

Role of Positive Leadership for Employee Vigor through Remote Leadership

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Abstract:

The purpose of this study is to look into the relationship between psychological energy, or vigor, and effective leadership. Specifically, we want to know how much this relationship is impacted by employees working from home and how long the leader-follower relationship has been in place. We investigate whether and how leadership style influences followers' work engagement in the setting of remote work during times of crisis, based on the job-demands-resources theory. We concentrate on the effect that consideration leadership has on followers' involvement when they are required to operate remotely due to the COVID-19 epidemic. We will talk about in this essay. Employee Vigor through Remote Leadership: The Significance of Positive Leadership.

Keywords: Positive Leadership, Employee Vigor, Remote Leadership, Psychological Energy, Leader-Follower, Job-Demands, Organizational Success, Leadership Styles, Employee Creativity, Wellbeing, Motivation, Work Behavior, Performance.

Introduction

The act of managing staff members who are not in the same place as the manager is known as remote leadership. In this case, the manager's visibility within the workplace is not as great as it would be in a more conventional, face-to-face team setting. To lead, hire, and retain staff, the manager must instead apply several techniques and approaches. The phrase "remote leadership" can generally refer to both the fact that a person works remotely in a leadership capacity as well as the distinct set of abilities and approaches needed to lead successfully in a remote work environment. The objectives, difficulties, and approaches may be the same for a manager overseeing a remote team as they would be a distant department. [1].

Positive Leadership:

The idea behind positive leadership is the advantages of showing your staff members kindness, compassion, and understanding. It all comes down to creating an atmosphere at work where people are free to be who they are and voice their concerns. Making sure that no one feels excluded rather than included is another important goal.

The ever-evolving nature of today's organizational environment means that daily positive leadership is becoming more and more crucial. Leaders must energize, fortify, and connect their followers in a world that is turbulent, uncertain, complex, and ambiguous. As a result, organizations' work engagement will rise and burnout will decline. Strong, forward-thinking executives give their companies a competitive edge, particularly in times of growing unpredictability like the current COVID-19 pandemic. [2]

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Effective leadership is crucial for formulating an organization's strategy and choosing an HRM approach at the top, as well as for giving subordinates at every tier of the hierarchy a sense of stability and direction. Although leadership "trickles down" within the business, the immediate supervisor has a significant influence on the daily work environment, employee engagement, and performance because of their close proximity and interactions with subordinates. Gallup's research, which popularized the notion that workers join organizations but quit their bosses, further demonstrates this. This emphasizes even more how crucial the immediate supervisor's leadership is to employee engagement and the long-term viability of the company. One could argue that leaders have an obligation to make sure that the right conditions are in place for workers to flourish. [3]

Positive Leadership Styles

In contrast to abusive leadership styles, which have been demonstrated to be harmful for several aspects of employee health and creativity, we define positive leadership styles as those that are intended to have a good impact on employees. We will discuss five well-liked and extensively studied positive leadership philosophies in the section that follows. These philosophies are also examined in our meta-analysis and discussed in the qualitative section.

Over the past few decades, transformational leadership has emerged as the most popular positive leadership style. It centers on four behavioral dimensions: intellectual stimulation (i.e., fostering creativity and invention), inspiring motivation (i.e., providing a vision), idealized influence (i.e., charismatic leadership), and personalized consideration (i.e., taking individual characteristics into account). Hence, it is possible to characterize transformational leaders as having the ability to see the big picture, lead by example, establish performance benchmarks, exhibit tenacity and self-assurance, and change relationships from being driven solely by self-interest to including others.

After scholars proposed distinctions between "pseudo" and "authentic" transformational leaders, authentic leadership evolved in response to transformational leadership. Its four components are as follows: relational transparency (revealing one's true feelings and thoughts to followers), internalized moral perspective (self-regulation based on moral standards and values), balanced processing (analyzing pertinent information before making a decision), and self-awareness (of the leader). [4]

Work behavior, performance, and employee motivation are examples of organizationally relevant outcomes that have been linked to leadership. Many studies have also examined the relationship between leadership and worker well-being, suggesting that followers' emotional and physical health is significantly predicted by their leader. This research will center on positive leadership, utilizing the positive psychology paradigm for its arguments. That is to say, "actions taken by leaders that increase the positive emotions that their followers feel." Thanking, complimenting, and encouraging followers are examples of positive leadership practices. It is anticipated that during difficult times, positive leadership will be especially important.

Advantages and disadvantages of Positive Leadership

Like any leadership approach, there are benefits and drawbacks. Individual preferences vary when it comes to leadership styles, so what suits one person may not suit another.

➤ Advantages of Positive Leadership

There are numerous advantages to positive leadership. People feel more at ease expressing ideas, putting themselves forward, and problem-solving in a compassionate and encouraging environment when others prioritize them, even when mistakes are

made. It's been connected to increased morale, improved performance, and high job satisfaction.

➤ **Disadvantages of Positive Leadership**

Positive leadership has drawbacks as well. Managers may ask less questions and think everything is going smoothly when employers have complete faith in their staff members. Failure to bring those who require closer supervision in line or trouble resolving problems later on may result from this. [5]

Challenges of Working Remotely for Leadership:

When overseeing remote teams, managers have a number of difficulties. Among these difficulties are:

1. **Communication:** When working remotely, communication can be very difficult. To make sure that everyone is in agreement and that everything is understood, leaders must make sure that they speak with their team in an efficient and frequent manner.
2. **Trust:** When leading remote teams, trust is essential. Leaders must have faith in their staff members to operate autonomously and do excellent work. On the other hand, workers need to have faith in their superiors to help and mentor them when necessary.
3. **Motivation:** Compared to employees in a regular office setting, motivating remote workers can be more difficult. Leaders need to figure out how to maintain the motivation, engagement, and productivity of their remote workers.
4. **Loneliness and Isolation:** Employees who work remotely may feel lonely and isolated, which can negatively affect their productivity and mental health. It is imperative for leaders to guarantee that they furnish avenues for interpersonal communication and promote team-building exercises.
5. **Technology:** Leaders must make sure that their team members have access to the tools and resources they need to perform their tasks well, as technology plays a crucial part in remote work. This entails giving employees safe access to corporate networks and instruction on how to use technologies for remote collaboration.

Impact of Leadership on Remote Team Performance

The way you lead has a big impact on how well your team performs while it's remote. Clear and consistent communication is a top priority for effective virtual leaders, who make sure that everyone on the team is aware of their duties and responsibilities. Establishing trust is essential because working remotely greatly depends on personal responsibility.

Approachable and flexible leaders are better able to handle the challenges of working remotely, which can include different time zones and digital communication obstacles. Employee morale and productivity can be raised through trust and autonomy, which creates a more cohesive and effective team.

➤ **Team Performance:**

A few core traits are necessary for a team to function effectively. Members of the team must first effectively integrate their individual actions. Second, working in complex and dynamic environments is increasingly expected of teams. Thirdly, effective team performance is embodied by team leadership. The majority of teams have specific members who are in charge of setting the group's objectives as well as organising and developing the group in order to achieve these goals. According to Zaccaro et al. (2001), four essential processes—cognitive, affective, motivational, and coordination—are integrated by effective teams. Members of the team are more likely to decide to work on the task at hand if they think the group can succeed in reaching its objectives. Leaders

that encourage their team members to work hard and perform well also foster team efficiency. This has to do with how inspirational and transformative leaders empower their followers. These leaders unite the individual objectives of each team member with the mission of the organisation through their actions. Members of a team who personally connect with the mission and objectives of the group as a whole are more dedicated to seeing those objectives through. As a result, the core goal of transformational leadership is to match each team member's motivations with the group's objective. [6, 7]

Review of Literature:

Recently, there has been a significant increase in the number of people working from home; this increase has been mostly caused by the health dangers related to the COVID-19 pandemic in 2020. Although some workers had previously worked from home offices due to technology improvements and an increasing focus on the work-family balance (Cascio and Montealegre, 2016), the COVID-19 pandemic served as a trigger for the widespread adoption of telework: For instance, during the start of the epidemic, the percentage of workers in Germany who worked from home rose from 17% to 44%. [8]

In the context of mandated remote work and the effects of COVID-19, the goal of the current study is to examine the function of perceived consideration leadership behavior as a job resource for maintaining employee engagement. We shed light on optimism as a potential mechanism to better understand the relationship between job engagement and leadership. In keeping with JD-R theory (Demerouti and Bakker, 2022) and other research, we do this in order to recognize the significance of personal resources as an antecedent to work engagement, which should be favorably influenced by job resources like leadership. Furthermore, we examine the specific remote work scenarios that people find themselves in, as we anticipate various outcomes according on whether workers were new to working remotely, had experience working remotely before the pandemic, or carried on with their regular job. based on the JD-R theory's boosting premise, which holds that higher job demands strengthen the beneficial impacts of resources that are already accessible. [9]

Any organization's ability to operate effectively depends on its leadership. The fundamentals of leadership are its ability to persuade people, which is an organization's source of competitive advantage, and the consequences that follow. In order to influence subordinates and motivate team members to fulfill their job responsibilities, leaders need to increase employee motivation because a motivated workforce is essential to an organization's success (Batista-Taran et al., 2009). [10]

Given the popularity of remote work and its profound effects on organizational dynamics in this era of work, it is imperative that leaders learn how to modify their leadership philosophies in order to effectively manage remote teams. Golden and Veiga (2008) have pointed out that the move to remote work brings with it special difficulties with coordination, communication, and team cohesion. The literature still lacks information, nevertheless, about the tactics used by managers in remote workplaces and how they affect employee experiences and team dynamics. [11]

Objectives:

- To study the role of Positive Leadership for Employee Vigor through Remote Leadership
- To Explore the tenure of the leader-follower relationship
- To study the impact on followers' engagement under conditions of enforced remote work during the COVID-19 pandemic.

Research Methodology:

The concept of leadership is a widely discussed concept, with numerous articles and books being dedicated to the exploration and evaluation of leadership and its impact on team building, team performance and team dynamics. In this paper, we will be looking at the impact of leadership on team performance, and evaluating it through the lens of different leadership styles, focusing on the idea of Transformational Leadership. Through numerous article and journal reviews, we will seek to identify characteristics and strengths of these leadership styles as they pertain to the performance of teams within an organization. The overall design of this study was exploratory. The research paper is an effort that is based on secondary data that was gathered from credible publications, the internet, articles, textbooks, and newspapers. The study's research design is primarily descriptive in nature.

Result and Discussion:

As you can see below, leadership development objectives balance the needs of the individual, their team, and the business as a whole. All three are interwoven in a successful leadership development plan so that everyone benefits.



Figure 1: Leadership development goals (Source: www.gethownow.com)

The COVID-19 epidemic has highlighted the several difficulties associated with remote employment. One of the major difficulties is how to develop trust with remote teams when the manager is not physically there. Social isolation and the difficulty to strike a work-life balance are seen as the two main challenges of working remotely, followed by collaboration and communication. In order to foster trust with remote teams, managers must consider workable solutions to these issues. [12]

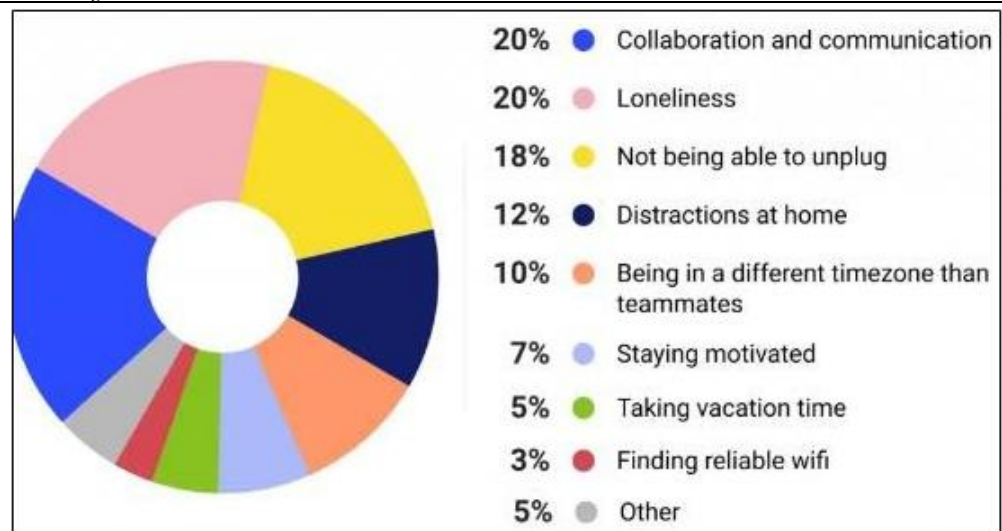


Figure 2: Biggest Struggle with working remotely

(Source: Buffer the State of Remote Work 2020)

In conventional physical workplaces, it can be difficult to establish and preserve trust; this difficulty increases when individuals are required to collaborate with team members they may not have even met.

Teams are doomed to fail if employers think that workers will be less productive without managers around to oversee them. The distrust is the problem. Research has indicated that cultivating trust with remote teams can be an active process. For managers and employees to feel trust, remote businesses must carefully cultivate and nurture relationships. [13]

Leader-Follower Relationship Tenure:

It is anticipated that positive leadership has a stronger positive link with vigor for remote workers than for office workers when the leader-follower relationship tenure is high. Because of their inherent social isolation, remote workers are likely to want further assurance that their job is up to standard and that they are meeting their supervisors' expectations. Such validations come from the positive leadership actions (thank-yous, praises, and encouraging words). Long-term dyad employees may not require such overt affirmations since they can learn them from their leader's less overt body language and eye contact.

However, there should be no discernible difference in the positive leadership-vigor relationship between office workers and remote workers when the leader-follower relationship length is minimal. The rationale for this is that leaders have not had enough time to assess the consistency of emotional indicators from both office workers and remote workers because the leader-follower interaction has been too brief.

The interaction effect between distant work and the duration of the leader-follower connection determines the relationship between energy and positive leadership. In particular, strong leadership and energy are positively correlated with longer leader-follower relationship longevity and higher degrees of remote work than they are for people with lower levels of remote work.

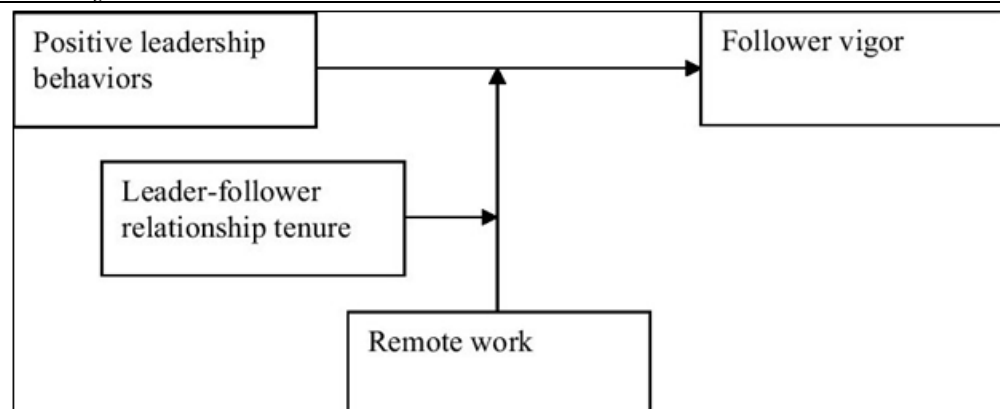


Figure 3: Leader-Follower Relationship Tenure

(Source: www.frontiersin.org)

Conventional methods of working for both individuals and teams globally have been called into question by COVID-19. With very little planning, organizations have embraced remote work quickly and successfully.

For example, almost every member of my team worked from the office until the beginning of this year. The option to work from home was offered, but it wasn't used very often. All that changed with the lockdown. In order to stay with relatives amid the crisis, people traveled to their home towns in isolated areas. Many had never worked from home for a lengthy period of time.

People adjusted effectively to this new work style despite being thrust into it without any prior training. In fact, we conducted a brief pulse-check with my team of over ninety individuals a month into working from home, and the findings were largely encouraging.

31% of my team members were open to working remotely indefinitely! An additional 52% anticipated a few changes at home that would enable them to effectively continue working remotely. [14]

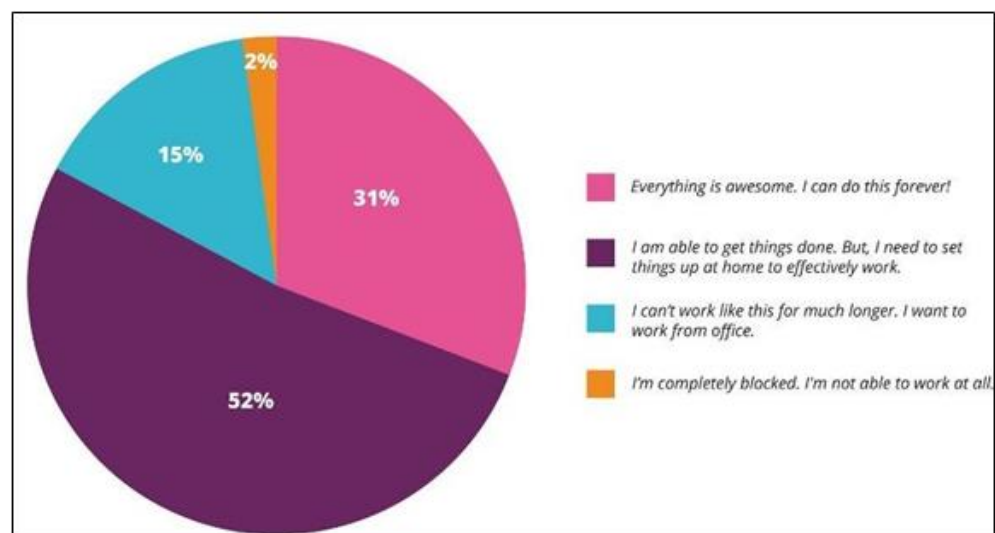


Figure 4: COVID-19 has challenged conventional ways of working for individuals and teams around the globe

It appears that remote work is here to stay. Furthermore, we anticipate that in the future, significant lifestyle and career decisions will be influenced by the ease and flexibility of remote employment.

Leaders of remote teams must adjust in light of this. Moreover, fast. The main areas of emphasis for this kind of leadership-level change are trust, teamwork, and effective communication. Here are five strategies for remote leaders to maintain communication with their teams:

- Start from a place of trust
- Lead with compassion
- Set clear goals and outcomes
- Connect with people and don't make it all about work
- Share frequent and timely feedback

Top Remote Leadership Skills

Do such difficulties seem attainable? If so, that is advantageous. All those team issues are readily resolved, and they can all be made far better with guidance and leadership from someone like you. Now that we have a clearer picture of the circumstances involved, let's examine the fundamental remote leadership abilities that will enable your team to overcome these obstacles and succeed in the remote work environment.

1. Make communication crystal clear

We took a while to get used to talking on video, and I found that to be the most difficult part about working remotely. These days, if you only communicate by video, you may find that communicating effectively is considerably more difficult.

2. Learn and improve observation

3. Organization and project-planning

4. Set precise goals and outcomes

Don't measure hours, but rather results! Virtual leadership entails establishing quantifiable benchmarks while retaining adaptability and understanding.

5. Adaptability

It's not just in times of emergency or when you require a backup plan that adaptability is essential. All leader, remote or not, needs to have this essential ability. It can be especially difficult to manage people, projects, and change in a remote setting. [15,16]

Conclusion:

The study offers proof that a favorable relationship exists between staff vitality and positive leadership actions. Praising followers, recognizing their accomplishments on an individual basis, expressing gratitude to them directly, encouraging them, and providing assistance with assigned duties are examples of such positive leadership practices. For corporations, managing remote teams may often be an intimidating task. Managing employees' well-being and the absence of in-person supervision are just two of the numerous difficulties faced by managers of recently dispersed teams. If companies are to thrive in the post-lockdown economic challenges that we will all confront, effective leadership is crucial.

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