

Defining the Leader in an Agile and Remote Working Environment

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Abstract

Identifying the characteristics required in a person who is called upon to provide leadership in an agile and remote working environment is important because not only does it enable the formulation of useful suggestions for organisations that embrace such modes of working but it can also help reveal what may be required of leaders who face the challenges and opportunities associated with the future of work. A few scholars have tried to shed some light on this topic by addressing the question of what kind of leadership might be appropriate in a context defined by these new ways of working, but none of these have arrived at a satisfactorily clear set of conclusions regarding the style of leadership that best suits the management of remote working teams, or in respect of the characteristics of an agile leader. This exploratory and descriptive study aims to close this gap in current knowledge by means of a 'scoping literature review'. This study is based on an investigation of 54 relevant studies – found via two interdisciplinary databases and also by manual search – which were analysed and classified according to their year of publication, research methods, subject areas of the journal in which they were published, and main topics. The findings suggest that relevant conversations on the relation between leadership and agile and remote working mostly developed during the last two years, which suggests that they may well have been triggered by the digital transformation and social distancing requirements that resulted from the COVID-19 pandemic. This paper discusses how this literature defines and describes the leadership qualities and skills required in this new environment, as well as whether and how different approaches to leadership can produce innovative work behaviours that suit this changed context. It is hoped that the present review will serve as a guide for organisations and for existing and future leaders wishing to identify the best managerial and leadership styles to adopt. This

review also offers an overview of how the literature has progressed on this topic and is intended to be usable as a benchmark for future studies.

1. Introduction

The expression 'agile working' has been used in a number of different contexts, but it is increasingly associated with remote working (Grant, 2020). An important consequence has been that agile working is now best defined as a new way of working which takes place at any location and at any time, thanks to technology (Grant, 2020).

Diverse attempts have been made to explore the nature and effects of agile and remote working, and conclusions have varied. Some have identified a number of positive impacts on the well-being of employees (Charalampous, 2020). Indeed, such improvement is one of the main aims of agile working (Hill *et al.*, 2008) thanks to a greater flexibility which also enables a higher level of productivity and efficiency (Gastaldi *et al.*, 2014; Zheltoukhova, 2014; McEwan, 2016; Allen *et al.*, 2015; Martin and MacDonnell, 2012). This facilitation of a better balance between private and working life has also been described in terms of greater autonomy, which enables greater thus attention to the needs of the individual (Khan *et al.*, 2021).

However, some negative consequences have also been identified, such as isolation, loneliness, and burnout (Moss, 2018). These were associated mainly with styles of management that proved sub-optimal in this changed environment. In other words, new types of work seem to require a new and different way of managing human resources (HR) if they are to be maximally effective (De Vita, 2020). Innovative forms of leadership that are able to foster and sustain a climate of trust and unity among colleagues who, because they are working remotely, are no longer 'spontaneously' together in space and time. The aim of management will have to be not to control, but to guide the implementation of this 'revolution', through the development process of the organisation. The change will be an opportunity only if it is understood as an inventive process rather than as an enterprise to be promoted or rejected (Czarniawska, 2004).

This is especially the case since digitisation and globalisation have created a work environment in which employees are part of a network of interdependent contacts, creating a new demand that leadership should be agile, oriented less to control than to the mobilisation of resources in pursuit of a common purpose achievable only through collective action (Czarniawska, 2004). The development of a profile of an agile leader is therefore particularly important, in order to allow the formulation of useful suggestions to guide the approach of organisations that decide to embrace agile and remote work modes and want their leaders to be able to meet the challenges and opportunities of the future of work. Such a profile or blueprint has become even more important since the spread of the COVID-19 pandemic, which demanded rapid conversion, at scale, to agile ways of working (Valente, 2020; Contreras, Baykal and Abid, 2020), obliging leaders and HR managers to adjust their behaviour and expectations. A study of 250 large companies conducted in Argentina in March 2020 found that 93% of respondents had already introduced remote working procedures in response to the pandemic (International Labor Organization, 2020). Similarly, Tata Consultancy Services, an Indian business process outsourcing company, reported

that 85% of its international employees (about 400,000) were working from home due to the lockdown (International Labor Organization, 2020).

Today, almost two years after the start of the COVID-19 epidemic, research shows that some leadership styles adopted by managers to lead remote teams, notably the authoritarian (Spagnoli *et al.*, 2021) and the destructive (Dolce *et al.*, 2020) seem to have been associated with increases in anxiety and stress among employees and to have affected their well-being and private lives. Furthermore, a study conducted by Molino *et al.* (2020) into the impact of the use of technology on employees' wellbeing, concluded that the expectation that employees should be connected on a regular basis that exceeded and blurred, the traditional boundaries defined by work schedules, hindered the achievement of work-life balance and caused both increased dissatisfaction among employees and the emergence of forms of technostress (Kraut, 1989; Moore, 2006), that is, stress associated with multitasking, constant connectivity and information overload (Tarafdar, Tu and Ragu-Nathan, 2010). The result was gradual demotivation (Wojcak *et al.*, 2016; Fedakova and Iřtonová, 2017), work-family conflict (Golden *et al.*, 2008), as well as increased workforce turnover.

Interestingly, despite such examples of dysfunction, employees of well-known companies such as Twitter, PwC, Unilever, Facebook, and Barclays, have reported that they would prefer to continue with remote working rather than return to the office once the pandemic ends. Similarly, in a recent survey of more than 1200 full-time employees with experience of remote working during the pandemic, conducted in the United States by the International Labor Organization (2020), half of the respondents wanted to keep working remotely. This suggests that the use of remote working and virtual teams will probably continue even after the end of the pandemic (Boland *et al.*, 2020; Amico, 2021). Thus, the need to define which leadership style/s is/are best suited to remote and digitised contexts is important not only in respect of operating in today's emergency but as a way of ensuring that the future of work is as bright as it promises to be.

A few scholars have tried to shed some light on this topic by identifying the relationship between these new ways of working and an appropriate leadership style (e.g., Coun *et al.*, 2021; Terkamo-Moisio *et al.*, 2022). However, none have managed to come up with a complete and mutually coherent set of conclusions regarding either what kind of leadership style is best for the management of remote working teams, or the characteristics of an agile leader (Harris and DeFlaminis, 2016; Iannotta, Meret and Marchetti, 2020; Coun *et al.*, 2021; Tandon, 2021). Therefore, we aim to close this gap in knowledge by means of a scoping literature review approach.

The objective of the research is therefore to identify, analyse and classify all the relevant work that studied leadership styles in relation to agile and remote working, with a view to discovering the qualities and skills that the holder of such a role should possess in order to adequately manage virtual teams. In keeping with this intention, the next section clarifies the concepts of agile working, remote working and leadership, as well as the interdependence between these. It also provides a brief overview of relevant literature. After this, there follow sections on methodology and results, before a discussion of the issues arising and a presentation of conclusions.

2. Defining the concepts and brief literature overview

Driven by a real ‘digital revolution’, the needs of organisations in terms of speed and simplicity of business processes have changed drastically, very much including human resources. In the wake of these innovations, different ways of working have emerged and become part of this new ‘business as usual’. All these developments interrelate in a number of ways with forms of agile and remote working. Therefore, an adequate understanding of these new working methods and their implications for human resource management (HRM) requires exploration of how agile working, remote working, and leadership are defined and what characteristics are associated with them. In particular, it is necessary to enrich our understanding of how and why these between new work environments need to be managed by more suitable and coherent leadership.

2.1. Agile working

In a business context, the term ‘agility’ is sometimes used to refer to operational agility (Zheltoukhova, 2014). Here it is the “ability to stay open to new directions and be continually proactive, helping to assess the limits or indeed risks of existing approaches and ensuring that leaders and followers have an agile and change-ready mindset to enable them and ultimately the organization to keep moving, changing, adapting” (CIPD, 2011).

A definition in Otto’s Encyclopaedia (1988) emphasises the factor of speed: ‘agile’ means “fast, active, and responsive to change”. An agile organisation can therefore be defined as “an organization that uses interactive project management methods to continuously provide a product to a customer based on active cooperation with the team” (Šochová and Kuncce, 2014).

Numerous scholars have addressed the more specific question of what agility means in relation to work practices. Goldman (1995) argued that “agility is the ability to react quickly to fragmented world market situations full of constant and unexpected changes”. Later, Denning (2016) utilised the term “agile” to refer to a set of practices (including Scrum, Kanban and Lean) used to determine solutions using cross-functional and self-organised teams. Similarly, a well-known multinational, Accenture (2015), describes agility as the “summa of the adaptability + the quick response + the great execution”.

According to Balong (2020), ‘agility’ means that a company can predict, perceive, and respond to market volatility in a way that creates value.

All the proposed definitions attribute similar characteristics to the concept of agility, such as the speed of the decision-making process, the reactivity to the surrounding changes, the openness and flexibility concerning new working contexts.

While these scholars focused on clarifying the concept of ‘agile working’, others instead tried to define what is meant by workforce agility. For example, in 2013, in his review analysing 38 scientific articles published between 1972 and 2000, Muduli defined workforce agility in terms of employees that are “well-trained and flexible” so they “can adapt quickly and easily to new opportunities and market circumstances”. He also identified seven key attributes of an agile workforce, such as adaptability, flexibility, positive attitude towards development, speed, collaboration, competence, and information (Richter, Reibenspiess and Eckhardt, 2018).

Meanwhile, Shafer *et al.* (2001) define the agile workforce as a workforce each of whom is trained to do multiple jobs in the company to which they belong. This implies that an absence of specific roles is a defining characteristic of agile working: every individual can be assigned to in those projects that best match their characteristics and to which they want to devote their energy and enthusiasm. Major consequences include the necessity of replacing multi-level and rigid management structures with forms that are leaner and more flexible, a need for more frequent feedback allowing adaptation to customer requests and needs, and an imperative to break down large projects into smaller and more manageable segments with which it is easier and less risky, to experiment and test. (Nawaz and Gomes, 2020).

The impact of the adoption of agile forms on organisational HRM practices is a theme of the Manifesto for the Agile Development of Human Resources (2017), which states that the new mission of HRM is to push people towards new frontiers by motivating them and exploiting their strengths so that required goals can be achieved. This means HR managers must encourage the growth of individual talents by making them responsible for the role they play in the company (Manifesto for Agile HR Development, 2017). The expectation is that this will fit very well with the new ability to work anywhere, and at any time because this, too, empowers individuals by giving them greater freedom in organising and planning their activities.

2.2. Remote working

One of the most important debates in the relevant literature is how remote working is defined and operationalised (Mirchandani, 2000; Sullivan, 2003). Many have tried to provide insights regarding this. For example, the International Labor Organization (2020) suggested that there are four categories of remote working including teleworking, remote work, working at home, and home-based work. Gastaldi *et al.* (2014) described remote working as “an agile and dynamic way of working that leads to high performance, greater productivity, and better job satisfaction” for organisations and employees.

Tursunbayeva *et al.* (2021) argued that remote working does not have a universally accepted definition and that the main differences between these concepts or modes to work are mostly terminological (Tursunbayeva, Di Lauro and Antonelli, 2022). Indeed, several authors use these terms interchangeably (International Labor Organization, 2020). For this reason, in this paper, ‘remote working’ and ‘agile working’ will also be used as synonyms, regardless of the differences in terminology or the use of ICTs that characterise them.

Remote working is generally claimed to promise positive outcomes such as enabling employees to spend more time with their families, reducing pollution linked to transportation, and encouraging the wider development of the digital revolution by increasing the use, and thus the spread of cloud technologies and systems (Elragal, Haddara and Hustad, 2020). On the other hand, remote working is also associated with some disadvantages, such as rendering more noticeable and significant the digital divide between the most developed and developing countries (Jacks, 2021), as well as having a negative impact in terms of women’s lives and the roles they are expected to play, insofar as it can undergird or even increase their traditional engagement

with the household and associated tasks. Indeed, a survey conducted in December 2020 in the United States showed that 100% of net lost jobs belonged to women (Aspan, 2021).

Given these disparities and the need to balance such unintended consequences with the obvious benefits deriving from remote working, the presence and role of a leader, with functions including the establishment of boundaries between the private and working life of the individual, and recognition and management of the new needs of employees, is crucial.

2.3. Leadership

The correct or most appropriate definition of 'leadership' has also occasioned numerous debates. On the whole this is seen to depend on the approach and style any given organisation decides to adopt. Stodgill (1974) stated that there are many definitions of leadership, emphasising how difficult it has proved for scholars to develop an unambiguous and precise concept.

Although numerous scholars have questioned what leadership is, leadership is certainly to be understood as the creation of interpersonal relationships between individuals, among which there is an individual, such as the leader, who can involve and influence others thanks to the possession of specific personal and environmental characteristics, and who manages to guide the action and behaviour of the latter to achieve a common purpose. How such a leader leads their own workgroup, and how new ideas are created, introduced, and applied within a work role, group, or organisation – what Janssen (2000) describes as innovative work-behaviour, depends on the style of leadership that has been decided upon especially in agile and remote work-contexts (Coun *et al.*, 2021). Indeed, over the years, there has been alternation in the kind of leadership that has been favoured (e.g., Lewin, Lippit and White (1939); Hemphill (1949); Hollander, 1985). With these relevant definitions and approaches as a starting point, the goal of this scoping literature review is to understand how remote and agile working has been discussed in relation to different leadership styles, with a view to determining what kind of leadership style is best suited to the management of remote work situations.

3. Methodology

The methodology used in this research is the scoping literature review, the value of which lies chiefly in allowing identification and mapping of the evidence that is available, as well as the clarification of key concepts in the literature and their related key characteristics (Munn *et al.*, 2018). It is a methodology that has also been identified as suitable for studying emerging areas of innovation (Tursunbayeva *et al.*, 2021).

As the aim of this research was to investigate styles of leadership in agile and remote working situations, search query combining (“remote work*” OR “agile work*”) AND “leader*” keywords was used on November 27, 2021 to search through the titles and abstracts of the publications available in the Scopus and Web of Science multidisciplinary databases.

The combination of keywords was chosen on the basis of previous literature reviews investigating the relationship between remote working and leadership (e.g., Charalampous, 2021;

Terkamo-Moisio *et al.*, 2022). Scopus and Web of Science were selected for use because they are the most inclusive and up-to-date interdisciplinary databases (Fingerman, 2006).

The articles were first screened with regard to their titles and abstracts. The full texts of potentially relevant articles were then examined to assess their fit with the inclusion criteria. Only articles, book chapters and conference papers discussing leadership and agile or remote working were considered relevant and included in the analysis.

Furthermore, the reference sections of the qualifying articles were manually searched for relevant publications (i.e., snowballing) so as to identify other pertinent studies that might have been missed by our general search strategy (Yeager *et al.*, 2014).

The following data were extracted from the articles that met our criteria and entered into a pre-defined excel spreadsheet under the following headings: year of publication, name of journal, journal subject area, methodology adopted, main objective(s), main (final) results, paper topic and quality of the study. The latter, whenever this was available, together with the journal subject area were checked in SCImago Journal and Country Rank (SJR), following the approach adopted by Tursunbayeva *et al.* (2017).

4. Results

The search query produced the following results: 90 publications on Scopus and 63 in WebofScience. After eliminating duplicates (n=50 publications) and excluding non-relevant articles (n=69 that do not focus on the relationship between remote working / agile working and leadership; articles not in English; books or white papers/reports), 34 publications remained for full analysis. Three of these were excluded based on full text review. Meanwhile, 23 additional snowballed publications focused on remote/agile working and leadership were added to the review manually, thus bringing the total number of qualifying studies to 54.

The details of how the articles were selected are presented in a PRISMA flow diagram (Figure 4.1), while the list of the qualifying studies can be found in Appendix 1.

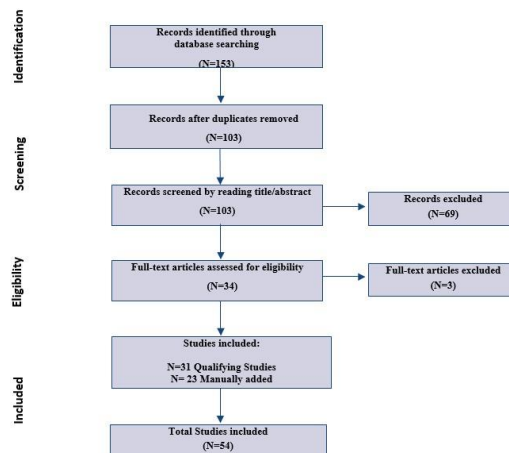


Figure 4.1. Prism flow diagram.

4.1. Publication year

The analysis of the historical period of publication is essential in a scoping literature review as it allows to understand when the analysed topic was particularly at the centre of the attention of scholars. To do it, we divided the qualifying publications into three different time bands: 2002–2009, 2010–2019, and 2020–2021.

The largest number of articles on remote working, agile working and leadership derive from the 2020–2021 period, in which a total of 36 studies were published (22 in 2021 {(1); (4); (7); (10); (11); (13); (20); (22); (24); (26); (27); (28); (30); (33); (38); (43); (45); (46); (49); (52); (53); (54)}, while 14 in 2020 {(2); (3); (5); (8); (12); (15); (18); (25); (34); (35); (36); (37); (39); (47)}).

A total of 12 articles were published in the second period (2010–2019): two in 2019 {(17); (48)}, three in 2018 {(19); (41); (44)}, two in 2017 {(6); (51)}; one in 2016 {(23)}; one in 2014 {(14)}, two in 2012 {(16); (40)} and one in 2010 {(32)}.

In the earliest period (2002–2009), six articles were published: one in 2009 {(31)}, one in 2008 {(29)}; and one in 2007 {(50)}; two in 2006 {(9); (21)} and one in 2002 {(42)}. (Details regarding period of publication are presented in graphic form in Figure 4.1.1).

The appearances of a large number of publications on the subject in 2020–2021 is probably no accident, coming as it does in the wake of the social distancing and other requirements resulting from the COVID-19 pandemic, and the consequent widespread conversion of work from standard to agile. It is, therefore, a safe assumption that can be deduced that the importance of issues such as HRM in remote working conditions and in crisis situations has acquired profound relevance over the last few years. Therefore, the relevant literature on leadership has been directed towards the problem of leadership in situations of remote working.

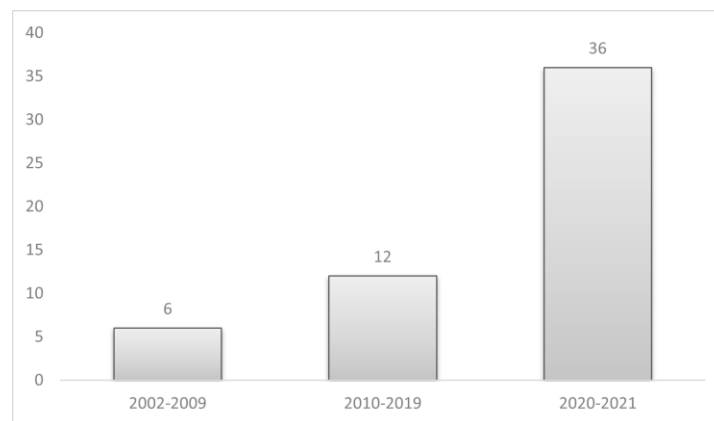


Figure 4.1.1. Number of studies per year.

4.2. Publication types, subject areas, and critical evaluation of studies

A total of 50 qualifying studies were published as journal articles, one as a book chapter {(14)} and three as conference papers {(31); (36); (41)}.

Most of the articles published in journals were published in 28 different multidisciplinary journals. The clusters of disciplines to which these cater, and the number of articles derived from each, were as follows: seven in business, management, accounting and social sciences; five in business, management, accounting, social sciences and psychology; two in business, management, accounting, and finance; one in business, management, accounting, finance, and medicine; two in business, management, accounting, decision science, engineering, and mathematics; one in business, management, accounting, decision science, and engineering; one in business, management, accounting, and medicine; one in arts, humanities, business, management and accounting; one in arts, humanities, business, management, accounting, decision science, and social sciences; one in medicine and social science; one in computer science, social science, medicine, and neurology; one in computer science and engineering; one in psychology and social science; one in business, management, accounting, economics, econometrics and finance; one in arts and humanities, business, management, and accounting and psychology; one in business, management, accounting, computer science, decision science, and social science.

25 articles were published in monodisciplinary journals, seven in business, management, and accounting journals, seven in psychology journals, five in social sciences journals and three in each of computer science journals and nursing journals. (Several journals had more than one article selected from them: 6 from *Frontiers in psychology* {(1); (12); (13); (25); (30); (47)}, and two from both *The Leadership Quarterly* {(9); (17)} and *Nurse Leader* {(37); (45)}).

Of the 52 studies published in the journals/conferences listed in SJR, 39 articles came from journals with $SJR < 1$ and 13 from journals with $SJR > 1$. Thus, the quality of the available evidence on this topic is low-medium, with the International Conference on Computational Science and Computational Intelligence (CSCI) being the lowest ($SJR = 0.112$) and the Strategic Management Journal the highest ($SJR = 11.035$).

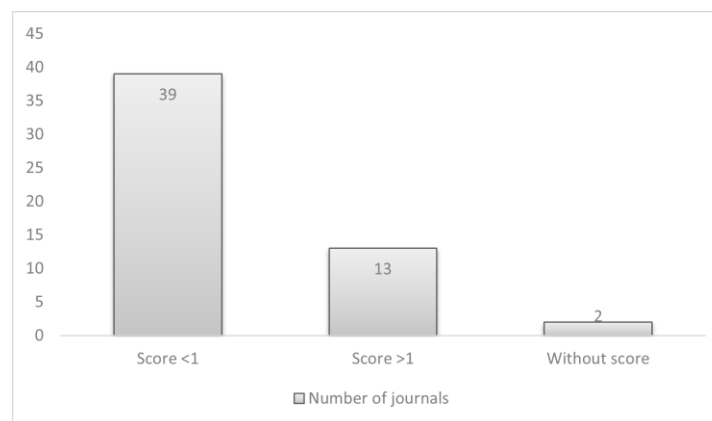


Figure 4.2.1. SJR score.

4.3. Methodology of the studies

Of 54 studies, 24 are empirical {(1); (4); (5); (7); (8); (13); (15); (20); (24); (28); (29); (30); (31); (32); (38); (39); (42); (43); (44); (47); (48); (49); (50); (51)}; 18 studies are descriptive or conceptual {(3); (6); (9); (10); (14); (16); (19); (23); (25); (26); (33); (34); (35); (36); (37); (40); (52); (54)}; 12 articles are reviews {(2); (11); (12); (17); (18); (21); (22); (27); (41); (45); (46); (53)}.

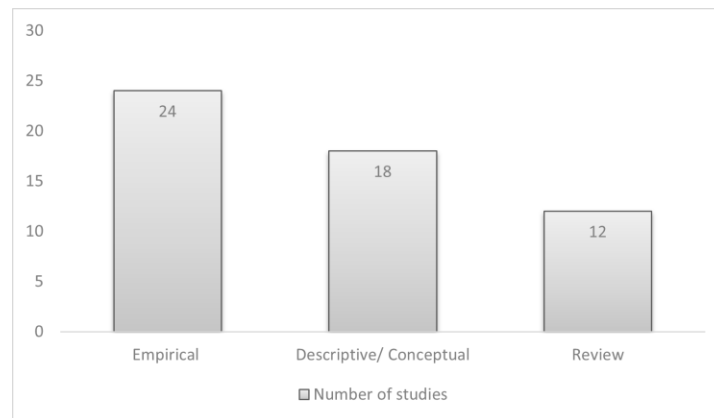


Figure 4.3.1. Methodology of the studies.

4.4. Main topic of the studies

Although each qualifying study had a its own unique focus and aim, four s different macro topics emerged from our analysis. Thus, 21 studies focus specifically on the relationship between leadership and remote/agile working{(3); (4); (7); (10); (13); (18); (19); (22); (25); (29); (32); (34); (37); (38); (45); (46); (48); (49); (50); (51); (53)}; 15 studies deal with different styles of leadership such as authoritarian, compassionate, shared, and distributed {(1); (9); (12); (15); (16); (17); (23); (26); (31); (39); (40); (42); (47); (52); (54)}; 10 studies investigate the characteristics of remote/agile working {(5); (6); (14); (20); (21); (27); (35); (36); (41); (43)}; eight studies concern the impact of digital transformation and COVID-19 on remote working {(8); (2); (11); (24); (28); (30); (33); (44)}.

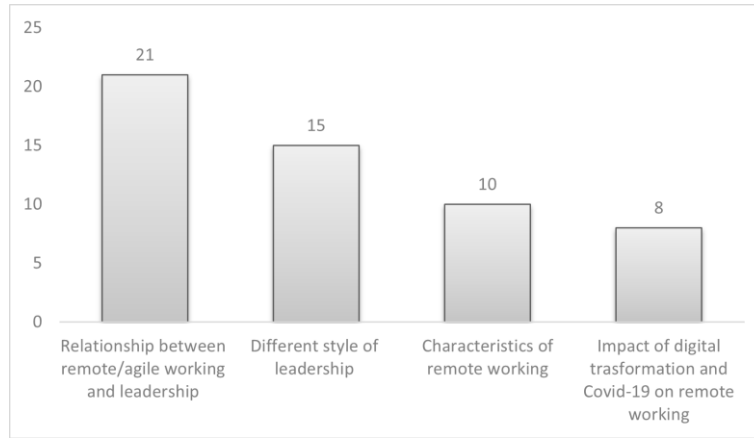


Figure 4.4.1. Number of studies per topic.

5. Discussion and conclusions

Analysis revealed that the following forms of leadership are directly associated with remote/agile working (see Table 5.1).

Leadership style	Main characteristics
Directive Leadership	Ability to organise and manage work, defining the roles of each employee. Power to exercise control over the initiating structure model.
Catalyst Leadership	Ability to lead change by involving HR, creating a climate of trust and participation.
Resonant Leadership	Ability to spread enthusiasm and trust. It is intended as a real contagion of emotions.
Servant Leadership	Ability to influence others by acting as a guide, with the aim of promoting team success rather than personal success, taking into account the employee's well-being and creating a relationship of mutual trust with human resources.
Transformational Leadership	Ability to encourage human resources to achieve company objectives, in an agile work context.
Authentic Leadership	Creating authentic and sincere relationships with the group.
E-leadership / Leadership 4.0	Ability to guide human resources using technological supports.
Distributed Leadership	Possession of direction and management skills.
Shared Leadership	Ability to fully share one's role as leader, one's powers, and one's commitments, with the teams.

Table 5.1. Styles of leadership discussed in relation to remote or agile working environments and their main characteristics.

A first form of leadership is *directive leadership*, which refers to behaviours that are primarily associated with the leader giving orders on how work is to be done, and is clearly aligned with organising, problem solving, clarifying roles and objectives, informing, and monitoring (Pearce and Sims, 2003; Lorinkova *et al.*, 2013). This style of leadership was found to be particularly useful in managing the initial phase of the change process (Yun *et al.*, 2005; Stoker *et al.*, 2019) because it enables guidance of a given working group by means of detailed definition of the tasks to be performed. In the long term, however, it was noted to cause problems due to being negatively correlated with both greater autonomy and increased responsibility of employees (Stoker *et al.*, 2019), which are essential to the successful functioning of remote and agile working forms. It thus contributes to the creation of an environment hostile to change, in which lack of direct interaction and absence of equal communication between leaders and employees can lead the latter to perceive this style of leadership as too coercive and intrusive. There is a clear danger that directive leadership, over the long term, can have negative and harmful consequences for employees, such as forms of technostress, anxiety (Spagnoli *et al.* 2020), and generally the unpleasantness of a toxic work environment (Bass and Bass, 2008).

Catalyst leadership, by contrast, understands leadership as a matter of driving change by sharing leader's vision with the team, thereby inspiring them to use their abilities to realise it (Iannotta, Meret and Marchetti, 2020). A catalyst leadership culture involves high levels of participation, empowerment, and teamwork (Iannotta, Meret and Marchetti, 2020), so in principle, at least, it can work to the benefit of all parties concerned (Joiner, 2009). Due to these characteristics, catalyst leadership was found to be suitable for providing guidance in flexible contexts (Joiner and Josephs, 2007) which could certainly include remote work.

The resonant leader seeks to motivate and push human resources to change, providing them with an exciting, convincing vision of the evolutions taking place (Singh, 2017). Resonant leadership aligns perfectly with the notion of smart leadership, as the leader, through his empathy, can bond with the team (Koman and Wolff, 2008), thus activating a collective sense-making, capable of giving a strong shared meaning to change (Schwepker *et al.*, 2019) and to spread their emotions among all the members of the group (Iannotta, Meret and Marchetti; 2020). Therefore, for agile and remote working to become concrete and lasting, there must be a contagion of emotions, starting from the leader up to the group (Boyatzis, 2012).

Servant leadership is often defined as the leader's ability to act as a 'servant' and then as a 'guide' (Greenleaf, 1977), as well as the ability to influence, in a non-traditional way, by listening to employees and understanding their fears (Russell and Stone, 2002). It can be associated with the ideal orientation to be adopted in the context of agile organisations. What is more, Kool and Van Dierendonck (2012) argue that the servant leadership style is positively linked to employees' commitment to change and, at the same time, to organisational commitment (Miao *et al.*, 2014). Consequently, servant leadership is a valid way of exercising managerial power (Revutska and Maršíková, 2021).

Transformational leadership aims to motivate employees and encourage them so that they can achieve company objectives in contexts of flexibility, such as remote working, in which the traditional concepts of time and workspace are overcome for the sake of increased productivity (Burns, 1978).

Authentic leadership can perhaps be best understood as the foundation of all other modes, according to those whose outlook is based on positive psychology (Avolio and Gardner, 2005). Kempster *et al.* (2019) bring authenticity back to consistency with the intended purpose, while Larsson, Clifton, and Schnurr (2021) argue that authenticity must be found in the interaction between the individuals, since the results achieved are not exclusively due to the behaviour of the leader alone, but derive from precisely the collaboration between leader and group (Iszatt-White *et al.*, 2021). This means that authentic leadership, with an emphasis on the originality and authenticity of the relationships through which goals are achieved, is especially useful in the context of agile working as it fosters a climate of trust and mutual exchange.

E-leadership, on the other hand, has the task of making working conditions as simple as possible while motivating employees to achieve the required objectives (Contreras *et al.*, 2020). It also involves encouraging the development of such skills and abilities as are necessary to improve the functioning of virtual and remote working environments (Roman *et al.*, 2019). E-leadership was therefore identified as the most suitable form of leadership in flexible work contexts (De Leede and Heuver, 2016; Van Wart *et al.*, 2019).

In *distributed leadership*, the leadership is not conceived as a matter of a single person with a formal title but as involving all those who are in possession of management and direction skills (Harris and DeFlaminis, 2016). This is reminiscent of a style of leadership that is very well known to scholars in the field of agile working, that is, shared leadership, which represents the key junction of the problem relating to the absence of a univocal definition of a leader in a remote working context.

All these models of leadership, that is, those discussed with particular reference to remote and agile working, tend to be characterised by an orientation towards resources, specifically human resources. The team in respect of which, and therefore in relation to and with, the leader is a leader. If this relation is to be a successful one, it will depend on the authenticity of the interaction (authentic leadership) and therefore involve the diffusion of the leader's feelings and emotions towards the team (resonant leadership), and again in the sharing and promotion of one's vision towards one's team (catalyst leadership). Shared leadership, by contrast with all these, is characterised by total sharing of role, powers, and commitments between leader and collaborators. This is the diametric opposite of traditional centralised leadership involving a shared decision-making process, common mental models and continuous training with respect to self-management methods for team members. In this case, therefore, leadership is attributed to all those individuals who have the skills and abilities necessary to face and manage the problems that may arise at a given moment for the team (Langfred, 2000). This means that an agile team needs autonomy at both team and individual levels (Moe, Dingsøyr and Dybå, 2008). The importance of shared leadership in remote working contexts is confirmed by several scholars: Morgan (2006) believes that in smart teams there must be widespread leadership while Moe, Dingsøyr, and Kvangardsnes (2009) argue that in agile teams, leadership must be decentralised so that team members can influence the decisions of the leader allowing, the advantages of self-management to emerge (Dybå, Dingsøyr and Moe, 2014). However, if shared leadership would seem in the first instance to be extremely well-suited to the agile working context, allowing as it does for autonomy among the team, it can certainly be said on the other hand that, in the absence of the empathic, interactive and persuasive skills that enable a leader to share their role, it can

prove highly problematic. Conger and Kanungo (1988) and Spreitzer (2007) claim that a combination of all these leadership approaches, taken together and simultaneously, allow employees to develop strong autonomy, deep intrinsic motivation, as well as lead to improved performance. In the same way, Iannotta *et al.* (2020) believe that agile leadership both derives from and can take advantage of both the most ancient and the most recent notions of leadership in reacting to market needs, and work contexts, which require ever-greater flexibility. A combination of different leadership styles can help build and maintain remote collaboration (Ramserran and Haddud, 2018).

What, finally, will be the characteristics of the leader in a remote/agile working environment? As discussed by Revutska and Maršíková (2021), the leader of the future will be gifted with emotional intelligence, understood in terms of trust, empathy, and humanity. They will be able to inspire and stimulate their employees as well as build and plan the activities and organisations of the future, always focusing attention on the team (Popescu, Marinescu and Oprea, 2019) and sharing leadership roles and powers with the latter. Furthermore, the leader in a remote/agile working environment should have the following attributes: vision, inspiration, self-awareness, ability to create relationships, aptitude for continuous learning, ability to perform tasks, innovation, and ethics (Iannotta, Meret and Marchetti; 2020). Vision is defined as the ability to grasp the present and the orientation of the future. The leader directs resources through setting priorities, taking decisive action to achieve set goals (Hayward, 2021). How priorities must be achieved, however, will be determined by the team, which will actively participate in the decision-making process (Hayward, 2021). To be involved in such processes, it is necessary that employees draw inspiration from their leader, emulating and sharing behaviours and management methods. Agile leaders, for their part, also need to be aware of their own character and limitations, which they should explore and monitor. This is necessary as one's professional growth is closely related to one's personal growth (Joiner and Josephs, 2007). In order to manage others, it is necessary first to manage and know oneself (Manze Neck, 2003). The leader also must be able to create human relationships in order to achieve transparent communication. The totality of all relationships, indeed, represents the true social capital of the organisation (Gobillot, 2007). The leader must be able to continuously learn and have a high degree of execution in order to lead the team to improve their soft skills and digital skills and ensure a high level of Productivity. Thus, it is necessary for him or her to be equipped with learning agility (De Meuse, Dai and Hallenbeck, 2010), which consists of using new notions in different contexts and situations (Lombardo and Eichinger, 2000).

The leader must promote innovation by putting themselves at the centre of it and creating it. Finally, the leader must operate and relate ethically. The agile leader must ensure that the construction of a dynamic environment in no way undermines the morality, dignity and humanity of individuals. This means that before choosing whether or not to use a technology the leader must consider the positive and negative effects of using it (Zuber *et al.*, 2021). Therefore, the ethical imperative for the leader is to use new technologies and data to improve business processes and not to control resources (Iannotta, Meret and Marchetti, 2020).

A leader of this type would seem to be the kind to meet the needs of future workers. A pilot survey conducted by Revutska and Maršíková (2021) shows that the employees of the future (generation Y) are looking for employers who introduce elements of flexibility into the

organisation of activities. Therefore, in the light of the analysis conducted, it is possible to argue that the agile leader should certainly be resource-oriented, as well as promote a culture of sharing roles and responsibilities.

In conclusion, this paper is an attempt to provide a contribution to both the literature on remote and agile working, and to that on leadership, and hopes to direct future research towards a more profound analysis of such relevant considerations as the impact of different technologies on the behaviour of the leader and resources, or the psychological impact deriving from the increasingly frequent and structural use of agile and remote working.

The present paper is an exploratory and descriptive study. Filling a literature gap related to the failure to identify the most suitable leadership style for a remote working environment, it has the limitation of not providing a more concrete conceptualisation of the results. Indeed, it will be interesting to study, from an empirical point of view, developments in agile leadership, the implementation of a shared leadership style, how these adapt to the new work contexts and the actual response of human resources to the new orientation of work.

Therefore, this review can guide organisations and existing and future leaders seeking to identify the best managerial and leadership styles to adopt. Finally, this review offers an overview on how the literature on this topic has progressed and can be used as a benchmark for future studies.

Keywords:

agile working, remote working, leadership styles, scoping literature review

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Appendix 1. Characteristics of the included studies

	Author/s	Title	Year	Topic	Methodology	Objective	Final results	Journal	Subject area of the Journal	SJR score
1	Bajaba, Bajaba, Algarni, Basahal, and Basahel **	Adaptive Managers as Emerging Leaders During the COVID-19 Crisis	2021	The importance of adaptive leadership	Empirical	Integrate social cognitive theory and resource conservation theory to support the importance of adaptive personality in the emergence of effective leaders during times of crisis, using the COVID-19 crisis as a context for the study	Managers with adaptive personalities have better effectiveness in leading the crisis from Covid-19	Frontiers in Psychology	Psychology	0.947

	Author/s	Title	Year	Topic	Methodology	Objective	Final results	Journal	Subject area of the Journal	SJR score
2	Anderson and Kelliher**	Enforced remote working and the work-life interface during lockdown	2020	Characteristics of pandemic remote working	Review	Identify the hallmarks of remote work during Covid-19	Most of the benefits of remote working in normal situations (such as greater autonomy and flexibility), disappear in crisis situations such as Covid-19	Gender in Management	Business, management, and accounting, social sciences	0.467
3	Antonacopoulou and Georgiadiou	Leading through social distancing: The future of work, corporations and leadership from home	2020	Leadership in social distancing	Descriptive/Conceptual	Making suggestions on the type of leadership needed to lead remote teams	Identifies the attributes of inclusive leadership	Gender, Work and Organization	Business, management and accounting, Social sciences	1.159

	Author/s	Title	Year	Topic	Methodology	Objective	Final results	Journal	Subject area of the Journal	SJR score
4	Appelgren	Media Management During COVID-19: Behavior of Swedish Media Leaders in Times of Crisis	2021	Focus on perceived media leadership during the COVID-19 crisis	Empirical (Quantitative: online survey)	RQ1: How did media managers perceive their leadership during the COVID-19 crisis? RQ2: What have the managers learned from the crisis that they will continue doing in their leadership?	The results indicate that Swedish media managers acted with confidence in their remote leadership and engaged in crisis management leader tasks in line with previous crisis management research	Journalism Studies	Social sciences	2.139
5	Balog	The concept and competitiveness of agile organization in the fourth industrial	2020	Changes due to the 4 th industrial revolution and the efficiency of	Empirical (quantitative: self-administered questionnaire survey)	To examine the judgment of those working in the classical	The results show that agile way of working makes people efficient,	Strategic Management Journal	Business, management and accounting	11.035

	Author/s	Title	Year	Topic	Methodology	Objective	Final results	Journal	Subject area of the Journal	SJR score
		revolution' s drift		agile working		corporate organizational structure (hierarchical, matrix) and in the agile organization about its own company.	committed and motivated			
6	Bauer, Schlund, and Vocke	Working Life Within a Hybrid World - How Digital Transformation and Agile Structures Affect Human Functions and Increase Quality of Work and Business Performance	2017	Impact of digital transformation on work	Descriptive/Conceptual	To understand the impact of digital transformation	How digitization is going to penetrate working life further on displaying central measures and selected solutions for resulting organizational structures, human	Advances in Intelligent Systems and Computing	Computer science, engineering	0.184

	Author/s	Title	Year	Topic	Methodology	Objective	Final results	Journal	Subject area of the Journal	SJR score
							qualification needs and optimized working conditions in a hybrid world.			
7.	Bizilj, Boštjančič, and Socan	Perceived efficacy of virtual leadership in the crisis of the covid-19 pandemic	2021	The Effectiveness of virtual leadership	Empirical (quantitative)	Understanding the effectiveness of virtual leaders through leader and employee assessments	Leaders Evaluate themselves better than employees do, and that their performance depends on their previous virtual experience, technological skills, and communication skills	Changing Societies & Personalities	Psychology, social sciences	0.117
8	Brinton	The impact of COVID-19 on the UK	2020	Assesses the findings arising	Empirical	To define the impact of the	Publishers have initiated	Learned Publishing	Social Sciences	1.06

	Author/s	Title	Year	Topic	Methodology	Objective	Final results	Journal	Subject area of the Journal	SJR score
		publishing industry: Findings and opportunity		from an industry report		pandemic in the publishing context	greater collaboration and strategic partnering during this period.			
9.	Brown Michael E., Trevino Linda K. **	Ethical leadership: A review and future directions	2006	The role of ethical leadership	Descriptive/Conceptual	To study the value of ethical leadership	Ethical leader must take care of human resources	The Leadership Quarterly	Business, management and accounting , social science, psychology	4.989
10	Bryant L.	Lateral layers and loops: Why managers need to curate the fabric of the digital firm in a post-lockdown world	2021	Leaders and managers should focus on nurturing the fabric of the digital enterprise to enable more productive and engaged	Descriptive/Conceptual	To understand how the leader after covid-19 can manage human resources	As a result of the pandemic, leaders must adopt forms of online collaboration and knowledge co-creation	Business Information Review	Business, Management and Accounting, Economics, Econometrics and Finance	0.389

	Author/s	Title	Year	Topic	Methodology	Objective	Final results	Journal	Subject area of the Journal	SJR score
				online- first work.						
11	Chamakioti s, Panteli, and Davison**	Reimagining e- leadership for reconfigured virtual teams due to Covid-19	2021	Team during Covid-19	Review	Helping leaders manage virtual teams in the covid-19 era through guidance in the literature regarding managing virtual teams	Formulation of one general and two specific proposals for e-leaders in the pandemic period so that they can lead virtual teams well in the pandemic.	International Journal of Information Management	Business, management and accounting, computer science, decision sciences, social sciences	2.77
12	Contreras, Baykal, Abid.	E- Leadership and Teleworking in Times of COVID-19 and Beyond: What We Know and	2020	The importance of e- leadership	Review	To investigate existing knowledge about telecommuting, e- Leadership , and identify the	Teleworking should be used differently depending on the type of activity to be performed and the tasks assigned.	Frontiers in psychology	Psychology	0.947

	Author/s	Title	Year	Topic	Methodology	Objective	Final results	Journal	Subject area of the Journal	SJR score
		Where Do We Go				presumed challenges				
13	Coun, Edelbroek, Peters, and Blomme	Leading Innovative Work-Behavior in Times of COVID- 19: Relationship Between Leadership Style, Innovative Work-Behavior, Work- Related Flow, and IT- Enabled Presence Awareness During the First and Second Wave of the COVID-19 Pandemic	2021	Leadership and innovation	Empirical	The study contributes to the conversation on remote (home) working, leadership, and innovation in times of COVID-19 by examining the mediating role of work-related flow in the relationship between empowering and directive	A review designed to identify the implications for a change in organizational culture in order to identify the Leadership style best suited for remote work	Frontiers in psychology	Psychology	0.947

	Author/s	Title	Year	Topic	Methodology	Objective	Final results	Journal	Subject area of the Journal	SJR score
						leadership, on the one hand, and innovative work-behavior, on the other, and the moderating role of IT-enabled presence awareness in two lockdown periods during the pandemic.				
14	Dybå, Dingsøy and Moe**	Chapter 11: Agile Project Management	2014	Agile methods	Descriptive/Conceptual	Provide software project managers with a set of principles for managing	Before converting to agile practices, a company must assess their readiness, as the agile	N/A	-	N/A

	Author/s	Title	Year	Topic	Methodology	Objective	Final results	Journal	Subject area of the Journal	SJR score
						the complexity and uncertainty of agile projects	method is well suited to multidisciplinary companies with a propensity for innovation and technology			
15	Dolce, Vayre, Molino, and Ghislieri	Far Away, So Close? The Role of Destructive Leadership in the Job Demands-Resources and Recovery Model in Emergency Telework	2020	The role of the leader and destructive leadership in remote work contexts caused by Covid-19	Empirical (quantitative: survey)	Analyze the negative aspects of destructive leadership in remote working conditions	The analysis confirms an association between destructive leadership and both job demands and autonomy. Destructive leadership negatively impacts individuals	Social Sciences	Social Sciences	0.357

	Author/s	Title	Year	Topic	Methodology	Objective	Final results	Journal	Subject area of the Journal	SJR score
							in remote work			
16	Doraiswamy and Ramajanaki **	Servant or leader? Who will stand up please?	2012	Servant leadership	Descriptive/Conceptual	Understand the type of leadership to manage a recession	Leadership to be used in a recession is shared leadership	International Journal of Business and Social Science	Business, management, accounting and social sciences (manually classified)	N/A
17	Eva, Robin, Sendjaya, van Dierendonck, and Liden **	Servant Leadership: A systematic Review and call for future research	2019	The effectiveness of servant leadership	Review	What is servant leadership, assess the 16 existing measures of servant leadership, map the theoretical and nomological network of servant leadership, offer insights for	Servant leadership is positively related to the existence of work attitudinal characteristics such as employee commitment, job satisfaction, and is negatively related to emotional	The Leadership Quarterly	Business, management, accounting, psychology, Social Science	4.989

	Author/s	Title	Year	Topic	Methodology	Objective	Final results	Journal	Subject area of the Journal	SJR score
						future research	exhaustion and job cynicism.			
18	Fernandez, and Shaw**	Academic leadership In a time of crisis: the Coronavirus and covid - 19	2020	Leadership styles in pandemic	Review	Present the 3 types of leadership needed to cope with the pandemic	The three practices needed to address the crisis from covid 19 are: Servant, distributed and shared leadership	Journal of leadership studies	Social sciences	0.219
19	Gardner	Riddle Me This: What Do Mergers and Acquisitions, Remote Workers, Management M- Theory, Empowered Leadership, Competitive Human Resource	2018	It deals with the best articles published in the magazine	Descriptive/Conceptual	Repropose and give visibility to previous articles already published in the magazine	Show most important published articles	Group & Organization Management	Arts and humanities, business, management and accounting, Psychology	1.641

	Author/s	Title	Year	Topic	Methodology	Objective	Final results	Journal	Subject area of the Journal	SJR score
		Practices, and Positivity Within Dynamic Teams Have in Common? Answer: Outstanding 2017 GOM Articles								
20	George, Atwater, Maneethai, and Madera	Supporting the productivity and wellbeing of remote workers: Lessons from COVID-19	2021	Identify the effects of remote work on employees	Empirical (quantitative)	Understand how working from home affects productivity and meaning of life for employees	Recommendations for leader and workers to work from home (WFH). The majority of interviewees positively evaluated the move to WFH	Organizational Dynamics	Business, Management and Accounting, Psychology, Social Sciences	0.613
21	Gerke	If I cannot see them, how can I lead them?	2006	Virtual team management	Review	Identify issues related to managing	Properly managing the virtual team	Industrial and commercial training	Business, Management and Accounting,	0.46

	Author/s	Title	Year	Topic	Methodology	Objective	Final results	Journal	Subject area of the Journal	SJR score
						the virtual t and make suggestion s to the leader to resolve them.	requires the same good management and leadership skills used on- site. Remotely, you need to establish even more trusting relationships and communicate		Social Sciences	
22	Gren and Lindman**	What an Agile Leader Does: The Group Dynamics Perspective	2020	Leader and agile working	Review	Identify the challenges of introducing agile work and how to overcome them in order to make it a successful	If the leader is able to mitigate three aspects such as maturity, culture and mindset, and team design, then agile transformati	Lecture Notes in Business Information Processing	Business, management and accounting , computer science, decision sciences, engineering, mathematics	0.214

	Author/s	Title	Year	Topic	Methodology	Objective	Final results	Journal	Subject area of the Journal	SJR score
						work practice.	on will happen successfully			
23	Harris and DeFlaminis **	Distributed leadership In practice: Evidence, misconceptions and possibilities	2016	The importance of Distributed leadership	Descriptive/Conceptual	Explore the concept of distributed leadership, drawing on past literature and attempt to clarify misconceptions commonly associated with this form of leadership	Distributed leadership is positively associated with improved organizational performance and outcomes when used accurately and wisely.	Journal of Management, Education	Management, business and Accounting, social sciences	0.786
24	Hosoi, Reiter, and Zabel.	Reshaping perspectives on flexible work: The impact of covid-19 on academic	2021	This article focuses on benefits, challenges, pre-pandemic norms,	Empirical	To explore the views of senior managers in academic libraries	Successful FWAs require adequate technology and effective managerial	Portal: Libraries and the Academy	Social Sciences	1.015

	Author/s	Title	Year	Topic	Methodology	Objective	Final results	Journal	Subject area of the Journal	SJR score
		library management		necessary conditions, and the future of flexible work arrangements (FWAs).		regarding flexible work, based on their experience during COVID-19. Specifically, the objectives of this study are (1) to identify best practices for FWAs in large academic libraries by examining benefits and challenges of such arrangements	communication and depend on the types of positions and individuals involved.			

	Author/s	Title	Year	Topic	Methodology	Objective	Final results	Journal	Subject area of the Journal	SJR score
						nts during the pandemic and (2) to envision the future of flexible work for academic libraries.				
25	Iannotta, Meret, and Marchetti**	Defining Leadership in Smart Working Contexts: A Concept Synthesis	2020	Leadership in Smart working	Descriptive/Conceptual	To explain what it means to be a smart leader operating in remote work settings	The leader must ensure the development of informal leadership structures	Frontiers in Psychology	Psychology	0.947
26	Iszatt-White, Carroll, Gardiner, and Kempster**	Leadership Special Issue: Do we need Authentic Leadership?	2021	Authentic leadership	Descriptive/Conceptual	Testing whether authentic leadership is a viable style to adopt in the	Authenticity is to be found in the interaction, the collaboration between	Leadership	Business, management and accounting, Social Sciences	1.021

	Author/s	Title	Year	Topic	Methodology	Objective	Final results	Journal	Subject area of the Journal	SJR score
		Interrogating authenticity in a new world order				pandemic context Covid- 19	leader and employees. Authenticity cannot be observed only in the leader.			
27	Kiljunen, Laukka, Koskela, and Kanste	Remote leadership in health care: a scoping review	2021	Remote leadership in Healthcare	Review	To map existing literature and research themes of remote leadership in health care and identify potential research gaps to guide future studies	The main themes discerned in this research stream are related to interactions, work environment s, leadership in practice, use of technology and needs for more study of remote leadership and guidance for	Leadership in Health Services	Business, management and accounting, Medicine	0.436

	Author/s	Title	Year	Topic	Methodology	Objective	Final results	Journal	Subject area of the Journal	SJR score
							remote leaders			
28	Koekemoer, de Beer, Govender, and Brouwers	Leadership behavior, team effectiveness, technological flexibility, work engagement and performance during covid-19 lockdown: An exploratory study	2021	Leader behavior, team effectiveness, technology flexibility, work engagement, and performance	Empirical (quantitative: online survey)	Investigated a model of leadership behavior, team effectiveness, technological flexibility, work engagement, and performance in the context of a 'hard lockdown' in South Africa.	Leader behavior and team effectiveness are positively related to work engagement, which in turn is positively related to proactivity and adaptability	SA Journal of Industrial Psychology	Psychology	0.438
29	Koman and Wolff **	Emotional intelligence competencies in the team	2008	The role of emotional intelligence in team	Empirical	To analyze the relationship between	Emotional intelligence at the team level affects	Journal of Management	Arts and Humanities, Business, management	0.632

	Author/s	Title	Year	Topic	Methodology	Objective	Final results	Journal	Subject area of the Journal	SJR score
		and team leader: A multi-level examination of the impact of emotional intelligence on team performance				the emotional intelligence of the team leader, that of the team, and their performance.	team performance.	Development	and accounting	
30	Krug, Haslam, Otto, and Steffens	Identity Leadership, Social Identity Continuity, and Well-Being at Work During COVID-19	2021	In the work, examined how leaders' identity leadership is associated with the well-being of employee in the context of the COVID-19 pandemic	Empirical	To examine two key issues. First, how changes in working conditions have impacted on employees' well-being. Second, whether any negative impacts can be	To the extent that employees perceived greater social identity continuity, they were more satisfied with their work and felt less lonely.	Frontiers in psychology	Psychology	0.947

	Author/s	Title	Year	Topic	Methodology	Objective	Final results	Journal	Subject area of the Journal	SJR score
						counteracted by identity leadership behavior that focuses on creating and sustaining a sense of “us-ness” among workgroup members.				
31	Moe, Dingsøy and Kvangardsnes **	Understanding shared leadership in agile development: A case study	2009	Shared leadership and agile working	Empirical	To demonstrate that team leadership in Scrum must be divided between the Product-owner, the Scrum master, and	There are challenges to using shared leadership, such as failure to learn in a double loop, and difficulty distributing appropriate	Proceedings of the 42nd Hawaii International Conference on System Sciences	Computer Science	0.212

	Author/s	Title	Year	Topic	Methodology	Objective	Final results	Journal	Subject area of the Journal	SJR score
						the self-organizing team.	autonomy among subjects.			
32	Neufeld, Wan, and Fang	Remote leadership, communication effectiveness and leader performance	2010	How perceived leader performance is influenced by leadership style, physical distance, And communication effectiveness between leaders and followers	Empirical (quantitative: survey)	To improve our theoretical and practical understanding by engaging in a concurrent study of leadership, communication, and physical distance.	Three major findings are reported. First, transformational leadership positively influenced perceived leader performance. Second, communication effectiveness significantly influenced perceived leader performance. Third, distance had no significant	Group Decision and Negotiation	Arts and Humanities, Business, management and accounting, Decision sciences, Social Sciences	0.503

	Author/s	Title	Year	Topic	Methodology	Objective	Final results	Journal	Subject area of the Journal	SJR score
							influence on either perceived leader performance or communication effectiveness			
33	Newman and Ford	Five Steps to Leading Your Team in the Virtual COVID- 19 Workplace	2021	Management of virtual teams in pandemic Covid-19	Descriptive/Conceptual	Present and organize the virtual team management strategies adopted by other companies before the pandemic Covid-19	The 5 steps leaders must follow to manage virtual teams	Organizational Dynamics	Business, Management and Accounting, Psychology, Social Sciences	0.613
34	Orsini and Rodrigues	Supporting motivation in teams working	2020	The role of the team leader and how it affects	Descriptive/Conceptual	To understand the role of the team leader of	Recommendations are identified in order to make remote	Medical Teacher	Medicine, Social Sciences	1.355

	Author/s	Title	Year	Topic	Methodology	Objective	Final results	Journal	Subject area of the Journal	SJR score
		remotely: The role of basic psychological needs		employee motivation		virtual teams.	working more profitable			
35	Perrigino and Raveendhran	Managing remote workers during quarantine : Insights from organizational research on boundary management	2020	Identify the implications of remote work	Descriptive/Conceptual	The manager's role in balancing the employee's work life and personal life	With the support of their managers, employees will feel empowered to establish their own routines for work-life balance within the new WFH reality.	Behavioral science & policy	Computer Science, Social Sciences, Medicine, Neuroscience	0.271
36	Pratt., Cakula, Majore and Buss	Development of an Effective and Secure Communication System in a Quarantine Situation	2020	Identify the challenges of communicating at a distance	Descriptive/Conceptual	To investigate the impact of communication technologies on	Recommendations for managing virtual teams in remote work	International Conference on Computational Science and Computatio	Computer Sciences, Decision Sciences, Mathematics	0.112

	Author/s	Title	Year	Topic	Methodology	Objective	Final results	Journal	Subject area of the Journal	SJR score
						motivation and satisfaction and to develop a 4EM (For Enterprise Modeling) model		nal Intelligence (CSCI)		
37	Prestia.	The Remote Influence of Nursing Leadership	2020	How 1 Nurse leader worked to connect and inspire staff through the utilization of "Monday morning messages" during this time of little precedent and undeniable fear	Descriptive/Conceptual	Emphasize the importance of inspirational leadership	The feedback received from the messages was positive. Individual e-mail responses conveyed appreciation. Some respondents shared that "it was just what they needed to hear at that	Nurse Leader	Nursing	0.264

	Author/s	Title	Year	Topic	Methodology	Objective	Final results	Journal	Subject area of the Journal	SJR score
							particular time".			
38	Revutska and Maršíková*	Agile Approach in Human Resource Management: Focus on Generation Y	(2021)	The work preferences of Generation Y	Empirical	To contribute to the debate on agile management approaches to Generation Y and its leadership.	Generation Y is inclined to adopt an agile approach, preferring some of the agile factors in business and human resource management over traditional systems	E a M: <i>Ekonomie a Management</i>	Business, management and accounting, economics, econometrics, and Finance	0.318
39	Riaz AlieMuhammad Kashif**	The Role of Resonant Leadership, Workplace Friendship and Serving Culture in predicting Organizational	2020	Positive aspect of resonant leadership	Empirical	To empirically demonstrate what the positive effects of resonant leadership are.	Resonant leadership, a culture of service, and workplace friendships enable increased engagement	Revista Brasileira de Gestao de negocios	Business, management and accounting	0.249

	Author/s	Title	Year	Topic	Methodology	Objective	Final results	Journal	Subject area of the Journal	SJR score
		Commitment: the Mediating Role of Compassion at Work					by mediating compassion.			
40	Boyatzis**	The Resonant Team Leader	2012	Resonant leadership	Descriptive/Conceptual	Demonstrate the importance of resonant leadership for managing virtual teams	The leader must be able to spread purpose and enthusiasm throughout the team so that it can function properly	Harvard Business Review	Business, management and accounting, Economics, econometrics and Finance, Medicine	0.826
41	Richter, Reibenspies, and Eckhardt.	Identifying and discussing drivers and barriers of a job system for the virtual agile workforce of the future	2018	Development of agile work	Review	How the literature has addressed the topic of agile development and what factors play an essential role in agile	The presence of different flexible working arrangements, the role of leadership in agile contexts	SIGMIS-CPR 2018 - Proceedings of the 2018 ACM SIGMIS Conference on Computers and People Research	Computer science	0.118

	Author/s	Title	Year	Topic	Methodology	Objective	Final results	Journal	Subject area of the Journal	SJR score
						development.				
42	Russell and Stone**	A review of servant leadership attributes: developing a practical model.	2002	The role of servant leadership	Empirical	Create a framework related to servant leadership	Identifies the attributes of servant leadership	Leadership & Organization Development Journal	Business, management and accounting	0.741
43	Schislyaeva and Plis	Personnel management innovations in the digital era: Case of Russia in covid-19 pandemic	2021	Changes caused by remote work	Empirical	Identifying changes in the company as a result of the Covid-19 pandemic	Innovations in HR management such as the e-recruitment process and remote work offer the greatest opportunity to use digital technologies in HR management during the pandemic	Academy of Strategic Management Journal	Business, Management and Accounting	0.238

	Author/s	Title	Year	Topic	Methodology	Objective	Final results	Journal	Subject area of the Journal	SJR score
44	Schwarz Müller, Brosi, Duman, and Welpé**	How Does the Digital Transformation Affect Organizations ? Key Themes of Change in Work Design and Leadership	2018	Digital transformation	Empirical	Evidenziare quali sono le chiavi del cambiamento causato dalla digitalizzazione	Four key themes of change were identified that affect both work design and leadership such as changes in technology, communication, talent management ,and work life.	Management revue	Business, management and accounting	0.322
45	Sinclair, Stephens, Whiteman, Swanson-Bearmanm and Clark	Managing and Motivating the Remote Employee Using the Transformational Leadership Model	2021	Focuses on remote employee management	Review	Improve the quality of management of the virtual environment	An opportunity to improve communication between employees and leadership, particularly in the areas of leaders	Nurse Leader	Nursing	0.264

	Author/s	Title	Year	Topic	Methodology	Objective	Final results	Journal	Subject area of the Journal	SJR score
							understanding the work, considering the team when Making decisions, and supporting the staff in a timely manner			
46	Spagnoli, Manuti, Buono, and Ghislieri	The good, the bad and the blend: The strategic role of the “middle leadership” in work-family/life dynamics during remote working	2021	The strategic role that leadership could play in the radical change process that is taking place in work environments.	Review	To fill a gap in research on middle managerial leadership by discussing some of the potential risks and difficulties (e.g., workaholism and technostres	Identifies the positive and dark sides of leadership that may be associated with the work-life interface.	Behavioral Sciences	Agricultural and biological sciences, biochemestr, genetics, and molecukur biology, neuroscience, psychology, social sciences	0.582

	Author/s	Title	Year	Topic	Methodology	Objective	Final results	Journal	Subject area of the Journal	SJR score
						s) while considering the bright and dark sides of leadership that may be associated with the worklife interface.				
47	Spagnoli, Molino, Molinaro, Giancaspro, Manuti, Ghislieri.	Workaholism and Technostress During the COVID-19 Emergency: The Crucial Role of the Leaders on Remote Working	2020	Authoritarian leadership in remote work	Empirical	Analyze the negative aspects of authoritarian leadership in remote working conditions	High authoritarian leadership has positive effects, while low has protective and therefore negative effects. Authoritarian leadership leads to increased technostress	Frontiers in psychology	Psychology	0.947

	Author/s	Title	Year	Topic	Methodology	Objective	Final results	Journal	Subject area of the Journal	SJR score
48	Spiegler, Heinecke, and Wagner	Leadership gap in agile teams: How teams and scrum masters mature	2019	The role of Scrum Master	Empirical (qualitative: interviews)	To understand how the Scrum Master role changes while the team matures.	Scrum Masters initially play nine leadership roles: Method Champion, Disciplinizer on Equal Terms, Coach, Change Agent, Helicopter, Moderator, Networker, Knowledge Enabler and Protector. They transfer some of those roles to the team while it matures.	Lecture Notes in Business Information Processing	Business , Management and Accounting, Computer science, decision sciences, engineering, mathematics	0.214

	Author/s	Title	Year	Topic	Methodology	Objective	Final results	Journal	Subject area of the Journal	SJR score
49	Spiegler and Heinecke**	An empirical study on Changing leadership in agile Teams	2021	Scrum master and maturity	Empirical	To understand what leadership can support teams to work in agile methods	Nine leadership roles have been identified that are transferred from the Scrum Master to the development team as it matures	Empirical Software Engineering	Computer Science	0.609
50	Spreitzer**	Giving peace a chance: Organizational leadership, empowerment, and peace	2007	How to make an organization peaceful	Empirical	To discover how leadership practices can make organizations more peaceful	There are positive effects from participatory leadership and employee empowerment on peace in organizations	Journal of Organizational Behavior	Business, management and accounting, psychology, social science	3.938

	Author/s	Title	Year	Topic	Methodology	Objective	Final results	Journal	Subject area of the Journal	SJR score
51	Srivastava and Jain**	A leadership framework for distributed self-organized scrum teams.	2017	The role of scrum master	Empirical	Studying the role of the scrum master in leading a remote group	Two leadership approaches are noted the inductive and deductive one to be used with respect to the management of virtual groups	Team Performance Management	Business, management and accounting	0.429
52	Tandon.	Leading learning and Innovation in organizations: A distributed leadership perspective	2021	Analyze the importance of distributed leadership	Descriptive/Conceptual	The importance of distributed leadership in learning processes	Recommendations for introducing Distributed Leadership	Development and Learning in Organizations	Business, Management and Accounting, Social Sciences	0.15
53	Terkamo-Moisio, Karki, Kangasniemi,	Towards remote leadership in health care: Lessons learned from	2021	This article focuses on remote leadership	Review	To gather and synthesize current empirical evidence	The performed analysis identified three main themes:	Journal of Advanced Nursing	Nursing	0.948

	Author/s	Title	Year	Topic	Methodology	Objective	Final results	Journal	Subject area of the Journal	SJR score
	Lammintak anen, and Häggman-Laitila	an integrative review				on remote leadership and to provide knowledge that can be used to develop successful remote leadership in health care.	characteristic s of successful remote leadership; enhancing the leader-member relationship; and challenges in remote leadership.			
54	Uhl-Biena**	Complexity and COVID-19: Leadership and followers hip in a complex world	2021	Adaptive leadership	Descriptive/Conceptual	Emphasize the importance of adaptive leadership in times of covid- 19	Emphasizes the link between leader and follower, arguing that failed leadership corresponds to failed followership	Journal of management studies	Business, management and accounting	4.398

** Manually added.