought to build communication techniques that ensure everyone is aware of events, irrespective of location, and employ collaborative technology capabilities for communication to provide visibility, which is crucial for productive work in a hybrid team's online environment [33]. Consequently, a study through the application of the normalization process theory (NPT), shows that managing a team's social fabric is necessary for guaranteeing transparent communication and coordination, such as by creating rapid task-related interactions to encourage contributions across dispersed working teams and tech-driven methods of work [54]. Parallel to this, Seeber and Erhardt [56] draw on the boundary theory and specify that decisions about how to handle work-related communication and collaboration outside of normal business hours fall on leaders, who ought to realize that information workers with high degrees of work permeability and who make frequent use of digital workplaces may be highly dissatisfied at work.

Research indicates that hybrid work teams have unique demands placed on their members and leaders, including different communication styles, strained relationships, and trust concerns [48]. Hence, leaders, in response to changing employee demands and to succeed in a post-pandemic world; must communicate clearly, be sensitive, and display and instill confidence, as leading a hybrid workforce requires an appropriate leadership style [57]. Also, leaders can inspire individuals and urge them to collaborate more effectively to achieve shared objectives and unique solutions by using effective and open lines of communication techniques [38, 55]. Thus, the frequency of team-leader communication and the caliber of the team relationships are essential drivers of well-being for hybrid teams [48].

3.6 Use of technology

Another important finding highlighted in the literature is the increasing prevalence of digital technology. Researchers admit that digital transformation has gained prominence in both management practice and research through the strategic integration of digital technologies to improve existing business processes [58]. Also, studies show that management and technology appear to share more ground due to digitalization and establish the need for research on the digital culture of innovation in organizations post-pandemic while calling for more studies in organizational behavior and management practices in this area [25]. Nadkarni and Prügl [59] provide evidence of extensive research dedicated to examining the impact of digital transformation on management and leadership practices, emphasizing the dynamic character of leadership. Also, Van Veldhoven and Vanthienen [60] found that both societal shifts and technological innovations have contributed to the ongoing digital transformation of businesses, and support research showing that workers value firms with an innovative culture and learning possibilities.

A study shows that the changes brought about by a variety of technological advancements, notably in information technology, seem to be especially reflected in hybrid work features [51]. Others demonstrate the dependence on computer-mediated communication technology for formal and informal team coordination, and for socializing when team members are not all in the same physical location [61]. Likewise, Carmel and Sawyer [62] express that knowledge work is often collaborative and highly entangled with digital systems and computer-mediated interactions,

but assert that modern leadership models are always changing to reflect various forms of work, workplace realities, and worker expectations. Research also highlights that online collaboration tools and solutions be adopted for the hybrid workplace, as well as training for employees in using these technologies, as the issue of adjusting to new technology has been exacerbated by online digital work platforms [33, 57]. Whilst Hopkins & Bardoel [31], mention that well-being tools, desk booking apps, workflow management software, and applications for enhancing team culture are all examples of how information and communications technology (ICT) plays a significant part in providing and maintaining support in hybrid work. Similarly, Pokojski et al. [30] list timesheets, file comments, and report generation as examples of what can be used as tools for remote work supervision. They further explain that some systems may detect a user's lack of computer activity, record social media time, and track a user's whereabouts while working, and business intelligence and data analytics solutions are often utilized to monitor workers. However, these digital monitoring tools can become challenging for leadership practice in the hybrid workplace, especially regarding boundaries and privacy issues.

Remote workers are often accused of being lazy and unproductive by leaders and top management, and while remote and hybrid work has become a popular option for many, some still struggle due to cultural and technical barriers [63]. Although Dwivedi et al. [46], assert that the pandemic has been a significant test for leadership and management skills exacerbated by flawed information, they argue that its effect on organizations depends on the level of digitalization of the firms. They also state that technology is just a tool, and its effectiveness depends on how people use it. Correspondingly, researchers emphasize that e-leaders need not be technical experts, however, they ought to know how to maximize technology's potential for effective leadership and must transform into technology enablers that bring cutting-edge tools to remote workers as their organizations adapt to new technologies [40]. While Nadkarni and Prügl [59], stress that leaders be conscious that many employees may not keep up with the pace and may fall behind, and thus need to promote the adoption of new IT technologies with confidence in their values and capabilities as they may be unable to perform their coaching and leadership roles if they also have difficulty with technology. Also, research suggests that successful empowerment in the digital age demands that leaders understand employee skills and interests and encourage the use of digital tools and multichannel communication mediums to share knowledge and expertise virtually and physically [64]. Likewise, creating a work environment adaptable to employees' needs in terms of when and where they do their jobs, what they do, and the nature of the work itself is one of the primary responsibilities of digital leaders [65].

However, researchers decry the lack of studies evaluating remote work from managers' perspectives and show that perceived rewards and technological challenges also influence the efficacy of the remote leader's work, regardless of the manager's level, since technical challenges can decrease work effectiveness [66]. Besides, Spagnoli et al. [24] show that using new technologies for managing remote work in an unsustainable way is likely to set off the mechanisms that lead to workaholism. They also call for more research examining workaholism with widespread remote work. Nonetheless, suggestions are; that before assembling a virtual team, managers and team leaders need to consider not only team members' technical abilities but also their cultural backgrounds and interpersonal skills [43]. Also, managers ought to ensure frequent online meetings and opportunities for

interaction between homeworkers and co-workers for both formal and informal information-sharing and professional development [46]. Additionally, scholars have drawn the attention of managers to the security risks involved in the practice of bring your own device (BYOD), which became necessary with the new working conditions [27]. Using the coping model of user adaptation (CMUA) framework, they found that improved information security for businesses can be achieved by increasing managers' understanding of the BYOD benefits while enabling them to improve their coping behaviors.

Further, studies on task-technology fit highlight the necessity of choosing the right technology for the job, especially as digital technologies have enabled geographically distributed individuals to become dynamically assembled, enabling cooperative work [67]. The strong influence of hybrid leaders on the modeling and development of team norms relating to the location of work and the adoption and implementation of appropriate task and technology combinations is also foreseen in [33]. Moreover, Abelsen et al. [67] conclude that task differentiation may encourage managers to analyze what crucial activities are pertinent for each employee's specific job position and to ensure that the technologies used to perform these duties work well to improve task-technology fit. Plus, they discovered that managers could alleviate employee loneliness by using technology to promote a feeling of community.

3.7 Learning in the hybrid workplace

The shift to hybrid work settings has also affected workplace learning and knowledge exchange, which are critical to the organization's success and the workforce's development. Mitchell and Brewer [33], establish that the prime purpose of any hybrid team-building exercise is to forge closer bonds between members of the team and improve trust, dedication, and eventually, the ability to share knowledge. They also emphasize the notion of remote first communication to interact and exchange knowledge on an equal footing in hybrid teams. Notably, learning is not only a method for the creation of knowledge but also the retention of employees, and a remote culture can be strengthened through adaptable remote training approaches [28]. Albeit, in [68] organizational culture and employees' propensity to learn are both shaped by leaders. However, with the increasing prevalence of hybrid work arrangements, concerns arise about potential training disparities, leadership, and work forms between remote and non-remote workers, and their consequences [45]. Similarly, da Silva et al. [29] found that though technological platforms play a crucial role in collecting and sharing knowledge, particularly explicit knowledge, cultivating tacit knowledge in hybrid work teams poses significant challenges. Hence, it is recommended that managers provide substantial team training to prevent process loss in virtual teams, noting that people are adaptive and can learn informally in parallel, which is vital [35]. Others have established that the need for continuous learning which defines the degree to which work requires employees to constantly learn new technologies, knowledge, approaches, and applications to stay abreast of the most current innovations, is positively correlated with employee work attitude [51].

The studies indicate the importance of learning and adapting to new ways of working, however, they also demonstrate that learning is essential not just for the employees but also for the leaders, since the widespread move to hybrid ways of working was unanticipated. In [34], managers and staff are advised to acquire new skills and competencies to adapt to hybrid work and maximize its benefits. The findings in [53] highlight the issues that remote learning may bring to organizations and underline the need for a learning culture and digital tools to overcome these

obstacles and foster the development of new leadership skills. In the same vein, Krampitz et al. [68] are of the view that learning or improving one's leadership abilities can boost one's sense of self-awareness and show that leaders who are highly engaged in their work are more enthusiastic, invested, and confident in their ability to meet challenging work expectations, and loyal to their organizations. In [53] it was also found that adapting to new modes of working and learning as a leader is essential for distance leadership, which necessitates activities aimed at managers such as knowledge sharing amongst managers, as part of the learning process. Additionally, a way of examining leadership learning is presented in [69], who shows that leadership is a reflexive practice, and emphasizes the importance of reflexivity for leaders to adapt, learn, and reflect on changes to the work design as they go through uncertain times such as the pandemic. The existing research thus illustrates that a learning culture is crucial for leaders and team members in the hybrid workplace.

4 DISCUSSION

This review sought to explore the existing research on leadership of hybrid workplaces. The search was conducted for studies across disciplines in the last ten years, but almost all the selected papers were published between 2020 and 2023, indicating a renewed interest in hybrid work. This work also shows that the abrupt adoption of remote work [36, 37] and the prevalence of hybrid work arrangements [45], have affected the modern workplace, calling for modifications to the leadership approach in hybrid work settings. The studies in this review ranged mainly from organizational studies to research in information systems (IS) to develop an understanding of the leadership of hybrid workplaces. This resonates with [59, 60], who underline that the focus has moved from technological challenges toward managerial and organizational ones, and advocate for more transdisciplinary research in social sciences and IS. In this review, on the one hand, the IS literature makes technological change arguments and its effects on the hybrid workplace, workers, and leadership. On the other hand, the organizational studies literature highlights leadership functions, demands, and requirements in technology-driven hybrid working environments. Thus, both research areas intersect and largely contribute to the literature on hybrid workplaces. However, no studies in the disciplines have offered a clear definition or description of what leadership is in the hybrid workplace.

Several theories were used in the studies, including contemporary leadership theories, social theories, and others. The boundary theory was noticeable in the IS literature, depicting the focus of the IS literature on providing the tools for analyzing the permeability of the hybrid workspace through the affordances provided by digital technology. It also draws attention to the blurred boundaries between work and private life and its psychological consequences, hence the significance of well-being in hybrid work. Also reflected is the need for learning and competence in the judicious use and promotion of digital technology in hybrid work on the part of leaders. As well as the import of inculcating information security awareness in employees, with the new forms of working. In contrast, the organizational studies literature is centrally concerned with the requirements, resources, and behaviors of leaders in hybrid workplaces. This is mirrored in the prominent use of the JD-R, COR, social exchange theories, and other social theories. The JD-R is dominant here and has been used not only for assessing the hybrid workforce but also the leaders [cf. 24, 55, 52, 26, 49, 48]. Although different standpoints have emerged from this theory,

it seems to be a fecund point of departure for further studies of hybrid leadership. One such endeavor would be to empirically appraise the learning opportunities from the leadership practice of balancing job demands and resources in hybrid work. Another significant revelation from the literature is the importance of developing research on middle managers given that they hold a strategic position as a go-between top management and the workforce, as well as in translating the organizational culture. Notwithstanding, the findings do not center on a specific leadership paradigm but highlight the need for appropriate leadership capable of supporting employees in the dynamic hybrid workplace.

Regarding the key takeaways for leaders of hybrid workplaces drawn from this work, the analysis of the findings identified seven fundamental and interconnected notions that leaders can consider in leading the hybrid workplace. These include taking into cognizance, the organizational culture in the hybrid workplace, working with trust, enhancing employee engagement, the impact of leadership on well-being, managing communication, the use of technology, and learning in the hybrid workplace. These fit the needed competence anticipated in [70, 71], for leaders of hybrid workplaces. Also, this review highlights that in adopting a trusting leadership style, leaders must understand the difference between maintaining trust with previous remote workers and building trust with new ones [36]. Further, the well-being of workers in hybrid work has been on the front burner but too much focus has been on remote workers as strikingly highlighted in [47, 52]. This may be attributed to the perception of remote workers as being less visible or disadvantaged, therefore, equal attention should be paid to face-to-face workers, as well as the leaders themselves. Such measures can improve the working life, and align hybrid work with sustainable development goals [31, 34]. The findings further demonstrate the unintended learning for quick adaptability during the crisis. Yet, prioritizing and implementing the lessons gained to enhance the subsequent work-life and the hybrid work environment is imperative. Given the inherent complexities of the hybrid work situation, the studies collectively offer suggestions for leaders while underlining the main leadership challenges in leading the hybrid workplace, such as balancing individual needs and team goals, managing multi-located workers, coordinating resources, innovating the culture, and inspiring creativity and learning in hybrid work settings, which indicate current knowledge gaps in preparing for the future of work.

However, a critique of the literature is that most studies were conducted during the pandemic and thus offer a broad overview of changes in the work environment and leadership challenges. This could be due to the rapid and extensive adoption of the hybrid work paradigm during the pandemic which cut across different industries, professions, and organizations. They therefore lack a deep analysis of leadership in the post-pandemic hybrid workplace and the implementation of hybrid work models. Many recommendations for flexible work arrangements are based on studies that are already several decades old [37] and probably lack the necessary criteria for handling the realities of the new working life. Also, an area of tension is the interpretation of remote work for leaders. One school of thought is that remote work is beneficial for a leader's health [52], another views it as detrimental [53], and another as a potential for workaholism [24]. We may hypothesize that remote work could be both a demand and a resource for leaders considering the remote component and nature of hybrid work but this also requires empirical investigation. The modern hybrid workplace presents various demands and challenges for leaders, we thus, conceptualize what the leadership of hybrid workplaces should be based on the learning points for leaders gleaned

from the examined studies. In doing so, we build on Claus [14], who asserts that the new leadership skills for managing a distributed workforce and leading under uncertainty are already embedded in modern leadership theories. This reflects an introspective and reflexive approach to leadership in complex and particular circumstances where individual leadership theories gain from a comprehensive range of leadership attributes [72, 73]. We, therefore, argue that leaders of hybrid workplaces should possess hard (transactional leadership), soft (transformational, shared, supportive leadership), and learning-oriented leadership capabilities to transform themselves, individuals, teams, and organizations, in the hybrid work setup. The hard capabilities refer to the skills for effectively managing the demands and resources, and the soft capabilities involve inspiring others, collaborating, showing empathy, and fostering creativity in the hybrid workplace. The learning aspect drives reflexivity and competence development for self and others in the hybrid work environment. This will improve the quality of work outcomes, relations, working life, and the work environment, and build resilient organizations. Figure 2 illustrates our conceptualization of the shift to hybrid work arrangements and actionable insights for the hybrid leadership approach in leading the hybrid workplace.
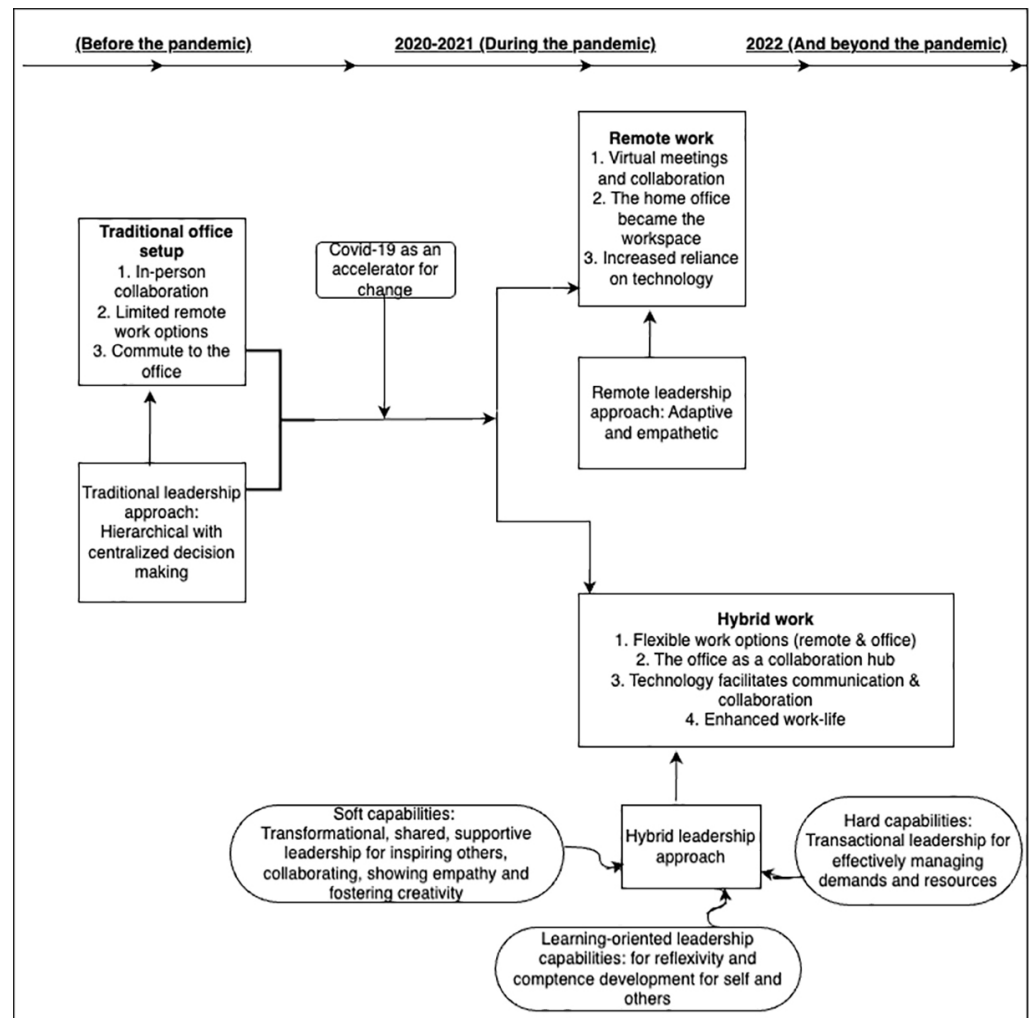

Fig. 2. Conceptualization of the hybrid leadership approach (Authors' own)

5 CONCLUSION

This paper aimed to understand leadership in hybrid workplaces, as hybrid work has become increasingly prevalent in the current working life. The hybrid work setup is often referred to as "the new normal," but improving and sustaining it in the post-pandemic work environment requires significant effort, making this review particularly useful. The review indicates that a suitable leadership approach is needed to tackle the demands and challenges of the hybrid workplace, however, a clear definition of such leadership is lacking. The present paper addresses the research questions by providing a comprehensive overview of leadership changes and challenges encountered in the shift to the hybrid workplace. It also reveals different disciplinary focuses contributing to developing knowledge of the hybrid workplace and its leadership. Importantly it highlights learning points from the pandemic which are useful for leadership practice in the hybrid workplace. We contribute to the existing literature on workplaces, hybrid work, and leadership in the following ways. First, we propose a definition of the hybrid workplace, conceptualize hybrid leadership, and develop a model to visualize it. Second, we extend the existing literature on contemporary leadership in hybrid work contexts. Third, we offer theoretical contributions and practical, and societal implications. Fourth, we present useful suggestions for future research.

5.1 Theoretical contributions

This review highlights the different but complementary focus of IS and organizational research in studying leadership in hybrid workplaces. We also conceptualize hybrid leadership and depict it through a model developed from the key implications of this work, which is instructional for leaders of hybrid workplaces. In addition, this review indicates that research is needed to reorient leadership in the skillful allocation of resources to meet the demands and requirements of the hybrid workplace and in the adept use and promotion of digital technology. These draw attention to the suitability of the JD-R, COR, boundary, and social exchange theories for empirical studies on the hybrid workplace and its leadership. Thus, contributing to the research on hybrid work and increasing the understanding of hybrid leadership, where there has been uncertainty. Given its potential to improve leadership practice in the aftermath of a global pandemic, and its essential but under-researched leadership perspective, hybrid leadership merits further theoretical and empirical investigation.

5.2 Practical and societal implications

Several practical implications for leaders, managers, and organizations, as well as societal implications for policymakers have emerged from this study. The present paper will help leaders organize work processes, tasks, teams, and environments to enhance agility and resilience against internal and external disruptions. Organizational support is highly needed for leaders of hybrid workplaces to thrive in their managerial roles and leadership practice. Nevertheless, leaders ought to make appropriate adjustments for leading the hybrid workplace. These include; 1) project positivity, equity, inclusion, and accessibility, 2) encourage commitment by being considerate, 3) care for remote and on-site employees, as well as self, 4) build and maintain trust by being transparent to all, 5) clear and effective dissemination of information, 6) proficiently use and promote digital technologies, 7) learn and enable a learning environment, 8) ensure task-technology-fit, 9) create awareness of information security, 10) be reliable and allow for flexibility.

Further, to sustain the positives learned from the pandemic, policymakers must encourage remote work options for businesses and public and private institutions to preserve flexible work arrangements. This will go a long way to improve the working life and work-family interface. It will also contribute to the attainment of several sustainable development goals, regarding the quality of life, gender equality, and opportunities for environmental and social sustainability.

5.3   Limitations and suggestions for further research

Although this study was conducted, following the PRISMA guideline, it is not without limitations. Therefore, we acknowledge that a systematic review's primary drawback is its inability to prevent the biases present in the included studies. Also, the search string for this review could have had more terms for increased studies on the phenomenon, however, the study included empirical studies, literature reviews, opinion papers, and conceptual studies to reduce the chances of missing out on relevant studies. While this review focused on research published in the last decade, future investigations may focus on a shorter time frame and/or a specific discipline to provide a more detailed depiction of the leadership of hybrid workplaces. As an added precaution against missing important data, the selected empirical studies were not restricted to any particular methodology. As most papers in this review adopted quantitative methods, further studies could benefit from qualitative and mixed-method approaches to provide more nuance to the subject. Also, some of the studies in the review suggested that future empirical studies in this area should be longitudinal [38, 52] and consider both the perspectives of the leaders and the employees in hybrid work [30, 42].

Further studies could investigate the leadership of hybrid workplaces for a specific industry or employees. They may also consider remote work for leaders, managing resources, curbing workaholism, establishing trust with new entrants, the experiences of workers who chose to return to the office, the well-being of leaders, the social exchange, managing blurring boundaries, reforming organizational culture, developing digital competence, enhancing learning, and building trust in such settings. Some possible questions for further research are: What are the job demands and resources for leaders in the hybrid workplace? How can trust be fostered and reciprocated between leaders, employees, teams, and the organization in a hybrid work environment? How can leaders establish trust with newly hired employees in hybrid workplaces? What does remote work mean for leaders of hybrid workplaces? How is learning and employee development conducted in hybrid workplaces? How can leaders re-invent the organizational culture through technology? Also, the use of evolving technologies in hybrid workplaces presents opportunities for future research such as; How would the Metaverse enhance the experience of hybrid workplaces? How can generative AI be applied in the hybrid workplace? Last, future research needs to aim for a clear and unified definition of the hybrid workplace.

6   REFERENCES

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7 APPENDIX

Year	Author(S)	Method	Theory(ies)	Findings	Research Field
2020	Busse and Weidener	Qualitative (Interviews)	Distant leadership	When implemented methodically paired with adaptability, distant leadership, agile workplaces, and digital collaboration tools can boost employee engagement.	Organizational studies
2022	Panteli et al.	Qualitative (Interviews)		In the context of imposed remote work, managers failed to sufficiently invest in the development of trust, attributed to several factors.	Organizational behavior
2023	Krampitz et al.	Quantitative (Survey)	Leader-member exchange (LMX), Super-leadership	Improved self-leadership abilities, less workplace stress, better leader-member exchange, and recovery experiences for leaders are all possible outcomes of online self-leadership training.	Organizational behavior
2023	Pillai and Prasad	Mixed (Interviews & Survey)		Working from home improves work-life balance and benefits women, yet it weakens teams, increases health risks, and decreases employee retention.	Organizational behavior
2022	Sampat et al.	Quantitative (Survey)	Stimulus-organism-response (SQR), Dual factor theory (DFT)	Employees' inclination to work in a hybrid pattern is hindered by the pandemic and travel pressures but is facilitated by health awareness, work-life balance, work flexibility and team development.	Organizational behavior
2022	Coetzee and Veldsman	Qualitative (Open-ended survey)	Transition theory	Digitally adept industrial/organizational psychologists can contribute to a supportive future of work by helping leaders embrace virtualized methods of managing, inspiring, and engaging a remote and hybrid workforce.	Organizational behavior

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Year	Author(S)	Method	Theory(ies)	Findings	Research Field
2021	Mahfoodh et al.	Qualitative (Interviews)		Work continuity can be sustained with the hybrid work paradigm through effective ICT, tracking systems and digital training.	Information systems
2022	Oleksa-Marewska and Tokar	Quantitative (Survey)	Job demands-resources (JD-R), Arlie Hochschild´s theory, Effective leadership.	A leader's ability to adjust to new situations and guide staff in meeting patients' requirements through competent practices is crucial to ensuring their well-being.	Behavioral and public health
2022	Treacy	Qualitative (Interviews)	Organizational culture theory	Digital culture is shaped by the amount of openness, effective leadership, and teamwork which are essential for the hybrid work environment.	Innovation and entrepreneurship
2023	Bansal et al.	Qualitative (Interviews)	Human resource digital transformation (HRDT), Dynamic capability	Organizational HR processes can be transformed through technical infrastructure, architecture, human capability, internal communication, and participatory culture, along with the input of senior management.	Organizational behavior & HRM
2023	Seeber and Erhardt	Quantitative (Survey)	Boundary theory	Information workers' job satisfaction is influenced by how often they utilize DWP tools, which is in turn affected by how permeable and flexible their work-home boundaries are.	Information systems
2023	Gupta et al.	Quantitative (Survey)	Job demands-resources (JD-R), Social exchange theory	Favorable work-from-home experiences and the psychological wellness of IT professionals are greatly influenced by the level of support from both organizations and managers.	Organizational behavior
2023	Hopkins and Bardoel	Qualitative (Interviews)	Conservation of resources (COR)	In comparison to either full-time remote or full-time on-site work, hybrid work necessitates more coordination of resource expenditures from managers.	Organizational behavior
2022	Sengupta and Al-Khalifa	Qualitative (Interviews)	Social-cultural	Due to the pandemic, many workers have had to work remotely, which has led to a blurring of boundaries between their personal and professional lives and, as a result, tensions between the two.	Organization studies
2023	Grobelny	Quantitative (Survey)	Job demands-resources (JD-R)	Employee well-being in hybrid teams is significantly influenced by the quality of team relationships and the frequency of communication between team leaders and their teams.	Organizational psychology
2023	Caputo et al.	Review & Bibliometric analysis		The thematic clusters show that cultural diversity is a potential barrier to cohesiveness, which may work against groups with different traits or cultural practices.	Organizational behavior
2022	Chong and Duan	Conceptual study	Contingency theory	For effective organizational structure in the post-pandemic environment, businesses should prioritize transformational leadership, foster an inventive and supportive culture, and accelerate digital transformation.	Management
2023	Carmel and Sawyer	Review		Future scenarios provide frameworks for decision-makers in considering alternatives.	Information systems
2023	Lamovšek and Černe	Review & Bibliometric approach		Helpful for managers and policy makers in defining work design, practices, and context, with the necessary concepts and theoretical basis.	Information systems

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Year	Author(S)	Method	Theory(ies)	Findings	Research Field
2020	Dwivedi et al.	Opinion paper		Business leaders, practitioners, planners, academics, and strategists can benefit from the post-pandemic transformational IS strategy (PP-TISS) paradigm proposed in this study.	Information systems
2021	Nadkarni and Prügl	Review		The analysis shows that some areas, such as the rate of transformation, the culture and work environment, and the middle management perspective, are notably underdeveloped.	Information systems
2022	Van Veldhoven and Vanthienen	Review		The framework enhances comprehension of digital transformation from a societal standpoint given the ramifications of the pandemic.	Information systems
2023	Torres and Orhan	Opinion paper		Making remote work practices more inclusive requires an individualized approach by leaders, that considers cultural dynamics, gender issues, politics, internal business culture, and health-related effects.	Psychology & Leadership
2022	Mitchell and Brewer	Opinion paper		Leaders in hybrid settings are tasked with the significant opportunity of reorganizing the workplace to fully utilize technology, time, and place in ways that benefit the business and workforce.	Organizational behavior
2023	Lorca and Belli	Quantitative (Survey)	Interaction ritual chains, Interactional social theory	Leaders who can skillfully balance team goals with individual needs can guarantee the welfare of the team.	Organizational studies
2022	Pokojski et al.	Quantitative (Questionnaire)		Management in remote work settings presents new problems, necessitating the development of new skills and a focus on results-oriented leadership.	Organizational studies
2022	da Silva et al.	Discourse analysis		Leaders in hybrid work require a sensible leadership style to tackle the challenge of managing multi-located workers and to maximize the opportunities to inspire creativity in organizational talents.	Organizational studies
2021	Babapour Chafi et al.	Qualitative (Interviews)		Managers ought to support and accommodate workers by redesigning both the physical and digital workplaces to meet their different demands, to achieve the predicted benefits of hybrid work for both individuals and organizations.	Organizational studies
2022	Kumari and Yelkar	Quantitative (Questionnaire)		The model suggests ways to enhance employee engagement in current hybrid work settings which is useful for its leaders.	Organization & HRM
2017	Humala	Qualitative (Interviews)	Transformational, Emotional and Complexity leadership theories	The findings highlight the importance of leaders who care about people, their growth, technology, and how they work together, in fostering creativity and advancing society's shared benefit.	Information systems
2022	Vătămănescu et al.	Quantitative (Survey)		One of the most essential elements in determining a team's culture is the quality of communication between members and leaders, as proved by the research findings.	Organizational studies
2022	Neidlinger et al.	Quantitative (Survey)	Job demands-resources (JD-R)	Research on employee health and remote work has been enhanced by proving the favorable effects of working from home on leader outcomes, using essential job and personal resources such as autonomy and core self-evaluations (CSE).	Organizational behavior & Psychology

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Year	Author(S)	Method	Theory(ies)	Findings	Research Field
2021	Lis et al.	Mixed methods (Survey, participant observation & interviews)		The compulsory transition to remote work proved challenging for many workers, with trust being a crucial element that impacts employees' productivity and performance.	Management & Information technology
2022	Kowalski and Ślebarska	Quantitative (Survey)		The findings imply that managers' evaluations of their own work's efficacy are positively correlated with the number of perceived benefits of remote work, with the magnitude of this difference depending on the manager's level.	Organizational psychology
2022	Uru et al.	Quantitative (Survey)	Social identity theory	This research demonstrates that restructuring work processes for remote work can improve employee well-being and increase the connection between work engagement and organizational identification as was observed during the pandemic.	Organizational psychology
2021	Ng et al.	Opinion paper		Changes brought about by the pandemic seem to worsen work-related inequalities with serious effects on health. This study offers suggestions for researchers and organizations.	Organizational behavior & Psychology
2021	Steude	Conceptual study		Aspects of management such as organizational structure, culture and management tools, need to be structured to support remote leadership.	Organizational management
2023	Ahuja et al.	Review & Survey	Fuzzy set theory	The findings show that the most important criterion for a successful transition to e-leadership is employee engagement through digital technologies.	Organizational studies
2021	Spagnoli et al.	Conceptual study	Job demands-resources (JD-R), Conservation of resources (COR), Work-life interface resources.	The study demonstrates the significance of middle managers in promoting organizational culture reforms, as well as the need for curbing workaholism and technostress in the current work context.	Organizational behavior
2022	Kohont and Ignjatović	Qualitative (Interviews)	Job demands-resources (JD-R), Social exchange, Social support	Work from home (WFH) has seen a dramatic shift since the pandemic by making work-family harmony, leadership, and employee communication, task management, and organizational support significantly more important.	Organizational studies
2022	Lundqvist et al.	Quantitative (Survey)		Irrespective of the workplace, having a supportive leader is crucial for the well-being of employees.	Organizational studies
2019	Xie et al.	Quantitative (Survey)	Boundary theory, action-regulation theory	Modern hybrid work settings are characterized by boundarylessness, multitasking, non-work-related interruptions, and the expectation of continuous learning, which affect employee attitude.	Information systems
2022	Högberg	Qualitative (Interviews)	Reflexive learning	The leaders learned through a continual process driven by internal and external reflexive discourses and were challenged with a lack of physical contact.	Organizational studies
2021	Feitosa and Salas	Opinion paper		In times of crisis, managers who are flexible, empathetic, and able to bring their teams together have the best chance of succeeding.	Organizational studies

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Year	Author(S)	Method	Theory(ies)	Findings	Research Field
2020	Carroll and Conboy	Opinion paper	Normalization process theory	Professionals and academics could employ normalization process theory to manage the integration and normalization of technology-driven practices in the new normal settings of firms.	Information systems
2023	Abelsen et al.	Quantitative (Survey)	Task-technology fit theory	The findings show that employees are less inclined to feel solitary when working from home and more likely to perform better on work-related tasks when there is a high task-technology fit, which influences work outcomes.	Information systems
2021	Kirchner et al.	Quantitative (Survey)		Since managers' experiences vary and they report difficulties in their leadership roles, it follows that research and practice should take managers' and employees' well-being and performance into account when considering the effects of WFH.	Organizational studies
2021	Barlette et al.	Quantitative (Survey)	Coping model of user adaptation (CMUA).	Organizations utilizing BYOD can improve their information security by raising awareness about its advantages and providing managers with solutions to cope.	Information systems

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