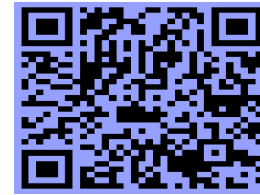


## Effects of Transformational Leadership on Remote Work Performance: A Case of Insurance Firms in Tamil Nadu, India



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### Abstract

**Aim:** This study aimed to determine the effects of transformational leadership on remote work performance: a case of insurance firms in Tamil Nadu, India.

**Methods:** This research employed a descriptive research design. The target population consisted of all the remote employees in the selected 15 insurance firms in Tamil Nadu, India. Stratified random sampling was used to select 75 remote employees. Quantitative data was collected using a structured questionnaire and analyzed using SPSS v.22 through correlation and regression analysis.

**Results:** The findings from correlation analysis showed that there was a positive and significant relationship between transformational leadership and performance of remote workers in insurance firms in Tamil Nadu, India ( $r=0.721$ ,  $p=0.000$ ). The regression coefficient results also showed that transformational leadership has a positive and significant influence on performance of remote workers in insurance firms in Tamil Nadu, India ( $\beta=0.486$ ,  $p=0.003$ ). A unit improvement in transformational leadership would lead to an improvement in remote employee performance by 0.486 units.

**Conclusion:** The regression coefficients obtained from the analysis indicate a positive and statistically significant influence of transformational leadership on the performance of remote workers in insurance firms in Tamil Nadu, India. It was therefore concluded that as the level of transformational leadership increases, there is a corresponding positive impact on the performance of remote workers.

**Recommendations:** Firms should recognize the unique challenges faced by remote workers and implement support mechanisms tailored to their needs. This may include regular check-ins, personalized guidance, and opportunities for professional development. Managers should be trained to provide individualized support, acknowledging the diverse circumstances and requirements of each remote team member.

**Keywords:** *Transformational leadership, remote work performance, insurance firms, India.*

## INTRODUCTION

In today's rapidly evolving work landscape, remote work has become increasingly prevalent, necessitating a deeper understanding of its dynamics and implications for employee performance. Within this context, leadership plays a crucial role in shaping remote employee outcomes. Transformational leadership, a well-established leadership style, has garnered significant attention due to its potential to inspire and motivate employees. Transformational leadership is a leadership style characterized by leaders who inspire and motivate their followers to transcend their self-interests and achieve exceptional outcomes (Bass & Riggio, 2006). It is grounded in four key elements: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass & Riggio, 2006). Idealized influence refers to leaders who serve as role models and are admired and respected by their followers. Inspirational motivation involves leaders who communicate a compelling vision that inspires and motivates their employees. Intellectual stimulation encompasses leaders who encourage creativity, critical thinking, and innovation among their subordinates. Lastly, individualized consideration entails leaders who provide support, coaching, and development opportunities tailored to the needs of each employee.

Remote work presents unique challenges such as reduced face-to-face interaction, increased autonomy, and potential feelings of isolation. In this context, transformational leadership becomes even more crucial in fostering employee engagement and performance. Transformational leaders, through their inspiring vision and charismatic influence, can mitigate the psychological distance inherent in remote work and create a sense of shared purpose and connection among remote employees (Dvir et al., 2020). Transformational leaders boost workers' motivation, job happiness, and dedication to their work by offering support, encouragement, and growth chances. This eventually affects their performance outcomes (Dvir et al., 2020; Sardeshmukh et al., 2020).

According to Asbari (2020), transformational leaders have a significant impact on employee engagement, which plays a vital role in remote employee performance. Engaged employees are emotionally invested in their work, proactive in contributing to organizational success, and feel a sense of purpose and fulfillment in their roles. Transformational leaders are adept at communicating a compelling vision and instilling a sense of meaning and significance in employees' work, thereby enhancing their engagement (Sardeshmukh et al., 2020). Through their inspirational motivation and individualized consideration, transformational leaders create a supportive environment that encourages remote employees to feel valued, empowered, and connected to their team and organization, driving their engagement levels. Ahmed and Al Amiri (2022) aver that job satisfaction is a critical factor in remote employee performance, as it influences various outcomes such as productivity, commitment, and retention. Transformational leaders, by demonstrating idealized influence and providing individualized consideration, contribute to employees' job satisfaction in remote work settings (Sardeshmukh et al., 2020). They create a positive work environment that fosters employee well-being, satisfaction, and work-life balance.

According to Asbari (2020), the efficacy of remote work hinges upon the availability and adequacy of technological infrastructure facilitating seamless communication, collaboration, and access to necessary resources. Scholars assert that robust technological support fosters employee engagement by mitigating barriers to productivity and enabling efficient task execution (Giddens, 2018). Remote work environments also necessitate reliance on digital communication modalities for interpersonal interaction and information dissemination. The research underscores the

significance of maintaining frequent and clear communication channels to sustain employee engagement and minimize feelings of isolation (Jackson, 2020). Bednall, et al. (2018) argue that trust is the foundational element underpinning effective remote work dynamics, where leaders demonstrate confidence in their team members' abilities to fulfill their responsibilities autonomously. This trust engenders a sense of empowerment among employees, encouraging them to take ownership of their tasks and make independent decisions, thereby enhancing their engagement and performance. Top et al. (2020) add that clear expectations form an additional cornerstone of supportive leadership in remote work settings. When leaders articulate explicit objectives, deliverables, and performance metrics, providing employees with a clear understanding of what is expected from them, minimizes ambiguity, empowering employees to prioritize tasks effectively and align their efforts with organizational goals. Moreover, clear expectations facilitate accountability and performance evaluation, enabling leaders to provide constructive feedback and recognition based on objective criteria.

Remote work in the insurance sector entails underwriting, claims processing, customer service, sales, and administrative tasks. In this type of workplace, employees utilize digital platforms, communication tools, and specialized software to perform their duties. Additionally, remote work in the insurance sector often involves virtual meetings with clients, collaborating with team members across different locations, and accessing and analyzing data and documents securely from remote locations. Reza (2019) avers that effective leadership is essential for setting clear objectives and expectations for remote teams. In the insurance industry, where accuracy and customer satisfaction are paramount, leaders must ensure that remote employees understand their roles, responsibilities, and performance metrics clearly. Clear guidance and direction from leaders help remote workers stay focused and aligned with organizational goals. Similarly, remote work in the insurance sector requires strong leadership to maintain motivation and engagement among employees. According to Kwan (2020), working remotely often leads to feelings of isolation and disconnection from colleagues and the organization. Leaders play a vital role in providing support and feedback to remote employees, helping them stay motivated and engaged in their work.

Insurance firms in Tamil Nadu, India, represent a significant sector within the state's economy, providing a range of insurance products and services to individuals and businesses. These firms operate within a regulatory framework established by the Insurance Regulatory and Development Authority of India (IRDAI), ensuring compliance with regulations and standards. Historically, remote work in the insurance industry has gradually evolved in response to technological advancements and changing work patterns. While traditional office-based work was predominant, the advent of digital technologies and communication tools enabled insurance professionals to perform tasks remotely (Arul & Punitha, 2020). This shift gained momentum in recent years, particularly with the emergence of cloud computing, virtual collaboration platforms, and mobile applications. The COVID-19 pandemic further accelerated the adoption of remote work practices, as insurance firms in Tamil Nadu, like elsewhere, implemented remote work arrangements to ensure business continuity and safeguard employee health (Beula et al., 2022). Today, remote work has become increasingly prevalent in the insurance sector, enabling employees to work from home or other remote locations while maintaining productivity, efficiency, and customer service standards. This transformation underscores the industry's resilience and adaptability to embrace remote work as a viable operational model.

## **Objective of the Study**

To determine the effects of transformational leadership on remote work performance: a case of insurance firms in Tamil Nadu, India.

## **LITERATURE REVIEW**

### **Transformational Leadership Theory**

The theory was proposed by Burns (1978) and suggests that leaders who exhibit transformational behaviors can positively influence the performance of their followers. According to the theory, transformational leaders possess a unique set of characteristics and behaviors that set them apart from other leadership styles. One prominent characteristic of transformational leaders is their ability to inspire and motivate their subordinates. Through their vision and passion, they can ignite a sense of purpose and enthusiasm within their teams. They communicate a compelling vision of the future, instilling a sense of optimism and excitement among their followers. Transformational leaders inspire their subordinates to strive for excellence and go above and beyond what is expected of them by connecting the work to a larger purpose.

Furthermore, transformational leaders possess the ability to intellectually stimulate their subordinates. They encourage creativity, innovation, and critical thinking. Transformational leaders empower their followers to develop new ideas and solutions. They foster an environment that values intellectual curiosity, where individuals feel safe to voice their opinions and take calculated risks. This intellectual stimulation not only enhances individual skills and knowledge but also contributes to overall organizational learning and adaptability. According to Leithwood and Jantzi (2005), when led by transformational leaders, employees often experience increased job satisfaction, engagement, and commitment. The inspiration and motivation provided by transformational leaders lead to higher levels of productivity and performance. Moreover, transformational leaders are known to cultivate a sense of trust and loyalty among their followers, which enhances teamwork and collaboration. The intellectual stimulation they provide promotes continuous learning and innovation, allowing organizations to adapt to changing environments and stay competitive.

One weakness identified by scholars, including Kwan (2020) is the challenge of measuring transformational leadership. The theory relies heavily on subjective assessments, making it difficult to quantify and compare leadership effectiveness across different contexts. In the study, ensuring an accurate measurement of transformational leadership behaviors may present challenges, and researchers need to address potential biases in self-reporting. Bryman also (1992) criticized the theory for its limited focus on transactional aspects of leadership, such as contingent rewards and management by exception. In the study, understanding the balance between transformational and transactional leadership behaviors may be crucial, as remote work environments often require a mix of both to ensure task completion and goal attainment.

### **Empirical Review**

Purwanto et al., (2021) sought to determine and examine the effect of transformational leadership, organizational commitment and job satisfaction on organizational citizenship behavior in supply chain management implemented company in Banten Province. The sample in this study was taken from 220 managers of supply chain management implemented company respondents. Sampling in

this study using the Simple Random Sampling technique. The analysis technique used was multiple regression analysis. The results of the analysis and testing showed that transformational leadership has a positive and significant effect on organizational citizenship behavior, job satisfaction has a positive and significant effect on organizational citizenship behavior, organizational commitment has a positive and significant effect on organizational citizenship behavior. This study concluded that transformational leadership, organizational commitment and job satisfaction influence organizational citizenship behavior in supply chain management implemented company.

Ongori and Nyabuti (2015) investigated the influence of transformational leadership on remote work performance in Kenyan insurance firms. A cross-sectional survey was conducted among employees of three major insurance companies in Nairobi, Kenya. Data were collected through questionnaires, measuring transformational leadership behaviors and remote work performance. The findings showed that transformational leadership significantly positively correlated with remote work performance. Employees under transformational leaders reported higher job satisfaction in remote work settings. Findings also showed that the inspirational motivation aspect of transformational leadership had the strongest impact on remote work performance.

Acquah (2018) explores how transformational leadership practices affect remote work outcomes in the insurance sector in Ghana. The study employed a mixed-methods approach, combining surveys and semi-structured interviews with employees from 10 insurance companies across Ghana. Findings showed that transformational leadership significantly predicted higher levels of employee engagement in remote work. Additionally, employees perceived a supportive organizational culture, fostered by transformational leaders, which positively influenced their remote work performance. The study revealed a positive association between transformational leadership and reduced feelings of isolation among remote workers.

Chin et al. (2017) examined the impact of transformational leadership on remote work performance among employees in Chinese insurance companies. A longitudinal survey was conducted across multiple insurance firms in major cities in China. Data on transformational leadership behaviors and remote work outcomes were collected using validated instruments. Findings showed that transformational leadership significantly correlated with improved remote work performance over time. The intellectual stimulation aspect of transformational leadership had a significant positive influence on employees' problem-solving abilities in remote work settings. Employees working under transformational leaders reported higher levels of job autonomy and self-efficacy in remote work.

A study by Demir (2016) investigated the relationship between transformational leadership and the performance of remote underwriters in listed Turkish insurance firms. Case study approach was adopted, focusing on two major insurance companies in Istanbul. Data were collected through interviews, surveys, and performance metrics analysis. The findings showed that transformational leadership significantly influenced remote work performance in both companies studied. Employees reported higher levels of trust in their leaders, which positively affected their remote work productivity. The study identified a significant positive association between transformational leadership and adaptability to remote work challenges.

Lee, Wang and Chen (2015) examined the effects of leadership practices on remote employees' job performance in selected telecommunication companies in Ghana. The study employed a

quantitative research design, using a survey questionnaire to collect data from remote employees. The questionnaire included measures of leadership behaviors and remote work performance indicators. The findings showed that transformational leadership positively influenced remote work performance, as employees reported higher levels of task performance, creativity, and adaptability. Remote employees perceived their leaders as providing clear expectations and goals, which helped them focus and prioritize their work, resulting in improved performance. Transformational leaders were found to foster a supportive and empowering work environment, encouraging remote employees to take ownership of their tasks and contribute innovative ideas.

Zhang, Liu and Li (2017) investigate the effects of leadership practices on task performance among remote employees in Alpha Manufacturing Ltd in China. This study employed a mixed-methods approach, combining surveys and interviews. The survey collected quantitative data on transformational leadership behaviors and remote work performance indicators, while the interviews provided qualitative insights into the experiences and perceptions of employees. The results showed that transformational leadership positively influenced remote work performance, with employees reporting higher levels of task performance, commitment, and job satisfaction. The remote employees perceived transformational leaders as providing guidance, support, and mentoring, which increased their confidence and competence in performing their tasks remotely. Additionally, transformational leaders were found to create a positive work environment that fostered trust, collaboration, and innovation among remote employees, leading to improved performance outcomes.

## METHODOLOGY

This research employed a descriptive research design. The target population consisted of all the remote employees in the 15 insurance firms in Tamil Nadu, India. Stratified random sampling was used to select 75 remote employees. Quantitative data was collected using a structured questionnaire and analyzed using SPSS 22 version through correlation and regression analysis.

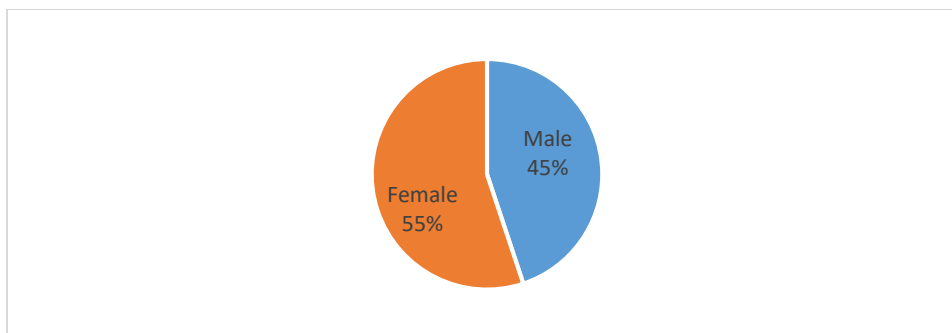
## FINDINGS

This section contains the results of the study. All the 75 questionnaires issued were well returned indicating a 100% response rate.

### Demographic Characteristics

#### *Gender of the respondents*

The respondents were asked to indicate their gender and the findings were as shown in Figure 1.

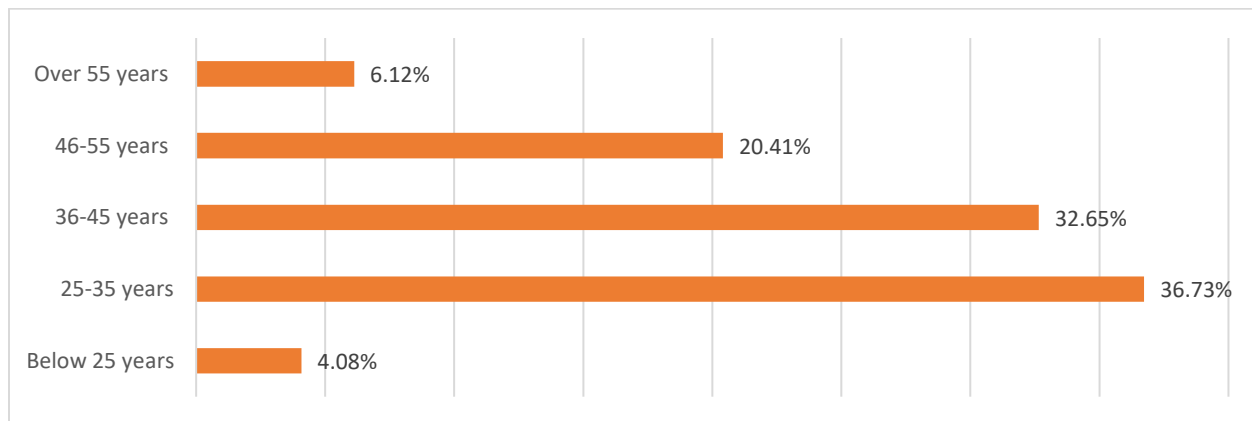


**Figure 1: Gender of the respondents**

The results presented in Figure 1 show that 55% of the employees were female while 45% were male. This implies that the majority of the remote employees in the insurance companies in Tamil Nadu are female. This is in agreement with Alias (2020) who argues that women are likely to seek out or be offered remote work opportunities due to a variety of factors, including a desire for better work-life balance, caregiving responsibilities, or personal preferences for remote work.

### ***Age of the respondents***

The study sought to determine the age of the employees working remotely in the insurance companies in Tamil Nadu. The data is presented in Figure 2.

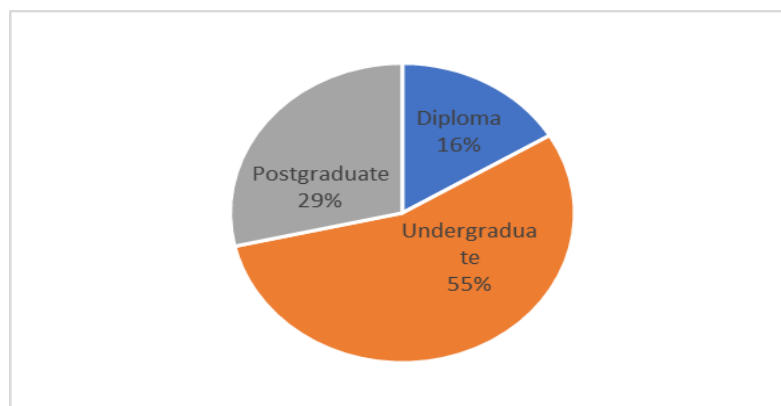


**Figure 2: Age of respondents**

From the results, the majority of the respondents were aged between 25-35 years, followed by respondents aged between 36-45 years and respondents aged between 46-55 years. Respondents aged above 55 years and below 25 years are few in the company. According to Ahmed (2019), young people, often referred to as digital natives, have grown up in a technology-driven era. They are generally more comfortable and proficient in using digital tools and technologies, making the transition to remote work, which heavily relies on technology, smoother for them.

### ***Highest level of education***

The study participants we asked to indicate their highest level of education and the findings were as shown in Figure 3.



**Figure 3: Highest level of education**

From the results of Figure 3, most of the respondents had undergraduate qualification certificates (55%) followed by respondents with postgraduate certificates (29%). Sixteen of the respondents had a diploma certificate as their education qualification.

## Descriptive Results

### *Transformational Leadership*

The researcher used a 5-point Likert scale questionnaire to collect information on transformation leadership from the study participants. The findings were presented using means and standard deviations as shown in Table 1.

**Table 1: Descriptive results for transformational leadership**

| Statement                                                                  | Mean | SD  |
|----------------------------------------------------------------------------|------|-----|
| My supervisor inspires me to exceed my expectations.                       | 4.2  | 0.3 |
| The management communicates a compelling vision for the future.            | 4.6  | 0.4 |
| The management fosters a culture of innovation and creativity.             | 4.4  | 0.2 |
| The top management encourages personal and professional growth.            | 4.0  | 0.3 |
| My supervisor demonstrates a high level of integrity and ethical behavior. | 4.7  | 0.2 |
| My supervisor provides individualized support and guidance.                | 3.9  | 0.5 |
| The management promotes collaboration and teamwork.                        | 4.4  | 0.2 |
| The top management challenges me to think differently and be innovative.   | 4.1  | 0.4 |

In assessing the supervisors' ability to inspire individuals to surpass their expectations, respondents generally expressed a strong agreement, as evidenced by a mean score of 4.2. The low standard deviation of 0.3 indicates a high level of consensus among participants, suggesting a consistent perception that their supervisors are successful in fostering an environment that encourages individuals to exceed their personal and professional expectations. Participants overwhelmingly agreed that their top management effectively communicates a compelling vision for the future, as reflected in the high mean score of 4.6. The slightly higher standard deviation of 0.4 suggests some variability in opinions, indicating that while the majority perceives the leader's communication as strong, there are minor differences in how individuals interpret the conveyed vision.

Respondents exhibited a strong consensus in acknowledging the managers' role in fostering a culture of innovation and creativity, with a mean score of 4.4. The exceptionally low standard deviation of 0.2 indicates a high level of agreement among participants, suggesting a uniform perception that the top leadership actively promotes an innovative and creative work environment in the studied insurance companies. Additionally, participants generally agreed that top management plays a significant role in encouraging personal and professional growth, as indicated by a mean score of 4.0. The low standard deviation of 0.3 underscores the consistency in perceptions, suggesting a shared belief that the top management of the studied insurance firms actively supports and promotes the development of individuals within teams.

There was a robust consensus among respondents regarding the management's demonstration of high integrity and ethical behavior, reflected in the elevated mean score of 4.7. The remarkably low standard deviation of 0.2 indicates a high degree of agreement among participants, underscoring a shared belief that the management consistently upholds ethical standards and integrity within the insurance firms. Furthermore, respondents widely acknowledged their supervisor's effectiveness in providing individualized support and guidance, as indicated by the mean score of 3.9. The relatively low standard deviation of 0.5 suggests a high level of agreement, emphasizing a consistent perception that the supervisors tailor support and guidance to the unique needs of remote employees.

Additionally, there was a strong alignment among respondents in recognizing the management's efforts to promote collaboration and teamwork, with a mean score of 4.4. The low standard deviation of 0.2 indicates a high level of agreement, emphasizing a shared belief that the leader actively fosters an environment conducive to collaboration and effective teamwork. Moreover, most respondents agreed that the top management effectively challenges them to think differently and be innovative, as reflected in the mean score of 4.1. The exceptionally low standard deviation of 0.4 underscores a high degree of consensus among participants, highlighting a uniform perception that the top management of the studied insurance firms encourages a culture of innovation and novel thinking.

### **Remote Employee Performance**

The remote employees sampled for the study were asked to indicate their remote task performance. The responses were to be provided on a 5-point Likert scale where 1= strongly agree, 2 disagree, 3=neutral, 4=agree and 5= strongly agree. The findings were presented in means and standard deviations as shown in Table 2.

**Table 2: Remote employee's performance**

| <b>Statement</b>                                                   | <b>Mean</b> | <b>SD</b> |
|--------------------------------------------------------------------|-------------|-----------|
| I can effectively accomplish my tasks remotely.                    | 4.3         | 0.3       |
| I consistently meet deadlines while working remotely.              | 4.5         | 0.8       |
| The remote work setup enhances my efficiency and output.           | 4.4         | 0.8       |
| My remote work allows me to maintain a high level of productivity. | 4.0         | 0.6       |
| I am creative in my remote work                                    | 3.9         | 0.5       |
| Customers are satisfied with my work                               | 4.1         | 0.5       |
| I always achieve my set job goals                                  | 3.8         | 0.7       |
| I can communicate effectively with my team while working remotely. | 3.9         | 0.9       |

From the findings, the majority of the respondents agreed that they can effectively accomplish their tasks remotely as shown by a mean of 4.3 and a standard deviation of 0.3. Most of the respondents also agreed that they consistently met deadlines while working remotely as shown by a mean of 4.5 and a standard deviation of 0.8. Similarly, most of the respondents indicated that remote work setup enhances their efficiency and output as shown by a mean of 4.4 and standard

deviation of 0.8. Most of the respondents also agreed that remote work allows them to maintain a high level of productivity as shown by a mean of 4.0 and a standard deviation of 0.6. Additionally, most of the respondents indicated that they are creative in their remote work as seen by a mean of 3.9 and a standard deviation of 0.5. Furthermore, most of the respondents agreed that customers are satisfied with their work as represented by a mean of 4.1 and standard deviation of 0.5. Most of the respondents also indicated that they always achieve their set goals (Mean=3.8, SD=0.7). Furthermore, most of the respondents indicated that they can communicate effectively with their team while working remotely (Mean=3.9, SD=0.9).

### Correlation Analysis

A correlation analysis was conducted to investigate the relationship between transformational leadership and remote workers in insurance firms in Tamil Nadu, India. The findings are presented in Table 3.

**Table 3: Correlation analysis**

|                             |                     | Transformational leadership | Remote employee performance |
|-----------------------------|---------------------|-----------------------------|-----------------------------|
| Transformational leadership | Pearson Correlation | 1                           |                             |
|                             | Sig. (2-tailed)     |                             |                             |
| Remote employee Performance | Pearson Correlation | .721**                      | 1                           |
|                             | Sig. (2-tailed)     | 0.000                       |                             |

The findings indicate a strong positive and significant relationship between transformational leadership and performance of remote workers in insurance firms in Tamil Nadu, India ( $r=0.721$ ,  $p=0.000$ ). This suggests that more transformational leadership would lead to improved remote employee performance, a finding consistent with Ongori and Nyabuti (2015) who found that transformational leadership significantly positively correlated with remote work performance among remote employees in Kenyan insurance firms.

### Regression Analysis

A regression analysis was conducted to determine the influence of transformational leadership on performance of remote workers in insurance firms in Tamil Nadu, India. The findings are presented in Table 4.

**Table 4: Model summary**

| Model | R     | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------|----------|-------------------|----------------------------|
| 1     | 0.721 | 0.519    | 0.502             | 0.8784                     |

The results in Table 4 show that transformational leadership explains 51.9% of the total variations in performance of remote workers in insurance firms in Tamil Nadu, India ( $R^2 = 0.519$ ) in, while 48.1% is explained by other variables not included in the model.

**Table 5: Regression coefficients**

|                             | $\beta$ | Std. Error | t     | Sig.  |
|-----------------------------|---------|------------|-------|-------|
| (Constant)                  | 0.442   | 0.194      | 2.27  | 0.000 |
| Transformational leadership | 0.486   | 0.141      | 3.446 | 0.003 |

The regression coefficients results show that transformational leadership has a positive and significant influence on performance of remote workers in insurance firms in Tamil Nadu, India ( $\beta=0.486$ ,  $p=0.003$ ). A unit improvement in transformational leadership would lead to an improvement in remote employee performance by 0.486 units, a finding that agrees with Lee, Wang and Chen (2015) who found that transformational leadership positively influenced remote work performance in telecommunication firms in Ghana, as employees reported higher levels of task performance, creativity, and adaptability. Remote employees perceived their leaders as providing clear expectations and goals, which helped them focus and prioritize their work, resulting in improved performance. The results also agreed with that of Zhang, Liu and Li (2017) who found that transformational leadership positively influenced remote work performance among remote workers in Alpha manufacturing firm in China as they perceived transformational leaders as providing guidance, support, and mentoring, which increased their confidence and competence in performing their tasks remotely.

## DISCUSSION OF FINDINGS

The research findings underscore a compelling and affirmative connection between transformational leadership and the remote work performance of employees within insurance firms in Tamil Nadu, India. The evidence suggests that leaders who embody transformational qualities, such as inspirational motivation and intellectual stimulation, play a pivotal role in enhancing the overall performance of remote workers. This aligns with prior research by Purwanto et al., (2021) who emphasized the transformative impact of leadership on employee motivation and performance. The positive correlation identified in our study reinforces the notion that transformational leadership is a key determinant in shaping remote work outcomes.

In addition to the positive relationship between transformational leadership and remote work performance, the findings resonate with the work of Avolio and Yammarino (2013), who posited that transformational leaders foster a sense of engagement and commitment among employees. The study aligns with this perspective, revealing that transformational leaders contribute significantly to employee engagement in the context of remote work. The ability of leaders to inspire and communicate a compelling vision has been linked to increased employee commitment, echoing the significance of transformational leadership in remote work environments.

The research outcomes also highlight the establishment of a culture of trust and collaboration as a crucial aspect of transformational leadership in the remote work setting. This finding supports the work of Acquah (2018) who emphasized the role of transformational leaders in building trust

within teams. In the context of insurance firms in Tamil Nadu, transformational leaders are perceived as instrumental in creating an environment where trust thrives, leading to improved collaboration among remote teams. This aligns with past research, further substantiating the generalizability of transformational leadership principles across different industries and cultural contexts.

The study contributes to the existing body of knowledge by confirming a robust and positive relationship between transformational leadership and remote work performance in insurance firms in Tamil Nadu, India. The findings are consistent with established leadership literature, affirming the enduring impact of transformational leadership on employee motivation, engagement, and collaboration. As organizations continue to navigate the complexities of remote work, recognizing the significance of transformational leadership becomes paramount in fostering high-performing remote teams. The implications of this research extend beyond the specific industry studied, providing valuable insights for organizational leaders seeking to optimize remote work outcomes.

## CONCLUSION

The regression coefficients obtained from the analysis indicate a positive and statistically significant influence of transformational leadership on the performance of remote workers in insurance firms in Tamil Nadu, India. It was therefore concluded that as the level of transformational leadership increases, there is a corresponding positive impact on the performance of remote workers. The significance of these coefficients suggests that the leadership style characterized by inspiration, motivation, and support has a meaningful association with enhanced performance outcomes among employees working remotely in the insurance sector.

These findings align with the broader understanding of the positive effects of transformational leadership on employee performance, particularly in the context of remote work. The results imply that leaders who exhibit transformative qualities, such as fostering a shared vision, encouraging innovation, and providing individualized support, contribute significantly to the success of remote work arrangements within the insurance firms studied in Tamil Nadu. This underscores the importance of leadership practices in shaping the performance dynamics of remote teams, highlighting the potential for transformative leadership to be a key driver of success in the evolving landscape of work, particularly in the insurance industry in this region.

## RECOMMENDATIONS

This study recommends insurance firms in India to recognize the unique challenges faced by remote workers and implement support mechanisms tailored to their needs. This may include regular check-ins, personalized guidance, and opportunities for professional development. Managers should be trained to provide individualized support, acknowledging the diverse circumstances and requirements of each remote team member. The study also recommended that organizations should develop clear and measurable performance metrics for remote workers, aligning them with organizational goals. Establish feedback mechanisms that allow for continuous evaluation of individual and team performance. Regular performance reviews and constructive feedback sessions can help remote workers understand their strengths, address areas for improvement, and stay motivated toward achieving organizational objectives.

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