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Leadership Communication Practices for Enhancing Performance in Hybrid Project Teams.

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Abstract :

The increasing use of hybrid work arrangements has altered how project teams interact, communicate, collaborate, and perform. Hybrid project teams, where some team members work remotely and others on-site, present both opportunities and challenges for leadership effectiveness. Leadership communication is essential for ensuring alignment in these environments. As it helps maintain clarity, enables collaboration, and drives team performance. While hybrid work is becoming more important, there are still few studies that have empirically focused on how leadership communication practices enhance team performance and the mechanisms driving this relationship. This research mainly aims to examine the impact of leadership communication practices for enhancing performance in hybrid project teams. This study gives special attention to trust, communication and collaboration and their contribution to hybrid team performance. The study is based on transformational leadership theory, transactional leadership theory, leader–member exchange theory, media richness theory, and team effectiveness theory. The main focuses on key concepts such as leadership communication practices, trust, communication and collaboration, and hybrid team performance. A quantitative method using a cross-sectional design was applied in this study. The study collected data from the employees working in hybrid project teams within a single organization in Bangladesh through a structured online survey. The survey used a five-point Likert scale to assess the main variables several times. Data analysis was collected using SPSS. Descriptive statistics, reliability analysis, correlation analysis, regression analysis, multiple regression analysis, and mediation analysis to assess the relationships among the variables. The results suggest that leadership communication practices have a significantly enhances trust and communication and collaboration. Trust was found to have a strong positive effect on communication and collaboration and is the key predictor of hybrid team performance. Although both leadership communication practices and communication and collaboration did not remain significant predictors in the full regression model when trust was included. Moreover, the mediation analysis suggests that trust plays a complete mediator role between leadership communication practices and hybrid team performance. Overall, the study concludes that leadership communication is important in hybrid teams, but its effect on performance is mainly indirect and driven by trust. When leadership communication is strong, it builds trust, reduces uncertainty, supports better communication and collaboration, and improves overall team performance. This study advances the understanding of hybrid leadership by identifying trust as the main pathway through which communication practices lead to team performance.

Keywords: Hybrid Leadership Practices, Hybrid Project Teams, Hybrid Team Performance, Project Management, Communication and Collaboration, Trust

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1 Introduction

Modern project environments now depend on hybrid work as their main operational method, which transforms team connections, joint work, and project results delivery. The combination of remote and on-site work environments, which organizations now use, creates new difficulties for project teams who need to manage their coordination, leadership, and performance activities. The new work structures required leaders who can manage remote team members while maintaining team unity, active participation, and on-time project completion. Hybrid project teams, which have members from different cultural backgrounds and communication styles and expectations, need strong leadership communication skills to succeed in their work. The chapter provides background information about the study while defining essential terms and describing the research gap, research objectives, and questions.

1.1 Background of the study

The operation of hybrid work models has resulted in global changes to organizational operations. The use of hybrid teams has become more widespread because of technological progress, global collaboration needs, and the demand for flexible work options (Handke et al., 2024). The models provide multiple benefits, which include access to different kinds of talent, shorter travel times, and greater freedom for employees to work independently. The hybrid work model creates problems for teams because it makes it harder for them to communicate and work together to build team spirit.

The hybrid work environment creates communication difficulties because team members depend on digital tools for their work instead of direct human contact. The situation leads to people misunderstanding each other while information gets shared at a slower pace because social presence decreases. Multicultural teams face these difficulties at a higher level because their team members must deal with three different aspects of their work, which are language barriers, cultural differences, and their distinct ways of communicating with each other (Stahl et al., 2010). Leadership communication acts as the main factor which enables hybrid teams

to maintain their shared understanding and knowledge of their work while building their involvement in team activities.

The communication style of the leader creates effective leadership communication, which combines three elements, including clear communication, transparent information sharing, and the ability to include others to provide feedback at appropriate times to connect remote workers with their on-site colleagues. Leadership communication affects trust, team cohesion, and collaboration ability of teams, which distributed teams need to reach a high performance level (Avolio et al., 1999; Hoch & Kozlowski, 2014). The hybrid team experiences decreasing work motivation, team participation, and task management problems because their communication does not happen consistently and becomes difficult to understand.

The performance of hybrid teams depends on team cohesion as a critical factor. The team achieves cohesion when team members develop strong interpersonal relationships and share the same target with complete team unity. The hybrid work environment creates challenges for teams to stay united because the remote work setup prevents them from developing personal relationships with coworkers. The ability of cohesive teams to share information and work together to recover from difficulties remains consistent throughout their work (Mesmer-Magnus & DeChurch, 2009). Leadership communication serves a key function between teams to work as a single entity. The leadership communication pattern within an organization operates as the main factor which established how hybrid teams will succeed in their work.

1.2 Problem Statement and Research Gap

The fast transition of hybrid work systems has altered all aspects of project team operations, which include their communication methods, their collaboration efforts, and their project delivery processes. Organizations now use hybrid project teams, which include remote workers who collaborate with on-site employees because of improved technology and their need for flexible work arrangements. Hybrid systems enable businesses to hire from a large talent pool while they successfully create better employee work-life balance, but these systems create serious problems for effective communication. Remote employees and in-office staff members do not receive the same information access, which leads to less chance

for unplanned meetings and results in problems with mutual information(Gibson & Gibbs, 2006). The communication gaps between team members will create problems because they lead to broken relationships, which make teamwork harder and result in lower team productivity.

The challenges that need resolution depend on how leaders communicate with their teams. Effective leadership communication, characterized by clarity, transparency, and timely feedback, is essential for ensuring alignment and cohesion in hybrid teams. The elements of leadership communication that need to be improved in multicultural hybrid teams include leadership ability, cultural understanding, and communication skills (Hinds et al., 2011).

Research on leadership communication practices in hybrid work settings and their effects on team performance has received little empirical study despite increased hybrid work adaptation. Researchers have studied traditional teams and fully virtual teams, but they did not investigate hybrid project teams which use different operational methods. Researchers have established the value of communication through Transformational Leadership, Leader Member Exchange, and Media Richness Theory, but few studies have investigated how these theories apply to hybrid project teams.

The team cohesion functioning, which operates as a mediator, creates another research gap because scientists have not studied this aspect. Research shows that cohesion is a key predictor of team effectiveness, particularly in distributed teams where interpersonal relationships are harder to maintain (Breuer et al., 2016). Scientists need to learn more about how leaders use their communication skills to build team cohesion in hybrid groups and how team cohesion affects organizational communication patterns and performance outcomes. Researchers need to investigate how leadership communication practices enhance performance in multicultural hybrid project teams because this study lacks empirical evidence supporting this claim. The current research gap exists because team members need to discover which leadership communication practices work best in hybrid settings and how these practices establish trust and support communication and collaborative efforts. Researchers need to investigate how team members use leadership communication to

develop trust and communication skills and how this process helps improve team performance.

1.3 Research Questions

- What leadership communication practices work best for managing hybrid project teams?
- How do leadership practices influence trust, communication and collaboration among hybrid team members?
- What leadership communication strategies can help create high-performing and supportive hybrid project teams?

1.4 Research Objectives

- To identify leadership behaviour that improves team performance, collaboration, and coordination in hybrid project teams.
- To explore how leadership practices build trust, enhance communication, and foster collaboration in hybrid teams.
- To suggest practical leadership communication strategies for creating effective, well-coordinated, and supportive hybrid project teams.

1.5 Key Teams and Definitions

1.5.1 Hybrid Leadership Practices

Hybrid leadership practices refer to the communication behaviours, strategies, and actions leaders use to manage teams that operate across both remote and on-site environments. The team members need to receive clear instructions about their tasks, and the team must have open communication channels with the team leader, who provides feedback to members

while supporting all members of the team, regardless of their work location. The process of hybrid leadership requires leaders to choose the right communication methods while they build trust, and their team works together in a remote environment. The ability to lead in hybrid environments requires three main skills, which include adaptability, digital communication proficiency, and the ability to maintain remote work engagement (Contreras et al., 2020).

1.5.2 Hybrid Project Teams

The hybrid project team model brings together members who work towards a common project objective through their work in both physical locations and virtual environments. Some team members perform their tasks from home while their colleagues work together in the office space. The teams depend on digital communication tools, together with remote work options and their established work system, to perform their tasks. Hybrid teams operate with members from different cultural and geographical backgrounds, which increases their creative potential while creating difficulties for communication and coordination according to (Gibson & Gibbs, 2006).

1.5.3 Hybrid Team Performance

Hybrid team performance indicates the extent to which hybrid project teams achieve their objectives, deliver high-quality outcomes, maintain productivity and collaborate effectively despite working across different locations. Hybrid team performance depends on how well members exchange information, build trust, work together to achieve goals, and combine their work from different locations. Research shows that well-structured communication, together with strong team processes, leads to better performance results in both distributed teams and hybrid teams (Breuer et al., 2016).

1.5.4 Project Management

The process of project management enables teams to achieve their goals by implementing systematic methods for planning, organizing, and controlling project work while adhering to

time, cost, scope, and quality limitations. The project manager needs to handle three main responsibilities, which include coordinating all project work through resource management, risk assessment, stakeholder communication, and project progress monitoring throughout the entire project timeline. Project management in hybrid project environments needs to establish digital tool integration with virtual collaboration methods and communication systems that enable remote team members to work together with those who are present on site. Hybrid project management helps teams work together better between different locations because it helps them stay focused and deliver good results according to (Mir & Pinnington, 2014).

1.5.5 Communication and Collaboration

Team members share information and ideas through verbal methods, written methods, and digital methods of communication. Hybrid teams need clear communication and consistent communication and digital tools to achieve shared understanding between remote workers and on-site team members. The process of collaboration requires people to work together so they can reach their common objectives while they manage their duties, resolve their conflicts, and combine their different viewpoints. Effective communication becomes crucial for successful teamwork because it helps hybrid teams and multicultural teams, which face physical distance and cultural differences, in their ability to communicate (Sarker et al., 2011a).

1.5.6 Trust

Trust describes the extent to which team members depend on each other and accept vulnerability based on honesty, reliability, and in the team's best interest. Trust plays a vital role in hybrid project teams, where members work remotely, depend on digital tools for communication, and have limited informal in-person exchanges. When trust is strong, it enables the free flow of information and encourages teamwork. Here, Trust refers to confidence in the leader's honesty and fairness, as well as in team members' ability to provide accurate information and reliability across both remote and on-site work situations. Strong

empirical support for the mediation model suggests that communication influences individual performance through trust(Sarker et al., 2011b).

1.6 Purpose and Importance of the Study

The present study holds importance because hybrid work now exists as a standard practice in current project settings, yet organizations face difficulties to manage trust and communication and collaboration in hybrid team environments. The combination of remote and on-site employees creates communication problems, and social presence decreases and coordination difficulties that result in negative impacts on team performance. Organizations need to understand how leadership communication practices resolve these problems because they create barriers that stop successful hybrid team operation.

The study connects transformational leadership, leader-member exchange, media richness theory, and team effectiveness research to explain how leadership communication affects trust development and team cohesion and project team performance in a hybrid project team. Virtual teams and traditional teams have received research attention, but researchers have not conducted enough empirical studies on hybrid project teams which include multicultural team members. The research study investigates how leadership communication methods impact team functions and results within hybrid environments.

The research study delivers practical solutions that team leaders and organizations can use to boost hybrid team productivity. The study shows how organizations should create leadership methods for hybrid work environments by identifying communication methods that build trust and improve collaboration and coordination between teams. Organizations can use these insights to create training programs, communication protocols and leadership development initiatives which enhance their hybrid teamwork capabilities.

1.7 Structure of the Thesis

The study consists of five distinct chapters that contain its entire content. Chapter 1 introduces the research by outlining the background, problem statement, research gap, research

question, objective, and key definitions. Chapter 2 presents a review of relevant literature and the guiding theoretical framework of the research. Chapter 3 explains the research methodology through its descriptions of design methods, data collection techniques, and analysis methods. Chapter 4 presents empirical findings based on the collected data. Finally, chapter 5 discusses the results, concludes the study, and provides recommendations that guide future research.

2 Literature Review

The study focuses on leadership communication practices that enhance performance in hybrid project teams. In a hybrid team, some team members work remotely while others work from the office. Nowadays, this type of working arrangement has become very common in modern project-based organizations. Leaders need to manage communication more carefully, build trust among team members who are not always physically together, and ensure that the team performs effectively (Hertel et al., 2005). This chapter presents theoretical frameworks of the study, transformational leadership theory, leader-member exchange theory, media richness theory, and team effectiveness theory. Also discussed how leadership influences trust and collaboration and explores strategies that contribute to the development of high performing hybrid project teams.

2.1 Hybrid work in project teams

Hybrid work environment describes the combination of working from home and in-office work, in which employees coordinate their work through digital communication tools (Deschênes, 2024). The concept of hybrid work has been growing in project-based environments where teams have to integrate expertise across different locations. (Allen et al., 2015) suggest that hybrid work arrangements are most beneficial when a balance of face-to-face and virtual contact is maintained. In project-based work, face-to-face interaction is important during the early phases of a project, while excessive physical separation can weaken knowledge sharing and collaboration.

One of the important characteristics is that they must operate across two work environments at the same time, physical workplace interaction and digitally mediated collaboration. Because project work is time-bound and highly interdependent. Hybrid project team frequently needs clearer routines to ensure that everyone is aligned on priorities, responsibilities, and decisions. Another characteristic is that hybrid meeting will take the centre role. Meetings on hybrid projects will include both co-located and remote members.

This mixed presence arrangement can create an imbalance if the meeting design does not support equal access to discussion, decision-making, and visibility of participation. (Ellis et al., 2022) describe that hybrid meeting shows that productivity and inclusivity depend on deliberate facilitation. Also focused on the interaction between people in a hybrid format. Which means that the organization, if the meeting is not just only a technical problem but also a coordination and leadership problem. For these situations, hybrid project teams often require a more specific structure and routine compared to co-located teams. Such routines encompass meeting schedules, reporting practices, updates on progress, escalation procedures, and documentation of vital decisions. In hybrid settings, where not all members have equal access to informal conversations and immediate clarification, the lack of clear routines may result in slower coordination, repeated clarification, and rework. Studies on virtual team management have shown that distributed teams perform better when clarity, structure and coordination among team members are reinforced by leadership and team process (Hertel et al., 2005).

Similarly, studies on (Hertel et al., 2004) team interdependence indicate that performance in geographically distributed work environments depends heavily on management practices that support task awareness and coordination across interdependent tasks. Besides, it is also imperative that hybrid project teams be in a continuous state of synchronous and asynchronous communication balance. Certain tasks need to be discussed immediately, clarified very quickly, and coordinated in real time, whereas others could be managed well with the help of written reports, shared files, or updates that are recorded. This renders channel choice in communication of particular concern in the hybrid settings. The media richness theory indicates that communication media can be more suitable than others in relaying cues, giving feedback, reducing ambiguity, and that richer communication media are more suitable compared to leaner communication media in more complex (Daft & Lengel, 1986). In project, leaders should hence undertake deliberate decisions concerning the manner and timing of communication to ensure coordination is on time and minimize confusion. It is possible to define hybrid project team environment as mixed work arrangements, great interdependence, multichannel communication, and a strong necessity to have structured coordination routines.

The hybrid project teams use different collaboration methods to work with their team members who are in various places. The team needs to run immediate discussions between team members who need to create fast agreements while they work through their tasks through written documents, shared documents, and distance communication. The hybrid project needs teams to develop meeting schedules, progress tracking systems, and decision-making processes that create more precise operational paths than teams that work completely in the same physical space. The teams will face coordination difficulties, which will cause them to spend more time on explaining things and redoing tasks when the standard operating procedures lack proper implementation (Hertel et al., 2005).

2.2 Challenges in Hybrid Project Teams

One of the main challenges in hybrid project teams encounter occurs when project leaders fail to create communication routines because this leads to coordination problems between team members. Project work is dependent on one another, works are done under a very tight deadline team needs effective communication. The lack of established rules for decision-making processes, which include updating, escalation and documentation tasks will lead to hybrid teams experiencing decision delays and diminished abilities to coordinate their work. Research on virtual teams shows that distributed team effectiveness depends on management practices that establish clear boundaries and structure work systems and promote team member interdependence throughout their work (Hertel et al., 2004). In the hybrid team, communication patterns depend on decided methods which require planning activities and support for project leaders for execution.

The second problem, which needs to be resolved, occurs when people cannot communicate effectively, which results in one group having more information than their counterparts. The team members working in distributed environments fail to share the same situational context, which results in task misunderstanding and important information being missed, and team members making incorrect assumptions about others' knowledge capacity. (Cramton, 2001)

describes this as the mutual knowledge problem, which occurs when team members mistakenly think that their colleagues possess the identical information and background knowledge that they themselves hold. In a project environment, communication gaps lead to decreased productivity, which creates higher chances of project delay and operational mistakes.

Trust development also becomes more difficult in hybrid project teams. Trust establishes itself in traditional co-located teams through their regular face-to-face interactions and informal communication methods. Technology-mediated interaction occurs more frequently in hybrid settings, which results in fewer occasions for relationship building and spontaneous exchanges between people. The research about virtual teams shows that trust in distributed environments depends on how team members deliver their communication in terms of quality, reliability, and transparency (Jarvenpaa & Leidner, 1999). When trust is weak, members show less willingness to share information with others, while they depend on their teammates for support and take part in group work, which creates problems that affect team effectiveness.

Hybrid teams face challenges when it comes to sharing knowledge with others. Research suggests that virtuality affects how people transfer information, particularly when using digital communication systems for their exchanges. The team will experience difficulties when team members need to share their concepts according to their established communication methods and work together through their designated cooperation processes (Mesmer-Magnus et al., 2011). The creation of communication norms and coordination mechanisms by leaders creates a framework that enables organizations to manage knowledge sharing through the distribution of information in a fast and open manner.

Hybrid teams face obstacles that prevent their members from attending meetings and fully participating in them. Hybrid meetings create mixed presence environments because they include members who are either co-located or remote, which leads to participation problems

that can occur throughout the meeting. Remote members encounter visibility problems because they lack decision-making power when meetings lack proper facilitation. The research about hybrid meetings shows that two factors determine their success, the active facilitation of meetings and the controlled management of participant interactions (Ellis et al., 2022). Remote team members will feel alienated from key discussions and decisions when leaders do not handle these particular social dynamics.

Leaders who manage hybrid teams must modify their existing leadership methods to meet the demands of current communication technologies. Leadership approaches that work effectively in fully co-located teams cannot always be transferred directly to hybrid or digitally mediated settings. Leaders must develop communication practices that link their digital collaboration tools with face-to-face interaction, which enables them to achieve transparency and team cohesion (Wiatr & Skowron-Mielnik, 2023). The Hybrid project teams face multiple challenges, which require leaders to manage different issues that stem from trust development and knowledge sharing, and equitable participation and coordination gaps. Hybrid teams establish coordination and performance success through two elements, which include dedicated communication structures and flexible leadership, that handle multiple challenges between team members who work in separate locations.

2.3 Leadership Communication Practices in Hybrid Teams

Hybrid project teams in which members work in both physical and digital environments require leadership communication as their primary factor to achieve successful operations. The standard ways people interact in organizations get disrupted by hybrid work models because these models create barriers to unplanned exchanges and result in uneven information distribution, which leadership communication needs to resolve to retain organizational trust and teamwork. Leadership communication practices influence trust, communication and collaboration among hybrid team members. Because people use communication to build relationships through their social interactions with others. Hybrid teams need their leaders to implement communication methods that require more

intentionality, structure, and relationship building than the methods applied in traditional co-located teams. The combination of three specific challenges, which include diminished visibility of remote workers and disrupted team cohesion and uneven communication patterns, requires active leadership communication solutions to prevent these issues from disrupting team unity and work performance, according to (Hoch & Kozlowski, 2014).

Hybrid teams face their most serious difficulty because their members use different ways of communication. Teams use synchronous communication tools, which include video conferencing and live meetings, together with asynchronous communication tools like email, messaging systems, and project management applications. Media Richness theory (Daft & Lengel, 1986) provides a useful lens to understand how leaders should navigate these channels. The theory states that rich media serve better for complicated, unclear, and emotionally charged communication, while lean media handle simple progress reports. Leaders who select incorrect communication channels for their messages will cause their team members to misunderstand, their projects to have delays, and their messages to lose clarity. Virtual and hybrid team studies demonstrate that teams achieve communication success when they choose appropriate communication methods which match their task requirements while providing all team members equal access to information. The multilevel perspective of virtual leadership, which was developed (Liao, 2017) serves as a fundamental principle that shows the vital necessity for teams to operate with equal information access rights. Leaders need to build communication systems that deliver structured, predictable, and transparent information to help their team members handle the difficulties of hybrid work.

Hybrid teams depend on leadership communication to establish trust among their team members. The absence of informal gatherings prevents team members from building relationships, which makes the hybrid work environment more challenging to build and maintain trust. Remote employees feel more invisible, less supported, and less connected to their leaders than their counterparts who work in the office (Kniffin et al., 2021). Transformational leadership patterns, which include inspirational communication and personalized attention, and intellectual development work especially well in hybrid

environment because they help leaders create emotional bonds with their team members (Bass, 1990). Leaders who create a convincing vision for their organization and display faith in their team and recognize individual achievements, build psychological safety and trust, which become vital for hybrid team productivity. The trust level between hybrid teams goes up when leaders maintain regular communication and treat everyone fairly and establish spaces for open discussions (Breuer et al., 2020).

Leadership communication needs to deliver clear messages that remain consistent for hybrid teams to succeed. Hybrid work environments create role and responsibility and expectation confusion because team members work from different locations and time zones. Hybrid teams need transactional leadership behaviours which involve leaders to establish precise goals and performance benchmarks, and provide current performance assessments to sustain their operational efficiency (Bass, 1990). Leaders who communicate expectations clearly reduce uncertainty and help team members align their efforts with project objectives. Hybrid teams that have strong task-oriented communication achieve better performance because they gain better coordination as their work progresses without interruption (Carnevale & Hatak, 2020). Structured communication creates effective coordination by establishing clear responsibility assignments, deadline specifications, and work standard definitions.

Team members use leadership communication as a vehicle to exchange knowledge and solve problems and work together on tasks that depend on each other. Team members experience greater difficulty working together in hybrid environments because they have different access to information, different working hours, and different ways of participating. Leader Member Exchange theory (Graen & Uhl-Bien, 1995) suggests that high-quality communication between leaders and individual team members fosters trust, mutual respect, and collaboration. Leaders in hybrid environments need to sustain contract with their remote workers because failure to do so will create distinctions between physical proximity and remote workers. Inclusive communication practices which include rotating speaking opportunities and using digital tools to democratize participation and ensuring equal access to information will enhance collaboration and decrease remote employees feelings of being alone (Gilson et al., 2015).

The team needs leadership communication to keep their group together in hybrid work environments. Team cohesion suffers why team members stay apart because they miss chances to build informal relationships and share common objectives and to establish team principles and to create an atmosphere to belonging among their team members. The effectiveness theory (Mathieu et al., 2008) demonstrates that communication quality serves as the primary factor that establishes team bonding, operational harmony, and team success. Leaders who maintain constant authentic communication establish a common team identity which persists through geographical team member separation. It shows how leadership communication works as a trust-building mechanism that improves both collaboration and hybrid team performance. Through their communication practices, leaders build team cohesion, which helps hybrid teams deal with relationship and structural problems that commonly lead to performance drops.

Leadership communication serves as the essential base that enables hybrid teams to achieve their objective. The system establishes trust and operational teamwork, team unity, and performance results through its transparent framework, which provides remote and in-office staff members with equal chances to build relationships. Organizations with hybrid work environment need their leaders to practice communication methods which require both structured design and intentionality and empathetic delivery. The section establishes the fundamental connection between leadership communication, hybrid team relationships, and work performance.

2.4 Trust, Collaboration, and Team Performance

The success of hybrid project teams depends on three interconnected elements, which include trust, collaboration, and team performance. Team members face difficulties in building trust relationships because hybrid work environments create both physical and psychological barriers, which increase the significance of trust-building activities. Trust establishes the essential bond that enables effective teamwork. This permits team members

to communicate freely while building dependable relationships under restricted face-to-face contact. Trust in hybrid and virtual environments depends on three communication qualities, which include effective communication, consistent communication, and transparent communication (Breuer et al., 2020). Team members who trust each other will create a safe space to present their thoughts and seek clarification while acknowledging their errors, which serves as an essential requirement for successful project execution. Team members will not trust each other, which results in them sharing less information while creating more misunderstandings that harm group performance.

Hybrid team functioning requires collaboration as its second main component. The team members utilize collaboration to execute their tasks while exchanging knowledge and working collectively toward their common objective. Hybrid teams experience higher difficulties in collaboration because their members work from multiple locations while dealing with different time zones and communication platforms. Studies demonstrate that hybrid teams succeed in their collaborative efforts when they implement organizational communication systems, use common digital resources, and establish mutual participation standards (Gilson et al., 2015). The need for spontaneous interactions to occur naturally in dispersed environments gets restricted by these environments, which results in a decrease in problem-solving capacity and creative output. Leader Member Exchange theory explains that effective leader team member communication creates better collaboration because it builds mutual respect and trust, and enables teams to exchange information freely (Graen & Uhl-Bien, 1995). Leaders who interact continuously promote partnership between staff members.

Trust and collaboration maintain a relationship that moves in both directions. Trust allows team members to work together more effectively, while successful collaboration increases trust because people who work together show their trustworthiness and skill proficiency. Hybrid teams depend on this dynamic because their members need physical presence to strengthen their social bonds. Organizations that build collaborative frameworks while creating trust through their organizational structure will achieve success in their hybrid environments (Liao, 2017). Collaboration breaks down when trust levels decrease, which

causes teams to produce identical work, their members hold different expectations, and project execution gets delayed.

Hybrid environments experience team performance changes that result from both relational and structural factors. The results of team performance depend not only on individual competencies but also on how well team members communicate and build trust with each other and work together. Team performance depends on individual competencies but also on how well team members communicate, build mutual trust with each other and work together. Team performance at the team member level depends on three elements, which include team member attributes, leadership elements, and team member communication and trust relationship management(Mathieu et al., 2008). Hybrid teams depend on communication to connect all their operational elements. The team members can use complete communication to establish their responsibilities, make task assignments, and maintain project alignment. The study shows that hybrid and virtual teams can achieve better productivity and greater innovative output through their established communication methods, which provide all team members with equal information access (Gibson & Gibbs, 2006). The project teams that operate from remote locations depend on leadership communication to maintain team cohesion, minimize conflicts, and enable their work to progress effectively.

Trust and collaboration between members of hybrid teams depend on their leadership methods. Leaders need to build communication methods that help both relationship development and existing information distribution while creating a safe environment for employees to share their thoughts. Leaders who share information with their teams and appreciate each member's input while building a culture of open discussion will create trust between team members in different locations (Kniffin et al., 2021). The leaders build better team results in hybrid environment when they eliminate obstacles that restrict collaboration between team member and their relationships with others.

In summary, trust, collaboration and team performance are deeply interconnected in hybrid project teams and effective leadership communication acts as a critical mechanism that strengthens these elements and drives team success.

2.5 Leadership communication and Team performance

The way leaders communicate with their teams determines how well teams function in hybrid project environments. Hybrid teams, which operate in both physical space and digital spaces, depend on their communication abilities to execute their work because they need to share information about their progress while working towards their project objective. Leaders use their communication skills to build relationships with team members who need their guidance, which improves team performance.

The effective leadership communication method delivers performance improvements through its capacity to establish precise pathways, which provide directional guidance and organizational frameworks. Hybrid teams experience multiple sources of confusion because team members cannot access informal information, which leads to physical distance and asynchronous work patterns. Leaders who provide their teams with clear goals and performance standards create a better work environment, which helps team members perform their tasks more efficiently. The transformational leadership behaviours of presenting a powerful vision and delivering encouragement while recognizing personal achievements have been shown to boost employee performance through their role in developing employee dedication and performance potential (Bass, 1990). Hybrid team members use these communication methods to maintain their focus and work engagement during remote work periods.

Leadership communication raises organizational performance through its role in establishing information channels that operate without interference while decreasing the obstacles that teams must overcome to work together. Hybrid teams experience two distinct kinds of information asymmetry, which occurs when on-sit team members obtain more information than their remote counterparts. Leaders who create established communication protocols,

which include regular check-ins and open reporting system and timely feedback, establish a framework that enables teams to work together. The study results demonstrate that teams working across different locations achieve better coordination, reduced delays, and faster task execution through the combination of structured communication methods and transparent information exchange (Gibson & Gibbs, 2006). Hybrid teams achieve superior management of interdependent tasks through their ability to access and understand all necessary information which helps them prevent misunderstandings that would damage their ability to meet performance standards.

The leadership communication process operates as an essential driver of organizational performance through its creation of psychological safety and employee engagement. Remote workforce members need to face their core challenges, which stem from their work environment, because they must deal with feelings of social isolation that arise when they work alone. Leaders who build up trust through their supportive communication, which follows two-way channels between team members, create a work culture where all employees belong through their true recognition of team member contributions. The team uses relationship-building between members to create a bond that helps them work more effectively, which builds their trust in each other through shared experience. Team members who experience respect and belonging, which includes their active engagement in team processes, need to work together and exchange knowledge to achieve the team's common objectives.

The leadership communication system creates pathways for adaptive coordination, which leads to better performance outcomes. Hybrid teams' function in unpredictable work settings, which make all three core system elements, including work activities, project objectives, and operational conditions, experience continuous transformation. Leaders who communicate proactively and turn their communication system between readers according to their reading needs and task requirements plus team needs help teams create adaptive work environments. The Media Richness Theory explains that leaders need to select appropriate communication channels based on the messenger complexity to prevent audience confusion and communication delays (Daft & Lengel, 1986). Leaders choose the right communication methods by using video calls for complex talks and written updates to share normal operational information, which keeps teams' efficiency and accuracy.

Leadership communication exists as the main force that drives hybrid teams to succeed through its ability to create clear paths, which decrease all sources of doubt, and build team unity, which improves coordination of team efforts. Leadership practices create the necessary relational and structural elements for high performance through their operation as mechanisms.

2.6 Theoretical Framework

The theoretical framework provides the conceptual foundation for understanding how leadership communication shapes trust in hybrid project teams and their collaborative efforts and performance outcomes. As organizations increasingly adopt hybrid work models, leadership communication becomes a central mechanism through which team members coordinate tasks and build relationships while maintaining performance levels. Hybrid teams face challenges that stem from their combination of reduced face-to-face interaction and their need to use digital tools for work because leaders and remote workers develop different types of relationships. The study uses five major theories to understand how leadership communication affects team operations in hybrid work environments, which include Transformational Leadership Theory, Transactional Leadership Theory, Leader Member Exchange Theory, Media Richness Theory, and Team Effectiveness Theory. The theories demonstrate how leadership communication to hybrid teams leads to specific team outcomes through its effects on team members' motivation and relationships and on their organization structure and individual behaviour.

2.6.1 Transformational Leadership Theory

The Transformational Leadership Theory basic rules which explain how leaders use their capacity to inspire and motivate others by sharing their future goals. (Bass, 1990) identified four main behaviours which define transformational leaders who practice idealized influence and inspirational motivation and intellectual stimulation and individualized consideration. The

required leader's behaviour depends on communication because leaders need to present their vision, which demonstrates their belief in their team's abilities, while they deliver essential feedback and assistance.

Transformational leadership holds special importance for hybrid teams because their leaders need to maintain social connections, which face obstacles from the geographical distance between team members. Remote team members must rely on their leader for all necessary communication because they miss out on chances to speak with others spontaneously. The gap between teams gets bridged by transformational leaders who use their communication to create team trust relationships through team identity-building activities, which develop shared team objectives. Leaders establish a shared team purpose through their inspirational way of communicating, which enables team members to overcome distance barriers and work together.

Research studies demonstrate that transformational leadership leads to better psychological safety, team cohesion, and team member motivation in distributed team settings. The research by (Eisenbeiss et al., 2008) show that transformational leadership creates an environment which encourages team members to exchange new ideas while cooperating with their team members. The research conducted by (Piccolo & Colquitt, 2006) demonstrated that transformational communication boosts follower motivation and work performance through purpose clarification and work meaning reinforcement.

Transformational communication system directs knowledge distribution through its operational ability to unite staff members for activities which require joint resolution of difficulties. Leaders who stimulate intellectual engagement encourage team members to question assumptions, contribute ideas, and participate actively in decision-making. This process functions as the main drive of creativity and innovation in hybrid work environments, which depend on virtual teamwork abilities. The research conducted by (Buil et al., 2019)

demonstrates that transformational leadership leads to higher knowledge sharing behaviour, especially within environments using technology.

Transformational Leadership Theory demonstrates how leaders develop trust through their communication methods which help hybrid teams work better together. The research identifies specific motivational and relational channels that connect leadership communication to changes in team behaviour. The study uses transformational leadership as its theoretical framework to examine how leaders establish trust and collaboration through their communication methods which leads to better performance by hybrid teams.

2.6.2 Transactional Leadership Theory

The process of leadership in Transactional Leadership Theory functions through exchange between leaders and their followers who receive rewards for their work and leaders who supervise their progress. (Bass, 1990) describes transactional leadership as a style that establishes structure through clear rules, which leaders use to create performance standards and to deliver rewards based on achieved results. The primary focus of transactional leadership lies in maintaining established procedures and completing assigned work.

The requirement of hybrid teams for transactional leadership becomes essential because remote work results in uncertainty about who should handle specific tasks and when they should complete them and how their performance should be evaluated. Team members who work without direct supervision experience two problems because they lack understanding of what is expected from them and they face challenges in connecting with the organization's main objective. The leaders who follow transactional leadership methods tackle these issues by delivering organized communication methods together with precise work requirements and regular performance updates. The method enables team members who work in different locations to maintain their understanding of project goals through its direct elimination of ambiguous information.

The need for transactional leadership emerges as critical requirement within distributed office environments according to research findings. (Breevaart et al., 2014) discovered that staff members who executed their daily transactional leadership duties through progress monitoring and corrective feedback gained advantages in their work performance and employee engagement. The research by (Judge & Piccolo, 2004) demonstrated that contingent reward behaviours lead to enhanced satisfaction and performance results among followers in various work situations. The behaviours of team members who operate individually in hybrid teams establish accountability while they experience understanding of their assigned tasks.

Transactional leadership provides organizations with essential structural elements for hybrid teams operations even through it does not directly build profound trust between team members. The combination of transactional leadership and transformational behaviours creates an equilibrium that addresses both relational and task-oriented requirements. This research uses Transactional Leadership Theory to investigate how leadership communication achieves clarity, structure and accountability which helps hybrid teams produce consistent performance results.

2.6.3 Leader Member Exchange (LMX) Theory

The Leader Member Exchange Theory studies how leaders build relationships with team members through their different connection methods. According to (Graen & Uhl-Bien, 1995) leaders develop differentiated relationships with each follower, resulting in either high-quality or low-quality exchanges. High-quality LMX relationships establish trust between partners who share respect for each other while creating an environment for free expression and mutual emotional backing. Low-quality relationships keep their structure as formal connections, which only serve fundamental operational duties between parties.

Hybrid teams require LMX theory because their members face communication challenges that arise from their physical separation, which affects their ability to communicate and observe each other while also limiting their access to their leaders. Remote members face a decrease in informal encounters, which results in them losing trust while developing a feeling of being left out. High-quality LMX relationships help resolve these problems through their guarantee that leaders will provide team members with ongoing, transparent, and supportive communication regardless of their location.

Researchers have established LMX as an essential component for distributed teams that operate in remote working environments. (Gerstner & Day, 1997) found that high-quality LMX relationships establish a direct relationship with employee trust, job satisfaction, and work performance. Research by (Golden & Veiga, 2008) demonstrated that solid leader-member ties enhance teleworker productivity by producing better communication outcomes, which result in closer social ties. (Henderson et al., 2009) demonstrate that high-quality LMX delivers better knowledge distribution because team members obtain essential updates and feedback and take part in decision-making.

The LMX theory offers a relationship-based explanation for how leadership communication affects trust and collaboration in hybrid teams that face communication challenges. Leaders who establish high-quality exchanges between their team members will create stronger team bonds while decreasing misunderstandings and building an atmosphere that embraces all members who work at home and at the office.

2.6.4 Media Richness Theory

Media Richness Theory, developed by (Daft & Lengel, 1986) explains how communication effectiveness depends on the richness of the medium used. Video conferencing establishes itself as a rich media platform because it enables users to receive instant feedback while recognizing emotional signals and creating unique connections. Email functions as a lean

media tool that organizations use to transmit their basic essential message. The theory states that communication becomes more effective when the medium's richness matches the message's intricate details.

Digital communication tools serve as the main connection point for hybrid teams. The laws of media richness theory prove essential for studying how leaders communicate through digital technology. The leaders need to choose their communication channels by evaluating both the message complexity and the relational requirements for their organization. The rich media format serves best in situations that require conflict resolution or performance discussions or collaborative problem solving, whereas the lean media format handles updates, documentation, and routine coordination tasks.

The study results prove that virtual and hybrid teams must choose their media for successful communication. (Klitmøller & Luring, 2013) found that mismatches between message complexity and media richness can lead to misunderstanding, reduced trust, and coordination failures. (Dennis et al., 2008) proved that using rich media improves both message clarity and social bonds, which leads to better team results in technology-based work environments.

Media richness theory explains to leaders the structural methods they should use to solve their hybrid team communication problems. The leader gains clarity through proper channel selection, which improves their relationships with others while enabling better teamwork.

2.6.5 Team Effectiveness Theory

The Team Effectiveness Theory Based on the work of (Mathieu et al., 2008) provides a detailed framework which organizations should use to identify their most effective teamwork methods by studying the organizational structures, team member behaviours and team member mental states which contribute to successful teamwork. The theory states that team

effectiveness results from the combined effects of team design, team interactions and team climate. The theory becomes important for hybrid teams because it provides a complete view of team dynamics for teams that use technology to communicate and depend on their leaders to build their team relationships.

The system establishes operating rules for teams through its design elements, which control how teams' function by establishing organizations for leader communication and role responsibilities, and technology assistance and duty distribution. The design of hybrid teams depends on leadership communication because it creates all operational standards and links remote workers with their on-site counterparts.

Team interactions describe the patterns that team members use to work together and exchange knowledge, solve problems, and synchronize their activities. The research demonstrates that teams that maintain strong communication patterns achieve better coordination results, solve problems more quickly, and make better decisions (Gilson et al., 2015). Leadership communication establishes the manner in which team members interact with each other by showing them how to stay open to others while they need to participate in the process, and digital platforms should allow seamless information exchange.

The team climate establishes the psychological space that exists inside the group because it includes the elements of trust and team solidarity, the security needed to share information, and the common knowledge base that exists among all team members. The conditions that develop into their future challenges, which they will face and how they will interact with other team members. The team climate depends on leadership communication because leaders who maintain respectful, consistent, and supportive communication methods develop trust among team members who should work together in environments where casual communication occurs less frequently (Edmondson, 1999).

The team effectiveness theory establishes a complete framework that connects leadership communication to the performance outcome of hybrid teams. The theory demonstrates that communication functions as more than an information exchange tool because it serves as a fundamental force that organizes team dynamics and team members' interactions and creates collective mental spaces. The hybrid teams establish strong collaboration links to their partners through leadership communication, which functions as their foundation for trust development and high-performance achievement.

2.7 Conceptual Framework

The research investigates how hybrid leadership practices impact the performance of hybrid teams that work in project-based settings. The framework explains how leadership practices in hybrid environments lead to performance results that both emerge from and depend on communication efforts. The project teams require effective leadership to establish understanding among their members who work at remote locations and who work on-site. Team outcomes improve when leadership practices create strong communication.

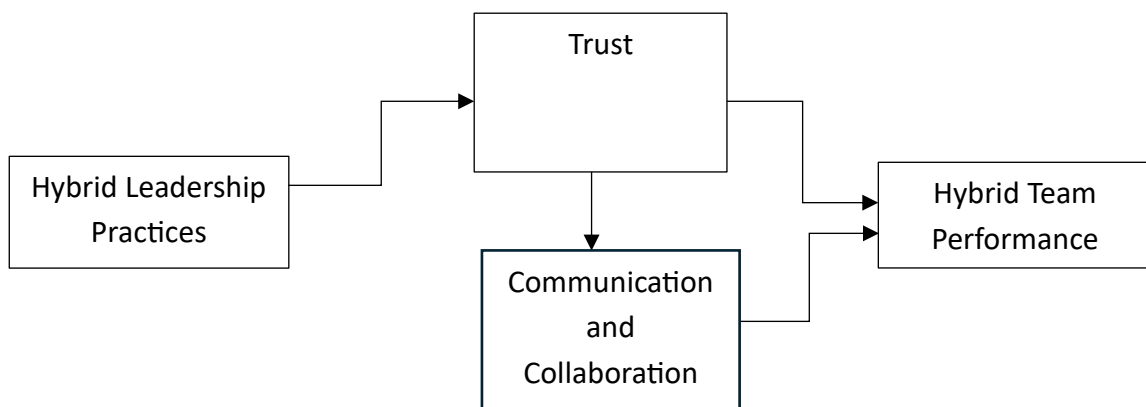


Figure 1: Conceptual Framework

The diagram shows how leadership practices affect performance outcomes through their impact on communication, which exists in a hybrid project team.

The research establishes its hypotheses through existing studies, which show that hybrid leadership methods produce both direct and indirect effects on team performance. The research demonstrates how communication functions as the main elements which determine the success of a hybrid project team. The study hypotheses are as follows:

H1: Leadership communication practices have a positive and significant effect on trust among hybrid project team members.

H2: Leadership communication practices create a positive effect on the performance of hybrid teams.

H3: Leadership communication practices create a positive effect on communication quality and collaboration among members of hybrid project teams.

H4: Team members trust each other, which results in better communication and collaboration within hybrid project teams.

H5: Effective communication and collaboration create a positive impact on hybrid team performance.

H6: Trust among team members works as a positive influence, which strengthens hybrid team performance.

2.8 Conclusion

Research Question	What does the literature know?	What is general knowledge?
RQ1: What leadership communication practices work best for managing?	The literature shows that hybrid teams need clear, structured, and intentional communication. Leadership communication needs to be effective through five essential elements, which include clear communication, transparent information sharing, timely feedback delivery, equal information access, and proper channel selection. The media	The people in hybrid teams work from home and from the office, which creates communication problems that do not exist in teams working at the same location. Leaders need to plan all their communication activities, which include

	richness framework, together with transformational leadership, transactional leadership, and leader-member exchange theory, all demonstrate how leaders use their communication skills to manage team interaction and operational activities.	meetings, updates, feedback sessions, and digital communication through more precise methods.
RQ2: How do leadership practices influence trust, communication and collaboration among hybrid team members?	The literature states that hybrid teams need trust and collaboration as their core elements, which depend on the effectiveness of their communication channels. Hybrid situations create difficult conditions for trust development because people have fewer chances to interact with each other informally. Leadership communication builds trust through its three principles of fairness, open communication, accessible leadership, and supportive interaction. Collaboration improves when leaders ensure equal participation, knowledge sharing, and relationship building.	People in their daily work activities demonstrate greater trust toward their leaders and teammates when those leaders and teammates always maintain open and honest communication. Everyone in the team who feels included and receives complete information about the project enables better collaboration.
RQ3: What leadership communication strategies can help create high-performing and supportive hybrid project teams?	The literature indicates that hybrid teams that achieve high performance require clear communication, which includes all team members to adapt to changing situations and particular tasks. Leaders must select more advanced communication methods to handle difficult situations while they use simpler methods to deliver routine information,	Teams that provide support to their members use transparent communication methods, which enable them to receive ongoing feedback and participate in meetings while their members feel part of the team.

	and they need to ensure that all team members remain connected and actively participate.	
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2.9 Summary

This chapter reviewed the key concepts and literature related to hybrid leadership practices, communication, and hybrid team performance within project environments. The chapter demonstrated the important function of leadership, which helps hybrid project teams achieve their objectives through effective remote and on-site member coordination. The studies demonstrate that teams perform better when their leaders maintain clear, consistent, and transparent communication with team members. Team members achieve better task understanding through effective communication, which includes feedback mechanisms and team member participation in decision-making.

The research shows that leadership communication practices strengthen team cohesion, trust, and commitment, which lead to improved team performance. The connection between the two variables shows indirect effects because various elements, such as technology systems, organizational culture, and team composition, affect the outcomes.

3 Research Methodology

3.1 Introduction

The chapter explains the methodological approach used to investigate how leadership communication practices influence trust, communication and collaboration, and hybrid team performance in hybrid project environments. As hybrid work becomes a common way of working in modern organizations, understand how leadership communication affects team operation and contributes to better performance. This methodology chapter presents the full research framework that explains the research population, sampling method, data collection process, variable measurement and statistical techniques used to analyze the data. A quantitative research design was used, with cross sectional survey. This chapter covers the ethical aspects of the research and explains the use of SPSS-based statistical methods, including descriptive statistics, reliability analysis, correlation analysis and multiple regression analysis.

3.2 Research Design

The research was conducted using a quantitative methodological framework. The study adopts a quantitative method to test the proposed hypotheses by analysing numerical evidence of established variable relationships. Measurement tools were used in the study to capture respondents' views on leadership communication practices and to explore how these perceptions relate to trust, communication, collaboration and hybrid team performance. The research used a quantitative design because it aimed to measure particular variables and study the statistical connections between them.

The researchers used a cross-sectional survey design to collect all study data from participants at a single time point. This research design is suitable because it allows the researchers to capture respondents' current experiences and perceptions of hybrid teamwork and leadership communication without long-term monitoring. Cross-sectional studies allow researchers to study population traits and variable relationships at one specific moment in time. However,

their budget-friendly and quick research method faces obstacles because they cannot prove cause-and-effect relationships and their results exist outside the studied sample (Wang & Cheng, 2020) .

The survey method was chosen because it allows for the efficient collection of standardized data from respondents in hybrid project teams. Using an online survey was appropriate because respondents operate from different locations and routinely engage with digital tools.

3.3 Population and Sampling

The study participants were respondents who have spent their professional careers working in hybrid project teams. The research participants included all project team members working both remotely and on-site, their team leaders, the project manager and other project task professionals. This participant group was appropriate because the study aimed to analyze how people communicate and work together in hybrid project settings. Hybrid project teams are selected for this research since they depend on leadership communication to manage activities, share information and support collaboration between remote and on-site members.

The study gathered data from individual participants who shared their views on leadership communication, trust, communication and collaboration, and performance in hybrid project teams.

3.3.1 Sampling Technique

The research used non-probability purposive sampling techniques as its sampling method. This sampling method is appropriate because the research requires participants who have actively worked in hybrid project team to provide meaningful and informed answers to the survey. Sampling methods are generally categorized in two main types, probability-based methods and non-probability methods. In probability sampling gives every individual in the population an equal chance of being selected, whereas non-probability sampling is guided by pragmatic considerations and alignment with the study's objectives (Elfil & Negida, n.d.). The study uses purposive sampling because it needs participants who possess direct knowledge

of hybrid project teams and can assess how leadership interacts with team members in those settings. Selection is based on alignment with the research objectives; the process does not involve random selection. Survey will be shared through professional networks, workplace channels and other online platforms that connect with individuals in hybrid project teams. Incomplete and duplicate responses will be removed from the final database.

The study used purposive sampling to select participants who had the same organizational structure and leadership style and hybrid work policies because the study focused on a particular organization. The study used this method to achieve consistent results because it helped maintain the same response patterns throughout the study. The study collected valid responses through Google Forms, which resulted in 50 total valid responses for the final sample. The study needed this sample size because they intended to perform descriptive statistics, reliability testing, correlation analysis and multiple regression analysis, which require a moderate number of observations to generate both statistically significant and understandable research results. The study executed purposive sampling inside the established organizational framework, which enabled them to obtain detailed and applicable information about leadership communication practices in hybrid project teams.

3.3.2 Inclusion and Exclusion Criteria

The study used specific inclusion and exclusion criteria to collect data that accurately represented individuals who had relevant experience in hybrid project environments. Employees who worked at the chosen company and took part in hybrid project teams through their remote and on-site work for projects were eligible for study participation. Participants who wanted to join the study needed to have a project-related role, which included team member, team leader, or manager positions, because those roles would provide them with direct access to leadership communication practices and team collaboration ration processes.

The study excluded individuals who worked either on-site or remotely because their work arrangements did not include hybrid communication patterns, which were essential for research. People who worked at the selected company were excluded from the study because the research aimed to investigate communication practices within one organization. The

removal of incomplete survey responses and duplicate responses took place to protect data quality while maintaining the accuracy of results. The study used these criteria to create a focused sample that included participants who had extensive experience with hybrid teamwork and leadership communication in the same organizational environment.

3.4 Data Collection Methods

The study collects its primary data through a structured questionnaire. The development of the questionnaire was based on the literature review, as well as the research objective, hypotheses, and the conceptual framework was discussed in previous chapters. The questionnaire was designed to evaluate the main study variables of the research, including leadership communication practices, trust, communication and collaboration, and hybrid team performance.

The first section of the questionnaire consists of demographic questions that collect foundational data on participants, including their job position and their duration of working in hybrid teams. The following section presents closed-ended questions that assess the key constructs of the study. The five-point Likert scale, which ranges from 1= Strong Disagree to 5= Strong Agree, is used to measure all attitudinal items. The method provides participants with a standardized process to express their agreement or disagreement about each item, which makes it suitable for this situation.

The study used an online survey platform for data collection, which enabled researchers to conduct their questionnaire study efficiently. The online format was necessary because the target respondents worked in hybrid project teams, and they already knew how to operate digital tools and the virtual communication system. The survey link may be distributed through professional contacts, workplace networks, and other online channels, which help reach individuals with experience in hybrid project team.

Participants were informed regarding the research objectives and the academic use of the data being collected. After the collection was complete, the dataset was carefully examined and cleaned to prepare it for subsequent analysis. To improve the reliability and accuracy of findings, data was cleaned of incomplete and duplicate responses.

3.5 Data Analysis Plan

The IBM SPSS software will be used to analyze the collected data. SPSS was used as it enabled the researcher to manage and code quantitative survey data, create summaries, and conduct statistical tests. The data analysis followed the study methodology and comprised descriptive statistics, reliability analysis, correlation analysis, and multiple regression analysis.

The research team employed descriptive statistics to create a comprehensive summary of the response behaviour. The study calculated demographic variables through frequency distribution and percentage distribution of participants' job roles and their duration of experience in hybrid team environments. The analysis used means and standard deviations that were computed for the Likert-scale items to provide an overall view of respondents' perceptions.

Reliability analysis testing was conducted to evaluate the internal consistency of the measurement scales. The study calculated Cronbach's alpha for the main constructs, which included leadership communication practices, trust and communication and collaboration, and hybrid team performance. The method assesses whether items within each construct assess the consistent presence of a particular fundamental concept.

The study used correlation analysis to determine both the strength of relationships between variables and the direction of those relationships. The study used Pearson correlation coefficients to assess the relationship between leadership communication and collaboration, as well as hybrid team performance.

Multiple regression analysis was used to evaluate the proposed research hypotheses in a systematic approach. Regression analysis was appropriate as it allowed the researcher to evaluate whether the independent variable predicted the dependent variable. Regression models were used to assess whether leadership communication practices predicted trust, communication and collaboration, and hybrid team performance, and whether trust and communication and collaboration predicted hybrid team performance. The analyses follow the conceptual framework and hypotheses.

3.6 Ethical Considerations

The study observed core research ethics by ensuring informed consent, maintaining confidentiality, and ensuring the protecting participants' rights. Respondents were not asked to provide unnecessary personal identifying information. Data were collected anonymously, with confidentiality maintained during the entire research process. Participants were notified that they could stop participation in the survey at any time.

Data from the survey were stored securely, and access was limited to study-related purposes. Results were presented in aggregate form to ensure that no identification of individual participants.

3.7 Summary of Chapter

The chapter describes the research methodology that the study employed for its research work. The chapter describes how researchers selected study participants from hybrid project teams through a quantitative cross-sectional research design, which establishes the target population and a purposive sampling method. The chapter provided an overview of the data collection procedure, including questionnaire design and measurement of the main study variables: leadership communication practices, trust, communication and collaboration, and hybrid team performance. The chapter also outlined a data analysis framework that used SPSS to conduct descriptive statistics, reliability analysis, correlation analysis, and multiple regression analysis. The chapter documented all ethical standards that researchers followed throughout their study. The next chapter presents the results of the empirical analysis.

4 Results and Analysis

4.1 Introduction

The chapter presents the empirical analysis which are based on participants' responses from working in the hybrid team. The analysis uses survey data collected from response provided by employees engaged in hybrid project. The chapter covers descriptive statistics, reliability testing, correlation analysis, and hypothesis testing to examine how leadership communication, trust, communication and collaboration, and hybrid team performance are related.

The aim of this chapter is to analyze the effect of leadership communication practices on team performance in hybrid environments.

4.2 Data Screening and Preparation

The survey data were carefully reviewed and processed before statistical analysis to maintain their accuracy and reliability. A total of 50 usable, valid responses were obtained after filtering incomplete and inconsistent data.

The collected survey responses were coded and processed in SPSS using 5-point Likert scale, where 1 represents strongly disagree and 5 represents strongly agree. A check for missing values indicated that only a small number of responses were missing. Since the missing data were few and randomly scattered, mean substitution was applied to handle the missing data. The dataset was examined using z-score and Mahalanobis distance and no values were found that could distort the findings. Normality was examined by both skewness and kurtosis values, as well as applying the test Kolmogorov-Smirnov and Shapiro-Wilk.

Lastly, the items measuring leadership communication, trust, communication and collaboration, and hybrid team performance were represented by composite variables through mean score calculation.

4.3 Demographic Profile of Respondents

This section describes the demographic details of the respondents who took part in the study. 50 valid responses were recorded from individuals employed working in hybrid project teams. The purpose of this section is to describe participants' job roles and their work experience in hybrid project teams to better understand the context of the study.

4.3.1 Job Role of Respondents

The analysis found that 62% of the participants in the study were team members, forming the largest group in the sample. Team leaders accounted 16% of the respondents, while managers made up 12%. The remaining 10% of respondents were categorized as holding other roles.

The findings suggest that the study's main focus is on the viewpoint of individuals involved in day-to-day projects within hybrid teams. At the same time, the research team included team leaders and managers, which allows leadership insights to be reflected and a balanced understanding of communication practices at various organizational levels.

Table 4.1: Job Role Respondent

Job Role	Frequency	Percentage
Team Member	31	62%
Team Leader	8	16%
Manager	6	12%
Others	5	10%
Total	50	100%

4.3.2 Years of Experience in Hybrid Teams

The findings show that most respondents had 1-3 years of experience and another 3-5 years of hybrid team experience, each making up 38% of the sample. The remaining 12% respondents had less than 1 year, and another 12% had more than 5 years.

This suggests that the majority of respondents possess moderate hybrid work experience, making them to understand communication patterns, collaboration and related challenges. As a result, the responses are viewed as reliable and relevant for examining communication and its impact on team performance.

Table 4.2: Years of Experience in Hybrid Team

Experience	Frequency	Percentage
Less than 1 year	6	12%
1-3 years	19	38%
3-5 years	19	38%
More than 5 years	6	12%
Total	50	100%

4.4 Descriptive Statistics of Study Variables

Descriptive statistics were applied to present an overview of respondents' perceptions of leadership communication, trust, communication and collaboration and hybrid team performance. Each item was evaluated using a five-point Likert scale.

Table 4.3 shows that the mean scores for all four variables above 4 on average, indicating an overall positive response from participants. Leadership communication practices were 4.4033, trust showed a mean of 4.5050 and communication and collaboration had 4.4440. Hybrid team performance had the highest mean score of 4.6000. The results show that respondents evaluated leadership communication, trust, collaboration skills and overall team performance in hybrid teams.

The range of scores indicates that most responses were mainly clustered towards the upper end of the scale. The scores for leadership communication practices showed a range of 3.83-5.00, 3.50-5.00 for trust, communication and collaboration 3.40-5.00 and 3.67-5.00 for hybrid team performance. Overall analysis shows stable and favourable views across all study variables.

Table 4.3: Descriptive Statistics of Study Variables

Variable	Mean	Std. Deviation	Minimum	Maximum
Leadership Communication Practices	4.4033	0.34353	3.83	5.00
Trust	4.5050	0.40560	3.50	5.00
Communication and Collaboration	4.4440	0.41065	3.40	5.00
Hybrid Team Performance	4.6000	0.43121	3.67	5.00

4.5 Reliability Analysis

Reliability analysis was performed to determine the measurement scales used in this study. The reliability of the four main constructs, leadership communication practices, trust, communication and collaboration and hybrid team performance was calculated using Cronbach's alpha. The survey question consisted of 6 questions for leadership communication practices, 4 questions measured trust, 5 questions for communication and collaboration and 3 questions for hybrid team performance.

The results showed that all four constructs reached acceptable reliability levels. Leadership communication practices show a Cronbach's alpha of 0.790, trust 0.707, communication and collaboration 0.850 and hybrid team performance 0.782. The values suggest that the items within each construct showed satisfactory consistency in representing the same concept.

Communication and collaboration recorded the highest reliability among all variables 0.850 that indicates strong consistency. Trust had recorded lowest alpha value of 0.707, but it is still an acceptable range for studies in social science. Overall, the reliability results confirm that the measurement scales were reliable and appropriate for additional statistical testing.

Table 4.3: Reliability Analysis

Variable	Number of Questions	Cronbach's Alpha
Leadership Communication Practices	6	0.790
Trust	4	0.707
Communication and collaboration	5	0.850
Hybrid Team Performance	3	0.782

4.6 Correlation Analysis

The relationship among leadership communication practices, trust, communication and collaboration and hybrid team performance was evaluated using Pearson correlation analysis. The results show that all variables exhibited positive and significant relationships at the 0.001 level, highlighting strong relationships among the constructs.

A strong positive correlation was observed between leadership communication practices and trust ($r= 0.803$, $p<0.001$), communication and collaboration ($r= 0.831$, $p<0.001$) and hybrid team performance ($r= 0.713$, $p<0.001$). This indicates that effective leadership communication practices contribute to increased trust, improved communication and collaboration and better team performance in hybrid project teams.

The analysis indicates that trust was strongly and positively associated with communication and collaboration ($r= 0.850$, $p<0.001$) and hybrid team performance ($r= 0.897$, $p<0.001$). Trust and hybrid team performance were found to have the strongest relationship ($r= 0.897$), whereas leadership communication practices and hybrid team performance were found to have the weakest relationship ($r= 0.713$).

Overall, the results show that effective leadership communication practices lead to three positive outcomes which include trust building and enhanced communication and better collaboration and hybrid leadership performance.

Table 4.6: Correlation Analysis

Variables	Leadership Communication Practices	Trust	Communication and collaboration	Hybrid Team Performance
Leadership Communication Practices	1			
Trust	.803***	1		
Communication and collaboration	.831***	.850***	1	
Hybrid Team Performance	.713***	.897***	.801***	1

4.7 Regression Analysis

Regression analysis was used to evaluate the relationship between the variables, leadership communication practices, trust, communication and collaboration and hybrid team

performance. According to the study model, simple linear regression was applied to test the direct relationship trust and communication and collaboration, also used multiple regression analysis to examine their combined effects with leadership communication practices on hybrid team performance. In this survey, constructs for this analysis were defined as leadership communication practices, trust, communication and collaboration and hybrid team performance.

First, simple linear regression was applied to examine the impact of leadership communication practices on trust. The results showed that the model was statistically significant ($R = 0.803$, $R^2 = 0.645$, Adjusted $R^2 = 0.637$, $F = 87.13$, $p < .001$). Leadership communication practices showed a significant and positive effect on trust ($B = .948$, $\beta = .803$, $t = 9.334$, $p < .001$). This suggests that leadership communication practices explain 64.5% of the variation in trust levels.

In the second step, the effect of leadership communication practices on communication and collaboration was analysed. The regression model showed a statistically significant ($R = .831$, $R^2 = .691$, Adjusted $R^2 = .685$, $F = 107.315$, $p < .001$). Leadership communication practices were found a significant positive influence on communication and collaboration ($B = .994$, $\beta = .831$, $t = 10.359$, $p < .001$). The results show that leadership communication practices contributed to 69.1% of the variation in communication and collaboration.

Third, a simple linear regression analysis was performed to examine the impact of trust on communication and collaboration. The results confirm that the regression model was statistically significant ($R = .850$, $R^2 = .723$, Adjusted $R^2 = .717$, $F = 125.186$, $p < .001$). These findings show that trust has a significant and positive impact on communication and collaboration ($B = .861$, $\beta = .850$, $t = 11.189$, $p < .001$). The results show that trust explained 72.3% of the variance in communication and collaboration.

The findings from the simple regression analysis showed that leadership communication practices, communication and collaboration, and trust each had a positive and significant effect on hybrid team performance when assessed independently. Leadership communication practices showed a significant positive relationship with hybrid team performance ($R = .713$, $R^2 = .509$, Adjusted $R^2 = .499$, $F = 49.727$, $p < .001$; $B = .895$, $\beta = .713$, $t = 7.052$, $p < .001$). Communication and collaboration and hybrid team performance also show a

positive significant relationship ($R = .801$, $R\text{ Square} = .641$, $\text{Adjusted } R\text{ Square} = .633$, $F = 85.691$, $p < .001$; $B = .841$, $\text{Beta} = .801$, $t = 9.257$, $p < .001$). Similarly, trust had a statistically significant positive impact on hybrid team performance ($R = .897$, $R\text{ Square} = .804$, $\text{Adjusted } R\text{ Square} = .800$, $F = 196.597$, $p < .001$; $B = .953$, $\text{Beta} = .897$, $t = 14.021$, $p < .001$).

Finally, multiple regression analysis was performed to evaluate the joint impact of leadership communication practices, trust, communication and collaboration on hybrid team performance. The results show that the model was statistically significant ($R = .901$, $R\text{ Square} = .812$, $\text{Adjusted } R\text{ Square} = .799$, $F = 66.116$, $p < .001$), three predictors collectively explained 81.2% of the variance in hybrid team performance.

The findings show that trust exerted a positive and statistically significant impact on hybrid team performance ($B = .864$, $\text{Beta} = .813$, $t = 6.318$, $p < .001$). However, leadership communication practices had no statistically significant direct relationship with hybrid team performance ($B = -.124$, $\text{Beta} = -.098$, $t = -.808$, $p = .423$). Also found that communication and collaboration had no statistically significant relationship on hybrid team performance ($B = .201$, $\text{Beta} = .191$, $t = 1.386$, $p = .172$).

Overall, the regression findings suggest that leadership communication practices had a significant influence on trust and communication and collaboration, while trust was the strongest predictor of hybrid team performance in the full model.

Table 4.7: Multiple Regression Analysis

Predictor	B	SE	T-Value	P-Value
Leadership Communication Practices	-0.124	0.154	-0.808	0.423
Trust	0.864	0.137	6.318	< 0.001
Communication and collaboration	0.201	0.145	1.386	0.172

4.8 Mediation Analysis

Mediation analysis was applied to assess whether trust acted as a mediator between leadership communication and hybrid team performance. This analysis, leadership communication practices served as the independent variable, trust as the mediating variable and hybrid team performance as the dependent variable. The mediation analysis used PROCESS Macro Model 4 with 5000 bootstrap samples and 95% confidence interval.

The results showed that leadership communication practices had a significant relation on hybrid team performance through trust. The results showed an effect value 0.9186 and bootstrap confidence interval between 0.5035 to 1.5691, which did not contain zero, this interval indicates statistical significance. This indicated that the leadership communication and hybrid team performance were mediated by trust.

Moreover, the direct relationship between leadership communication practices and hybrid team performance becomes non-significant when trust was introduced into the model. This suggests that the impact of leadership communication practices on hybrid team performance is indirect through trust. Accordingly, the mediation results indicate that trust is a vital intermediary underlying the impact of leadership communication practices on hybrid team performance.

Table 4.8: Mediation Effect of Trust

Effect Type	Coefficient	SE	LLCI	ULCI
Indirect Effect of Leadership Communication Practices on Hybrid Team Performance through Trust	0.9186	0.2981	0.5035	1.5691

4.9 Summary of Hypothesis Testing

The summary of hypothesis testing is presented in Table 4.9. The hypotheses were evaluated based on regression analysis, and mediation analysis was applied as an additional insight to examine the indirect influence of trust on the relationship between leadership communication practices and hybrid team performance.

Table 4.9: Summary of Hypothesis

Hypothesis	Statement	Decision
H1	Leadership communication practices have a positive and significant effect on trust among hybrid project team members.	Supported
H2	Leadership communication practices create a positive effect on the performance of hybrid teams.	Not Supported
H3	Leadership communication practices create a positive effect on communication quality and collaboration among members of hybrid project teams.	Supported
H4	Team members trust each other which results in better communication and collaboration within hybrid project teams.	Supported
H5	Effective communication and collaboration create a positive impact on hybrid team performance.	Not Supported
H6	Trust among team members works as a positive influence, which strengthens hybrid team performance	Supported

5 Discussion and Conclusion

5.1 Discussion

This study explored the impact of leadership communication practices on hybrid team performance with a focus on trust, communication and collaboration. The analysis shows that leadership communication practices have significantly and positively influenced both trust and communication and collaboration. The findings also indicate that trust has a strong positive impact on communication and collaboration and it is the most powerful predictor of hybrid team performance. Also, the results show that leadership communication practices and communication and collaboration were not a significant influence on hybrid team performance in the full model, while trust remained significant. In addition, the mediation results show that trust serves as a full mediator between leadership communication practices and hybrid team performance. These results suggest that leadership communication contributes to team performance by creating trust among team members.

The first aim of the research was to examine whether leadership communication practices influence trust in hybrid project team. The findings support this relationship, revealing that leadership communication practices have a meaningful and positive influence on trust. This means that strong leadership communication enhances trust in both their leaders and team members. Hybrid teams depend on trust as their essential foundation because team members work across physical and virtual environments and have daily in-person interactions (Ford et al., 2017). When leadership communication is strong, it reduces uncertainty and increases transparency, which helps team members feel informed and engaged. As a result, employees become more willing to trust one another and work together toward project goals.

The second objective of the study was to evaluate the direct impact of leadership communication practices on hybrid team performance. While leadership communication practices were positively related to hybrid team performance, the full regression analysis shows that the direct effect was non-significant when trust and, communication and collaboration were included. As a result, the final analysis did not support the hypothesis. The results show that leadership communication has important value, yet it shows the value through indirect channels, which depend on trust as a central element. Leaders in hybrid

teams need more than teaching methods and performance updates to assess the team members' progress. Leadership communication achieves its greatest effectiveness when it builds trust, eliminates uncertainties and establishes a consistent team member relationship. Digitization of the social procurement system can further contribute to both sides (Bravo-Duarte et al., 2025).

The research examined how leadership communication methods affect hybrid project teams' ability to communicate and work together. The results demonstrated a robust positive correlation, which indicated that superior leadership communication resulted in improved team member interactions and cooperative efforts. Leaders who establish effective communication of their expectations while promoting information exchange and maintaining their availability will establish an environment that helps employees work together and share information. The hybrid team environment requires this approach because team members operate from multiple locations, which creates challenges for information exchange. The result confirms existing research, which argues that leadership communication serves as a vital component for sustaining team communication and partnership in virtual work environments (Morrison-Smith & Ruiz, 2020). Leaders who maintain effective communication channels help team members understand better their role in the team's objectives while creating an atmosphere that motivates all team members to participate actively in team activities.

Trust serves as the fourth main objective, which researchers studied to determine its impact on hybrid project teams' ability to exchange information and work together. The results strongly supported this relationship. Team members who possess trust in one another will increase their tendency to share ideas and work together while having positive interactions with one another (Morrison-Smith & Ruiz, 2020). The study demonstrates that hybrid work organizations establish barriers that prevent casual interactions and unplanned assistance between employees. The establishment of trust in these environments functions as a base that enables team members to share thoughts freely while working together with increased confidence. The result aligns with previous research, which identified trust as a critical factor for effective collaboration in virtual and hybrid team environments.

The fifth objective tested the effects of communication and collaboration on hybrid team performance. The hypothesis testing results showed a positive relationship between the two variables according to the correlation and simple regression outcomes, but the complete regression model with leadership communication practices and trust included showed that the hypothesis was not supported. The findings show that performance assessment needs to include trust because it serves as a more powerful factor than communication and collaboration. The importance of communication and collaboration for performance assessment decreases when trust already exists in the model. The explanation indicates that hybrid teams need trusting environments to achieve successful communication and collaboration. The presence of weak trust between team members results in communication remaining official while relationships become less significant. The interpretation shows that team members must establish deep relational ties to maintain high standards of communication within their team. The managers need to understand that performance improvement through increased meeting times and interaction requires simultaneous trust development and trust maintenance relationships.

The sixth objective investigates the impact of trust on hybrid team performance. The results confirmed the link between trust and performance outcomes because trust functioned as the strongest performance predictor in the complete model. The study produced this result as one of its essential findings. The research discovered that team members in hybrid project teams experienced problems in performance due to a lack of trust in each other. Trust enables workers to better coordinate tasks while solving problems and building mutual reliance and dedication to work outside of shared spaces. Team in hybrid environments need employees to work independently more than requiring direct supervision, which enables trust, enabling teams to work better by reducing the need for supervision. The current findings confirm previous research indicating that trust is critical to virtual team effectiveness because team members must trust leaders and colleagues and the organization to work effectively in technology-mediated environments(Ford et al., 2017).

The study presents an important finding through its mediation results. The mediation analysis found that trust serves as a complete mediator between leadership communication practices and hybrid team performance. The research demonstrates that leadership communication practices enhance team performance through trust building which subsequently results in

better team outcomes. The research findings explain how leadership communication functions in Hybrid project teams better than previous studies did. Leaders do not influence performance only through direct instruction or coordination. The team members will find value in their communication when it establishes psychological confidence, credibility and relational security among them. Trust development enables team members to achieve higher performance levels while maintaining effective coordination and ongoing involvement. The study explains how leadership connects with performance while showing trust as the main element that links both. The study results demonstrate that leadership communication practices remain essential for hybrid project teams, yet impact on performance occurs through indirect means. Trust functioned as the main variable that linked leadership communication with performance outcomes and enhanced team members' abilities to communicate and collaborate. Organizations need to concentrate more on leadership communication that is transparent, timely, and supportive, because this type of communication builds trust, which leads to improved team performance. The study shows that managers need to focus on more than just assigning tasks and increasing communication frequency to enhance hybrid team performance. The organization needs to establish a communication environment which makes employees feel both respected and informed and psychologically secure. Trust develops through that process, which leads to stronger collaboration and better long-lasting performance outcomes.

5.2 Conclusion

This research focused on leadership communication practices to enhance performance in hybrid teams, with special attention to trust, communication and collaboration. The findings confirm that leadership communication practices exert a meaningful and positive influence on both trust and communication and collaboration. Trust showed a strong positive effect on communication and collaboration and emerged as the strongest predictor of hybrid team performance in the multiple regression model. Additionally, mediation results confirmed that trust fully mediated the relationship between leadership communication practices and hybrid team performance.

The study indicates that leadership communication practices are highly important in hybrid project team, its influence on performance is indirect. Simply increasing communication does not improved by enhance performance. Instead, its impact on performance by promoting trust among the team members. When team members have high-level trust among team members and their leader, they are more capable of effective collaboration, improve coordination and maintain high performance in both remote and in-site work environments.

The study also suggests that trust plays the most important role in explaining hybrid team performance among the variables tested. Although communication and collaboration are important in hybrid teams, their direct effects on performance become significantly reduced when trust is included. This suggests that communication and collaboration improve performance when supported by strong team trust.

In practical terms, the results suggest that organizations should prioritize leadership communication that emphasizes clarity, transparency, inclusiveness and consistency. To improve team effectiveness, leaders need to minimize information gaps between remote and on-site members, promote open communication and develop a communication system that enhances trust and reliability. As a result, this enables leaders to build trust, which plays a key role in improving performance in hybrid project teams.

Overall, the study findings reveal that leadership communication practices enhance hybrid team performance mainly by developing trust. Trust serves as the key pathway through which leadership communication influences team outcomes. Trust is a critical element for successful hybrid project management.

5.3 Study Limitation

The study presents several limitations that should be taken into consideration. One limitation is that the study was based on a relatively small sample of only 50 respondents. Although the sample size was allowed for proper analysis, a large sample size would enhance the generalizability and reliability of the findings.

Second, the use of a cross-sectional design means that data were collected at one moment in time. As a result, the findings indicate a relationship among variables but do not provide

strong evidence of causality. The study can explain the relationship between leadership communication, trust, communication and collaboration and hybrid team performance, but it is unable to verify long-term causality.

Third, the study used self-reported data collected through questionnaires. Since the variables were measured through participants' perceptions. This may introduce common bias or subjective viewpoints. Respondents may have rated leadership communication, trust, and team performance similarly, which might have impacted the observed relationships.

The fourth limitation is that the study primarily focused on trust as the key mechanism explaining how leadership communication practices influence hybrid team performance. The mediation analysis provides important insights; it did not account for other relevant factors in the model. Factors such as psychological safety, team cohesion, organizational support, digital competence and technology use may also influence hybrid team performance.

Finally, the study concentrated on hybrid project teams within a specific context. Since the research focused on one organization in Bangladesh, the results may not fully capture the variation in hybrid work arrangements across organizations, industries, and cultures. Therefore, the findings should be used carefully when extended to other organizational settings.

5.4 Future Research Directions

The study provides a potential direction for future research. First, future studies should explain larger and more diverse samples from different organizations, industries, and countries. It would improve the generalizability and help verify whether the relationships identified are consistent across different hybrid work settings.

Second, future research should adopt longitudinal research designs. Since trust and team performance develop gradually, multiple data collections would help explain how leadership communication affects hybrid team dynamics at various stages of a project. Using a longitudinal research design would also provide stronger evidence about causal relationships among the variables.

Third, future studies should investigate additional mediators and moderators. While this study identified trust as a key mediator, other variables may further clarify how leadership communication affects performance in hybrid teams. Future research could explore the roles of psychological safety, team cohesion, organizational support, inclusion, digital competence, and technology quality. These factors may provide a more complete understanding of hybrid project team performance.

Fourth, future research could compare different forms of hybrid work more explicitly. Not all hybrid teams operate in the same way. Some teams may be mostly remote, while others may work mainly on-site with occasional remote arrangements. Future studies should therefore distinguish between different hybrid structures and examine whether leadership communication practices work differently across different hybrid contexts.

Finally, future studies should combine perception-based survey data with more objective performance indicators. Measures such as project completion time, quality outcomes, milestone achievement, client satisfaction, or delivery efficiency could provide stronger evidence of how leadership communication and trust influence actual project performance.

Overall, future research should continue to examine the indirect mechanisms through which leadership communication practices influence performance in hybrid project teams. The present study shows that trust is a central factor, but further research is needed to develop a broader and deeper understanding of leadership effectiveness in hybrid project environments.

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Appendix A

Questionnaire

Survey on Leadership Communication Practices in Hybrid Project Teams



B *I* U ↺ ↻

This survey is part of a master's thesis on Leadership Communication Practices for Enhancing Performance in Hybrid Project Teams. The study examines the effect of leadership communication on the quality of communication and the performance of teams working in hybrid project environments. Your responses will be kept confidential and used only for academic purposes. The survey takes approximately 8–10 minutes.



Job role



Multiple choice

Team Member



Team Leader



Manager



Other



Add option or [add "Other"](#)



Required



Years of Experience in Hybrid Teams

Less than 1 year

1–3 years

3–5 years

More than 5 years

Section 2 of 5

Leadership Communication Practices



Please indicate your level of agreement with the following statements using the scale below:
1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree.

My leader communicates in a hybrid work situation in a way that reduces ambiguity

1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

My leader establishes well-organized communication systems that support coordination across locations.

1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

My leader adapts communication styles to suit both remote and on-site team members.

1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

My leader chooses the right communication channels that help resolve complex issues quickly.

1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

My leader ensures hybrid meetings are organized to avoid information gaps among the team members.

1 2 3 4 5

My leader confirms that all team members have received and understood the important project information.

1 2 3 4 5

After section 2 Continue to next section



Section 3 of 5

Trust



Description (optional)

I trust that my leader communicates with honesty and consistency, even when interactions occur primarily through digital channels.

1 2 3 4 5

My leader demonstrates fairness in decision-making for both remote and on-site members.

1 2 3 4 5

I believe my teammates will share accurate and complete information when working across different locations.

1 2 3 4 5

Team members behave reliably and follow through on their commitments regardless of work setting.

1 2 3 4 5

After section 3 Continue to next section

Section 4 of 5

Communication & Collaboration



Description (optional)

Our team effectively balances synchronous communication with asynchronous updates.

1 2 3 4 5

...

Digital communication tools help maintain continuity and reduce delays in our collaborative work.

1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Team members coordinate interdependent tasks in a way that minimizes confusion and rework.

1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Communication practices in the team help prevent misunderstandings from escalating into larger issues.

1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Collaboration remains effective even when team members work from different physical locations.

1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Hybrid Team Performance



Description (optional)

Our team adapts effectively to challenges that arise from hybrid work arrangements.

1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The hybrid work structure supports our ability to deliver high-quality project outcomes.

1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Our team is able to achieve its project goals effectively in a hybrid work environment.

1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>