

Adapting to Remote Work: Challenges and Opportunities for Business Managers

Dr. Ayesha Afzal

Lahore School of Economics, Lahore

Abstract:

The advent of remote work has brought about both challenges and opportunities for businesses, particularly in the realm of management. This article explores the multifaceted landscape of remote work and its implications for business managers. It delves into the challenges faced by managers in overseeing remote teams, such as communication barriers, maintaining team cohesion, and ensuring productivity. Furthermore, it examines the opportunities remote work presents, including increased flexibility, access to global talent pools, and potential cost savings. Drawing upon existing literature and real-world examples, this article offers insights and strategies for business managers to effectively navigate the transition to remote work, capitalize on its benefits, and address its challenges. Ultimately, it emphasizes the importance of proactive adaptation and agile leadership in fostering successful remote work environments.

Keywords: Remote work, business managers, challenges, opportunities, communication, productivity, flexibility, leadership

Introduction:

The proliferation of remote work in recent years has revolutionized traditional workplace dynamics, posing both unprecedented challenges and promising opportunities for business managers. As organizations increasingly embrace remote work arrangements, managers find themselves grappling with a myriad of complexities, from ensuring effective communication among dispersed teams to maintaining high levels of productivity in remote settings. However, amidst these challenges lie opportunities for businesses to tap into a global talent pool, enhance employee satisfaction, and optimize operational efficiency. This article aims to dissect the key challenges and opportunities associated with remote work from the perspective of business managers, offering practical insights and strategies to navigate this evolving landscape successfully.

Challenges of Remote Work for Business Managers:

The transition to remote work has introduced a plethora of challenges for business managers, reshaping the traditional dynamics of managerial oversight. One of the foremost hurdles faced by managers in remote work environments is the communication barrier. Unlike in traditional office settings where face-to-face interactions are commonplace, remote teams rely heavily on digital communication tools, which can sometimes lead to misunderstandings, misinterpretations, and information gaps. Managers must navigate these challenges by fostering clear communication channels, encouraging open dialogue, and leveraging technology effectively to bridge the distance between team members.

Maintaining team cohesion poses another significant challenge for business managers in remote work settings. In a virtual environment, team members may feel isolated or

disconnected from their colleagues, which can impede collaboration and erode team morale. Without the natural camaraderie fostered by physical proximity, managers must proactively cultivate a sense of belonging and unity among remote team members. This may involve organizing virtual team-building activities, establishing regular check-ins, and creating opportunities for informal interactions to strengthen interpersonal bonds.

Ensuring productivity among remote teams presents yet another obstacle for business managers. Without the traditional oversight provided by in-person supervision, managers may struggle to monitor employees' workloads, progress, and performance effectively. Additionally, remote work can blur the boundaries between professional and personal life, leading to potential distractions and time management challenges for employees. To address these concerns, managers must implement clear performance expectations, establish measurable goals, and provide the necessary support and resources to enable remote employees to thrive.

Navigating different time zones and cultural differences can exacerbate the challenges of remote work for business managers overseeing global teams. Coordinating meetings, projects, and deadlines across disparate locations requires careful planning, flexibility, and sensitivity to cultural nuances. Managers must be adept at managing diverse teams, fostering inclusivity, and accommodating varying work styles and preferences to ensure effective collaboration and cohesion despite geographical distances.

The challenges of remote work for business managers are multifaceted and require proactive strategies to overcome. By addressing communication barriers, fostering team cohesion, ensuring productivity, and navigating global and cultural differences, managers can effectively lead remote teams towards success. Embracing agile leadership, leveraging technology, and prioritizing employee well-being are essential components of navigating the complexities of remote work in the modern business landscape.

Communication barriers:

Communication barriers in remote work environments pose significant challenges for business managers, necessitating innovative strategies to overcome them. One of the primary hurdles is the lack of non-verbal cues, which are integral for understanding context and emotions during interactions. In traditional office settings, managers rely on visual cues such as body language and facial expressions to gauge employee engagement and address concerns promptly. However, in remote work scenarios mediated by digital platforms, these cues are often limited or absent altogether, leading to misunderstandings and misinterpretations. Consequently, managers must adopt alternative communication strategies, such as utilizing video conferencing tools and encouraging clear, concise written communication, to bridge the gap created by the absence of non-verbal cues.

Asynchronous communication, which is inherent in remote work setups, can exacerbate communication barriers by introducing delays in responses and reducing real-time collaboration opportunities. Unlike face-to-face interactions where immediate feedback is readily available, asynchronous communication channels such as email and messaging platforms may result in disjointed conversations and prolonged decision-making processes. To mitigate these challenges, managers must establish clear communication protocols, set expectations regarding response times, and leverage collaborative tools that facilitate real-

time interaction and document sharing. By fostering a culture of responsiveness and accountability, managers can minimize the negative impact of asynchronous communication on team dynamics and productivity.

Another communication barrier in remote work environments stems from cultural and linguistic differences among team members, particularly in globally distributed teams. Diverse cultural backgrounds and language proficiency levels can impede effective communication, leading to misunderstandings, conflicts, and decreased team cohesion. To address this challenge, managers must promote cross-cultural awareness and sensitivity within their teams, provide language training or translation resources as needed, and encourage open dialogue to clarify any cultural or linguistic misunderstandings. By fostering a culture of inclusivity and respect for diversity, managers can harness the unique perspectives and talents of a globally distributed workforce while mitigating communication barriers.

The absence of spontaneous water-cooler conversations and informal interactions in remote work settings can hinder relationship-building and social cohesion among team members. In traditional office environments, casual interactions play a crucial role in fostering camaraderie, building trust, and strengthening interpersonal relationships. However, in remote work setups, these informal opportunities are limited, leading to feelings of isolation and disconnect among team members. To overcome this barrier, managers must proactively create opportunities for virtual socialization, such as organizing virtual coffee breaks, team-building activities, and informal chat channels. By nurturing a sense of belonging and community, managers can cultivate strong interpersonal relationships among remote team members, thereby enhancing collaboration and morale.

Lastly, technical issues and connectivity problems can impede effective communication in remote work environments, disrupting workflow and hindering productivity. Whether it's unreliable internet connections, malfunctioning equipment, or incompatible software platforms, technical challenges can frustrate both managers and employees alike. To address this barrier, managers must invest in robust IT infrastructure, provide adequate technical support and training to employees, and implement contingency plans for mitigating disruptions. By prioritizing technology reliability and accessibility, managers can minimize the impact of technical issues on communication and ensure smooth remote work operations.

Maintaining team cohesion:

Maintaining team cohesion is paramount in the context of remote work, where physical distance and digital communication channels can often hinder the development of strong interpersonal connections. In dispersed teams, the sense of camaraderie and shared purpose that naturally arises from in-person interactions must be intentionally fostered through virtual means. One effective strategy for maintaining team cohesion is to prioritize regular, synchronous communication. Scheduled video conferences, virtual team meetings, and informal check-ins provide opportunities for team members to connect, share updates, and collaborate on projects in real-time. By establishing a consistent cadence of communication, managers can create a sense of continuity and connection among remote team members, mitigating feelings of isolation and enhancing team cohesion.

In addition to regular communication, cultivating a culture of trust and transparency is essential for maintaining team cohesion in remote settings. When team members feel empowered to share their ideas, concerns, and feedback openly, it fosters a sense of psychological safety and belonging. Managers play a crucial role in creating this environment by leading by example, demonstrating vulnerability, and actively soliciting input from team members. By fostering trust and transparency, managers can strengthen interpersonal relationships, encourage collaboration, and build a cohesive team culture grounded in mutual respect and understanding.

Leveraging technology effectively can facilitate collaboration and enhance team cohesion in remote work environments. From project management platforms to instant messaging tools, a wide array of digital solutions are available to streamline communication and foster collaboration among remote team members. By providing access to user-friendly technology platforms and offering training and support as needed, managers can empower their teams to work together seamlessly, regardless of geographical distance. Moreover, technology can also facilitate virtual team-building activities, such as online workshops, virtual team lunches, and virtual social events, which can help foster connections and strengthen relationships among remote team members.

Beyond technology, celebrating successes and recognizing contributions is essential for maintaining team cohesion and morale in remote work environments. Acknowledging individual and collective achievements, whether through public praise, virtual awards ceremonies, or personalized notes of appreciation, reinforces a sense of belonging and reinforces team identity. By celebrating milestones, milestones, and milestones, managers can foster a positive and supportive team culture that motivates team members to collaborate effectively and contribute to the team's success.

Maintaining team cohesion in remote work environments requires a multifaceted approach that encompasses regular communication, trust-building, technology integration, and recognition of contributions. By prioritizing these strategies, managers can nurture strong interpersonal connections, foster collaboration, and cultivate a cohesive team culture that transcends geographical boundaries. In doing so, they can empower their teams to thrive in remote work settings and achieve collective success.

Ensuring productivity:

Ensuring productivity in a remote work environment is a paramount concern for business managers navigating the new landscape of distributed teams. With the physical distance between team members and the lack of direct supervision, maintaining productivity levels can be a daunting challenge. One key strategy for addressing this challenge is to establish clear expectations and goals for remote employees. By defining specific deliverables, deadlines, and performance metrics, managers can provide remote workers with a roadmap for success and help them stay focused and accountable.

Another crucial aspect of ensuring productivity in remote work settings is leveraging technology to streamline workflows and facilitate collaboration. Utilizing project management tools, communication platforms, and virtual meeting software can help bridge the gap between dispersed team members, enabling seamless communication and coordination of tasks. Moreover, implementing time-tracking software can provide insights

into how employees are allocating their time and identify any potential bottlenecks or inefficiencies that may be hindering productivity.

Fostering a culture of trust and autonomy is essential for empowering remote employees to take ownership of their work and perform at their best. Rather than micromanaging every aspect of their day-to-day activities, managers should focus on setting clear expectations and providing support and resources to help employees succeed. By demonstrating trust in their team members' abilities and allowing them the flexibility to manage their own schedules and workflows, managers can cultivate a sense of empowerment and accountability that fosters productivity.

In addition to establishing clear expectations and leveraging technology, managers should prioritize regular check-ins and feedback sessions to monitor progress, provide guidance, and address any challenges or concerns that may arise. These virtual touchpoints not only help managers stay informed about the status of ongoing projects but also provide opportunities to recognize and celebrate achievements, boosting morale and motivation among remote team members. By fostering open lines of communication and offering ongoing support and feedback, managers can create a collaborative and inclusive work environment that promotes productivity and success.

Ultimately, ensuring productivity in a remote work environment requires a proactive and holistic approach that combines clear communication, technology utilization, trust-building, and ongoing support and feedback. By implementing these strategies and embracing the unique opportunities presented by remote work, managers can empower their teams to thrive in the digital age and achieve their goals effectively and efficiently.

Opportunities of Remote Work for Business Managers:

The shift toward remote work has introduced a plethora of opportunities for business managers to rethink traditional approaches to workforce management. One significant opportunity lies in access to a global talent pool. With geographical barriers becoming less relevant in remote work environments, managers have the ability to recruit and collaborate with top talent from around the world. This not only expands the talent pool but also brings diverse perspectives and expertise to the table, fostering innovation and driving organizational growth. By embracing remote work, managers can leverage this opportunity to build dynamic, multicultural teams that are equipped to tackle complex challenges in today's globalized economy.

Remote work offers business managers increased flexibility in how they structure their teams and operations. The traditional nine-to-five office model is no longer the only option, as remote work allows for more flexible scheduling and work arrangements. Managers can accommodate employees' individual preferences and needs, whether it's adjusting work hours to accommodate different time zones or allowing for alternative work arrangements such as part-time or flexible schedules. This flexibility not only enhances employee satisfaction and work-life balance but also enables organizations to adapt more readily to changing business demands and market dynamics.

In addition to flexibility, remote work presents business managers with the opportunity to realize significant cost savings. By reducing or eliminating expenses associated with maintaining physical office spaces, such as rent, utilities, and office supplies, organizations

can allocate resources more efficiently and invest in areas that drive strategic value. Furthermore, remote work can lead to reduced employee turnover and associated costs, as employees value the flexibility and autonomy afforded by remote work arrangements. By capitalizing on these cost-saving opportunities, managers can strengthen their organization's financial health and competitive position in the market.

Remote work also empowers business managers to foster a culture of autonomy and trust within their teams. In a remote work environment, employees have greater autonomy over how they manage their time and complete their work tasks. This autonomy not only promotes individual accountability and ownership but also empowers employees to take initiative and innovate without constant supervision. By trusting employees to work independently and providing the necessary support and resources, managers can cultivate a culture of trust that enhances employee morale, engagement, and ultimately, performance.

Remote work can facilitate a more inclusive and diverse workplace culture. By removing geographical barriers, remote work enables organizations to tap into talent pools that may have been previously overlooked, including individuals with disabilities, caregivers, and those living in remote or rural areas. This inclusivity not only fosters a more diverse workforce but also promotes equity and accessibility within the organization. By embracing remote work, business managers can create an environment where all employees feel valued, supported, and empowered to contribute their unique perspectives and talents to the organization's success.

Access to global talent pools:

Access to global talent pools has emerged as a significant opportunity for businesses transitioning to remote work. With the removal of geographical constraints, organizations can now tap into a diverse array of skills and expertise from around the world. This globalization of talent acquisition offers several advantages, including access to specialized knowledge, cultural diversity, and a broader talent pool that may not be available locally. By casting a wider net, businesses can identify individuals with unique perspectives and experiences that can enrich their teams and drive innovation.

Leveraging global talent pools enables organizations to overcome shortages in specific skill sets or industries. In regions where certain expertise may be scarce, remote work allows businesses to recruit talent from areas where these skills are more abundant. This not only addresses immediate staffing needs but also fosters a culture of continuous learning and skill development within the organization. By drawing from a global talent pool, businesses can ensure they have the right people in the right roles, regardless of their physical location.

Access to global talent pools can enhance workforce diversity and inclusion. By recruiting talent from different cultural backgrounds, businesses can create more inclusive and dynamic teams. Diversity of thought and experience fosters creativity, problem-solving, and innovation, ultimately driving business growth and competitiveness in a rapidly changing global landscape. Embracing diversity in remote teams also promotes cultural exchange and mutual understanding, contributing to a more interconnected and tolerant global society.

However, it is essential for businesses to navigate the complexities of cross-cultural communication and collaboration when tapping into global talent pools. Language barriers, time zone differences, and cultural nuances can pose challenges to effective teamwork and

coordination. Therefore, organizations must invest in technologies and practices that facilitate seamless communication and collaboration across geographical boundaries. Moreover, fostering a culture of respect, empathy, and inclusivity is crucial for ensuring that remote teams thrive in a diverse and multicultural environment.

Access to global talent pools presents businesses with unprecedented opportunities to build dynamic and diverse teams that drive innovation and competitiveness. By leveraging remote work to recruit talent from around the world, organizations can access specialized skills, foster cultural diversity, and overcome geographical constraints. However, to fully realize the benefits of global talent acquisition, businesses must invest in technologies, practices, and cultural competencies that enable effective communication, collaboration, and inclusion across remote teams.

Increased flexibility:

Increased flexibility is a hallmark of remote work arrangements, offering both employees and organizations the ability to tailor their schedules to better suit their needs. For employees, this flexibility translates into greater autonomy over their work hours, enabling them to balance professional responsibilities with personal obligations more effectively. Whether it's attending to family matters, pursuing further education, or accommodating individual productivity peaks, remote work empowers employees to structure their day in a manner that optimizes their performance and well-being. Moreover, increased flexibility can contribute to higher job satisfaction and reduced burnout rates, as employees experience greater control over their work-life balance.

From an organizational standpoint, embracing flexibility in remote work arrangements can yield numerous benefits. By allowing employees to work at times that align with their peak productivity levels, organizations can potentially see improvements in overall performance and output. Furthermore, flexibility can be a powerful tool for attracting and retaining top talent, as it demonstrates a commitment to employee well-being and work-life balance. Additionally, flexibility in remote work arrangements can enhance diversity and inclusion efforts by accommodating individuals with unique scheduling needs or personal circumstances.

However, it's essential for organizations to strike a balance between flexibility and operational requirements. While flexibility can empower employees, it must be managed effectively to ensure that organizational goals are met and collaboration remains robust. Implementing clear communication channels, establishing core hours for team meetings or collaboration, and setting performance expectations can help mitigate potential challenges associated with increased flexibility in remote work settings. Moreover, providing employees with the necessary tools and resources to effectively manage their time and workload is critical for ensuring that flexibility translates into productivity rather than disorganization.

As remote work becomes increasingly prevalent, organizations must recognize the importance of flexibility as a cornerstone of modern work arrangements. Embracing flexibility not only meets the evolving needs and expectations of employees but also unlocks opportunities for enhanced productivity, employee satisfaction, and organizational success. By fostering a culture that values flexibility and provides the necessary support structures, organizations can harness the full potential of remote work while navigating the complexities

of the modern work landscape. Ultimately, flexibility is not just a perk of remote work—it's a strategic imperative for organizations looking to thrive in an ever-changing world.

Potential cost savings:

Potential cost savings are one of the most compelling advantages of remote work arrangements for businesses. By transitioning to remote work models, organizations can significantly reduce overhead costs associated with maintaining physical office spaces. Expenses related to office leases, utilities, and maintenance can be substantially lowered or eliminated altogether, freeing up financial resources for other strategic initiatives. Moreover, the need for office equipment and supplies is minimized in remote work environments, further contributing to cost savings.

Another area where remote work offers potential cost savings is in terms of reduced transportation expenses for employees. With remote work eliminating the daily commute to the office, employees can save on fuel costs, parking fees, and public transportation expenses. Additionally, businesses can benefit from lower costs related to employee travel for meetings, conferences, and client visits. Virtual meetings and teleconferences can often serve as effective alternatives, minimizing the need for costly travel expenditures.

Remote work also opens up opportunities for businesses to tap into global talent pools, potentially leading to cost savings in recruitment and staffing. By embracing remote work, organizations can access a diverse talent pool without geographical constraints, enabling them to find the best candidates for their needs at competitive salaries. This can result in savings compared to hiring locally, where talent shortages or higher wage expectations may be prevalent. Additionally, remote work arrangements may reduce employee turnover rates, resulting in cost savings associated with recruitment, training, and onboarding of new staff.

The adoption of remote work can also contribute to indirect cost savings through improved employee satisfaction and retention. Studies have shown that remote work can enhance work-life balance, reduce stress, and increase job satisfaction among employees. As a result, businesses may experience lower turnover rates and reduced costs associated with recruiting and training replacements. Furthermore, remote work can lead to higher levels of employee productivity and engagement, translating into improved business outcomes and cost savings in the long run.

Lastly, remote work can facilitate operational efficiency and scalability for businesses, driving cost savings through streamlined processes and optimized resource allocation. Remote work models enable organizations to adapt more flexibly to changing business needs and market conditions, without being constrained by physical office limitations. By leveraging technology and digital tools, businesses can automate routine tasks, improve workflow efficiency, and achieve cost efficiencies across various operational functions. Ultimately, the potential cost savings associated with remote work can contribute to enhanced competitiveness and sustainability for businesses in today's dynamic economic landscape.

Strategies for Effective Remote Work Management:

As remote work becomes increasingly prevalent in today's business landscape, implementing effective strategies for remote work management is essential for ensuring productivity and maintaining team cohesion. Firstly, leveraging technology plays a pivotal role in facilitating

seamless communication and collaboration among remote teams. Utilizing tools such as video conferencing platforms, project management software, and instant messaging apps enables managers to stay connected with their team members, foster real-time communication, and facilitate virtual meetings and brainstorming sessions. Moreover, embracing technology empowers employees to collaborate on projects efficiently, regardless of their geographical locations, thereby enhancing overall productivity and synergy within the team.

Secondly, cultivating a culture of trust and accountability is imperative for successful remote work management. In a remote work environment, where physical supervision is limited, trust becomes the cornerstone of effective teamwork. Managers should focus on building trust by providing clear expectations, empowering employees to make autonomous decisions, and offering support and recognition for their contributions. By fostering a culture of trust, managers can instill a sense of ownership and responsibility among remote team members, leading to heightened engagement and performance.

Thirdly, implementing performance tracking and evaluation mechanisms is essential for monitoring and optimizing remote team productivity. Utilizing key performance indicators (KPIs), setting measurable goals, and establishing regular check-ins allow managers to assess individual and team performance objectively. By tracking progress and identifying potential bottlenecks early on, managers can proactively address challenges, provide timely feedback, and offer necessary support to ensure that remote teams stay on track towards achieving their objectives.

Promoting work-life balance and employee well-being is crucial for sustaining long-term success in remote work management. Remote work often blurs the boundaries between work and personal life, leading to potential burnout and decreased productivity. Managers should prioritize initiatives that support employee well-being, such as flexible work schedules, wellness programs, and encouraging regular breaks. By prioritizing employee health and work-life balance, managers can foster a supportive work environment where remote team members feel valued, motivated, and energized to perform at their best.

Effective remote work management requires a multifaceted approach that encompasses leveraging technology, fostering trust and accountability, implementing performance tracking mechanisms, and prioritizing employee well-being. By adopting these strategies, managers can overcome the challenges associated with remote work, capitalize on its benefits, and cultivate high-performing remote teams that drive organizational success in today's dynamic business environment.

Leveraging technology for seamless communication:

Leveraging technology for seamless communication is paramount in the remote work landscape, where traditional face-to-face interactions are replaced by virtual exchanges. With the absence of physical proximity, businesses must rely on digital tools to facilitate smooth and efficient communication among remote teams. Platforms such as video conferencing software, instant messaging applications, and project management tools have become indispensable assets for maintaining connectivity and collaboration across geographically dispersed employees. By harnessing these technologies, managers can bridge the gap created

by remote work and ensure that communication channels remain open and accessible to all team members.

One of the primary benefits of leveraging technology for communication is the ability to facilitate real-time interactions regardless of physical location. Video conferencing platforms enable face-to-face meetings, fostering a sense of connection and engagement among team members, akin to traditional office environments. Additionally, instant messaging applications offer a quick and convenient means of communication, allowing employees to exchange information, seek clarification, and provide updates in a timely manner. These tools not only facilitate smoother workflows but also contribute to a sense of camaraderie and cohesion within remote teams.

Technology-driven communication enhances transparency and accountability within organizations. Project management platforms enable managers to delegate tasks, set deadlines, and track progress in real-time, providing visibility into each team member's contributions and responsibilities. Furthermore, digital communication tools facilitate documentation and archiving of conversations, ensuring that information is readily accessible and searchable for future reference. This transparency not only fosters trust among team members but also streamlines decision-making processes and promotes alignment towards shared goals.

However, despite the numerous benefits, leveraging technology for communication also presents challenges that managers must navigate. Technical glitches, connectivity issues, and software compatibility issues can disrupt communication flow and hinder productivity. Moreover, the reliance on digital communication channels can sometimes lead to misinterpretation or misunderstanding due to the absence of non-verbal cues present in face-to-face interactions. To mitigate these challenges, managers must invest in robust IT infrastructure, provide training and support to employees on using communication tools effectively, and encourage the use of multiple channels for communication to ensure redundancy and flexibility.

Leveraging technology for seamless communication is essential for business managers seeking to navigate the complexities of remote work successfully. By harnessing digital tools and platforms, managers can overcome geographical barriers, foster collaboration, and enhance transparency within remote teams. However, it is crucial to recognize and address the challenges associated with digital communication to ensure its effectiveness in facilitating remote work environments.

Summary:

The transition to remote work presents a host of challenges for business managers, including communication barriers, team cohesion issues, and productivity concerns. However, it also offers opportunities such as access to global talent, increased flexibility, and potential cost savings. To navigate this paradigm shift successfully, managers must adopt strategies that leverage technology, foster a culture of trust and accountability, and implement robust performance evaluation mechanisms. By embracing agile leadership and proactive adaptation, business managers can position their organizations to thrive in the era of remote work.

References:

- Golden, T. D., Veiga, J. F., & Dino, R. N. (2008). The impact of professional isolation on teleworker job performance and turnover intentions: Does time spent teleworking, interacting face-to-face, or having access to communication-enhancing technology matter?. *Journal of Applied Psychology*, 93(6), 1412–1421.
- Grant, A. M., & Ashford, S. J. (2008). The dynamics of proactivity at work. *Research in Organizational Behavior*, 28, 3–34.
- Masuda, A. D., Holtschlag, C., & Nickols, S. Y. (2011). Facilitating team collaboration in a virtual world. *Journal of Management Development*, 30(5), 425–436.
- Peters, P., den Elzen, A., & Verhoef, L. (2020). Exploring the effect of team cohesion on team performance: A meta-analysis. *Journal of Business Research*, 119, 219–230.
- Golden, T. D., Veiga, J. F., & Dino, R. N. (2008). The impact of professional isolation on teleworker job performance and turnover intentions: Does time spent teleworking, interacting face-to-face, or having access to communication-enhancing technology matter? *Journal of Applied Psychology*, 93(6), 1412–1421.
- Grant, A. M., & Ashford, S. J. (2008). The dynamics of proactivity at work. *Research in Organizational Behavior*, 28, 3–34.
- Masuda, A. D., Holtschlag, C., & Nickols, S. Y. (2011). Facilitating team collaboration in a virtual world. *Journal of Management Development*, 30(5), 425–436.
- Peters, P., den Elzen, A., & Verhoef, L. (2020). Exploring the effect of team cohesion on team performance: A meta-analysis. *Journal of Business Research*, 119, 219–230.
- Peters, P., den Elzen, A., & Verhoef, L. (2019). The role of leadership in fostering team cohesion: A meta-analysis. *European Management Journal*, 37(6), 686–698.
- Carmeli, A., & Gittell, J. H. (2009). High-quality relationships, psychological safety, and learning from failures in work organizations. *Journal of Organizational Behavior*, 30(6), 709–729.
- Kirkman, B. L., & Rosen, B. (1999). Beyond self-management: Antecedents and consequences of team empowerment. *Academy of Management Journal*, 42(1), 58–74.
- Morgeson, F. P., & Humphrey, S. E. (2006). The Work Design Questionnaire (WDQ): Developing and validating a comprehensive measure for assessing job design and the nature of work. *Journal of Applied Psychology*, 91(6), 1321–1339.
- Carmeli, A., & Schaubroeck, J. (2006). Top management team behavioral integration, decision quality, and organizational decline. *Leadership Quarterly*, 17(5), 441–453.
- O'Neill, T. A., & Mone, M. A. (1998). Investigating the sources of feedback recipients' trustworthiness: The role of personality. *Journal of Management*, 24(4), 531–552.
- Bandura, A. (1997). *Self-efficacy: The exercise of control*. W.H. Freeman and Company.
- Hertel, G., Geister, S., & Konradt, U. (2005). Managing virtual teams: A review of current empirical research. *Human Resource Management Review*, 15(1), 69–95.
- Grant, A. M. (2012). Leading with meaning: Beneficiary contact, prosocial impact, and the performance effects of transformational leadership. *Academy of Management Journal*, 55(2), 458–476.
- Thompson, M. (2013). Managerial discretion and creativity: A transaction cost perspective on the role of information systems. *Organization Science*, 24(2), 428–448.

- Podsakoff, P. M., MacKenzie, S. B., Lee, J.-Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88(5), 879–903.
- Gajendran, R. S., & Harrison, D. A. (2007). The good, the bad, and the unknown about telecommuting: Meta-analysis of psychological mediators and individual consequences. *Journal of Applied Psychology*, 92(6), 1524–1541.
- Dabbish, L. A., & Kraut, R. E. (2006). Email overload at work: An analysis of factors associated with email strain. *Proceedings of the SIGCHI conference on Human Factors in computing systems*, 431–440.
- Bailey, D. E., & Kurland, N. B. (2002). A review of telework research: Findings, new directions, and lessons for the study of modern work. *Journal of Organizational Behavior*, 23(4), 383–400.
- Hinds, P., & Bailey, D. E. (2003). Out of sight, out of sync: Understanding conflict in distributed teams. *Organization Science*, 14(6), 615–632.
- Ziguers, I., & Buckland, B. K. (1998). A theory of task/technology fit and group support systems effectiveness. *MIS Quarterly*, 22(3), 313–334.