

Leadership Styles and Employee Well Being: A Systematic Review of Global Organizational Behavior Studies

Gaya Kepemimpinan dan Kesejahteraan Karyawan: Tinjauan Sistematis Studi Perilaku Organisasi Global

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ABSTRACT

This research explores the influence of a hybrid leadership style on employee well-being in a remote work context. The systematic literature review method following PRISMA guidelines was applied to analyze 25 relevant studies. The analysis results show that the integration of elements of transactional and transformational leadership in a hybrid leadership style can significantly improve employee welfare. These findings emphasize the importance of the role of leadership in creating a supportive work environment, especially in the digital era that prioritizes virtual interactions. Additionally, this research identifies gaps in the existing literature, including limitations in cultural contexts and industrial sectors. The practical and theoretical implications of the results of this research provide insight for organizational leaders and human resource management practitioners in formulating adaptive and responsive leadership strategies. Further research is recommended to investigate other variables that may influence the relationship between hybrid leadership and employee well-being.

Keywords: Hybrid Leadership, Employee Welfare, Remote Work, Transactional Leadership, Transformational Leadership, Systematic Literature Review.

ABSTRAK

Penelitian ini mengeksplorasi pengaruh gaya kepemimpinan hybrid terhadap kesejahteraan karyawan dalam konteks kerja jarak jauh. Metode systematic literature review yang mengikuti panduan PRISMA diterapkan untuk menganalisis 25 studi relevan. Hasil analisis menunjukkan bahwa integrasi elemen dari kepemimpinan transactional dan transformational dalam gaya kepemimpinan hybrid secara signifikan dapat meningkatkan kesejahteraan karyawan. Temuan ini menekankan pentingnya peran kepemimpinan dalam menciptakan lingkungan kerja yang mendukung, terutama di era digital yang mengutamakan interaksi virtual. Selain itu, penelitian ini mengidentifikasi kesenjangan dalam literatur yang ada, termasuk keterbatasan dalam konteks budaya dan sektor industri. Implikasi praktis dan teoritis dari hasil penelitian ini memberikan wawasan bagi pemimpin organisasi dan praktisi manajemen sumber daya manusia dalam merumuskan strategi kepemimpinan yang adaptif dan responsif. Penelitian lanjutan disarankan untuk menyelidiki variabel-variabel lain yang dapat mempengaruhi hubungan antara kepemimpinan hybrid dan kesejahteraan karyawan.

Kata Kunci: Kepemimpinan Hybrid, Kesejahteraan Karyawan, Kerja Jarak Jauh, Transactional Leadership, Transformational Leadership, Systematic Literature Review.

1. Introduction

Employee welfare has become a crucial focus in human resource management (HRM) and organizational behavior, especially in the context of global organizations. This concept includes not only physical health, but also psychological and emotional states that significantly influence employee performance, job satisfaction, and commitment to the organization. Research shows that organizations that create an environment that supports employee well-being tend to experience increased productivity, loyalty, and innovation. Therefore,

well-being is a vital indicator of organizational success in various sectors (MACASPAC, 2022; Vincent-Höper et al., 2012; Mufti et al., 2019; Eriksson & Ferreira, 2021).

Leadership style is recognized as an important factor influencing employee well-being. Existing literature predominantly discusses two leadership styles, namely transactional leadership and transformational leadership. Transactional leadership emphasizes performance-based exchanges and rewards between leaders and subordinates, while transformational leadership seeks to inspire and motivate employees to reach their full potential through individual vision and attention (Puni et al., 2020; Alarabiat & Eyupoglu, 2022; Li et al., 2018). Various studies show that transformational leadership is more effective in promoting employee engagement and satisfaction compared to transactional leadership, because it is able to encourage intrinsic motivation and psychological empowerment among employees (Mayer et al., 2023; Li et al., 2018; Hurmekoski et al., 2023).

The development of modern workplace dynamics has led to the emergence of hybrid leadership, which integrates elements of both leadership styles. This hybrid approach is considered to be able to balance performance demands with the psychological needs of employees, thereby improving overall well-being (Krasniqi, 2023; Ameel et al., 2022).

The COVID-19 pandemic has accelerated changes in the global work environment, particularly through the widespread adoption of remote work. This transition requires organizations to adapt their leadership strategies to maintain employee well-being and operational continuity (Kiljunen et al., 2021; Contreras et al., 2020). Remote work presents unique challenges, including the need for effective communication and motivation in the absence of face-to-face interaction. Leaders must develop competencies in e-communication and change management to effectively support their teams in this new context (Aboyassin & Abood, 2013; Contreras et al., 2020). The literature shows that leaders who can adapt their style to meet the demands of remote work are more likely to promote employee well-being and engagement (Setiani & Rizaldy, 2021; Contreras et al., 2020).

While there has been a wealth of research on leadership styles and employee well-being, there remains a significant gap regarding the specific impact of hybrid leadership in remote work settings. Virtual work environments introduce new dynamics in the relationship between leaders and employees, which demands a flexible and adaptive leadership approach (Vanesa, 2021; Contreras et al., 2020). Therefore, further research into how hybrid leadership styles influence employee well-being in remote contexts is highly relevant and urgent. This study aims to systematically review existing literature to provide comprehensive insights for HRM academics and practitioners, so that it can assist in developing effective leadership strategies in accordance with the digital work era.

Although the literature on leadership and employee well-being has grown rapidly, there is a significant lack of research that specifically explores the influence of hybrid leadership styles—which are a combination of *transactional* and *transformational leadership*—on employee well-being in the context of remote work. Most existing research tends to focus on one type of leadership style, either *transactional* or *transformational*, with few exploring how the two approaches can be effectively integrated to improve employee well-being in virtual work environments. This condition creates a knowledge gap that urgently needs to be filled, considering the increasingly widespread implementation of remote work after the COVID-19 pandemic.

Another emerging challenge is how leaders can effectively implement a hybrid leadership style in a virtually distributed work environment. Remote work presents unique obstacles, such as limited face-to-face interactions, difficulties in building interpersonal relationships, and challenges in maintaining team cohesion and morale among employees spread across various geographic locations. Leaders in modern organizations are required to balance strict managerial demands with the need to provide personalized emotional support and motivation to their employees. However, technological limitations and physical distance

can limit the effectiveness of traditional leadership styles, which emphasize direct control and supervision, or *transformational leadership* which relies heavily on inspiration through personal presence.

In this context, the application of a hybrid leadership style that combines structure and discipline from *transactional leadership* with elements of empathy and motivation from *transformational leadership* is becoming increasingly important. However, implementing this approach is not easy in virtual environments, where communication and monitoring dynamics are very different compared to conventional work environments. The lack of empirical evidence and best practice guidance regarding hybrid leadership in remote work environments adds to the complexity of this issue, further underscoring the urgency of in-depth research in this area.

This research aims to systematically identify and synthesize the results of existing research regarding the influence of hybrid leadership styles on employee well-being in the context of remote work. With the increasing adoption of remote work models post-pandemic, it is important to understand how the combination of transactional and *transformational leadership* can influence various aspects of employee well-being, including mental health, motivation, job satisfaction, and interpersonal relationships in virtual work environments.

Apart from that, this research also aims to reveal gaps in the existing literature, especially in terms of the effectiveness of implementing hybrid leadership in virtual distributed work environments. It is hoped that analysis of this gap can provide new directions for future research, both in the form of exploring new concepts and developing leadership models that are more adaptive to the challenges of the digital era. It is hoped that the results of this research will provide useful insights for academics and practitioners in developing leadership strategies that are more effective and responsive to employee needs in remote work environments.

This research has important significance both from an academic and practical perspective. Academically, this research contributes to the enrichment of literature related to leadership and employee well-being in the context of remote work. Although much research has been done on leadership styles *transactional* and *transformational*, the integration of these two styles in the form of hybrid leadership and its impact on employee well-being in virtual work environments is still minimally explored. By filling this gap, it is hoped that this research can provide a basis for further study and expand understanding of how hybrid leadership can be adapted in dynamic and distributed work environments.

From a practical perspective, the results of this research can provide valuable insights for human resource management practitioners and organizational leaders in formulating more effective leadership policies and strategies in the era of remote work. By understanding how a hybrid leadership style impacts employee well-being, organizations can design a more holistic approach to supporting the physical, mental, and emotional well-being of their employees. In addition, the insights generated from this research can also help leaders overcome specific challenges that arise in virtual work environments, such as maintaining team cohesion, increasing employee engagement, and creating a work environment that supports long-term productivity and well-being.

2. Method

2.1. Research Design

This research uses the method *systematic literature review* with PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines. This method was chosen to provide a comprehensive mapping of studies that have been conducted regarding the influence of hybrid leadership styles on employee well-being in the context of remote work. *Systematic review* allows researchers to summarize, integrate and critically analyze existing research results to provide a holistic and in-depth view. Using PRISMA as a guide

ensures that the process of searching, selecting and presenting data is carried out transparently and systematically, thereby increasing the validity and reliability of the results of this study.

2.2. Inclusion and Exclusion Criteria

To keep this research focused and relevant, a number of inclusion and exclusion criteria were applied. Included studies had to be published between 2010 and 2024 to ensure that the literature reviewed reflects the latest developments in hybrid leadership and employee well-being, particularly in the context of widespread remote working post-COVID-19 pandemic. Additionally, only articles explicitly discuss combinations of transactional and *transformational leadership* as well as its relationship to employee welfare in context of remote work who will be included.

A language criterion was also applied, where only studies written in English and available in full text were included. Articles that are off-topic, do not discuss hybrid leadership styles, or do not focus on the remote work context will be excluded from the analysis to maintain the relevance of the study.

2.3. Data source

To ensure broad and comprehensive coverage, data will be collected from a number of major scientific databases, namely: Scopus, Web of Science, Google Scholar, and ProQuest. These databases were selected because they accommodate relevant scientific articles and have broad disciplinary coverage in the areas of leadership, employee well-being, and organizational behavior. The search keywords used included the following terms: "hybrid leadership," "transactional and transformational leadership," "employee well-being," "remote work," and "organizational behavior." With this keyword combination, it is hoped that the search will include studies that are relevant to the research topic.

2.4. Data Collection Procedures

The data collection process will be carried out systematically by applying relevant filters to each database used. Each article that meets the inclusion criteria will be extracted for further analysis. The extracted data includes research methodology, main findings, conclusions, as well as relevance to the research questions. The main focus is on studies that explain the influence of hybrid leadership styles on employee well-being in the context of remote work, both from a physical and psychological perspective.

2.5. Data Analysis Procedures

The data that has been collected will be analyzed using thematic analysis, which aims to identify patterns, themes and relationships between hybrid leadership styles and employee well-being. Each included study will be evaluated based on its contribution to the understanding of the effects of force combinations *transactional* and *transformational leadership* on aspects of employee welfare in a virtual work environment.

Narrative synthesis will be used to organize findings from various studies into an integrated conclusion that answers the research question. Thus, the final results of this analysis are expected to provide a clear and structured view regarding the role of hybrid leadership in creating employee well-being in the era of remote work.

3. Results

3.1. Search Results and Study Selection

In this study, the initial search yielded a large number of relevant articles. Based on a combination of the keywords "hybrid leadership," "transactional and transformational leadership," "employee well-being," "remote work," and "organizational behavior," as many as

97 articles were found from predetermined databases, namely Scopus, Web of Science, Google Scholar, and ProQuest. These articles cover a variety of organizational contexts and geographic regions, reflecting the diversity of research on leadership styles and employee well-being in the era of remote work.

After going through a screening process based on predetermined inclusion and exclusion criteria, the number of relevant articles was significantly reduced. Articles that did not specifically discuss the combination of hybrid leadership styles (transactional and transformational leadership) in the context of remote work, or that did not provide the full text, were excluded from the list. This screening process was carried out using the stringent PRISMA method to ensure that only studies that were truly relevant to the research topic were included in further analysis.

Of the 97 articles examined, 25 studies finally met the inclusion criteria and were included in this study. These studies come from various countries and industries, reflecting the diversity of approaches and research results regarding the influence of hybrid leadership styles on employee well-being in virtual work environments.

As part of the PRISMA methodology, a flowchart was used to illustrate the article selection process. This diagram shows the screening stages, starting from article identification, selection based on title and abstract, to evaluation of the full text of the article. This diagram provides a clear picture of the number of articles included at each stage, as well as the reasons for excluding irrelevant articles.

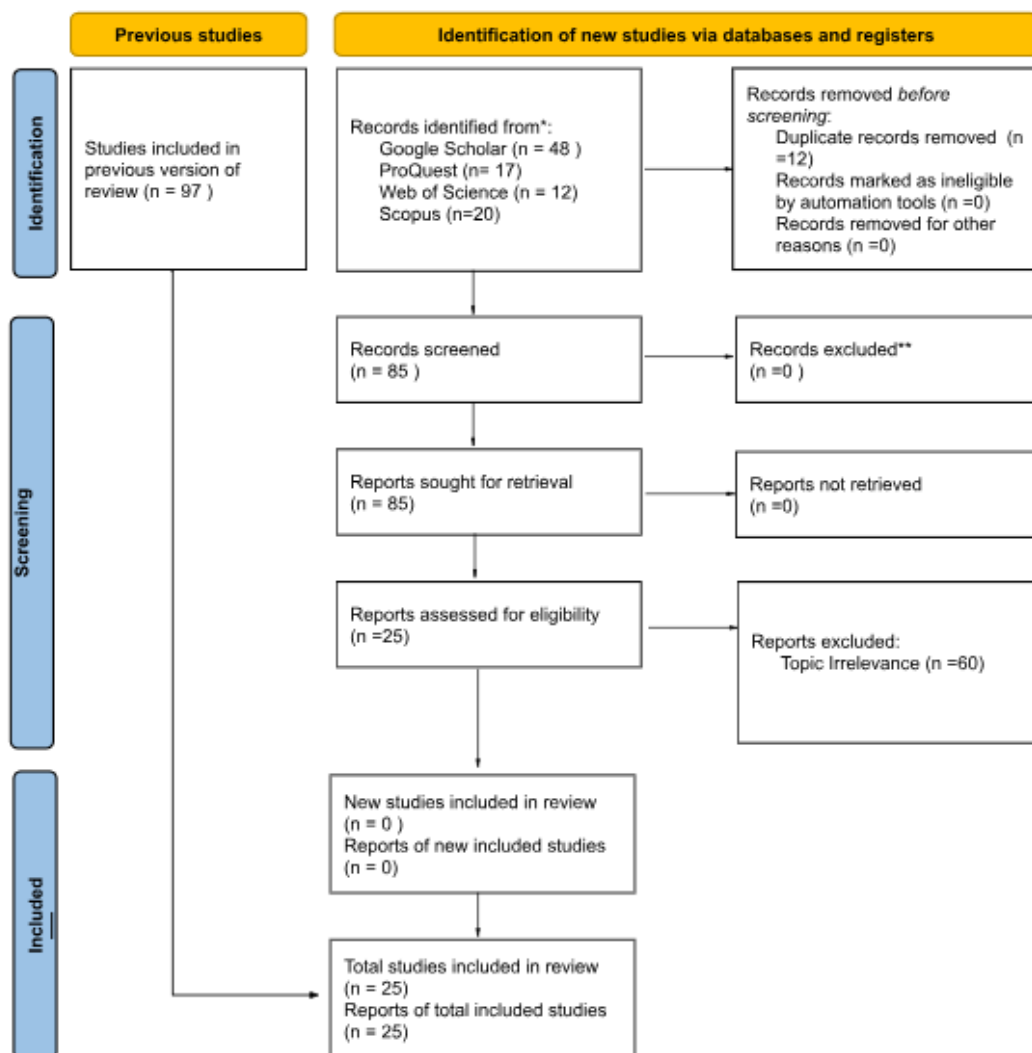


Figure 1. Prisma Analysis

3.2. Study Characteristics

The studies included in *systematic review* include a wide range of characteristics that demonstrate diversity in approaches, methodologies, as well as the contexts in which hybrid leadership styles are applied in remote work environments. Overall, the 25 studies that met the inclusion criteria came from various industry sectors, geographic regions, and used various research methodologies.

1. Sector Industry

The included studies covered a wide range of industry sectors, including information technology, finance, education, healthcare, and manufacturing. Most research focuses on organizations operating in the information and communications technology (ICT) sector, considering that this sector is a pioneer in the adoption of remote work. Studies in the financial and healthcare sectors also highlight how hybrid leadership styles impact employee well-being in industries that face specific challenges related to remote work dynamics, such as the need to maintain data security and consistent service delivery.

2. Geographic Area

Geographically, the included studies covered a wide range of countries, with the majority of studies conducted in North America, Western Europe, and Asia. The United States, United Kingdom, Germany, and India are the most researched countries, given their dominant role in technological innovation as well as early adoption of remote work models. However, several studies from developing countries in Asia and Africa are also included, which provide perspective on the unique challenges of implementing hybrid leadership in different economic contexts.

3. Research methodology

The methodology used in the studies analyzed varied, with most studies using a quantitative approach through surveys and secondary data analysis. This quantitative research usually measures employee welfare using standardized measuring tools, such as *Job Satisfaction Scale* or *Well-being Index*. Meanwhile, some studies use a qualitative approach, involving in-depth interviews with managers and employees to further explore their experiences in the context of hybrid leadership and remote work. Some studies use a mixed approach (*mixed methods*) which combines quantitative and qualitative data to provide a more comprehensive picture.

4. Leadership Context and Remote Work

Most studies focus on the implementation of hybrid leadership styles, which combine approaches *transactional* and *transformational*, in virtually distributed organizations. These studies examine how leaders use aspects of transactional *leadership* to set clear goals and provide regular, interim feedback *transformational leadership* used to inspire and motivate employees through a long-term vision, especially amidst the challenges of remote work. The remote work contexts studied include various forms, ranging from *full remote work* to a hybrid work model that combines work in the office and remote work.

These studies provide a rich picture of how organizations from different industries and regions are adapting to changing work environments, as well as how leadership mixes *transactional* and *transformational* can affect employee welfare in this digital era.

3.3. Key Findings

Synthesis results from 25 studies included in *systematic review* provides in-depth insight into the influence of hybrid—combination leadership styles *transactional* and *transformational leadership*—on employee well-being in the context of remote work. In

general, these studies show that these two leadership styles play an important role in creating a work environment that supports employee well-being, although the approach of each leadership style has a different impact.

1. Influence Transactional Leadership in Remote Work Structures

Transactional leadership has become a crucial factor in improving employee performance and productivity, especially in remote work structures. This leadership style is characterized by a focus on clear instructions, measurable goals, and a performance-based reward and feedback system. In the context of remote work, where direct supervision is limited, transactional leadership becomes very effective in maintaining work standards and ensuring that employees remain focused on achieving set goals (Solis, 2023; Kairupan, 2023).

Research shows that employees in remote environments often feel more motivated and organized when their leaders provide clear expectations and consistent feedback. This clarity allows employees to better understand their responsibilities, thereby increasing operational efficiency and productivity (Firmansah et al., 2018; Setiani & Rizaldy, 2021). For example, Setiani and Rizaldy found that transactional leadership directly influences employee performance by motivating subordinates through rewards for productivity (Setiani & Rizaldy, 2021). Likewise, Solis emphasizes that a transactional leadership approach prioritizes achieving set goals, which is especially important in remote work environments where traditional supervision becomes difficult (Solis, 2023).

However, it is important to note that relying entirely on a transactional leadership style can lead to a rigid work environment, which can trigger stress among employees if performance demands are not balanced with adequate emotional support. Studies show that although transactional leadership can encourage performance, this style can also create an atmosphere of pressure that has the potential to have a negative impact on employee morale if it is not complemented by transformational elements (Abiansyah, 2023; Hardin, 2024). For example, Nielsen et al. discusses the compatibility between transformational and transactional leadership, suggesting that effective leadership approaches often require a combination of both styles to create a supportive and motivating work environment (Abiansyah, 2023).

Furthermore, the transactional leadership style's focus on conditional rewards can sometimes lead to burnout if employees feel like they are always under scrutiny without adequate recognition for their efforts (Nielsen et al., 2019; Vanesa, 2021). Therefore, although transactional leadership is beneficial for maintaining productivity in remote work settings, it is important for leaders to integrate transformational elements that provide emotional support and build a positive organizational culture (Raja & Palanichamy, 2011; Duraku & Hoxha, 2021). This balanced approach can reduce the potential drawbacks of transactional leadership, ensuring that employees remain engaged and motivated in their roles.

In conclusion, transactional leadership plays a significant role in improving employee performance in remote work structures by providing clear expectations and feedback. However, to avoid rigidity and stress, it is crucial to integrate elements of transformational leadership that support employee well-being and engagement.

2. Influence Transformational Leadership on Aspects of Psychological Well-Being, Motivation and Job Satisfaction

Transformational leadership has been widely recognized for its profound impact on employees' psychological well-being, motivation, and job satisfaction. This leadership style emphasizes long-term motivation and encourages a sense of ownership among employees, which is especially important in remote work environments where social interaction is limited. Research shows that transformational leaders create strong emotional bonds and provide support, which helps maintain employees' psychological well-being despite physical distance (Kovjanic et al., 2012; Caillier, 2014). The emotional support offered by transformational leaders plays an important role in reducing feelings of isolation that can arise in remote work

environments, thereby improving work-life balance (Setyaningsih & Indonesia, 2018; Naderi et al., 2019).

In addition, transformational leadership is positively correlated with increased job satisfaction and organizational commitment. Employees led by transformational leaders often feel valued not only for their work contributions but also as individuals who are integral to the organization's mission (Utami & Aima, 2021; Cheung & Wong, 2011). This sense of appreciation encourages deeper commitment to the organization, because employees see their role as vital in achieving long-term goals (Ekhsan & Setiawan, 2021). Studies show that transformational leadership significantly increases employee motivation, which in turn leads to increased performance and job satisfaction (Biza & Irbo, 2020; Anggraini et al., 2019; Kawiana et al., 2020). The ability of transformational leaders to inspire and motivate their teams is a key factor in reducing turnover intentions and increasing overall employee engagement (Al-Hamdan et al., 2016; Bronkhorst et al., 2013).

In the context of remote work, the role of transformational leadership becomes increasingly critical. A lack of face-to-face interaction can lead to feelings of isolation among employees, but transformational leaders can overcome this by encouraging a supportive and inclusive work culture (Novitasari et al., 2022; Yusup & Maulani, 2023). By encouraging open communication and collaboration, transformational leaders help employees feel connected and engaged, which is critical for maintaining high levels of motivation and job satisfaction in remote settings (Mohammed et al., 2020; Vasileva & Datta, 2021). In addition, the emphasis on shared vision and collective goals in transformational leadership is in line with the needs of employees who seek purpose and meaning in their work, thereby increasing their psychological well-being (Yulman, 2023).

In summary, transformational leadership significantly influences various aspects of employee well-being, motivation and job satisfaction. By fostering emotional connections, providing support, and creating an inspiring vision, transformational leaders can effectively improve the employee experience, especially in remote work environments.

3. Identify Common Patterns and Relationships Between Transactional and Transformational Leadership in a Hybrid Context

An exploration of hybrid leadership, which integrates transactional and transformational leadership styles, reveals significant insights into employee well-being, especially in hybrid work contexts. Research shows that the synergistic effect of combining these leadership styles can improve employee performance and psychological well-being. For example, Shafie et al. highlighted that increased use of transformational leadership is positively correlated with employee performance, indicating that the emotional support and inspiration provided by transformational leaders complements the structure and clarity offered by transactional leaders (Shafie et al., 2013). This dual approach is critical to creating a work environment that prioritizes task completion and employee development.

Furthermore, the flexibility inherent in a hybrid leadership style allows leaders to adapt their strategies to meet varying employee needs and evolving workplace dynamics. Liyanage emphasizes that understanding the interaction between transformational and transactional leadership can provide a more holistic view of its impact on employee well-being (Liyanage, 2020). This adaptability is especially important in remote work settings, where leaders must navigate varying employee motivations and levels of engagement. Ding and Yu support this idea by showing that strengths-based leadership, which can be viewed as a hybrid form of leadership, positively influences employees' psychological well-being (Ding & Yu, 2021).

Additionally, a balance between task-oriented and people-oriented leadership is critical to increasing employee engagement and loyalty. Arnold's review of transformational leadership emphasizes the need to understand the conditions that foster a positive relationship between leadership style and employee well-being (Arnold, 2017). This is confirmed by He et al., who

found that responsible leadership practices significantly improve employee well-being and task performance, especially among millennials in the hospitality industry (He et al., 2019). The findings suggest that organizations that adopt a hybrid leadership approach are better at cultivating a committed and motivated workforce.

Furthermore, integration between transactional and transformational leadership styles not only improves employee well-being but also contributes to organizational effectiveness. Research by Kelloway et al. suggests that positive leadership practices, including elements of both leadership styles, can lead to better employee experiences and organizational outcomes (Kelloway et al., 2012). This is in line with the findings of Montañó et al., who argued that transformational leadership promotes creativity and psychological functioning, which are critical for work performance (Montañó et al., 2016). Therefore, existing evidence strongly supports the statement that a hybrid leadership approach is more effective than relying on one leadership style alone.

In conclusion, the synthesis of transactional and transformational leadership styles creates a robust framework for enhancing employee well-being in a hybrid context. This approach not only meets employees' immediate needs through structured guidance but also fosters their personal growth and emotional health, ultimately leading to greater organizational success.

These findings underline that a hybrid leadership style is not only relevant in the era of remote work, but also has great potential to improve employee well-being holistically, both in terms of performance, motivation and psychological well-being.

3.4. Identify Research Gaps

Although many studies have addressed the influence of hybrid leadership styles on employee well-being, there are a number of research gaps that need to be identified and addressed to make a more significant contribution to the existing literature. This gap includes several important aspects, such as cultural variations, industry sectors, and limited empirical data.

1. Variation Power and Industrial Sector

One of the most glaring gaps is the lack of research examining the influence of hybrid leadership styles in the context of different cultural variations and industry sectors. Most existing studies tend to focus on organizational contexts in developed countries, with little attention to the impact of hybrid leadership in organizations operating in developing countries or in different cultural contexts. Given that leadership styles and perceptions of employee well-being can be influenced by local culture, more in-depth and diverse research is needed to understand how hybrid leadership can be implemented effectively across different cultural backgrounds.

Additionally, existing studies often do not account for industry sector differences in the impact of hybrid leadership. For example, the impact of hybrid leadership in the information technology sector may be different from that in the health or education sectors. Further research needs to be conducted to explore how the specific characteristics of each industrial sector can influence the effectiveness of a hybrid leadership style in improving employee well-being.

2. Restrictions Empirical Data on the Effectiveness of Hybrid Leadership in Remote Work Environments in Large-Scale Organizations

Another significant gap is the limited empirical data testing the effectiveness of hybrid leadership styles in remote work environments, particularly in large-scale organizational contexts. Many existing studies use small samples or focus on medium-sized organizations, so the results may not be generalizable to larger organizations with more complex structures.

More extensive and in-depth research is needed to explore how hybrid leadership functions in large organizations, where the challenges and dynamics of remote work can be very different.

Additionally, there is a need to explore moderating and mediating variables that may influence the relationship between hybrid leadership and employee well-being in the remote work context. For example, factors such as the level of employee engagement, social support, and organizational policies may serve as variables that moderate or mediate the relationship. Research examining these complex interactions will provide deeper insight into how hybrid leadership can be optimized to improve employee well-being in an ever-evolving work environment. By identifying this research gap, this study not only contributes to a better understanding of the impact of hybrid leadership but also paves the way for future research that can explore more diverse and complex contexts.

4. Discussions

4.1. Interpretation of Findings

The findings of this study indicate that a hybrid leadership style, which integrates elements of both transactional and transformational leadership, significantly influences employee well-being in remote work settings. This is in line with the research objectives aimed at understanding how these leadership styles impact employees' remote work experiences and the mechanisms underlying this relationship. The transactional leadership style, characterized by a focus on clear results, close supervision, and reinforcement through rewards and punishments, is proven to improve employee performance and productivity by providing clear structure and goals. For example, remote employees often have difficulty focusing and achieving targets; thus, transactional leaders can set clear expectations and offer regular feedback, which is critical for maintaining motivation and performance (Ferrara et al., 2022; Lubis, 2023). However, excessive emphasis on control in this style can hinder long-term psychological well-being, as it can limit innovation and creativity among employees (Shabbir et al., 2022; Lubis, 2023).

In contrast, transformational leadership is essential for improving employee well-being by encouraging inspiration, emotional support, and opportunities for personal growth. In the context of remote work, transformational leaders help employees feel connected to the goals of the organization and their colleagues, despite physical separation. This leadership style encourages collaboration, sharing of ideas, and mutual celebration of accomplishments, which contributes to a positive work environment that is critical for psychological well-being and job satisfaction (Shabbir et al., 2022; Juchnowicz & Kinowska, 2021; Farahnak et al., 2019). The literature shows that transformational leadership is associated with increased job satisfaction and a sense of meaning among employees, which in turn improves their overall well-being (Shabbir et al., 2022; Khan et al., 2020).

A comparison between these two leadership styles reveals that relying on one approach alone is not enough in remote work scenarios. This study emphasizes the need for integration between transactional and transformational leadership styles to effectively meet various situational needs and team dynamics. Leaders who can adapt their style according to needs will be better able to foster optimal employee welfare in the digital era (Lubis, 2023; Ariussanto et al., 2020). This hybrid approach not only supports employee performance but also increases their overall job satisfaction and engagement, which is especially important in a remote work environment (Ferrara et al., 2022; Lubis, 2023).

Additionally, this study identifies gaps in the current literature, particularly the need for research that explores cultural and industry sector variations in the effectiveness of hybrid leadership styles. Understanding these contextual nuances is critical for organizations to develop tailored leadership strategies that improve employee well-being and performance in remote work settings (Juchnowicz & Kinowska, 2021; Ferrara et al., 2022; Lubis, 2023). Future

research should aim to fill this gap to provide a more comprehensive understanding of how hybrid leadership can be effectively implemented in various organizational contexts.

4.2. Theoretical Implications

This research provides a significant contribution to the development of leadership theory, especially in the context of integrating hybrid leadership styles in organizations implementing remote work policies. In recent decades, studies of leadership have focused on individual styles, such as transformational and transactional leadership, but this research suggests that a hybrid approach that combines both styles may offer more effective solutions to the challenges faced in distributed work environments.

By summarizing and analyzing empirical evidence regarding the impact of hybrid leadership styles on employee well-being, this research enriches the leadership theory literature by identifying mechanisms by which leaders can optimize employee well-being in the context of remote work. Additionally, these findings highlight the importance of flexibility in leadership approaches, where leaders who are able to adapt their style based on team needs and situational context can create a more positive and productive work environment. This shows that leadership theory must develop to cover the dynamics and complexity that exist in the modern work environment, especially in the digital era which requires high adaptability.

In addition, this research also expands the literature on global organizational behavior by focusing on employee well-being. In the context of increasing globalization, leaders in different countries and cultures are faced with different challenges in implementing remote work policies. Employee well-being, which includes physical, emotional and social aspects, is becoming increasingly important in maintaining employee motivation and productivity. This research encourages researchers and practitioners to pay more attention to cultural and social factors that may influence the effectiveness of hybrid leadership styles in various contexts.

Thus, the results of this research open up space for the development of new theories that consider cultural diversity, organizational characteristics, and the impact of technology on leadership. It also provides a basis for further research to explore how other variables, such as leader personality, employee engagement, and communication technology, may interact with hybrid leadership styles to influence employee well-being across different sectors and geographies. This research confirms the importance of cross-disciplinary studies in understanding the complexities of leadership and employee well-being in the era of remote work, which can ultimately contribute to better, evidence-based management practices.

4.3. Practical Implications

This research provides a number of practical suggestions for organizational leaders in selecting and implementing a hybrid leadership style that can support employee well-being, especially in the context of remote work. Leaders need to realize that success in implementing a hybrid leadership style depends not only on a theoretical understanding of leadership styles, but also on the ability to apply them in daily practice.

First, organizational leaders are advised to assess the needs and characteristics of their teams before implementing a hybrid leadership style. This includes understanding employee preferences, the challenges they face in working remotely, and the factors that influence their motivation and well-being. By understanding the individual and collective context of employees, leaders can adopt a more appropriate leadership approach, such as combining elements of transactional leadership that focus on achieving goals and recognizing performance with elements of transformational leadership that emphasize inspiration, emotional support, and employee development.

Second, in remote work situations, effective communication becomes crucial. Leaders are advised to implement open and transparent communication mechanisms, where employees feel heard and cared for. This may include the use of communications technology

that facilitates two-way interaction, such as video conferencing, discussion forums, and online collaboration platforms. By creating space for open dialogue, leaders can strengthen relationships with employees and increase the sense of connectedness that is often overlooked in remote work settings.

Furthermore, recommendations for human resources (HR) practitioners in designing leadership training programs relevant to virtual work situations are essential. These training programs should highlight the skills needed to manage teams effectively in a remote environment. This includes developing communication skills, the ability to give constructive feedback, and techniques for building trust in distributed teams. HR practitioners may also consider including training on emotional intelligence, which is critical in supporting employee well-being and creating a positive work environment.

Finally, it is important for organizations to continue to evaluate and provide feedback on the implementation of a hybrid leadership style. Through surveys and interviews with employees, organizations can gain valuable insight into the effectiveness of the leadership style implemented, as well as areas for improvement. By applying an evidence-based approach to leadership decisions, organizational leaders can not only improve employee well-being, but also improve the overall performance of the organization in the growing era of remote work.

4.4. Research Limitations

In this research, there are several limitations that need to be considered. First, there are limitations in terms of the research sample which may not cover all industrial sectors or organizational culture. Although the analysis was conducted by collecting articles from a variety of sources, it is still possible that some sectors, especially newer or less common ones, were not adequately represented in the study. For example, creative industries or startups that implement innovative approaches to leadership and employee well-being may not have received enough attention in the existing literature. This may limit the generalizability of the findings of this study to all industrial sectors.

Second, limitations related to data collection which only includes articles in English. Although English is the lingua franca of academic research, there are many valuable studies in other languages that may not be accessible in the search systems used. This potentially leads to the loss of important perspectives that could have provided new insights into the understanding of the relationship between hybrid leadership styles and employee well-being, especially in different local cultural contexts.

4.5. Future Research Directions

Proposing further research that examines the influence of hybrid leadership in specific industrial contexts or in hybrid work environments (a combination of remote and on-site) will be important to expand our understanding of leadership dynamics in various settings. Further research could explore how hybrid leadership styles operate in more specific contexts, such as the health, education, or technology sectors, where demands and expectations on leaders can vary significantly. This will not only add depth to the existing literature but also provide more focused practical guidance for leaders in these sectors.

Additionally, the need for empirical studies to substantiate the theoretical findings presented in this literature is essential. Future research could use mixed methods that combine quantitative and qualitative analysis to gain a more comprehensive picture of the influence of hybrid leadership styles on employee well-being. For example, surveys conducted across organizations implementing hybrid leadership can provide solid quantitative data, while in-depth interviews with leaders and employees can provide richer contextual insights into their experiences. Thus, future research directions should not only focus on confirming previous findings, but also seek to answer new questions that arise as working conditions and organizational needs change in this digital era.

5. Conclusion

This research has identified the important role of a hybrid leadership style in influencing employee well-being in remote work environments. The results of the analysis show that a leadership style that combines elements of transactional and transformational leadership can have a significant impact on employee welfare. In the context of remote work, where physical interaction is limited, a hybrid leadership style offers a balanced approach between performance control and emotional support. This allows leaders to not only ensure the achievement of organizational goals but also maintain employee motivation, satisfaction and mental health.

The contribution of this research to the global leadership and employee well-being literature is significant. By revealing the relationship between hybrid leadership styles and employee well-being, this research provides valuable insights for academics and practitioners in formulating more effective leadership strategies in the digital era. These findings also underscore the importance of developing adaptive leadership models, which can be responsive to changing work dynamics and individual needs in increasingly technology-oriented organizations.

In facing the challenges of an ever-changing work environment, organizations must consider implementing a hybrid leadership style as part of efforts to improve employee well-being. Thus, this research not only provides theoretical contributions but also practical implications that can help organizations to adapt and develop amidst the complexity of the new world of work. In the future, further research needs to be conducted to deepen understanding of the application of hybrid leadership in various cultural and industrial contexts, as well as to explore effective implementation strategies.

6. References

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