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**TRANSFORMATIONAL LEADERSHIP IN HYBRID WORK:
IMPACT ON EMPLOYEE ENGAGEMENT AND
PRODUCTIVITY**

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1. Introduction

This transition to hybrid work arrangements, driven by the COVID 19 pandemic, has completely altered how organisations work, leaving leaders to ensure that they manage dispersed workforces, maintaining both engagement and productivity. Inspirational motivation, intellectual stimulation, idealised influence, and individualised consideration characterise the ideas of transformational leadership that is deemed to be essential to motivate employees in such environments (Khan, Amin and Saif, 2025). Transformational leaders can help increase employee engagement and performance through nurturing trust, encouraging innovation, and individual growth to narrow the physical and psychological distances of hybrid arrangements. Although it is relevant, the amount of research on hybrid working situations is scanty.

2. Research Aim and Objectives

Research Aim: To investigate the transformational leadership role in employee engagement and performance in the hybrid workplace.

Research Objectives:

- To examine major transformational leadership behaviours that influence hybrid employees.
- To assess the role of transformational leadership in employee engagement in hybrid work environments.
- To evaluate the connection between transformational leadership and productivity in hybrid cells.
- To determine best practices and strategies of transformational leaders working with hybrid teams.

3. Research Questions

The following research questions have been developed:

1. Which transformational leadership behaviours have the biggest impact on the employee engagement in the hybrid workspace?
2. What is the effect of transformational leadership on productivity in hybrid teams?
3. Do transformational leaders have certain hybrid work challenges to reduce?

4. Literature Review

Remote and in-office work arrangements (the hybrid format) are now a common organisational practice after the COVID 19 pandemic. Although flexible and autonomous, these models also come with certain drawbacks like loss of social interaction, lack of communication and possible decrease in employee engagement and productivity. Leadership behaviours also play a pivotal role in alleviating these hurdles and transformational leadership is particularly mentioned as a potent one because it focuses on vision, inspiration, and personalised support.

4.1 Transformational Leadership Behaviours in Hybrid Work

The higher engagement and productivity are associated with transformational leadership behaviours, such as idealised influence, inspirational motivation, intellectual stimulation, and individualised consideration. According to Kremer, Villamor and Aguinis (2019), leaders with a clear vision, who promote creativity and offer personalized guidance, make the employees feel included and appreciated, even in geographically distributed teams. Digital tools can be used to tailor these behaviours in hybrid work by providing feedback, coaching virtual meetings and problem-solving, which fits into motivational theories like the Self-Determination Theory. Nonetheless, studies indicate that merely replicating conventional transformational behaviours is not enough; leaders should adapt strategies to digital forms of communication in order to sustain psychological presence (Nwosu, and Adeloye, 2023). This point to the necessity of application of leadership principles to specific contexts, which the actual research aims to fill by assessing hybrid-adapted transformational behaviours. In addition, knowing what behaviours best appeal in online contexts can inform leaders in their focus on interventions that will keep the engagement

alive. The discovery of these trends also helps in the formulation of evidence-based directions of effective hybrid leadership practices.

4.2 Transformational Leadership and Employee Engagement

Leadership is closely associated with employee engagement, emotional, cognitive and behavioural commitment to organisational goals. As highlighted by Shafi *et al.* (2020), by offering inspirational motivation, intellectual stimulation and individualized support, transformational leaders boost intrinsic motivation. Engagement is at risk of reducing in hybrid teams because of less informal communication and social isolation. This relationship can be viewed through the prism of Job Demands-Resources (JD-R) model, which places leadership as a key resource that counters job demands, minimizes strain, and maintains engagement. As per Danquah (2024), employees who are subjected to transformational leadership report higher levels of autonomy, perceived organisational support, and psychological safety, which are crucial in hybrid environments. This study will build on the insight into the relationship between transformational behaviours and high degrees of engagement, as it will consider issues that are unique to hybrids. In addition, research into the different effect of various transformational behaviours on engagement can be used to find out the most effective strategies to use in hybrid situations. This will be able to influence organisational policies that bolster commitment among remote employees as well as mitigate the risks of disengagement.

4.3 Transformational Leadership and Productivity in Hybrid Teams

The productivity here of hybrid work has a multidimensional meaning, which includes task accomplishment, creativity, and teamwork. As per Rojak *et al.* (2024), in order to boost output, transformational leaders regulate team objectives to organisational vision and inspire the workers to perform better than expected. The intellectual stimulation promotes the ability of the teams dealing with the distributed tasks to react to problems in an innovative and adaptive way. According to social exchange theory, perceived leader support motivates employees to return with greater effort and output (Sungu, Weng and Kitule, 2019). Research has shown that hybrid teams which are headed by transformational leaders are more efficient and more quality than those led by transactional or laissez-faire leaders (Cerasoli, 2025). However, hybrid-work

coordination issues demand that leaders strike a balance between supervision and freedom, implying an adaptive use of transformational behaviours. The ongoing study will integrate literature to derive the viable approaches that leaders can utilise to optimise the productivity of hybrid teams. Moreover, analysing the transformational behaviours that are most likely to result in quantifiable productivity findings may inform leaders about making improved interventions. This can help organisations to come up with hybrid work processes to maintain high performance without exhausting staff.

4.4 Gaps and Contribution

Despite the associations between transformational leadership and engagement and productivity, areas that are mostly considered in the literature include the fully remote office or traditional office settings, but hybrid work remains understudied. Mechanisms of how the leadership behaviours translate into outcomes like trust, communication and technology facilitation are also inadequately explored. This research seeks to address these gaps, by developing secondary research to understand hybrid-adapted transformational behaviours, drivers of engagement, and productivity outcomes, and to offer practical solutions to modern organisations.

Moreover, literature proves that transformational leadership has a beneficial effect on engagement and productivity, and the ideas of Self-Determination, JD-R, and Social Exchange provide an explanation. Thematic analysis of leadership behaviours, engagement, and productivity reveals the marketability of the principles of transformational change to hybrid conditions, and the study also aims to answer the gap by paying specific attention to the issues of hybrid work and how it concerns leaders in particular.

5. Research Methodology

The research will utilise secondary data to investigate the effects of transformational leadership on employee engagement and productivity in a hybrid workplace. Here, secondary research will be selected as it will enable the systematic gathering and investigation of the available knowledge (Bisaria, Madhubala Kumari and Patel, 2026). It also provides complete insight into the leadership behaviours and outcomes without limitations of time, cost, and access, which may

be involved in primary data collection. Such an approach fits the current topic specifically, as there exists a plentiful amount of both empirical and theoretical literature concerning transformational leadership and hybrid work.

The study will be descriptive and explanatory research design. A descriptive design will involve the summarisation and organisation of up-to-date information about transformational leadership behaviours, engagement and productivity in hybrid settings (Terry, 2025). An explanatory component will be helpful to establish correlations and mechanisms underlying the relationships between leadership practices and employee results. This design is applicable to the topic because it would allow examining complex interactions in the setting of hybrid work wherein the engagement and productivity would depend on both the behaviours of the leader and environmental factors.

The sources of data are going to consist of academic journals, books, industry reports, white papers and reliable online database like Google Scholar. This mix will be picked so as to achieve the academic rigor as well as relevance. The literature also offers the necessary balance between theory and practice in the paper by using academic journals as sources of peer-reviewed empirical evidence, books as sources of theoretical perspectives, and industry reports as sources of real-life hybrid work practices.

The method of data collection will be systematic. The search will be carried out using such keywords as transformational leadership, hybrid work, employee engagement, productivity, and remote leadership. The criteria will be inclusion and exclusion based so as to concentrate on the studies that are not only high quality but also relevant to the context especially those studies that have been conducted in a remote or hybrid work environment as opposed to the ones that are in a traditional office environment. The systematicity of this choice is explained by the fact that it guarantees that the results can be directly applied to the context of the research eliminating inappropriate and old studies.

Data analysis will be thematic in nature, but based on the research objectives: transformational leadership behaviours, employee engagement, and productivity. This method will be selected, as

it will enable searching and discovering the trends, connections, and findings among various sources and seeing what leadership behaviours employees respond to best in hybrid situations and what effect they have on employee engagement and performance. Thematic analysis will also make it possible to synthesize theoretical perspectives, such as Self-Determination Theory and the JD-R model, to describe observed phenomena (Nunes, Proença and Carozzo-Todaro, 2024).

Ethical aspects will involve correct referencing of all the sources and scrutiny on credibility and reliability. This is essential in order to preserve academic honesty and integrity of findings, as the research is solely based on the secondary data.

On the whole, such an approach of conducting research will offer a rigorous, structured, and contextually informed framework to the study of the objectives of the research, the gaps in the current body of knowledge, and the creation of actionable knowledge that leaders in a hybrid workplace can utilize.

6. Significance of the Study

This research will also be a useful contribution to the academic and practitioner research work on hybrid work environment. It will contribute to the academic knowledge on transformational leadership by analysing the effect of leaders' behaviours on employee engagement and productivity in hybrid situations, which is underrepresented in existing studies. The study will offer a logical framework of inter-relationship between leadership behaviours, engagement and productivity outcomes by synthesising the current literature through secondary research.

In practice, the results will provide practical guidance to organisational managers who aim to ensure the performance and motivation of their teams during distributed work organisation. The list of the most effective transformational behaviours in the hybrid environments will help to develop the leadership strategy, policies, and training programs that will raise the rate of the employee engagement and the productivity.

At the social level, the study will educate organisations on how they can create psychologically conducive workplaces, mitigate disengagement and burnout, and enhance wellbeing in employees who work under flexible and hybrid work patterns.

7. Timeline (Gantt chart)

Stage	Activities	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12
Stage 1	Literature search and												
Stage 2	Data extraction and thematic coding												
Stage 3	Analysis and interpretation												
Stage 4	Drafting dissertation												
Stage 5	Revision and final submission												

Table 1: Gantt chart

(Source: Self-created)

8. Limitations

Although secondary research is an organised and effective way of synthesising available knowledge, it is limited as well. To start with, the research will be based on the published information of previous years, which will not necessarily reflect the latest changes and contextual specifics of the hybrid working conditions. This may restrict the generalisability of results to some industries or organisational cultures. Second, the research methodology, sample size and contexts used in different studies could also differ which could influence the comparability and generalisability of findings. Third, secondary sources might be biased by nature, including; publication bias and selective reporting which might affect findings. Fourth, the research will not have real-time employee views or organisational experiences hence constrained to provide insight on real life implementation challenges. In spite of these shortcomings, the methodology will offer useful evidence-based findings and observation will be carefully analysed to determine patterns and trends as well as suggestions to apply in transformational leadership in hybrid work.

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