

## **Analysis Leadership Style in the Work-From-Everywhere Policy and its Implication on Job Satisfaction in Indonesia**

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### **ABSTRACT:**

The global concept of Work-From-Home has developed into Work-From-Everywhere, especially in Indonesia, as a policy for social distancing efforts in the community, due to the COVID-19 pandemic. Therefore, employees working from home are affected, and it requires the role of leaders to optimally manage their organization, in order to provide job satisfaction to the workers. This research aims to determine the new leadership style, in respect to Work-From-Everywhere era, and empirically examines its effect on job satisfaction. As much as 391 employees working virtually were selected. The online questionnaire used, was analyzed by SEM Amos, which showed that the new leadership style affects job satisfaction with the mediation of trust, relationship building, and employee communication. Moreover, leaders that are capable of managing these features are found to effectively increase job satisfaction. This study contributes to the managers' skills, such as paying attention to the new leadership style, focusing on the goal, ensuring collaborative climate, relationship building, roles & responsibility, feedback and mutual support, sharp employee communication towards credibility, context and content, benevolence, and Integrity.

**Keywords:** New Leadership Style; Job Satisfaction; Trust; Employee Communication; Relationship Building.

### **1. Introduction**

Increasing globalization, competitive innovation, and global trends are the new norms changing the work patterns in organizations around the world. Therefore,

companies are required to effectively carry out their business activities across national and cultural boundaries with complex supply and demand. Global incidents, such as the financial crisis in 2008 and the COVID-19 pandemic, compel various organizations to figure out innovations, in order to stay connected globally and maintain a competitive advantage (Helmold, 2021). In Indonesia, Work-From-Home has developed into Work-From-Everywhere, as a policy for social distancing efforts in the community, since the outbreak of COVID-19. Therefore, compelling many organizations to implement policies of working virtually. (Birkinshaw et al., 2021) stated that virtual work became the new norm for organizations, since March 2020 and a new challenge for leadership behaviour in managing these impacts. However, there has not been much research on the new leadership style in respect to Work-From-Everywhere era.

Freire & Bettencourt, (2020) found that there is a significant relationship between leadership and job satisfaction. This supports the theory of Robbins & Judge (2017) that, leadership is the ability to affect a group, in order to achieve a vision or set of goals, therefore, making members to feel satisfied in carrying out their respective functions. Meanwhile, Kinicki & Kreitner (2018) defined it as a process in which an individual affects others with certain communication and methods, and builds good relationships, in order to achieve common goals. Furthermore, Armstrong & Cassidy (2019) stated that leadership is about influencing, motivating, and enabling others to trust, therefore, contributing towards the organizational success. Colquitt (2018) stated that communication skills are one of the characteristics of a leader in managing an organization. Based on some of the opinions above, it is concluded that leadership is a method and a person's communication skills to affect a group or team, in order to make them believe and work together in building a team that has strong cohesiveness. Helmold, (2021), in the theory of New Work, Transformational and Virtual Leadership, stated that a leader with a transformational style has a major effect in encouraging the increase in Job satisfaction of the employees in carrying out virtual tasks and work activities. Therefore, leaders should be able to build Trust and Communication, and also increase interdependence (Relationship Building) between team members.

Tan et al., (2019) examined the impact of six factors (Trust, Communication, Relationship Building, Cohesion, Coordination, and Reward) on virtual team

performance. The results showed that only four factors have a significant and positive influence, namely communication, relationship building, cohesion, and trust. However, no significant relationship was found between coordination and reward on virtual team performance. Mysirlaki & Paraskeva (2020) stated that Leadership is the main factor in the success of a virtual team. However, Paul, et al., (2016) stated that trust, cohesion, and communication are the determining factors for the success of virtual teams, although, they are not related to relationship building. According to Mohanty & Mohanty (2018), building relationships and communication between members affect team performance. Furthermore, Maduka et al., (2018) found that Leadership is the key to the success of virtual team performance. Meanwhile, research by Garro-Abarca et al., (2021) found that the factors affecting the performance of virtual teams are communication, virtual leadership, and trust. In line with Farrukh et al., (2019) which shows that trust, job satisfaction, virtual leadership, and employee's loyalty are needed in increasing virtual team performance. Maes & Weldy (2018) also emphasized that the success factors for virtual teams are leadership skills, cohesion, and the ability to build relationships between members. Meanwhile, the research of Sedrine et al., (2020) proved that leadership affects trust and cohesion, and has implications on virtual team performance.

Hackman and Lawler (1971) in Social Exchange theory stated that, job satisfaction is a key aspect of team effectiveness and a major indicator of their performance. This is in accordance with the view of Tannenbaum et al., (1992), which is also known as the theory of job satisfaction motives, that almost everyone works to achieve it. According to Williams (1998) the level of job satisfaction shows a measure of the performance and effectiveness of a team. Furthermore, Zhu & Smith's research (2019) showed that job satisfaction positively affects team performance and effectiveness. Therefore, the performance of a team is observed from the level of employee job satisfaction. The job satisfaction approach is used as a measure of team performance and effectiveness, because it really requires various contributions from its members (Mohite & Kulkarni, 2019).

Based on this, it was found that the new leadership style in this study is a virtual type that involve three factors , namely trust, communication, and relationship building, in order to achieve job satisfaction for group members or organizations that work virtually.

This study is useful managers, and it contributes effectively to their objectives in managing organizations that carry out Work-From-Everywhere plan.

## 2. Literature Review

### 2.1 *Work-From-Everywhere*

Dulebohn & Hoch, (2017) argued that the development of virtual team in the era of globalization is increasing with the development of information technology which is the main infrastructure. The basic constructions for success in a traditional team (eg, trust, cohesion, satisfaction) are also reflected in a virtual team. However, at the end of 2019, the COVID-19 pandemic has changed the method of life and work, where almost all activities are carried out virtually. Hence organizations are required to change their traditional work patterns to virtual (Unsworth, 2020). According to Caligiuri et al., (2020), in the current crisis, managers have an extraordinary opportunity to learn or improve on how to adapt to work virtually, which was previously not maximized. As a result of the pandemic, the development of virtual teams has increased, not only for groups of people working at different times and locations, however it has developed into a work pattern in almost all organizations, not just because of the time difference (Feitosa & Salas, 2020). According to Bergmann, (2019), the effects of digitilization enable and force employees and managers not only to increasingly understand the meaning of technical innovation skills to new jobs, and also, to be able to build new values. This new concept is a method of working in the global and digital era based on the idea of freedom, where traditional work systems and formal normative patterns are outdated (Bergmann, (2019). Helmold (2021), in the concept of “*new work, transformational and virtual leadership*”, stated that “*the COVID-19 situation changed the work environment and style extraordinarily*”. The pandemic created unprecedented working conditions around the world. The effect of the coronavirus on organizations and companies is forcing to accelerate digital transformation significantly, and to adapt to the new work concept in many companies and organizations. This is very much needed because, the future-oriented concept with a digital transformation platform is a successful model for achieving competitive advantage. The new work concept initiated by Helmold (2021) continues to grow and becomes increasingly real for all organizations, especially for employees and managers. Furthermore, the concept is holistic that offers a competitive

advantage, with new values that is implemented into the corporate culture of organizations and companies that should be balanced with technological developments, such as automation which demands new skills from employees.

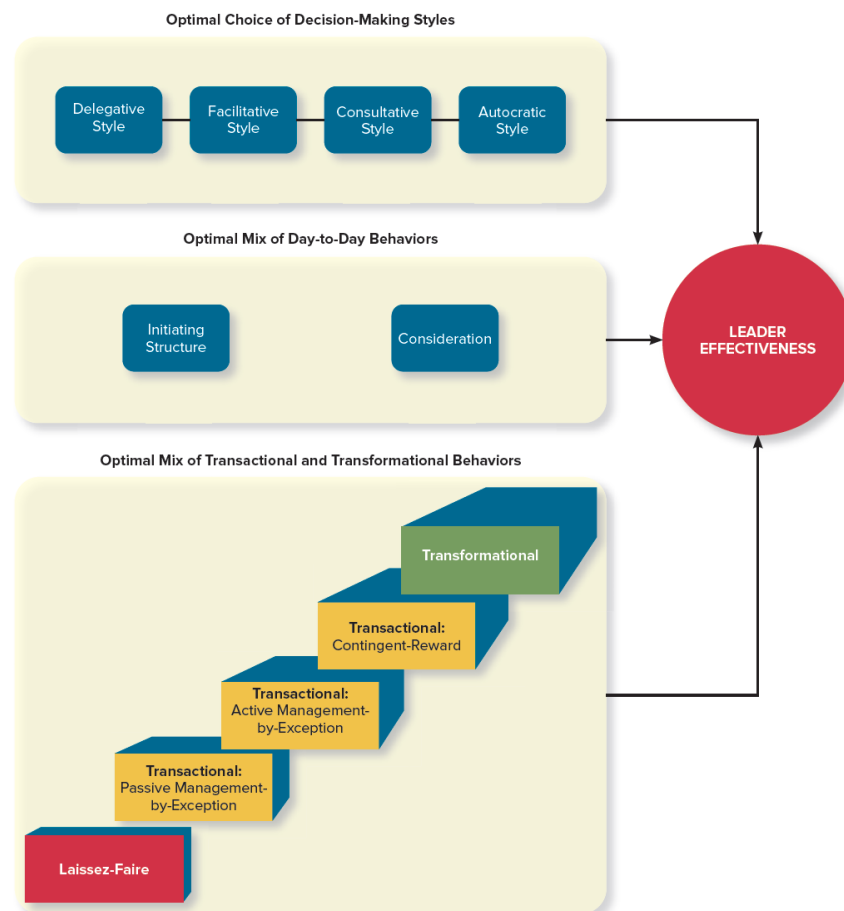
Digital transformation is changing the method of work, as well as the environment and the workplace. The focus of work is no longer only on salary and extrinsic factors, however, more on intrinsic features, namely to achieve job satisfaction and pleasure Helmold (2020). Based on the concept of the new work model developed by Helmold (2021) and connecting with previous research, it was observed that the concept of new work in the global and digital era requires a special e-leadership, which is able to affect trust, employee communication, and relationship building. Therefore, Work-From-Everywhere in this study is defined as the new work, based on the idea of freedom from an organization, where the activities between employees and managers are carried out digitally or virtually by utilizing technological advances, to achieve job satisfaction. And also, with the ability of a Leadership in developing innovation by a new pattern (leadership style) through the process of employee communication, relationship building, and trust.

## *2.2 New Leadership Style*

Virtual work has become the new norm for organizations since March 2020, and a new challenge for leadership behaviour in managing the impact of virtual work (Birkinshaw et al., 2021). According to Robbins & Judge (2017), leadership is the ability to affect a group, in order to achieve a vision or set of goals, therefore, making the members to feel satisfied in carrying out their respective functions. Meanwhile, Kinicki & Kreitner (2018) defined it as a process in which an individual influences others with certain communication and methods, and also builds good relationships to achieve common goals. Furthermore, Armstrong & Cassidy (2019) stated leadership is about motivating, influencing, enabling others to trust, and contributing towards organizational success.

Colquitt & Wesson, (2018) argued that leadership is defined as the use of power and influence to direct the activities of followers towards the achievement of goals, in order to improve the overall performance and well-being of the unit, as assessed from

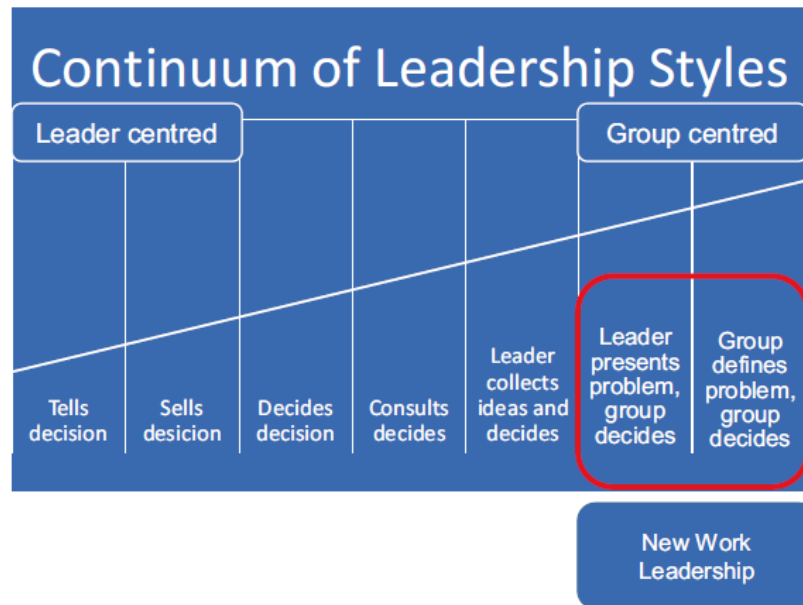
employee surveys or profit margins, productivity, costs, absenteeism, retention, etc. An "effective leader" also fosters a high quality of leader-member exchange relationship on a dyadic basis, through the role-taking and role-making process. Figure 1 shows the leader's effectiveness, based on the style when making decisions, and the behaviour in leadership role.



**Fig 1.** Leader Effectiveness (Colquitt & Wesson, 2018)

In terms of decision-making, it requires the ability to carry out the most effective combination of leadership control over members in the aspects of autocratic, consultative, facilitative, and delegative styles, as well as an effective combination of transactional and transformational leadership behaviour (Colquitt & Wesson, 2018). Tannenbaum–Schmidt introduced the Continuum theory, namely leadership that is able to distribute formal and informal power by managing the level of authority possessed, and the freedom given to team members (Tannenbaum & Schmidt, 2009). Furthermore, Helmold & Samara, (2019) argued that leadership is defined as a method of directing and motivating a group of people to work together, in order to achieve common goals and

objectives. Helmold (2021) adopted the Leadership Continuum theory as shown in Figure 2.



**Fig 2.** New Work Leadership Style (Helmold, 2021)

In line with Helmold (2021), Colquitt & Wesson, (2018) argued that transformational leaders focus on job satisfaction, with employees that tend to carry out innovative ideas, in order to achieve higher levels of task performance. Northouse (2021) also emphasized that the focus of virtual team connected across space and time through electronic media is building team relationships, which is more important than the traditional teams placed together. The virtual team leader should be able to understand all personal and contextual nuances in the world of electronic communication and be able to understand the possible causes of silence, misunderstanding to guide the team members by paying attention to the goal, build confidence, set priorities, ensure collaborative climate, manage job satisfaction, and demonstrate sufficient technical know-how. There are many methods of applying the leadership model to effectiveness of organizational teams. However, virtual leadership has a special ability that combines several styles based on several theories.

Based on the approach to several theories, this study develops the definition of new leadership style as new work that has the ability to affect a group with digital communication and build relationships and trust, in order to innovate with the best ideas, fulfill job satisfaction, and goals through the dimensions of:

1. *Focus on the goal*, a leader should make sure the members understand the team's goals. When members deviate from the main direction, the leader immediately acts to clarify the goals and the work of each member.
2. *Ensure collaborative climate*, a leader should be able to create a safe climate to openly discuss any issues related to team's advancement. When the leader observes that some members do not consider the opinions of others, then he should act immediately to encourage compromise.
3. *Build confidence*, a leader should assess and appreciate member contributions. When innovation and creativity are low, then the leader need to build commitment and unity by describing the success that was achieved previously in togetherness.
4. *Demonstrate sufficient technical know-how*, a leader should understand the technical problems that members face in achieving goals.
5. *Set priorities*, a leader should give a measurable and easy-to-understand priority scale in stages.
6. *Manage Job Satisfaction*, a leader should have the ability to face and solve problems related to inadequate performance by members, hence team work satisfaction is achieved.

### 2.3 Job Satisfaction

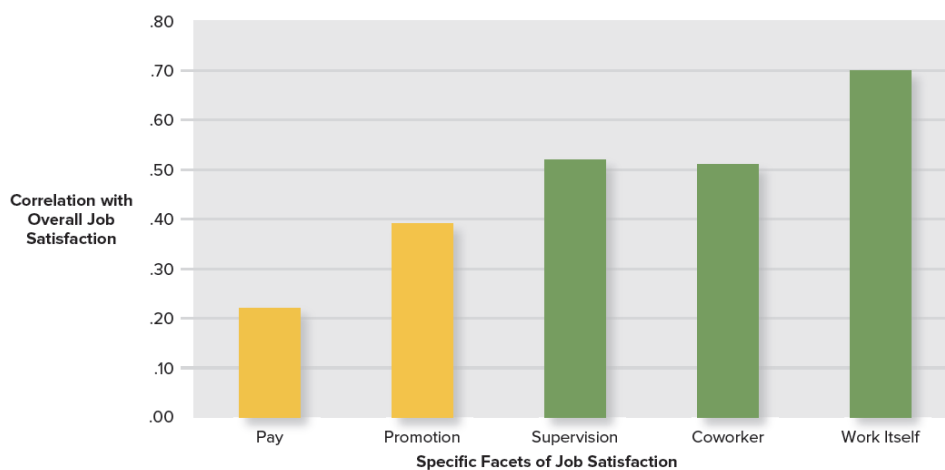
According to Judge et al., (2020), there are many relationships from the theory of job satisfaction in life and organizations, including:

- Abraham Maslow which stated that humans have basic needs that should be fulfilled as a determinant of satisfaction, whether it is achieved or not.
- Bandura, *Model of causality in social learning theory* stated that employees involve themselves in work after observing and imitating the behaviour of their leaders. Therefore, when leadership provides a good example, it have an impact on employee satisfaction.



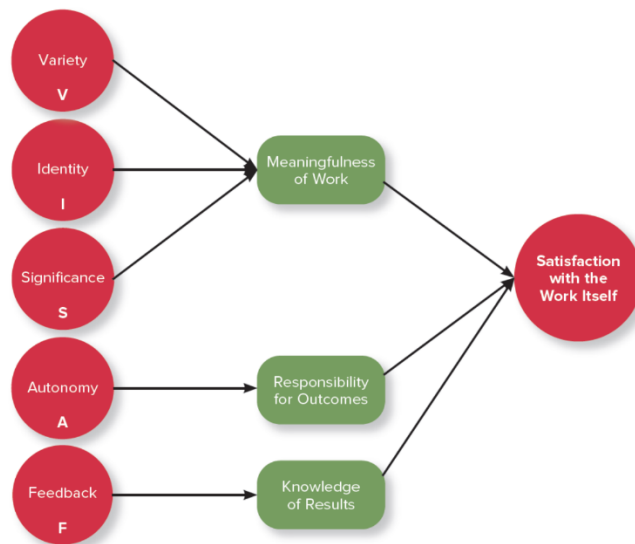
- Luthans explained that when a person is in a positive or happy emotional state that comes from their work, it is called job satisfaction.
- Hackman and Lawler, *Social Exchange theory*, stated that job satisfaction is a key aspect of team effectiveness.
- Williams, the *motivation for job satisfaction*, stated that team performance is known, because almost everyone works to achieve job satisfaction. And also, it shows that job satisfaction is the result of team effectiveness.

Furthermore, these theories develop according to the revolution in the progress era, as Brief & Weiss, (2001) stated that job satisfaction is a pleasant emotional state worker's assessment of work by paying attention to feelings, beliefs, and behaviour. Moreover, Thompson & Beardwell, (2017) stated that job satisfaction is one of the keys to achieving recognition, compensation, and promotion. Colquitt & Wesson, (2018) stated that job satisfaction is a pleasant emotional state of an employee with an appraisal or work experience, where a high job satisfaction state experiences positive feelings when they think about their task or take part in the activities. While employees with low job satisfaction experience negative feelings. According to Colquitt & Wesson, (2018), employees are satisfied when they feel that their work is valued from the dimensions of salary (Pay), promotion, supervision, co-worker, and the work. The survey showed that the work dimension is the main factor as shown in Figure 3 below..



**Fig 3.** Dimensions of Job Satisfaction (Colquitt & Wesson, 2018)

Based on the job characteristics theory, there are 3 factors in the work, namely the meaningfulness of work (which reflects the extent to which work tasks are seen as concept that is "calculated" in the employee's philosophy and belief system), responsibility for outcomes (which reflects the extent to which employees feel that they are the main drivers of quality work in team) and knowledge of results (which reflects the extent employees know how well or poorly they are doing), as shown in figure 4.



**Fig 4.** Job Characteristics Theory (Colquitt & Wesson, 2018)

Based on several theories, it was observed that job satisfaction is an emotional feeling that pleases an employee, resulting from a work assessment, responsibility for outcomes and knowledge of results, with indicators according to Colquitt & Wesson, (2018), namely:

1. “*Variety*, is the extent to which job requires different activities involving diverse skills and talents”.
2. “*Identity*, is the extent to which the work requires completion, from the beginning to the end, as it is open to all the team members”.
3. “*Significance*, is the extent to which the work has a substantial impact on others”.

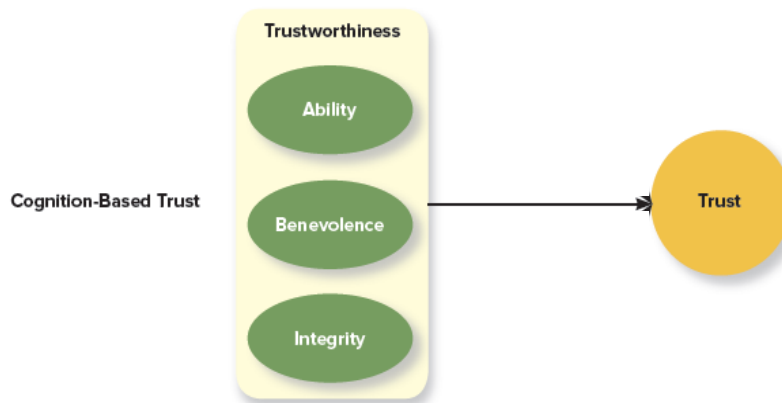
4. “*Autonomy*, is the extent to which the work provides freedom, independence, and flexibility to individuals that work”.
5. “*Feedback*, is to give employees open information about how well they work”.

#### 2.4 Trust

According to Helmold, (2021) the flexible work models, such as trust-based working hours, are focused on employee productivity and the results. The model is suitable for anyone that works to achieve results and not to primarily spend time in the office. The advantages of trust-based working hours are: (1) It is focused on the work and tasks to be completed, not the time spent in the office, (2) Team organization is very important, (3) Hundred percent independent work with a lot of trusts, (4) Employees show satisfactory results by working well, (5) The flexibility is also an advantage, because it strengthens what really determines the output that drives the company's progress.

Meanwhile, according to Colquitt & Wesson, (2018), the trust shown in figure 5, based on the cognition-based trust dimension or called trustworthiness, has 3 factors, namely:

1. *Ability*, involving competence, expertise, capability, skill, and good judgment, conceptually, it is the capacity to perform the desired behaviour.
2. *Benevolence*, includes loyalty, responsibility, and the intention to fulfill obligations, which creates positive interactions between individuals.
3. *Integrity*, associated with individual's morality towards honesty, sincerity, credibility, reliability, kindness, which reduces uncertainty in interacting.



**Fig 5.** *Trust based on Cognition-Based Trust* (Colquitt & Wesson, 2018)

### 2.5 Employee Communication

Armstrong & Taylor, (2020) stated that employees need opportunities to communicate as their suggestions or reactions to activities that affect them, for example, reports on their work, or salary, working conditions, work-life balance, equal opportunities, security, health, and safety, as well as learning and program development. In order for information to be effective and avoid bias, communication needs to be clear, easy to understand and concise, presented systematically, orderly, and relevant. There are many means and methods of communication, such as through the intranet, oral, written, direct and indirect, especially for important or complex information. Organizations are increasingly relying on intranets systems (internal e-mail) to communicate information, especially in workplaces, in which all or most employees have access to computers for two-method communication where employees are invited to respond to questions or surveys, as well as for displaying performance metrics in a visual form.

According to Han et al., (2017), when the team is actively working using technology communication tools in the virtual, mutually respectful feedback encourage employees to feel as a part of the organization, which strengthens the organization's relationship. Therefore, the leadership needed to manage their communication skills. Marlow et al., (2017) stated that communication in teams is considered to take two forms, related to content: relational interaction (interpersonal communication) and task-oriented interaction (communication focused on task completion). Smith et al., (2018) stated that communication is a means of exploring the environment with individual's personality,

where the use of technological means is increasing and important for success, as well as efficient performance in the workplace, especially for remote workers that are experiencing increased use of new technologies in their work. As a substitute for face-to-face interaction, e-mail, telephone, and electronic messages have become central to activities.

Effective communication is important in virtual teams. Open and honest communication is necessary to avoid misunderstandings and increase team effectiveness Helmold, (2021). Someone that communicates effectively always have an advantage when dealing with people, and according to Helmold, (2021) there are 6 dimensions of communication that affect employee communication in virtual teams, namely:

1. *Credibility*, communication begins in a climate of trust, built by the sender with a genuine desire to serve the recipient of the information, and the recipient of the message greatly value the competence of the sender.
2. *Context and Content*, communication should be in accordance with reality, which contains relevant information.
3. *Clarity*, messages are made in simple terms, precise meaning and complex messages should be filtered into simpler terms.
4. *Continuity and Consistency*, communication is an endless process, which requires repetition to reach understanding, with variations and contributing to facts.
5. *Channels*, communication using channels that are understood together in a team of mutual respect.
6. *The capability of audience*, communication should consider the ability of listeners, and easy to understand.

## 2.6 Relationship Building

According to Spencer & Spencer, (2008), one of the competencies that should be possessed by a leader is relationship building, to create a team in achieving organizational goals. Meanwhile, according to Jaakson et al., (2019) in building a virtual team should

be based on trustworthiness between each member achieved according to common goals. Cummings & Dennis, (2018), showed that trustworthiness is relationship building, in which there are elements of integrity, and considering of one another's feelings. Killingsworth et al., (2016), stated that in relationship building, in addition to trustworthiness, there is a knowledge sharing between co-workers to achieve perceptions of the virtual team's performance.

When working in a virtual team, the key is to build relationships with teammates and maintain trust. When working in an office, co-workers build relationships and trust through social interactions as well as collaborative work. However, it is very different from the study of Helmold, (2021), which stated that in virtual teams, co-workers build trust through reliability, consistency, and responsiveness, or called ability and task-based togetherness. To build important togetherness and commitments, such as agreeing to a deadline or promising to call a teammate, it is important to follow up as a leader or co-worker. When all members demonstrate integrity and work ethic, all the team learn that they are able rely on each other. Finally, it is important to be sensitive to all co-workers, therefore, reducing distractions in keeping the team together (Helmold, 2021).

Therefore, the notion of Relationship Building in this study is the leader's ability to manage virtual by means of relationship building between team members hence jointly having integrity, considerate of one another's feelings, and trustworthiness, as well as sharing knowledge for the creation of job satisfaction in achieving organizational goals. More specifically Helmold, (2021) stated that, a virtual team has 4 aspects of relationship building, namely:

1. *Job Enrichment*, adding authority to team members to innovate in completing tasks and jobs.
2. *Roles and responsibilities*, understanding the boundaries of responsibility and authority of each team member clearly and firmly
3. *Feedback*, the existence of feedback from each team member openly and effectively, which has a clear and understanding the time limit.

4. *Mutual support*, every team member is involved in supporting each other between team members.
5. *Knowledge Sharing*, a step in the team cycle that is used to provide opportunities for members to share their knowledge with other other.

## 2.7 Relationship between variables

### 2.7.1 Relationship between Virtual Leadership and Job Satisfaction

Alward & Phelps, (2019) proved that virtual leadership positively affects job satisfaction, as well as Bartsch et al., (2021), which showed that leadership affects the performance of employees working virtual during times of crisis. Liao, (2017) found that leadership in the virtual is important because, it affects the processes and outcomes of teams and individuals. Furthermore, Castellano et al., (2021) showed that leaders affect trust to increase job satisfaction in virtual R&D teams. Meanwhile, Garro-Abarca et al., (2021) empirically proved that communication, trust, leadership, affect the effectiveness of the future post-pandemic virtual team. Maduka et al., (2018) showed that achieving employee job satisfaction requires leaders that have communication skills in virtual team effectiveness, which is in line with the study of Mysirlaki et al., (2020). This study proved a positive and significant relationship between e-leadership and employee job satisfaction. Based on this, hypothesis 1 (H1) is obtained as follows:

H1. *Virtual Leadership* positively affect *Job Satisfaction*

### 2.7.2 Relationship between Virtual Leadership and Communication

Eisenberg, et al., (2019) stated that virtual leadership affect communication in teams that work virtually, in line with the study of Liu et al., (2018), which stated that virtual leadership significantly affects communication. Meanwhile, Garro-Abarca et al., (2021) showed that communication, trust, leadership, affect the effectiveness of the future post-pandemic virtual team. Furthermore, Maduka et al., (2018) showed that achieving employee job satisfaction requires leaders that have the ability to communicate in the effectiveness of virtual teams. Newman et al., (2020) also stated that virtual leadership greatly affects communication in the perceptions of the members. This is supported by Smith et al., (2018) that influential leadership in building good

communication will result in a good performance for the teams. Based on some of these studies, hypothesis 1 (H2) is obtained as follows:

H2. *Virtual Leadership* positively affect *Communication*

#### 2.7.3 Relationship between Virtual Leadership and Relationship Building

The main findings of Cortellazzo et al., (2019) showed that leaders are key actors in the development of digital culture, they need to focus on fostering collaborative process and relationships with the team members. This is in line with Ford et al., (2017) that virtual leadership affects relationship building in virtual teams. The results of Hickman & Akdere, (2018) showed that relationship building is determined by the virtual leadership factor. Similarly, the research by Karia & Asaari, (2019) proved that e-leadership affect employee attitudes and job satisfaction, which is in line with Maes et al., (2018) that the success factors of virtual teams are the leadership skills, and the ability to build relationships between members. This is reinforced by Purvanova & Kenda, (2018) which proved that virtual leadership greatly affects relationship building. Based on some of these studies, hypothesis 2 (H3) was obtained as follows:

H3. *Virtual Leadership* positively affect *Relationship Building*

#### 2.7.4 Relationship between Virtual Leadership and Trust

Castellano et al., (2021) showed that trust leaders affect increase in job satisfaction in virtual R&D teams, which is in line with Ch et al., (2020), which states that empirically, e-Leadership affect trust. Similarly, Cheng et al., (2021) proved that e-leadership affects trust in an organization that works virtually. Meanwhile, the results of Garro-Abarca et al., (2021) showed that communication, trust, leadership, affect the effectiveness of the future post-pandemic virtual team. Furthermore, Han et al., (2018) proved that Leadership positively affects cohesion and trust activities, which also positively affects the team performance. Hasel & Grover, (2017) proved that leadership affects trust in an organization, as reinforced by Robert Jr & You, (2018) that leadership directly affects communication and trust of the team. Based on some of these studies, hypothesis 4 (H4) was obtained as follows:

H4. *Virtual Leadership* affect *Trust*



#### 2.7.5 Relationship between Employee Communication and Job Satisfaction

Alrawashdeh et al., (2021) proved that communication is a factor that affects job satisfaction, in line with Castellacci & Viñas-Bardolet, (2019) which stated that communication affects job satisfaction positively. Similarly the study of De Nobile, (2017) showed several aspects of organizational communication affect job satisfaction and organizational commitment. Furthermore, Maduka et al., (2018) showed that achieving employee job satisfaction requires leaders that have the ability to communicate effectively in virtual teams. Meanwhile Garro-Abarca et al., (2021) found that communication, trust, leadership, have effects on the effectiveness of the future post-pandemic virtual team. Majima et al., (2019) showed that one of the factors that affect job satisfaction is communication, while Vermeir et al., (2018) showed that effective communication increases job satisfaction in remote teams. Based on some of these studies, hypothesis 5 (H5) was obtained as follows:

*H5. Communication affect Job Satisfaction.*

#### 2.7.6 Correlation between Relationship Building and Job Satisfaction

Chu's research, (2020) stated that there is a relationship between relationship building and job satisfaction in virtual teams, which is in line with the study of Flavian et al., (2019), which stated that job satisfaction is affected by trust and relationship building when employees work virtually. Similarly, Khan et al., (2017) showed that increasing emotional relationships (Relationship Building), causes an increase in workers' job satisfaction, which in turn result in effective performance. This is supported by Killingsworth et al., (2016), stating that building a comfortable and enjoyable relationship is the main factor of job satisfaction on the team's virtual performance. Furthermore, Ocen et al., (2017) showed that there is a positive relationship between relationship building and job satisfaction. Moreover, Qiu, & Dauth, (2021) analyzed employees that work virtually, showing a positive remark between relationship building and Job Satisfaction. And also, Schinoff et al., (2020) proved that Relationship Building affects job satisfaction when employees work virtually. Based on some of these studies, hypothesis 6 (H6) was obtained as follows:

*H6. Relationship Building affects Job Satisfaction.*

### 2.7.7 Relationship between Trust and Job Satisfaction

The research by Castellano et al., (2021) showed that leaders affect trust and are able to increase job satisfaction in virtual R&D teams. Meanwhile, Flavian et al., (2019) proved that job satisfaction is affected by trust and relationship building when employees work virtually. Garro-Abarca et al., (2021) also stated the relationship between trust and job satisfaction, namely communication, trust, leadership, which affect the effectiveness of the virtual team in the future post-pandemic. Similarly, Jaakson et al., (2019) showed that the trust factor had a significant effect on job satisfaction in virtual team performance. This is in line with the results of Romeike et al., (2016) regarding trust, having a positive and significant effect on job satisfaction. This is reinforced by Zeffane & Melhem, (2017) and supported by Toth et al., (2020), which empirically proved that trust positively and significantly affects job satisfaction. Based on some of these studies, hypothesis 7 (H7) was obtained as follows:

H7. *Trust affects Job Satisfaction.*

### 3. Method

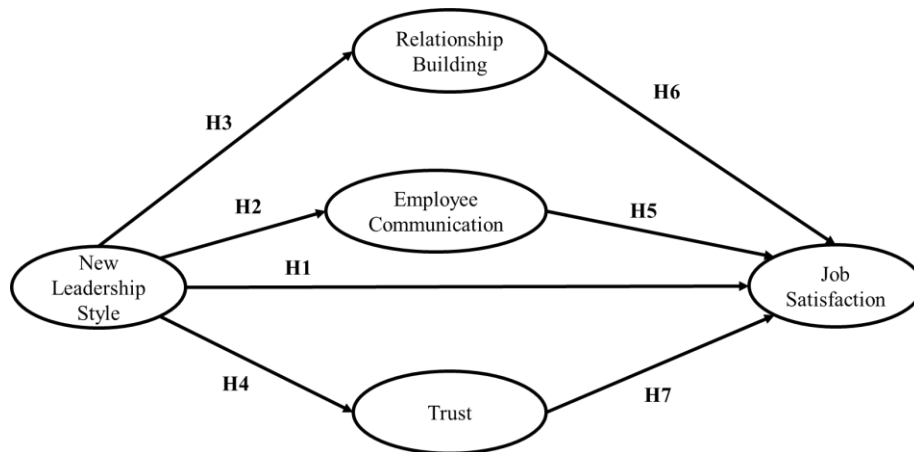
### 3.1 Sampling Method

This study refers to a non-probability sampling method with a purposive technique in determining the sample (Vehovar et al., 2016). And also, having certain criteria limits to obtain a representative as well as a generally accepted sample (Klar & Leeper, 2019). Therefore, the online questionnaire developed was distributed through LinkedIn and WA Group social media, with the criteria of respondents being limited to employees with at least 2 years of work experience, and having worked virtually for at least 6 months. Furthermore, 391 respondents that fulfilled the criteria provided feedback, and then the data was processed to find answers to this research problem. This study adopted indicators from theory and adaptation listed separately in the appendix, as well as measured by a 6-point Likert scale.

	1	2	3	4	5	6	
<b>Strongly Disagree</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<b>Strongly Agree</b>

### 3.2 Hypothesis Model

Literature review and previous studies, found a hypothetical model with 7 relationships between variables as shown in Figure 6.



**Fig 6** Hypothesis Model

### 3.3 Data Analysis Technique

According to (Hair *et.al.*, 2014), complex data conditions are used to analyze the relationship pattern between variables, in order to ascertain the direct and indirect effects towards items on exogenous and endogenous variables. In path analysis, the more the variable is latent, then the more appropriate the data analysis. Therefore, Structural Equation Modeling (SEM), as a statistical analysis technique for hypothesis testing, estimates causal relationships using a combination of statistical data and qualitative assumptions (Hair *et.al.*, 2014) . This study has quite complicated data, and it uses SEM by utilizing the Amos application version 25.0, hence the complex statistical data is solved more easily and quickly. This refers to the Byrne, (2016), stating that Amos application allows processing complex data to determine, estimate, assess, model or create path diagrams showing hypothesized relationships between variables. To determine the results of the hypothesis testing, this study refers to Hair *et.al.*, (2014) which stated that, data analysis is carried out using SEM, as a multivariate technique that combines aspects of multiple regression and factors, and predicts a series of simultaneous dependence relationships. The results of hypothesis testing has the minimum standard output criteria  $CR > 1.96$ .

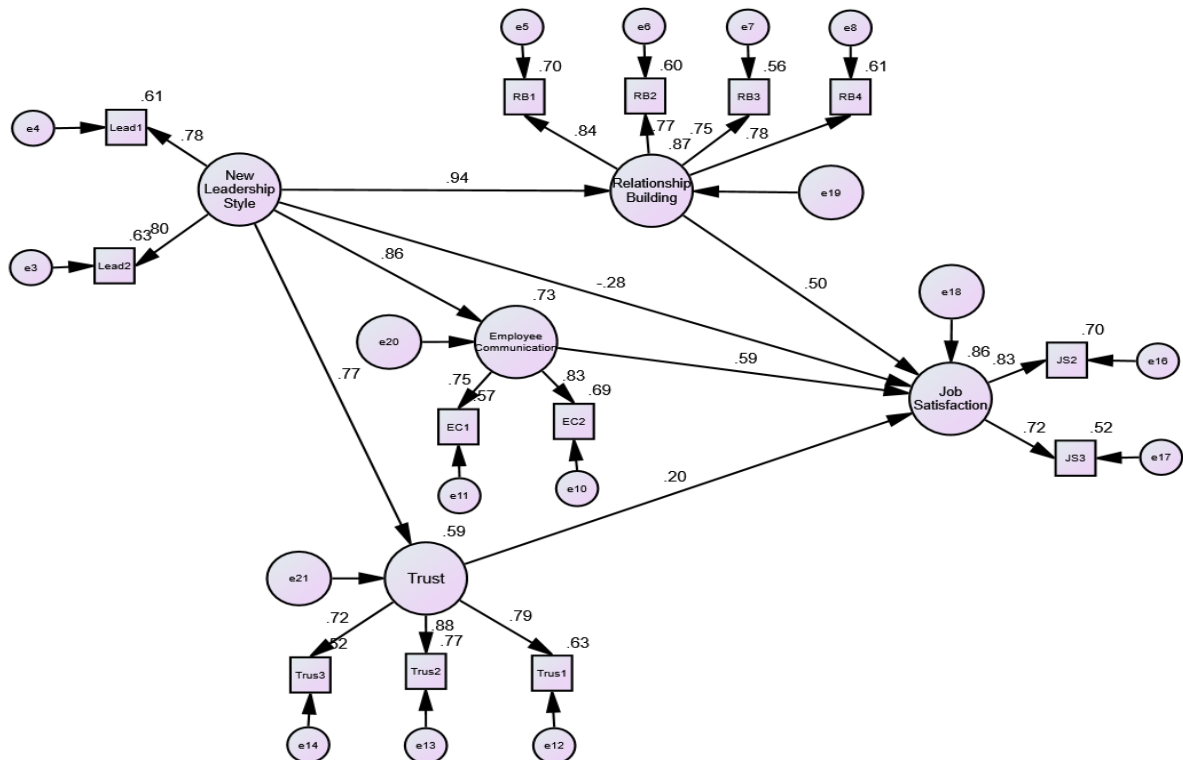
#### 4. Results

Table 1 shows the initial data before modification using SEM Amos 23.0, hence the P value indicates 0.000, i.e., the model is not fit. To achieve a fit model ( $P > 0.05$ ), the MI (Modification Indices) process is carried out by eliminating high factor loading Hair *et.al.*, (2014).

**Table 1** (Initial Model – Non Fit,  $P = 0.00 < 0.05$ )

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	41	235.398	112	.000	2.102
Saturated model	153	.000	0		
Independence model	17	4471.388	136	.000	32.878

The MI process is carried out to obtain the Standardized path of the fit model by following the gradual factor loading elimination procedure (Thakkar, 2020), namely the initial total indicator of 23 items and gradually eliminating 7 variables that have a high loading factor. The remaining indicators from the elimination process are 16 items, which include trust with 4 indicators, emotional intelligence (3 items), respectful communication (2 items), virtual leadership (4 items), and OCB (3 items). Therefore, model fit is achieved as depicted in figure 7 below:



**Fig 7.** Standardized path of fit model

In accordance with Hair et al., (2014), the model is declared fit when the P-value  $> 0.05$ . Therefore, to prove that the model has fulfilled the standard fit, it is indicated in the output data that the P-value = 0.719, as shown in table 2.

**Table 2.** Data Standardize Model Fit ( $P=0.719>0.05$ )

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	33	51.354	58	.719	.885
Saturated model	91	.000	0		
Independence model	13	3007.170	78	.000	38.553

After the model is declared fit, the significant indicators are as follows:

**New Leadership Style**, Lead1 *Focus on the goal* (when it is necessary to adjust the team's goal, the leader makes it is understood), and Lead2 *Ensure collaborative climate* (the team leader creates a safe climate for the members to openly and supportively discuss any issue related to the their success).

**Relationship Building**, RB1 *Job Enrichment* (additional open and clear authority is given to innovate, complete tasks and responsibilities), RB2 *Roles & Responsibility* (clear boundaries of authority and responsibility were understood within the team, RB3

*Feedback* (it was interesting, because the discussion with open and effective feedback adjusts the time appropriately), *RB4 Mutual Support* (each other's feelings were considered in building virtual teamwork).

***Employee Communication***, *EC1 Credibility* (the information conveyed by the leader and teammates were accepted), and *EC2 Context and Content* (the conversations and information within the team are relevant and real).

***Trust***, *Trus1 Ability* (the leader is trusted because of the possession of integrity), *Trus2 Benevolence* (the leader's determination is trusted in all circumstances), and *Trust 3 Integrity* (a positive attitude is expected from the leader, even though sometimes mistakes may evolve).

***Job Satisfaction***, *JS2 Identity* (The job gives allowance to both start and finish something), and *JS3 Significance* (The job is significant in a societal sense).

The results of hypothesis testing are carried out by referring to the output characteristics of the Critical Ratio (CR) with a standard value of  $> 1.96$  (significance 5%). This is in accordance with the hypothesis testing method in multiple regression analysis (Hair et al., 2014) The estimated characteristics of the results was used to test the hypothesis and are shown in table 3 below:

**Table 3** Hypothesis Test Results Data

		Hypothesis		Estimate	S.E.	C.R.	P	Result
H4	Trust	<---	New_Leadership Style	.902	.072	12.593	***	Accept
H3	Relationship Building	<---	New_Leadership Style	.987	.061	16.103	***	Accept
H2	Employee Communication	<---	New_Leadership Style	.879	.067	13.040	***	Accept
H6	Job_Satisfaction	<---	Relationship Building	.465	.205	2.275	.023	Accept
H5	Job_Satisfaction	<---	Employee Communication	.559	.134	4.164	***	Accept
H7	Job_Satisfaction	<---	Trust	.166	.065	2.572	.010	Accept
H1	Job_Satisfaction	<---	New_Leadership Style	-.273	.305	-.895	.371	Reject

In accordance with Hair et al., (2014), stating that the hypothesis requirements are accepted, when  $CR > 1.96$ , then based on table 3, the data from hypothesis testing are:

H1 is rejected ( $CR = -0.895 < 1.96$ ), i.e., new leadership style has no direct effect on job satisfaction.

H2 is accepted ( $CR = 13.040 > 1.96$ ), i.e., new leadership style has a positive and significant effect on employee communication.

H3 is accepted ( $CR = 16.103 > 1.96$ ), i.e., new leadership style has a positive and significant effect on relationship building.

H4 is accepted ( $CR = 12.593 > 1.96$ ), i.e., new leadership style has a positive and significant effect on trust.

H5 is accepted ( $CR = 4.164 > 1.96$ ), i.e., employee communication has a positive and significant effect on job satisfaction.

H6 is accepted ( $CR = 2.275 > 1.96$ ), i.e., relationship building has a positive and significant effect on job satisfaction.

H7 is accepted ( $CR = 2.572 > 1.96$ ), i.e., trust has a positive significant effect on job satisfaction.

## **5. Discussion**

This study provides evidence that when employees work virtually, a new leadership style is needed, that is able to manage trust, relationship building, and communication, in order to increase job satisfaction. Based on the hypothesis test, it is known that the effect of new leadership style on job satisfaction mediated by relationship building has the highest average CR value  $(16.103 + 2.275) / 2 = 9.189$ . Meanwhile, employee communication and trust mediation have average CR values of  $(13.040 + 4.164) / 2 = 8.602$ , and  $(12.593 + 2.572) / 2 = 7.582$ , respectively.

Hypothesis 1 is rejected ( $CR = -0.895 < 1.96$ ), indicating that there are differences in the new leadership style during the Work-From-Everywhere era with previous studies, such as Alward & Phelps, (2019) which proved that virtual leadership positively affects

job satisfaction. Bartsch et al., (2021) also stated that leadership affects the performance of employees working virtually during times of crisis in various companies. Furthermore, Liao, (2017), aligned with Maduka et al., (2018); Castellano et al., (2021); Garro-Abarca et al., (2021) proving that achieving employee job satisfaction requires leaders that have communication skills in the effectiveness of virtual teams. Mysirlaki et al., (2020) stated that there is a positive and significant relationship between e-leadership and employee job satisfaction. The results of this study proved that, in the new era since the outbreak of COVID-19 pandemic, leadership styles have changed the organization, such as the need for mediation factors. This is support by Helmold's, (2021) theory, stating that digital transformation changes the method of working, the environment, and the location of the workplace. The focus of work is no longer only on salary and extrinsic factors, however, it has tended to focus mainly on intrinsic factors, namely internal variables, in order to achieve job satisfaction and pleasure in working, which requires a special e-leadership to affect trust, employee communication, and relationship building (Helmold, 2020)

Hypothesis 2 ( $CR=13.040>1.96$ ), new leadership style affects employee communication. This supports the study of Eisenberg, et al., (2019) that virtual leadership affect communication in a team that works virtually. Liu et al., (2018) stated that virtual leadership significantly affects communication. Also, Garro-Abarca et al., (2021) proved that communication, trust, leadership, affect the effectiveness of the future post-pandemic virtual team. Furthermore, this is also supported by Maduka et al., (2018) that achieving employee job satisfaction requires leaders that have communication skills in the effectiveness of virtual teams. Newman et al., (2020) stated that virtual leadership greatly affects communication in the perception of the team members. Meanwhile, Smith et al., (2018) proved that good communication result in a good performance for the virtual teams.

Hypothesis 3 ( $CR=16.103>1.96$ ), new leadership style affect relationship building. This is in line with the study of Cortellazzo et al., (2019), stating that leaders are key actors in the development of digital culture. Ford et al., (2017) proved that virtual leadership affects relationship building in the team. Hickman & Akdere, (2018) stated that relationship building is determined by the virtual leadership factor. Furthermore, this



is also in line with Karia & Asaari, (2019) which proved that e-leadership affect employee attitudes and job satisfaction. Maes et al., (2018) stated that the success factor of virtual teams is the leadership skills in building relationships between members. Meanwhile, Purvanova & Kenda, (2018) proved that Virtual Leadership greatly affects relationship building.

Hypothesis 4 ( $CR=12.593>1.96$ ), showed that new leadership affect trust as supported by Castellano et al., (2021). This study stated that leadership affects trust and increase job satisfaction in virtual R&D teams. This is also in line with Ch et al., (2020), which proved empirically that e-Leadership affect trust. Similarly, Ch et al., (2021) stated that e-leadership affects trust in an organization that works virtually. Meanwhile, the results of Garro-Abarca et al., (2021) showed that communication, trust, and leadership, affect the effectiveness of the future post-pandemic virtual team. Furthermore, Han et al., (2018) proved that Leadership positively affects cohesion and trust activities, which also positively affects the team Performance. Hasel & Grover, (2017) also proved that leadership affects trust in an organization, which is reinforced by Robert Jr & You, (2018) that it directly affects communication as well as trust among the teams.

Hypothesis 5 is accepted ( $CR=4.164>1.96$ ), where employee communication affect job satisfaction. This is in line with the study of Alrawashdeh et al., (2021), stating that communication is a factor that affects job satisfaction. Castellacci & Viñas-Bardolet, (2019) stated that communication positively affects job satisfaction. De Nobile, (2017) proved that several aspects of organizational communication affect job satisfaction and commitment. Furthermore, it is also in line with Maduka et al., (2018) that achieving employee job satisfaction requires leaders that have communication skills in the effectiveness of virtual teams. Garro-Abarca et al., (2021) stated that communication, trust, leadership, affect the effectiveness of the virtual team in the future post-pandemic. Majima et al., (2019) proved that one of the factors affecting job satisfaction is communication. Vermeir et al., (2018) showed that effective communication increase job satisfaction in remote teams.

Hypothesis 6 is accepted ( $CR=2.275>1.96$ ), where relationship building positively and significantly affect job satisfaction. This supports the study of Chu, (2020), stating

that there is a correlation between relationship building and job satisfaction in teams that work virtually. Flavian et al., (2019) proved that job satisfaction is affected by trust and relationship building when employees work virtually. Khan et al., (2017) stated that increasing emotional relationships (Relationship Building), increase employee job satisfaction, which in turn result in effective performance. Furthermore, this also supports Killingsworth et al., (2016) study that building a comfortable and enjoyable relationship is the main factor of job satisfaction on the team virtual performance, Ocen et al., (2017) proved that there is a positive correlation between relationship building and job satisfaction. Qiu, & Dauth, (2021) showed that there is a positive correlation between relationship building and job satisfaction. Schinoff et al., (2020) stated that relationship building affects job satisfaction when employees work virtually.

Hypothesis 7 is accepted ( $CR=2.572>1.96$ ), where trust has a positive and significant effect on job satisfaction. This supports Castellano et al., (2021) study, stating that leaders affect trust and increase job satisfaction in virtual R&D teams. Flavian et al., (2019) proved that job satisfaction is influenced by trust and relationship building when employees work virtually. Jaakson et al., (2019) stated that trust factor has a significant effect on job satisfaction in virtual team performance. Furthermore, this also supports the study of Romeike et al., (2016), Zeffane & Melhem, (2017) as well as Toth et al., (2020), which empirically also proved that trust has a positive and significant effect on job satisfaction.

Based on the SEM analysis, the key factors that need to be considered when organizations implement the Work-From-Everywhere pattern are a new leadership style which focuses on the goals and ensure collaborative climate, relationship building by considering job enrichment, roles & responsibility. And also with feedback, mutual support, employee communication towards credibility context and content, trust, benevolence, integrity, and job satisfaction. This is because relationship building with the highest average value of  $CR = 9,189$  is a top priority and still needs to consider employee communication and trust with the average value of  $CR = 8,602$  and  $CR = 7,582$ , respectively.

## **6. Conclusion**

When organizations are required to work virtually with a Work-From-Everywhere pattern in the globalization era, especially since the outbreak of COVID-19 pandemic, the Leader role is therefore very important to manage employees to carry out their activities optimally. The right leadership style in the new work era that is similar to the Work-From-Everywhere pattern is the leadership style that is able to manage trust, relationship building, and employee communication.

The results of this study prove that the new leadership style affects job satisfaction with the mediation of trust, relationship building, and employee communication. Leaders that are able to manage this condition, are able to effectively increase job satisfaction. This research contributes to managers' features and also consider new leadership style which focuses on the goal, ensuring collaborative climate, relationship building, roles & responsibility, feedback and mutual support, employee communication towards credibility, context and content, trust, benevolence, and integrity.

This research also contributes greatly to academic scholarship in responding to changes in the current trend of Work-From-Everywhere organizational work patterns, as well as scientific references in global competition and curtailing the COVID-19 pandemic.

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## Appendix

### Adapted indicators

New Leadership Style adapted from Northouse, (2021)				Job Satisfaction adapted from Colquitt & Wesson, (2018)	
Lead1	If it's necessary to adjust the team's goal, our team leader makes sure we understand why. (focus on the goal)	JS1		The job causes me to draw on a number of different skills.	
Lead2	Our team leader creates a safe climate for team members to openly and supportively discuss any issue related to the team's success. (leadership: ensure collaborative climate)	JS2		The job allows me to both start and finish something.	
Lead3	Our team leader looks for and acknowledges contributions by team members. (leadership: build confidence)	JS3		The job itself is significant in a societal sense.	
Lead4	Our team leader understands the technical issues we must face in achieving our goal. (leadership: demonstrate sufficient technical know-how)	JS4		The job gives me a lot of freedom and discretion.	
Lead5	Our team leader does not dilute our team's effort with too many priorities. (leadership: set priorities)	JS5		The mere act of doing the job shows me how well I'm doing.	
Lead6	Our team leader is willing to confront and resolve issues associated with inadequate performance by team members.				
Trust adapted from Flavian et al., (2019)		Employee Communication adapted from Helmold, (2021)		Relationship Building adapted from Helmold, (2021)	
Trus1	I trust my leader because he is a person of integrity	EC1	I believe in the information conveyed by the leader and teammates	RB1	We are given additional open and clear authority to innovate in completing tasks and responsibilities.
Trus2	I feel that I can trust the determination of my leader in all circumstances	EC2	I feel that the conversations and information within the team are relevant and real	RB2	I understand clear boundaries of authority and responsibility within the team
Trus3	I can expect a positive attitude from my leader, even though sometimes I may make mistakes	EC3	I feel that messages and conversations within the team are not difficult because they are conveyed simply	RB3	I feel happy because the discussion with open and effective feedback adjusts the time appropriately
Trus4	Saya merasa aman dan nyaman mendiskusikan masalah dan kesulitan dengan pemimpinku	EC4	I feel that some important information is conveyed repeatedly and varied, so that it is easy to remember and understand	RB4	The other members and I consider each other's feelings in building virtual teamwork.
Trus5	I have confidence in my leader's ability	EC5	I feel our team is using a shared virtual communication channel	RB5	I am happy to share knowledge with team members to build good relationships
Trus6	I think my leader has the appropriate knowledge to manage a team	EC6	I feel that in our team, all members understand the message and information without any difference		

