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EMPLOYEE WELL-BEING AND THE REMOTE LEADER: A SYSTEMATIC LITERATURE REVIEW

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Abstract

Recent industry developments emphasize the need for research into promoting employee well-being via virtual leadership. While the COVID-19 pandemic necessitated remote work, global trends such as low unemployment rates sparked an urgency to prioritize employee well-being. This SLR analyses findings to understand the role of leadership behaviour within this context for application in the business environment. Applying the PRISMA method, 15 relevant studies before and during the pandemic were selected. The analysis found critical aspects of remote work which affect employee well-being while emphasizing implications for leadership. Key themes are boundaries between work-life and private life, supportive relationships and adequate use of technology. Contributing to existing research into employee well-being, this review discusses the effects of remote work on employee well-being, differentiates between research conducted before and during the pandemic and identifies implications for leaders to manage employee challenges in virtual environments to design post-COVID-19 work environments using remote work as a resource, not a demand. Based on the results, the review provides suggestions for further research into (1) comparative studies of employee well-being in remote and traditional work forms, (2) manager-employee relationships in remote settings and (3) virtual onboarding scenarios.

Implications for Central European audience: The review informs leaders about well-being-promoting behaviour in remote work settings.

Introduction

The COVID-19 crisis rapidly forced employees worldwide into remote work conditions over a short two-year period. This sudden shift holds consequences for mental health, such as increased loneliness, anxiety and mortality, and signals a greater risk of job burnout and presenteeism (Hu et al., 2020; Kniffin et al., 2021). The evidence is reflected in data from the USA, revealing an increase in depressive symptoms during the COVID-19 crisis and a decrease in life satisfaction (Wanberg et al., 2020). At the same time, employee well-being is

becoming a significant concern for businesses and is now considered one of the most crucial criteria for keeping valued employees. Retention is vital considering recent developments such as the "great resignation" in the USA, where a record number of employees quit their jobs in 2021 for better working conditions (Cook, 2021; Romans, 2022). Further afield, European Union unemployment rates are at a historic low (Eurostat, 2022; Gentiloni, 2022). Therefore, global job market trends emphasize employee-oriented business strategies and oblige leaders to champion employee well-being.

Workplace health promotion has been of scholarly interest over the past decades. Danna and Griffin (1999) defined well-being as an overarching construct, including life and job-related satisfaction and the individual's general health. Although some studies link well-being in personal life to well-being at work (Ryan & Deci, 2001), this review focuses solely on employee well-being (EWB) in the workplace and includes the dimensions of job satisfaction, job-related mental strain and job-related depression (Warr, 1987). Bakker and Demerouti (2014) conducted groundbreaking research into the antecedents of EWB when they developed the job demands-resources model (JD-R). They classified the individual job stress factors as particular demands and resources that act as positive or negative EWB indicators. Job resources are present at four levels: The individual level, such as resilience and self-efficacy; the group level, such as team climate and social support; the leader-related level, such as supervisor support and perceived leadership style; and the organizational level, such as salary and job security (Nielsen et al., 2017). Job demands correlate with psychological or physiological costs, including high work pressure, conflict, poor ergonomic conditions or job insecurity (Bakker & Demerouti, 2014). The JD-R model can be applied to any working condition, such as remote work, to analyse its effect on EWB, which makes it so favourable for research; hence, many research papers draw on it.

Considering the four levels of resources, one relevant approach for promoting EWB is leadership, more precisely exploring which leadership behaviour are beneficial and why. Leadership, generally defined as an influence process to achieve organizational goals, relies on the interaction of leaders and their followers and is based on their relationship (Contreras et al., 2020). When looking to understand the influence of a leader, leadership studies often examine aspects of the leader's behaviour (Yukl, 2015). Such behaviour can be directed at the individual or the entire team (Liao, 2017) and consequently leads to the emotional reactions of the followers (Keyes et al., 2000).

Considerable research points out the significance of leadership aiming at promoting employee well-being, whereas most studies focus on leader behaviour in this context (Franke et al., 2014; Inceoglu et al., 2018). Researchers highlight a correlation between the follower orientation of the direct leader and employee mental health, well-being (Badura, 2017) and a better perception of their job characteristics, such as role clarity and meaningfulness of work (Franke et al., 2014). Specific leadership styles were found to have a strong relationship with EWB, such as transformational leadership (Hildenbrand et al., 2018; Kaluza et al., 2020; Kelloway et al., 2012; Sivanathan et al., 2012) and servant leadership (Ozturk et al., 2021). A specific form of leadership behaviour in this context was introduced by Franke et al. (2014) as the concept of health-oriented leadership, which combines the leader's health-specific orientation towards followers and followers' health-specific attributes towards themselves.

Kaluza et al. (2021) expanded on such findings when highlighting the reinforcing role of employees' expectations on a leader's health-promoting behaviour. In their proposal for a future research agenda, Inceoglu et al. (2018) suggested that more attention should be paid to fostering employee well-being in leadership studies.

More research is needed to illuminate these relationships in remote work contexts. The study field of leadership has primarily focused on conventional office settings, although virtual leadership was acknowledged as an irreversible trend that is here to stay twenty years ago (Bell & Kozlowski, 2002; Contreras et al., 2020). Many reviews instead focus on the implications for human resource departments (Carnevale & Hatak, 2020; Park et al., 2021) or career consequences (Akkermans et al., 2020). Virtual leadership is not perceived as a leadership style but rather as a particular contextual form of leadership (Hertel & Lauer, 2012). Functionally, the main difference between virtual and traditional leadership is the virtual leader's crucial role in overcoming the challenges of a virtual team and influencing its effectiveness via virtual collaboration (Liao, 2017). Virtual collaboration is promoted by leadership behaviour such as providing guidance and resources, coaching and building relationships and trust (Liao, 2017). Trust is the crucial factor a leader needs to maintain to create an effective autonomous and interdependent virtual team (Cortellazzo et al., 2019).

However, the COVID-19 pandemic triggered further research in this field. In their state-of-the-art, semi-structured literature review, Chamakiotis et al. (2021) contributed landmark insight into virtual teams during COVID-19. Although their research did not directly aim for findings on the promotion of EWB but looked at leaders whose teams must transition from collocated teams to virtual ones, they developed propositions for leaders closely related to EWB. These include looking after employees' digital well-being and work-life boundaries, maintaining established relationships and fostering trust and engagement. Kniffin et al. (2021) added value to the discussion with their broad review of the implications for employees, teams and work organizations from a non-leadership perspective.

Post-pandemic work in business environments is yet to be defined. Still, there will likely be an increase in remote work (Chaudhary, 2020), with some global players already announcing continued remote work despite the cessation of social distancing restrictions (Chamakiotis et al., 2021). There is a clear need to re-evaluate the relationship between leadership behaviour and the promotion of EWB in remote work environments by analysing earlier findings to gather implications for leaders and define where further research is needed. Therefore, this paper specifically analyses leadership behaviour related to the promotion of employee well-being in remote work conditions. For enhanced generalizability, the research is limited to the business environment. Thus, this paper aims to address the following research question:

Research question: What leadership behaviour promotes employee well-being in remote work conditions in a business environment?

1   Methods

Considering the research question, a systematic literature review was conducted. The first step was a comprehensive literature search. In December 2021, I searched commonly used databases for management science, such as Web of Science, JSTOR, Semantic Scholar, Google Science, ERIC and Science Direct; see the Appendix for a detailed list and references. To specify the search according to the primary topic, I developed the following search string in consultation with managerial psychology experts:

Search String: *("employee well*being" OR "Occupational well*being") AND (leader* OR supervisor* OR manager*) AND (remote OR virtual OR telework* OR e-work OR "distributed work")*

Given that technology shapes the characteristics of remote work, I limited the search to publications within the past five years to reflect the current state of technology, also considering a balance of findings before and during the pandemic. Additionally, four-star ranked organizational psychology journals were hand-searched, including the Journal of Applied Psychology, Journal of Occupational Health Psychology, and Personnel Psychology, looking specifically for relevant articles published during the COVID-19 crisis that triggered the focus on remote work. Furthermore, I screened the references of the selected articles for further relevant publications. I, the author, and another field expert screened all the identified articles. Rigorous inclusion criteria stipulated that articles must cover employee well-being and leadership behaviour in remote work conditions in the business environment and provide empirical evidence from quantitative or qualitative studies. Duplicates and non-peer-reviewed journals were excluded, as were those that did not cover employee well-being, leadership and remote work conditions. The scope was limited strictly to the business environment, which is why studies conducted in non-business environments, such as public administration and the medical or educational sectors, also did not meet inclusion criteria. As a result, 15 articles were included in the review. The following PRISMA flow diagram gives a clear overview of the articles retrieved and included.
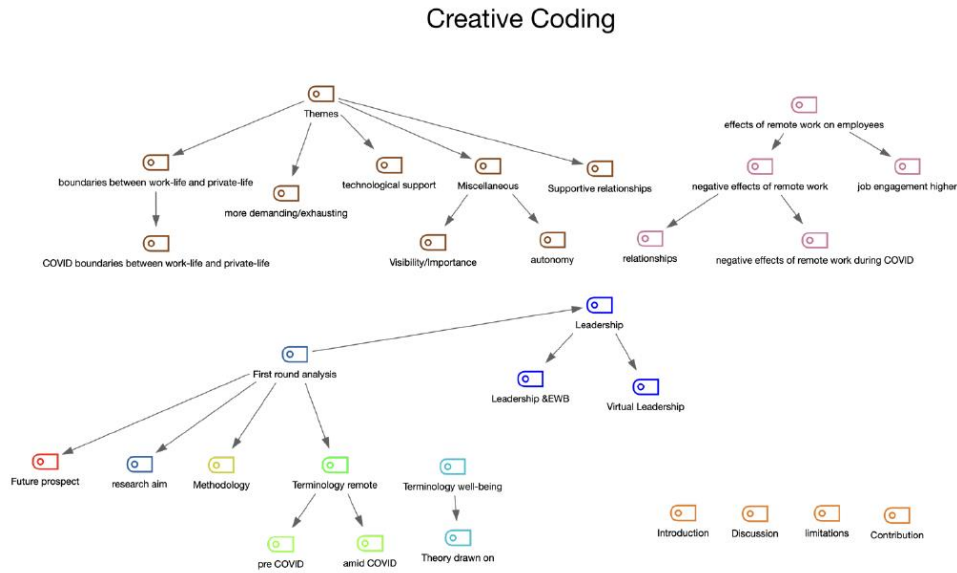
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Figure 1 | Prisma flow diagram
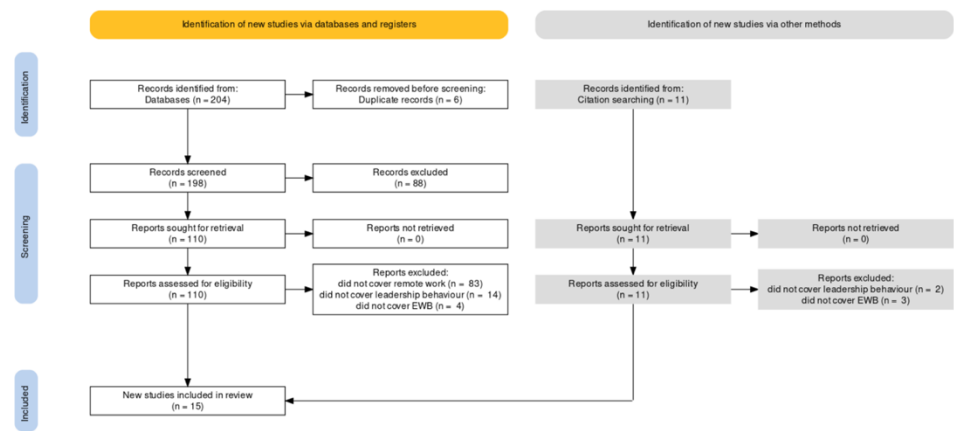
Source: Author using PRISMA 2020

An overview of the articles can be found in the Appendix. There are fourteen quantitative studies and one qualitative study. Inductive coding was applied, revealing the following codes shown in Figure 2. Thus, relevant themes were developed to answer the research question, as presented in the next chapter.

Figure 2 | Creative coding map

Source: Author using MAXQDA 2022

2 Findings and Discussion

2.1 Context of remote work

In the analysis, articles published pre-pandemic were distinguished from those written during the pandemic, as it changed the framework conditions of remote work. What used to be an optional work format to meet globalisation-led requirements, utilise new technologies or create "new ways of working" (Bregenzer & Jimenez, 2021; Efimov et al., 2020) became compulsory due to social distancing measures forcing many employees to suddenly work from home (Meyer et al., 2021). Five articles cover remote work before the pandemic and present it as a broad concept of working from a distance, not collocated in one office, using information and communications technology (Miglioretti et al., 2021). The remaining ten articles written during the pandemic predominantly use the term "working from home" as this is what government measures demanded.

2.2 Effects of remote work on EWB

The effects of remote work on EWB are partially ambivalent. Positive effects are higher organizational commitment, job satisfaction, enthusiasm, work engagement and increased job resources (Felstead & Henseke, 2017; Miglioretti et al., 2021). However, other researchers report adverse effects, describing it as aggravating (Efimov et al., 2020) and more stressful for leaders (Bregenzer & Jimenez, 2021; Ghewari et al., 2021). EWB is diminished by higher workload (Molino et al., 2020), extended working hours (Bregenzer & Jimenez, 2021), limited social contact (Efimov et al., 2020; Gamero et al., 2021; Krug, 2021) and rising work-home conflicts (Felstead & Henseke, 2017; Meyer et al., 2021; Molino et al., 2020). Only Miglioretti et al. (2021) offered an approach to understanding this ambivalence by arguing that not all forms of remote work are valuable. They categorized "high-quality telework" as something implemented in a comprehensive framework leading to positive employee outcomes such as work engagement and work-life balance. Low quality, however, relates to lower scores on work engagement and work-life balance.

Those ambivalent effects of remote work on EWB indicate a fine line between beneficial and detrimental remote work. Therefore, leaders must foster work environments with an emphasis on promoting EWB.

2.3 Virtual leadership behaviour concerning EWB

Starting with commonalities of research conducted before or during the pandemic, the following leadership behaviour was found to promote EWB: As remote work positively correlates with high workload, it is crucial that leaders support their employees by monitoring workload, requests to workers and working hours (Efimov et al., 2020; Molino et al., 2020). This includes clear communication of expectations and setting up internal rules for accessibility (Efimov et al., 2020). The relationship between leader and employee is more difficult to maintain in a virtual environment (Juchnowicz & Kinowska, 2021), which calls for intensified trust and relationship-building behaviour of the leader, to foster an environment in which employees can open up and address problems (Efimov et al., 2020).

Analysing studies carried out during the pandemic, the major dissimilarity is the fact that the pandemic caused additional demands for employees that leaders should address.

An in-depth analysis of the included articles revealed three relevant themes for beneficial leadership behaviour to promote EWB in remote work conditions. They are described below.

2.3.1 Boundaries between work and private life

Again, the findings are ambiguous; some researchers report a higher level of stress and exhaustion due to the intrusion of work into private life, the constant availability and the inability to "switch off". Remote work as a home-based activity tends to exceed regular working hours and workload, harming EWB and thus potentially causing work-family conflicts (Bregenzer & Jimenez, 2021; Felstead & Henseke, 2017; Molino et al., 2020). During the pandemic, the findings point clearly to a decreasing EWB as work and family roles became blurred and workload increased (Juchnowicz & Kinowska, 2021). Adverse effects were reported, especially for working mothers who felt exhausted from completing work and family responsibilities, leading to work-privacy conflicts (Bartsch et al., 2020; Meyer et al., 2021). On the other hand, Bregenzer and Jimenez (2021) and Miglioretti et al. (2021) reported that remote work increases job resources, contributing to a better work-family balance.

Implications for leadership: Leaders have a decisive role in whether remote work is beneficial for the employee's work-life balance. Leaders should support employees in managing the boundaries between work life and private life by monitoring the requests of workers and workload, not contacting them outside of working hours, communicating expectations and agreeing on internal team rules for extended accessibility (Efimov et al., 2020; Molino et al., 2020). Additionally, leaders supporting job autonomy and flexible working conditions can foster the self-determined work-life balance of employees (Efimov et al., 2020; Meyer et al., 2021). These implications are especially important during a crisis such as the pandemic with rising private demands. Technological solutions can be used to support this leadership approach; By applying tools limiting email exchange and phone calls to core work hours, leaders can prevent an "always-on" mentality; countries such as France and organizations such as Volkswagen have already implemented such rules (Handelsblatt, 2011; Wallstreet: online Zentralredaktion, 2017). That said, the approach requires leaders to respect and support employee boundaries to truly "switch off" from work-related topics—not just on technical devices but also in mind. Such support is provided by clearly communicating expectations and deadlines. On the other hand, Felstead and Henseke (2017) reported that the inability to "switch off" correlates with high employee commitment and job engagement, which raises the question whether employees who are fully committed to their job simply like to be involved in it most of their time. In this case, the inability to "switch off" may not harm well-being. Nevertheless, it can still lead to conflict with family members. Leaders should approach this issue prudently, leveraging high employee engagement while ensuring working conditions that allow them to meet the demands of work and family equally.

2.3.2 Supportive relationships

Remote work negatively affects EWB in terms of workplace relationships. Not only are relationships challenged by physical distance, but virtual team members also tend to behave more impersonally, less empathically and even hostilely (Gamero et al., 2021; Juchnowicz &

Kinowska, 2021; Molino et al., 2020). Solely electronic communication can act as a roadblock to building relationships and trust. Many virtual team members suffer from interpersonal problems and a negative atmosphere of reduced trust and identification (Chaudhary, 2020). A supportive, trustful employee-supervisor relationship is a job resource that can strengthen communication effectiveness, enhance team collaboration and release work-related tension (Bartsch et al., 2020; Meyer et al., 2021; Newman et al., 2020).

Implications for leadership: By developing trust and supportive relationships, leaders show health-oriented leadership behaviour and can detect changes in EWB; in fact, trust has been described as the precondition of health-oriented leadership behaviour according to supervisors themselves (Efimov et al., 2020). Trust can be established through open communication, team-building activities, the use of media-rich communication channels and treating employees as partners rather than subordinates (Efimov et al., 2020; Juchnowicz & Kinowska, 2021). Findings from an identity leadership study show that facilitating a sense of "we-ness" helps employees cope with disruptions and mitigates the feelings of loneliness and isolation entailed in remote work (Krug, 2021). During phases of social distancing and restrictions on leisure, a feeling of coherence and belonging in the workplace can be crucial for a person's well-being.

2.3.3 Adequate use of technologies

Due to the abrupt transfer to remote work enforced by social distancing measures, there was a basic need for adequate equipment to work virtually at the beginning of the pandemic, which required leaders to ensure that those were provided (Chaudhary, 2020). Additionally, remote work leads to overload by technology-based work forms and techno-invasion (Bartsch et al., 2020; Molino et al., 2020). Especially when employees receive insufficient support in the use of technologies, it leads to higher work-related stress weakening their job resources (Bregenzer & Jimenez, 2021). Conversely, using software appropriate for communication purposes can buffer adverse effects on team climate and EWB and support health-oriented leadership behaviour (Efimov et al., 2020).

Implications for leadership: Leaders should ensure adequate technical support and training. In this way, technology is transformed from an additional demand to a resource. Emphasizing not only productivity but also the cultivation of relationships, for example through camera use or corporate social media, adds a personal component to digital communication. As an extension to using technologies beneficially, an experimental study with students suggests supplying training in team emotional management for virtual settings, arguing that it can increase virtual teams' emotional competence to promote employee well-being and increase team productivity (Gamero et al., 2021).

Conclusion

The COVID-19 pandemic underscored the importance of studying remote working conditions. Within this broad field of inquiry, virtual leadership and the promotion of employee well-being are two of the most significant aspects. This systematic review makes noteworthy contributions to the existing literature on employee well-being by discussing the effects of remote work on employee well-being, differentiating between research done before and

during the COVID-19 pandemic. As the comparison highlights significant changes brought about by the pandemics, the findings provide a crucial contextual backdrop for understanding the subsequent effects on employee well-being and leadership behaviour. Furthermore, the results unveil the ambivalence in research findings on impacts of remote work on employee well-being, discussing determinants of positive and negative outcomes. As a practical contribution, this review aims to inform leaders and HR professionals about identifying relevant implications for leaders tackling unique challenges faced by remotely working employees. The research findings reviewed emphasize the need for quality remote work arrangements and underscore the essential role of virtual leadership behaviour in shaping employee well-being.

In addressing the research question asking what leadership behaviour promotes employee well-being in remote work conditions, this review yields three themes: (a) boundaries between work and private life, (b) supportive relationships and (c) adequate use of technologies. Going forward, virtual leaders must invest concerted efforts into these critical areas to promote employee well-being effectively.

However, it is imperative to acknowledge the limitations of this review. Firstly, including articles written before and during the COVID-19 crisis mixes two forms of remote work in significantly distinct contexts, in which the contextual factors affecting employee well-being differ vastly. This challenges the comparability of the findings. Secondly, the long-term implications of the pandemic remain unclear, making it challenging to define the future contours of remote work. Thirdly, as the case of working mothers during the pandemic illustrated, managing the boundaries between work and personal life is a somewhat situational issue that gained dominance during the pandemic. Due to its wide range of influential factors, I believe it should be considered contextual.

Despite its limitations, this review aims to guide future research to delve into the multifaceted dimensions of remote work and employee well-being. Based on the results, I suggest three thematic areas that deserve further attention: Firstly, there is a need to develop a deeper understanding of how remote work affects employee well-being compared to traditional work settings. Research could provide valuable insights into the nuanced complexity of employee well-being and offer practical guidance for managers and HR professionals when designing work settings. Potential initial research questions could be how remote work affects employee well-being compared to traditional office settings and which factors mediate and moderate this relationship. A suitable method could be case study research with teams transitioning between these work forms. Secondly, I believe the manager-employee relationship in remote settings deserves more attention. Investigations into specific behaviour and communication patterns that promote employee well-being can provide insightful results to improve leadership practice. Moreover, research analysing which environmental factors contribute to fostering positive manager-employee relationships in remote settings can be valuable for organisations in designing work environments. Qualitative research can offer an in-depth understanding of the nuances of manager-employee relationships. Apart from interviews and focus group discussions with leader-employee pairs, analysing communication data of leaders and their followers would allow us to identify communication patterns or compare synchronous and asynchronous communication forms. Thirdly, onboarding processes in entirely virtual work environments would be another topic of interest, discovering how virtual onboarding processes influence the relationship between manager and employee. Analysing

observational data of virtual onboarding sessions could provide insightful knowledge for the development of best practices.

The above recommendations not only address critical gaps in the existing knowledge but also offer practical insights that can benefit organisations and individuals navigating the evolving landscape of remote work.

Acknowledgement

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Appendix

1. Search String and list of databases searched

Name	Link
Web of Science Accessed in 1st round and 2nd round	https://clarivate.com/webofsciencegroup/
ERIC Accessed in 1st round	https://eric.ed.gov
Google Scholar Accessed in 1st round	https://scholar.google.com
JSTOR Accessed in 1st round	https://www.jstor.org
Semantic Scholar Accessed on:	https://www.semanticscholar.org
Science Direct Accessed in 1st round	https://www.sciencedirect.com

Search Settings
- Keywords must appear in title or abstract, if possible
- Publication date 1st round: June 2016 – June 2021
- Publication date 2nd round: June 2021 – Dec 2021
- Exclusion: Grey literature, unrelated disciplines, foreign languages except English

Search String 1st round: ("employee well-being" OR "Occupational well-being") AND (leader* OR supervisor* OR manager*) AND (remote OR virtual)
Search String 2nd round: ("employee well*being" OR "Occupational well*being") AND (leader* OR supervisor* OR manager*) AND (remote OR virtual OR telework* OR e-work OR "distributed work" OR working-from-home OR home-work OR telecommuting OR "mobile work" OR "work-from anywhere") OR (e-leader*)

2. List of hand-searched Journals

Name of Journal	Link
Journal of Applied Psychology	https://www.apa.org/pubs/journals/apl
Journal of Occupational Health Psychology	https://www.apa.org/pubs/journals/ocp
Journal of Vocational Behavior	https://www.sciencedirect.com/journal/journal-of-vocational-behavior
Organizational Behavior and Human Decision Processes	https://www.journals.elsevier.com/organizational-behavior-and-human-decision-processes
Personnel Psychology	https://onlinelibrary.wiley.com/journal/17446570

Procedure:
Using Academic Journal Guide 2018, selecting journals of the field Organizational Psychology with a 4 or 4* ranking. Searching only publications during COVID-19 pandemic, as it triggered research for remote work conditions.

3. Articles included in the review

Nr	Author	Title	Pub. Date	COVID	Journal	Methods & Measures	Country/ Region of Sample
1	Bregenzer & Jimenez	Risk Factors and Leadership in a Digitalized Working World and Their Effects on Employees' Stress and Resources: Web-Based Questionnaire Study	2021	no	Journal of Medical Internet Research	Quantitative study; hierarchical regression modeling; Scales: risk in digital workplace, HPLC, Recovery-Stress Questionnaire for Work	German-Speaking Countries
2	Efimov et al.	Health-Oriented Self- and Employee Leadership in Virtual Teams: A Qualitative Study with Virtual Leaders	2020	no	International Journal of Environmental Research and Public Health	Qualitative study; Semi-structured interviews, problem-centered method	Germany
3	Felstead & Henseke	Assessing the growth of remote working and its consequences for effort, well-being and work-life balance	2017	n	New Technology, Work and Employment	Quantitative study; Labor Force Survey and Skills and Employment Survey	UK
4	Gamero et al.	Is Team Emotional Composition Essential for Virtual Team Members' Well-Being? The Role of a Team Emotional Management Intervention	2021	no	International Journal of Environmental Research and Public Health	Experimental, quantitative study; Hierarchical linear modeling; Scales: Wong Law Emotional Intelligence, satisfaction with the team by Medina, positive affective states & negative affective states by Segura & Gonzales-Roma	Spain (student sample)
5	Newman et al.	Virtual Team Leader Communication: Employee Perception and Organizational Reality	2020	no	International Journal of Business Communication	Quantitative study; Scale: level of trust by Yang & Mossholder	Global (mainly USA and India)
6	Ghewari et al.	CHALLENGES TO HR PROFESSIONALS DUE TO COVID - 19 PANDEMIC	2021	yes	International Journal of Information Management	Quantitative Study, Survey	NA
7	Hu et al.	The mind, the heart, and the leader in times of crisis: How and when COVID-19-triggered mortality salience relates to state anxiety, job engagement, and prosocial behavior.	2020	yes	Journal of Applied Psychology	Quantitative Study, experience sampling method study, diary study and 2 experiments; Scales: mortality salience, state anxiety, job engagement, prosocial behavior, perceived servant leadership	USA and China

Nr	Author	Title	Pub. Date	COVID	Journal	Methods & Measures	Country/ Region of Sample
8	Meyer et al.	Employee psychological well-being during the COVID-19 pandemic in Germany: A longitudinal study of demands, resources, and exhaustion	2021	yes	International Journal of Psychology	Quantitative Study, longitudinal, 3-wave survey	Germany
9	Miglioretti et al.	Not All Telework is Valuable	2021	yes	Journal of Work and Organizational Psychology	Quantitative Study; Scale: Supervisor Support with HSE	Italy
10	Molino et al.	Wellbeing Costs of Technology Use during Covid-19 Remote Working: An Investigation Using the Italian Translation of the Technostress Creators Scale	2020	yes	Sustainability	Quantitative Study; Scale: „Technostress Creators"	Italy
11	Yuan et al.	Plug back into work, safely: Job reattachment, leader safety commitment, and job engagement in the COVID-19 pandemic.	2021	yes	Journal of Applied Psychology	Quantitative Study, multi-wave survey; Scales: job reattachment, leader safety commitment, job engagement, work withdrawal	China, USA
12	Bartsch et al.	Leadership matters in crisis-induced digital transformation: how to lead service employees effectively during the COVID-19 pandemic	2020	yes	Journal of Service Management	Quantitative Study, PLS-SEM; Scales: ELB, MLB, job autonomy, team cohesion, team work tension, individual job performance	Germany
13	Krug et al.	Identity Leadership, Social Identity Continuity, and Well-Being at Work During COVID-19	2021	yes	Frontiers in Psychology	Quantitative study, cross-sectional field study; Scales: Scales for identity continuity, job satisfaction, burnout (CBI), Loneliness at Work	
14	Chaudhari, S.	Will Remote Working be the New Normal? The Challenges Faced by Organisations in Facilitating it	2020	yes	International Journal of Mechanical and Production Engineering Research and Development	Quantitative Study and Review	
15	Juchnowicz & Kinowska	Employee Well-Being and Digital Work during the COVID-19 Pandemic	2021	yes	Information	Quantitative Study; Scale: Gallup and ShareCare Wellbeing Index	Poland