Effect Of Supervisor's Transformational Leadership Style On Remote Working Information Technology (IT) Employees

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Abstract

Since the last decade, remote working culture has seen exponential expansion in the tech sector. However, the 2020 pandemic outbreak has given remote jobs in the tech sector a significant boost. In terms of embracing remote work culture, the Information Technology (IT) industry comes in second. The primary aim of the research is to examine the impact of transformational leadership on remote workers in the IT industry. Building empathic and relationships based on trust between teams and team leaders is a major aspect of transformational leadership. The study's participants were 417 employees from various IT organisations in Kerala, India, who were chosen using simple random sampling. To analyse the data, statistical techniques such as Pearson correlation analysis, and one-way ANOVA were utilised. The findings of the study indicated that transformational leadership and remote working had a significant positive correlation. Analysis of the data through Structural Equation Modelling (SEM) using AMOS demonstrated that the transformational leadership style has an impact on the remote working culture of followers. By examining the relationship between transformational leadership and employees who work remotely, the study significantly advances the field. Managers and supervisors can use the recommendations from this study to motivate, support, and inspire employees who work remotely. Additionally, highlighted are potential directions for future research and also its managerial implications.

Keywords: Transformational leadership, Remote working, Idealised influence, Intellectual stimulation, Inspirational motivation, Individual consideration, Information Technology

DOI Number: 10.14704/nq.2022.20.9.NQ440092 **Neuro Quantology 2022; 20(9):828-837**

Introduction

Technology has changed the world by allowing people to work from a variety of locations, including their own homes. Employees and leaders that are loyal, energetic, hardworking, and committed are critical to any organization's success in this period of rapid change (Jyoty and Devi, 2014). As every business undergoes substantial change, the direction of foresighted and innovative leadership is critical to its success. Managers and supervisors are required to have more frequent contact with sub-ordinates and to be able to motivate and engage them in work, as well as to stoke their subordinates' excitement and fervour in order to increase their commitment and engagement levels towards their jobs (Hayati, Charkhabi, & Naami, 2014).

Leadership, according to Northouse (2011), "is a process by which one individual influence a group of individuals to attain a common purpose"(Mango, E. 2018). Managers and leaders in today's organisations especially when employees are working remotely must be able to influence, motivate and build excitement in order to achieve company goals and objectives. Effective leadership enables for employee management, and transformational leadership is a new way (Jyoty and Devi, 2014) and it is a process of bringing significant changes in employee attitudes and behaviours that encourage them to achieve organisational objectives. (Ahmed et al; 2020). Organizations now operate in a global setting with a culturally

diversified workforce, with remote working becoming increasingly popular. Many companies now provide the option of working remotely, which has resulted in numerous benefits for the company. In today's world, most businesses are increasingly relying on information technology to enable their employees to work remotely, and technology is now used to manage the majority of superior-follower interactions (Kelly and Kelloway, 2012). Leadership has been extensively studied for many years and is deemed to be one of the most significant factors that contribute to of the success of organisation (Gupta and Singh, 2018)

Literature review

Remote working

Remote work has become the new norm (Bin wang et al; 2020) all around world, and it is a work arrangement in which employees are not expected to commute to their traditional office environment. Di Martino et al; (1990), defined remote working as a "flexible work arrangement wherein workers operate in locations remote from their central offices or production facilities, the worker has no personal touch with co-workers there, but can communicate with them using technology" (Bin wang et al ;2020). Remote work according to Bailey and Kurland (2002) as "working outside the traditional office and communicating via telecommunications and computer-based technology"(Jena and Pattnaik,2020). Remote working allows companies to adjust or alter their working styles and achieve medium and long-term benefits sustainably. It permits employees to work outside of an established office setting and accomplish their goals without having to commute to a specific workstation every day (Remote year, 2021). In a remote working environment, face-to-face communication is limited, particularly between superiors and followers who operate in geographically separate locations (Kelly and Kelloway, 2012).Many businesses, including Google, Apple Inc., Amazon.com, and Facebook Inc., want their employees to be able to work from home. As a result of Covid -19, according to Gartner, several organisations are planning to shift 20% of their on-site employees to remote employment. Employees value remote work, according to a study conducted by Owl Labs state of Remote Work (2017), because it enables them not to be bound by location, saves them time and expense on travel, reduces workplace interruptions, allows them to satisfy family responsibilities, and thus retains a quality of work life (Jena and Pattnaik, 2020). Knowledge workers, computer programmers, academicians, researchers, call centre executives, and software code developers who operate primarily using a laptop are happy and perform better (Jena and Pattnaik, 2020). Remote working is commonly connected with numerous advantages for both employees and organisations. Employers benefit from reduced office space, improved savings due to lower office rent and maintenance costs, recruitment and selection of employees from a wider geographical area (Blumberga & Pylinskaya, 2019) productivity improvements, and the capacity to cope with unexpected future occurrences (Prasad et al; 2020).For employees, it means less commuting, less work-life conflict, the ability to work from a different location, more flexible work approaches, and an improvement in job satisfaction as commuting is decreased, allowing them to better balance their personal and professional lives (Ey Belgium blog, 2020). In their study of remote working personnel in sales, marketing, engineering, finance, and many other areas of the organisation, Golden and Gajendran (2019), discovered that their performance was superior to that of individuals working in a traditional office setting.

Transformational leadership

Bass's (1985) concept of transformational leadership has been widely embraced by academics and business professionals alike as a means of inspiring and motivating individuals to go above and beyond expectations (Rafferty& Griffin 2004). Transformational leadership, according to Bass (1990), "occurs when leaders broaden and elevate their employees' interests, when they generate awareness and acceptance of the group's purposes and mission, and when they stir their employees to look beyond their own self-interest for the good of the group". Transformational leadership, according to (Farahnak et al ; 2019), is "the process of influencing fundamental changes in attitudes and building commitment for the organization's mission or objectives" (Chan Kyun Park, 2019). Transformational leaders are said to have more loyal and satisfied followers (Bass and Riggo,

2006). Finance, Technology, entertainment, and healthcare are some of the important sectors where transformational leadership would be appropriate because transformational leaders inspire and motivate their subordinates to be innovative, creative, and adapt to change, ensuring the organization's growth and success (Naik, Sneha, & Priya Chetty, 2021). Leaders who follow transformational leadership style are able to motivate their followers and inspire them to perform more than the desired expectations (Gary Yukl, 2008). Transformational leaders are knowledgeable, proactive, and creative leaders who support innovation and can adapt to changing corporate environments (Jyoty and Devi, 2014). Idealised influence, Intellectual stimulation, Inspirational motivation, and Individual consideration are the subdimensions of transformational leadership identified by Bass (Rafferty & Griffin, 2004).

Leaders who engage in intellectual stimulation challenges assumptions and take risks by fostering innovation and creativity in their subordinates' efforts. Leaders inspire followers to think about challenges in new and exciting ways and come up with innovative solutions (Bass and Riggo ,2006). Individual consideration refers to leaders assisting and serving as a mentor or coach to individual followers' developmental requirements and objectives (Hanaysha et al; 2012). When a leader behaves as a role model for their followers, they demonstrate idealised influence. The leader is admired, trusted, cherished, and respected by his or her followers, and he or she sets an example for them to follow (Bass and Riggo, 2006). When a leader acts in ways that encourage and inspire their followers, creates a desirable vision for the future that is clearly communicated to the followers, together with the desired standards of performance which must be attained (Bass, 1990).

Remote working environment and Transformational leadership.

Nowadays, in many services and research sectors remote working has become normal style of working and has mostly replaced the traditional office environment. Organisations are attempting to recognize and formulate strategies for various activities that can be performed remotely employing latest technologies available (Remote year, 2020; Prasad et al;2020).As the number of permanent employees rises from 16.4 percent to 34.45 percent the need for alternative work force management grows and many companies embrace transformational leadership style that can build a collaborative environment, team spirit and performance of the employees (Ikechukwu Nnabeze, 2020). Organisations that choose remote working environment confront with issues related to poor work discipline, ineffective communication among team members, lack of work engagement, lower productivity, deviant work place behaviour, security concerns, complications associated with recruitment and selection and retention of employees etc. In a work environment characterised by diverse work force and challenging situations transformational leadership would be appropriate and has contributed to better results (Ikechukwu Nnabeze, 2020) Employee productivity and successful leadership were found to have a positive correlation in a study conducted by (Wojtara-Perry, 2016) in a virtual working environment transformational leadership style.

Transformational leadership leads followers beyond immediate self-interests by idealised influence, inspiration, intellectual stimulation, or contemplation (Bass1999). Transformational leaders are able to adapt to changing business environments and encourage their subordinates to be innovative and creative (Naik et al; 2021). According to (Kelloway et al; 2003), students working remotely were driven by intellectual stimulation and charismatic behaviours of transformational leaders in a study done among psychology students at a Canadian university. Transformational leaders, according to Vought (2017), can strengthen their subordinates' emotional connection to their jobs. Vought (2017) suggested that leaders who practise a transformational leadership style in remote working environments due to their ability to communicate efficiently and effectively to their team members are able to achieve anticipated outcome.

Significance of the study

The concept of remote working is rapidly replacing the traditional office setup, and current knowledge of remote working is largely based on situations where remote working was

only rarely or uncommonly practised and was only considered by some, but not all or most, employees within the organisation (Bin Wang et al; 2020). Remote working has become commonplace in many organisations, and it will continue to be so in many industries, including the Information Technology (IT) industry (EY, 2020). Leadership has a major influence on the workplace and how people feel about their jobs. The main intention of this research is to examine the impact of transformational leadership on the remote working environment among employees in Information Technology (IT) sector working in Kerala. Considering remote work is a modern form of employment that refers to "people working remotely away from the limits of their office space," the research goal is extremely important and cannot be termed a current era's new trend. The study aims to raise awareness about the impact of transformational leadership on remote workers, which is a growing trend in India.

Objectives of the study

1.To analyse the effect of demographic variables like gender, marital status, education age and experience on remote working and transformational leadership.

2. To examine the effect of Transformational leadership on Remote working employees.

Hypothesis

H0 (1): There is no significant difference in the mean rating between age of the respondents on remote working and transformational leadership

H0 (2): There is no significant difference in the mean rating between male and female respondents on Remote working and Transformational leadership.

H0(3): There is no significant differences in the mean rating between respondents with different educational qualification on transfor-mational leadership and remote working.

H0 (4): There is no significant difference in the mean rating between married and single respondents on Transformational leadership and Remote working of employees.

H0 (5): There is no significant difference in the mean rating between respondents with different total years of Experience on Transfor-mational Leadership and Remote working.

H0(6): There is no significant relationship between transformational leadership and remote working.

Research Methodology

The research is purely descriptive. Targeted respondents from IT companies of South India were chosen using simple random sampling. The data for the study was gathered via a structured questionnaire that was delivered to the respondents by email, with a total of 419 respondents in the sample. Using the statistical tool for social sciences (SPSS), the proposed hypothesis was investigated. Global Transformational leadership scale (GTL) developed by (Carless et al; 2000) was used to examine the four dimensions of Transformational leadership style and 11 statements were used for evaluating Remote working. According to (Carless et al; 2000) the seven-item scale is highly reliable and have strong validity. On a 5-point scale, respondents were asked to rate their responses (Strongly agree – 5 to Strongly disagree-1).

Analysis and Discussion

Gender, age, marital status, education and income, experience in the present organisation and total years of experience of the respondents in the IT industry were considered for demographic details of the study.

When compared to female responses, male respondents make up the majority (56.8%). (43 .2 %). The study included 58% of married and 42 % are single and unmarried. With respect to respondent's age majority of the respondents were aged between 26-35years (40.6%). The study also comprised of 25.3% respondents representing below 25 years of age, 24.6% respondents representing the age category 36-45 years and only 9.5 % of the respondents belong to 46-55 years. Regarding the educational qualification of the respondents 52.5% of the respondents are graduates ,46.8% are post graduates and only 7 .5 % of the respondents are diploma holders. Majority of the respondents have income between 2-5 lakhs per annum (37.7%) and only 4.3% respondents have income below 2 lakhs per year and more than 45% of the respondents have income exceeding 8 lakhs per year. With respect to the experience in the

present organisation 34.8 %of respondents have one to three years of experience, 16.5 % have three to five years of experience, and 21% have more than seven years of experience. 22% of the respondents have an overall experience between 2-5 years. However,19.6% of respondents have overall work experience of below 2 years,22% of the respondents have between 2-5 years of experience and 16.7 % of the respondents have 5-8 years of experience in the industry. The sample of the study also included around 7.2% of respondents with work experience of over 14 years.

Cronbach's alpha was used to assess the questionnaire's reliability. The Cronbach's alpha for each of the constructs studied is listed in the table below. The results suggest that the majority of the constructs have a reliability of greater than 0.6.

Table: 1 Reliability

Variables	*Cronbach's Alpha*	*Number of Items*
Remote working	0.601	11
Transformational leadership	0.725	7

Descriptive statistics

This section investigates the impact of demographic control variables such as age, gender, education, marital status, and total years of experience on transformational leadership and employee remote working. An independent sample Z test or a one-way ANOVA were used to conduct the analyses.

H0 (1): **There is no significant difference in the mean rating between age of the respondents on remote working and transformational leadership.**

The independent variable was age, which was divided into four groups (a) 25 and below (b) 26 to 35 (c) 36 to 45 (d) 46 to 55), and ANOVA was used to compare the mean scores.

The results of the ANOVA test depicted in Table 2 reveals that a statistical value of p is more than 0.05 for Transformational leadership and Remote working of employees. It is concluded that the mean score of Transformational leadership and Remote working of employees does not differ with Age and the hypothesis is accepted.

Table 2 One Way ANOVA test between age and variables

Variable	*Age*	*N*	*Mean*	*Standard Deviation*	*F*	*p value*
Remote working	25 and Below	106	37.44	7.62	0.666	0.573
	26 to 35	170	37.52	6.75		
	36 to 45	103	38.50	6.35		
	46 to 55	40	38.40	5.39		
Transformational leadership	25 and Below	106	24.80	5.73	1.814	0.144
	26 to 35	170	24.24	5.75		
	36 to 45	103	23.02	5.93		
	46 to 55	40	23.60	5.89		

H0 (2): **There is no significant difference in the mean rating between male and female respondents on Remote working and Transformational leadership**.

When comparing the mean scores of variables of two separate groups, such as males and females, an Z test was performed, with the findings presented in Table 3. Because the p value is less than 0.05, the result shows that there is a significant difference between males and females on Remote working and Transformational leadership, and thus reject the hypothesis "There is no significant difference in the mean rating between married and single respondents on Remote working and Transformational leadership".

Table 3 Independent Sample Z-test between Gender and Variables

Variable	*Gender*	*N*	*Mean*	*Standard Deviation*	*Z*	*p value*
Remote working	Male	238	37.95	6.19	0.435	0.664
	Female	181	37.66	7.47		
Transformational leadership	Male	238	23.45	5.60	-2.319	0.021
	Female	181	24.77	6.03		

H0(3): **There is no significant differences in the mean rating between respondents with different educational qualification on transformational leadership and remote working**.

Qualification was considered to be the independent variable, which included three groups (a) Graduate (b) Post Graduate (c)

Diploma. ANOVA was used to compare the mean scores of different educational qualify-cations and the result is exhibited in Table 4.

Table 4 One Way ANOVA test between Educational Qualification and variables

Variable	*Education*	*N*	*Mean*	*Standard Deviation*	*F*	*p value*
Remote working	Graduate	220	36.70	6.94	6.816	0.001
	Post Graduate	196	39.11	6.40		
	Diploma	3	37.00	0.00		
Transformational leadership	Graduate	220	24.00	5.96	0.705	0.495
	Post Graduate	196	23.98	5.70		
	Diploma	3	28.00	0.00		

The results of the ANOVA test depicted in Table 4 reveals that a statistical value of p is less than 0.05 for Remote working. So, it can be concluded that the mean score of Remote working differs with educational qualifications. But in the case of Transformational leadership no significant difference is seen between different educational qualifications since the p value is more than 0.05. Hence the hypothesis "There is no significant differences in the mean rating between respondents with different educational qualification on remote working is rejected and accepted for transformational leadership".

Since the ANOVA test revealed that there is a significant difference in educational qualify-cations for remote working, a multiple comparison test was used to determine which educational qualifications differ considerably, and the results are shown in Table 4a. Because the p value is significant, the study shows that there is a significant difference between graduation and post-graduation in the case of remote working.

Table 4a Multiple comparison tests

Dependent Variable			*Mean Difference (I-J)*	*Std. Error*	*P value*
Remote working	Graduate	Post Graduate	-2.41679*	0.656	0.000
		Diploma	-0.305	3.881	0.937
	Post Graduate	Graduate	2.41679*	0.656	0.000
		Diploma	2.112	3.884	0.587
	Diploma	Graduate	0.305	3.881	0.937
		Post Graduate	-2.112	3.884	0.587

*. The mean difference is significant at the 0.05 level

H0 (4): **There is no significant difference in the mean rating between married and single respondents on Transformational leader-ship and Remote working of employees.**

An independent sample Z test is often used to compare the mean scores of variables of two groups, such as single and married respondents. As a result, a Z test was performed, with the findings presented in Table 5. Because the p value is greater than 0.05, the result shows that there is no significant difference in remote working between single and married respondents. In the case of transformational leadership, there is a significant difference between single and married respondents because the p value is less than 0.05. As a result, for remote working, the hypothesis "There is no significant difference in the mean rating between married and single respondents" is accepted, but for transformational leadership, it is rejected.

Table 5 Independent Sample Z-test between marital status and Variables

Variable	*Marital status*	*N*	*Mean*	*Standard Deviation*	*Z*	*p value*
Remote working	Single	176	37.52	7.37	-0.800	0.424
	Married	243	38.05	6.30		
Transformational leadership	Single	176	24.88	5.81	2.572	0.010
	Married	243	23.40	5.76		

H0(5): There is no significant difference in the mean rating between respondents with different total years of Experience on Transformational Leadership and Remote working.

The independent variable total years of experience was divided into six groups. (a) less than two years (b) 2 to 5 years (c) 5–8 years old (d) 8–11 years old (e) Years 11 to 14 (f) Years 14 and above years. So, to compare the mean scores of different years of experience, ANOVA was employed, and the result is shown in Table 6.

Table 6 One -Way ANOVA between Total years of experience and variables

Variable	*Total years of experience*	*N*	*Mean*	*Standard Deviation*	*Z*	*p value*
Remote working	Less than 2 years	82	38.79	6.78	5.502	<0.001
	2 to 5 years	92	34.74	8.42		
	5 to 8 years	70	38.37	6.11		
	8 to 11 years	48	37.85	6.26		
	11 to 14 years	97	39.24	5.45		
	14 years and above	30	38.80	4.18		
Transformational leadership	Less than 2 years	82	23.65	6.05	1.890	0.095
	2 to 5 years	92	25.35	5.69		
	5 to 8 years	70	24.63	4.43		
	8 to 11 years	48	23.19	6.77		
	11 to 14 years	97	23.47	6.13		
	14 years and above	30	22.67	5.31		

(*) indicates that there is a difference between the groups.

The ANOVA test results in Table 6 show that the statistical value of p for remote working is less than 0.05. As a result, it can be inferred that the mean score for remote working varies based on the number of years of experience. However, because the p value is greater than 0.05, there is no significant difference between years of experience in transformational leadership.

Because the ANOVA test revealed a significant difference in years of experience for Remote working, a post hoc test or multiple comparison test was used to determine which of the total years of experience differed considerably, and the results are shown in Table 6a.

Table 6a Multiple comparison tests

Dependent Variable			*Mean Difference (I-J)*	*Std. Error*	*Sig.*
Remote working	Less than 2 years	2 to 5 years	4.05355*	1.001	0.000
		5 to 8 years	0.421	1.073	0.695
		8 to 11 years	0.939	1.198	0.434
		11 to 14 years	-0.444	0.989	0.653
		14 years and above	-0.007	1.407	0.996
	2 to 5 years	Less than 2 years	-4.05355*	1.001	0.000
		5 to 8 years	-3.63230*	1.046	0.001
		8 to 11 years	-3.11504*	1.174	0.008
		11 to 14 years	-4.49798*	0.959	0.000
		14 years and above	-4.06087*	1.386	0.004
	5 to 8 years	Less than 2 years	-0.421	1.073	0.695
		2 to 5 years	3.63230*	1.046	0.001
		8 to 11 years	0.517	1.236	0.676
		11 to 14 years	-0.866	1.034	0.403
		14 years and above	-0.429	1.439	0.766
	8 to 11 years	Less than 2 years	-0.939	1.198	0.434
		2 to 5 years	3.11504*	1.174	0.008
		5 to 8 years	-0.517	1.236	0.676
		11 to 14 years	-1.383	1.163	0.235
		14 years and above	-0.946	1.534	0.538
	11 to 14 years	Less than 2 years	0.444	0.989	0.653
		2 to 5 years	4.49798*	0.959	0.000
		5 to 8 years	0.866	1.034	0.403
		8 to 11 years	1.383	1.163	0.235
		14 years and above	0.437	1.377	0.751
	14 years and above	Less than 2 years	0.007	1.407	0.996
		2 to 5 years	4.06087*	1.386	0.004
		5 to 8 years	0.429	1.439	0.766
		8 to 11 years	0.946	1.534	0.538
		11 to 14 years	-0.437	1.377	0.751

**. The mean difference is significant at the 0.05 level.*

H0 (6): **There is no significant relationship between transformational leadership and remote working.**

Pearson Correlation was used to identify the relationship between Transformational leadership and Remote working. The results are presented in the Table 7.

Table 7Correlation between Transformational leadership on Remote working of employees

Variable	*Correlation*	*Lower bound*	*Upper bound*	*Z*	*p*
Transformational leadership - Remote working of employees	0.896	0.890	0.902	41.204	<0.001

From the table the correlation between Transformational leadership - Remote working of employees is 0.896 which indicates that there is a significant relationship between Transformational leadership Remote working employees. Thus, the hypothesis "There is no significant relationship among remote working and transformational leadership" was rejected.

Since the positive relationship exists between Transformational leadership - Remote working employees, in the next step SEM was used to evaluate mathematical relationship between the two variables and the results are shown in Table 8 and 9. On the latent constructs all the attributes loaded significantly. The fit indices'

value indicates how well the measurement model fits the data. In table 9 the regression coefficients are presented.

Table 8 Model fit Indices for CFA- Transformational leadership - Remote working employees

	χ^2	DF	P	Normed χ^2	GFI	AGFI	NFI	TLI	CFI	RMR	RMSEA
Transformational leadership - Remote working employees	169.191	72	.000	2.350	.958	.901	.979	.973	.987	.072	.057

Table 9 The regression Coefficients

Path	*Estimate*	*Critical Ratio (CR)*	*P*	*Variance explained*
Transformational leadership → Remote working	0.582	13.573	<0.001	33.9
TL1 → Transformational leadership	0.830	24.233	<0.001	68.9
TL2 → Transformational leadership	0.646	15.672	<0.001	41.8
TL3 → Transformational leadership	0.774	21.013	<0.001	59.9
TL4 → Transformational leadership	0.594	13.947	<0.001	35.3
TL5 → Transformational leadership	0.815	23.287	<0.001	66.4
TL6 → Transformational leadership	0.694	17.452	<0.001	48.2
TL7 → Transformational leadership	0.207	4.284	<0.001	4.3
RW1 → Remote working	0.801	22.464	<0.001	64.2
RW2 → Remote working	0.763	20.465	<0.001	58.2
RW3 → Remote working	0.849	25.547	<0.001	72.1
RW4 → Remote working	0.316	6.674	<0.001	10.0
RW5 → Remote working	0.848	25.474	<0.001	71.9
RW6 → Remote working	0.839	24.838	<0.001	70.4
RW7 → Remote working	0.780	21.321	<0.001	60.8
RW8 → Remote working	0.694	17.452	<0.001	48.2
RW9 → Remote working	0.865	26.777	<0.001	74.8
RW10 → Remote working	0.802	22.521	<0.001	64.2
RW11 → Remote working	0.848	25.474	<0.001	71.9

From the table: 9 the relation between Transformational leadership and Remote working employees, Remote working = 0.582 Transformational leadership. This indicates that one unit increase in Transformational leadership results in 0.582 increase in Remote working.

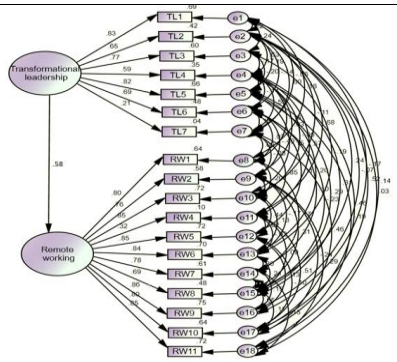

Fig. 1 shows the Output of SEM model using AMOS .

Findings

The present study mainly intended to examine the effect of transformational leadership on remote working employees. Pearson Correlation was used to identify the effect of Transformational leadership on Remote working employees and the results revealed that correlation between Transformational leadership - Remote working of employees is 0.896 which indicates that there is a significant positive relationship between Transformational leadership-Remote working employees. Structural Equation Modelling (SEM) was used to evaluate mathematical relationship between the two variables, Transformational leadership and Remote working and all the attributed loaded on the latent constructs. This is in line with Vought's (2017) findings that leaders that use a transformational leadership style in remote working contexts can achieve better organisational outcomes.

Implications and Suggestions

The main aim of this article is to examine the effect of transformational leadership on remote workers, with the conclusion that transformational leadership has a positive impact on remote workers. In a remote working environment, where members of the team typically operate in isolation, the organization's leaders should make the appropriate efforts to foster a workplace culture in which employees are appreciated, supported, encouraged, happier, more focussed, and engaged. According to the third annual future workforce report - 2019, 73 percent of organisations will have remote workers by 2028, contributing more production at lower cost. Transformational leaders can produce greater results in today's

organisations, which are functioning in a global setting with a culturally varied workforce.

Transformational leaders see the need for change and can persuade and influence their followers to put the team and organization's interests ahead of their own. Transformational leaders must continually coach and mentor their followers when working remotely, as well as educate them on best practises. Companies must establish training initiatives that focus on the competencies that employees require, particularly soft skills. For delivering ongoing learning opportunities through e-Learning platforms, accurate methodologies and strategies must be used. By assigning challenging tasks and including members in the decision-making process, transformational leaders can empower their team members. There should be a defined line of communication and guidelines in place to help followers comprehend the required task and resolve any concerns as quickly as possible. Transformational leaders have to be clear about the goals that must be met and the performance standards that their followers should satisfy. Management should concentrate on strengthening leaders' transformational leadership skills through upskilling and reskilling training programmes that improve communication, collaboration, creativity, and innovative thinking.

Scope for future research

Further studies can be conducted by incorporating more elements of remote working or conducting the research in different sectors and geographical locations. The effect of transformational leadership and remote working can be examined by introducing a mediating for (example mindfulness) variable between independent and dependent can also be considered for future studies.

Conclusion

The study contributes to the further understanding of these concepts by analysing the effects of transformational leadership on remote working IT employees. The present study emphasises the significance of transformational leadership on remote working. When transformational leadership is properly executed in remote teams, it may be quite effective. When companies operate remotely, they must reconsider a range of approaches in order to keep employees' excitement, dedication, engagement, performance, quality of work life and job satisfaction high. Organizational leaders should not only possess but also explicitly display transformational leadership behaviours.

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