The challenges of Leading Remote Teams and its influence on Strategies for Success

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ARTICLE INFO	ABSTRACT

ABSTRACT

This research is aimed at the challenges of leading distributed teams in Erbil, Kurdistan, and suggests solutions. This study employed a quantitative case study methodology to examine remote work policies and methods in a company in Erbil, Kurdistan. A random sample of team members and leaders with at least six months of remote work experience from various private businesses in Erbil was surveyed using 120 questionnaires, yielding 112 completed responses. The findings of the research revealed that all three research hypotheses were supported. H1 stated that limited access to technology is a significant challenge in leading remote teams and implementing and has positive influence on the strategies for success, and the results confirmed this. Similarly, H2, which focused on communication barriers as a significant challenge and has positive influence on the strategies for success, was also supported. Lastly, H3, which emphasized the lack of trust as a challenge and has positive influence on the strategies for success, was also supported by the findings. The research demonstrated that establishing trust within remote teams in Erbil-Kurdistan was indeed a significant challenge faced by team leaders, potentially impacting the overall success of remote work strategies.

1. Introduction

Leading remote teams in Erbil and Kurdistan presents unique challenges due to the relatively underdeveloped technology and communication infrastructure in the region. Overcoming these obstacles requires innovative approaches. In this article (Newman et al., 2020), we will explore the specific difficulties faced when managing remote teams in Erbil and Kurdistan and provide practical solutions to address them. By addressing these challenges effectively, leaders can successfully navigate the complexities of leading remote teams in the region.

In Erbil, Kurdistan, poor access to technology is one of the major obstacles to directing remote teams. It's not uncommon for workers to lack high-speed internet, up-to-date computers, and other necessities of remote work. As a result, distant team members may experience slowed communication, decreased productivity, and disinterest. Managers can alleviate this problem by spending money on technology, equipping workers with what they need, and guaranteeing universal access to fast internet. Productivity will increase, and team members will be able to communicate better as a result. Communication difficulties are another difficulty for distant team leaders in Erbil, Kurdistan. In order to successfully manage remote teams, effective communication is essential; yet, this can be challenging to achieve while working with teams in Erbil, Kurdistan. There can be misunderstandings, and less work gets done when there are language problems, time zone variances, and cultural differences. Managers can overcome this difficulty by creating a communication plan that includes frequent check-ins, virtual meetings, and unambiguous instructions for communication. This will help the team communicate efficiently and avoid misconceptions (Nordbäck & Espinosa, 2019).

Another difficulty that may occur while managing remote teams in Erbil and Kurdistan is a lack of trust. It might be difficult to establish a sense of trust among team members when working remotely. This can be especially challenging in Erbil, Kurdistan, where remote work paradigms may be unfamiliar. Lack of trust in leadership can result in micromanagement, lower output, and disinterest on the part

of team members. Managers can increase trust in their teams by setting clear goals, assigning duties, and providing regular feedback. A sense of shared responsibility and trust amongst team members can be fostered in this way (Caligiuri et al., 2020).

In sum, leading distributed teams in Erbil and Kurdistan presents its own set of obstacles. But managers in Erbil, Kurdistan, may lead distant teams successfully by investing in technology, planning communication, establishing trust, and fostering a sense of community. To ensure the success of remote teams, it is crucial to recognize the obstacles they face and employ efficient methods for overcoming them. Managers may develop an enthusiastic and productive remote workforce by following these practices, which improve morale, productivity, and teamwork (Mysirlaki and Paraskeva, 2020).

1.1 The Purpose of the Study
The aim of the study is to explore and identify effective strategies for successfully leading remote teams in overcoming various challenges. Moreover, the study aims the followings:

- Examine difficulties faced by managers leading remote teams in Erbil-Kurdistan and provide solutions.
- Ensure productivity and effectiveness of remote teams in Erbil and Kurdistan.
- Foster open communication and cooperation among remote team members.
- Provide regional managers and businesses with information to create engaging and productive remote work environments.

1.2 Research Problem
The research problem addressed in this study is to understand and find effective strategies for overcoming the challenges associated with leading remote teams, with a focus on achieving success in remote work environments. This study's research problem is to investigate the challenges that managers in this region may have when leading distributed teams, such as inadequate resources, poor communication, and a lack of trust.
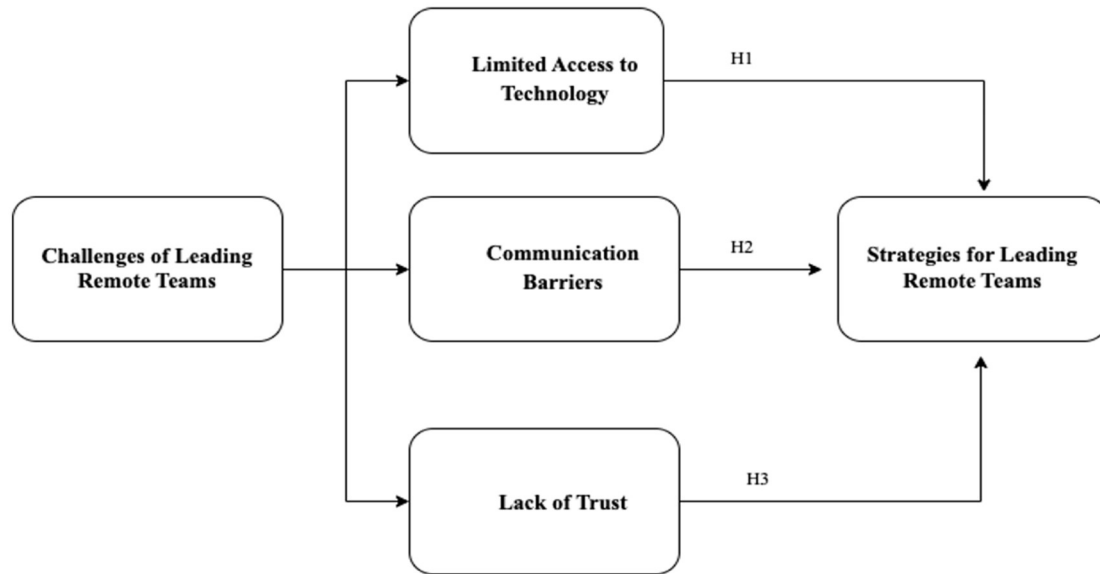
1.4 Conceptual Framework

Figure 1: Conceptual Framework

1.4 Research Hypotheses:

The following research hypotheses were developed as a consequence of this investigation and based on the conceptual framework (figure 1):

H1: Limited access to technology is a significant challenge of leading remote teams and implementing and has positive influence on strategies for success in Erbil-Kurdistan.

H2: Communication barriers is a significant challenge of leading remote teams and implementing and has positive influence on strategies for success in Erbil-Kurdistan.

H3: Lack of trust is a significant challenge of leading remote teams and implementing and has positive influence on strategies for success in Erbil-Kurdistan.

2. Literature Review

According to the research presented in the article "The Difficulties of Leading Remote Teams: Strategies for Success in Erbil-Kurdistan," remote work is becoming more common in the area, but it also poses unique obstacles for managers to deal with (Ferreira et al., 2021). Limited access to technology is one of the most significant obstacles that managers of remote teams in Erbil, Kurdistan, must contend with. This can include a limited ability to connect to the internet, aging technology, and inadequate software. Insufficient technological capabilities can create barriers to communication and collaboration, which in turn leads to lower levels of performance and production (Nash and Churchill, 2020).

Managers of distant teams in Erbil-Kurdistan face a number of important challenges, one of the most critical of which is communication impediments. The absence of face-to-face communication, linguistic and cultural differences, and other factors can all contribute to the formation of these barriers. It is essential to have efficient communication in order to successfully construct trust, encourage collaboration, and make sure that members of a remote team feel connected and interested in their work (Larson and DeChurch, 2020).

The need to build trust among members of a remote team is another obstacle that managers of remote teams in Erbil, Kurdistan, have to contend with. Establishing trust among distant members of a team can be difficult because of the nature of the virtual environment in which they work. Nonetheless, efficient communication and collaboration cannot exist without trust. In order to successfully form connections and earn the trust of members of a remote team, managers need to take the initiative (Kniffin et al., 2021). In order to ensure that remote teams in Erbil and Kurdistan are effective and productive, one of the most important things that can be done is to foster a sense of community among the members of those teams. This can be accomplished through the use of virtual team-building activities, like online games or virtual coffee breaks, which can help members of a remote team feel more connected to one another and more interested in their work (Chanana, 2021).

The research indicates that strong leadership is essential for successfully managing remote teams in Erbil, Kurdistan. Successful leaders must be proactive in addressing the unique obstacles that are presented by remote work, such as limited access to technology and communication barriers, and they must set clear expectations and standards for team members who are working remotely (Obrenovic et al., 2020). It appears that managing remote teams in Erbil-Kurdistan requires a proactive and thoughtful approach, with a focus on building relationships, promoting effective communication and collaboration, and establishing a sense of community among members of remote teams. This is consistent with the findings of the research that has been conducted. It is also essential to have strong leadership in order to successfully navigate the one-of-a-kind problems that come with working remotely in this location (Verma and Gustafsson, 2020).

2.1 Challenges of Leading Remote Teams in Erbil-Kurdistan

In recent years, telecommuting has become an increasingly popular employment option, and as a result of the COVID-19 pandemic, more businesses in Erbil-Kurdistan have been forced to shift to telecommuting in order to secure the safety of their employees. Working from home has numerous advantages, but managing remote teams in Erbil and Kurdistan can be fraught with difficulties that aren't found elsewhere. In the following paragraphs, we will go through some of the difficulties that come with leading remote teams in Erbil and Kurdistan, as well as potential solutions to those difficulties (Azizi et al., 2021).

Communication is one of the most difficult obstacles to overcome when directing distributed teams in Erbil, Kurdistan. The heavy reliance on technology for communication that is characteristic of remote teams might increase the likelihood of misunderstandings and other types of communication breakdowns. Moreover, cultural differences have the potential to influence modes of communication and result in misunderstandings. For their teams in Erbil-Kurdistan to be successful in overcoming this obstacle, the leaders of distant teams need to guarantee that communication is crystal clear, reliable, and frequent. In addition to this, they ought

to take into account the various cultural differences and adjust their mode of communication accordingly (Wang et al., 2020).

Keeping the team together while leading distant teams in Erbil and Kurdistan is another one of the challenges that you will face. When members of a team are not physically present with one another, it can be difficult to develop a sense of camaraderie among them and to keep a positive dynamic within the team. Leaders of distributed teams in Erbil and Kurdistan are required to make an effort to facilitate chances for members of their teams to connect with one another and form new relationships. This can be accomplished through the regular hosting of social events or activities for the virtual team (Collings et al., 2021).

Managing remote teams in Erbil-Kurdistan can be difficult at times due to the impact that time zone differences can have. It can be challenging to arrange meetings and guarantee that everyone is working together efficiently when members of the team are located in various time zones. To be successful in overcoming this obstacle, leaders need to lay out specific standards for the scheduling of meetings and make certain all members of the team are aware of these guidelines. When it comes to the scheduling of meetings, they should also be adaptable and accommodating, and they should make sure that every member of the team has access to the technology they need to participate (Waizenegger et al., 2020).

Lastly, a fundamental obstacle for leaders of distant teams in Erbil-Kurdistan can be a lack of trust in one another. It may be difficult for members of a team to create connections with one another and attain the level of trust that is required for productive collaboration if they do not have the benefit of face-to-face engagement. In order to successfully build trust among members of a team, leaders need to take the initiative to promote openness, encourage open communication, and provide chances for members of the team to socialize and connect in settings that are separate from their job responsibilities (Bartsch et al., 2020).

2.1.1 Limited Access to Technology

In Erbil-Kurdistan, inadequate access to technology is one of the main obstacles for leading distant teams. High-speed internet, up-to-date computers, and other necessities for remote work are not readily available to many workers. This can cause problems with distant team members, including a breakdown in communication, decreased output, and disinterest (Khan et al., 2019).

In today's highly connected world, remote work relies heavily on the use of technology. Managers of distributed teams in Erbil-Kurdistan, however, may face challenges related to a lack of technology that might inhibit communication, collaboration, and productivity. The inability to properly interact with distant team members is a significant hindrance when resources are scarce. Delays, misunderstandings, and lower productivity can occur due to poor communication due to insufficient internet connectivity, obsolete gear, or unsuitable software. It's not uncommon for remote workers to experience dissatisfaction and low morale as a result of technical difficulties, including file sharing, online meetings, and project collaboration (Rudolph et al., 2021).

Lack of access to essential resources is another problem that arises when people do not have easy access to technology. It can be difficult for distant team members, for instance, to access databases or online tools that they require to do their jobs. As a result, team members may be less efficient, and tasks may take longer to complete (Fernandez and Shaw, 2020). Managers of remote teams in Erbil-Kurdistan need to be proactive in identifying and filling technological gaps in order to overcome the problems associated with limited access to technology. To do so, companies often upgrade their hardware and software, improve their network infrastructure, and educate their staff on how to make the most of these tools. Managers, however, may do their part by providing staff with the tools they need to do their jobs well. Access to vital databases and online tools, as well as the implementation of procedures that allow team members to access these resources despite a lack of acceptable technological access, may be necessary to accomplish this (Collings et al., 2021).

Managers of remote teams in Erbil and Kurdistan face tremendous difficulties due to the region's poor technical infrastructure. Managers, however, can guarantee that their remote teams will be able to communicate well, work productively, and reach their objectives if they take the initiative to find answers to these problems (Raghuram et al., 2019).

2.1.2 Lack of Trust

Remote team management relies heavily on clear and consistent communication. Yet, teams in Erbil and Kurdistan may experience difficulty communicating due to language issues. Misunderstandings and a loss of productivity can result from factors like language hurdles, time zone variations, and cultural differences (Hartmann and Lussier, 2020). The success of any team depends on its members' ability to effectively communicate with one another, but remote teams in Erbil and Kurdistan may confront additional hurdles in this area. Language obstacles, cultural differences, and a lack of face-to-face interaction are all potential causes of communication breakdowns. Disagreements, setbacks, and lower efficiency may emerge from such obstacles (Bailey and Breslin, 2021).

One of the biggest problems with language limitations is that it's hard to express tone and context in written communication. When dealing with delicate or complicated topics, this might lead to miscommunication and misunderstanding. As a result, teams may have setbacks in terms of both efficiency and output if members are unable to communicate effectively with one another due to language issues (Conboy and Carroll, 2019). The inability to connect with one another as a team and gain trust is a further consequence of difficulties in communicating. Members of a remote team may have low engagement and morale if they feel cut off from the rest of the group. As a result, team members may struggle to grasp one another's points of view due to cultural differences, which can inevitably lead to misunderstandings and friction (Donthu and Gustafsson, 2020).

Managers of distant teams in Erbil-Kurdistan need to take the initiative to promote efficient communication in order to overcome the problems connected with communication impediments. As such, it may be necessary to develop methods to

guarantee that all team members are on the same page, such as providing training on effective communication skills, encouraging the use of video conferencing, and so on (Parker and Grote, 2022). Managers can also foster camaraderie and trust among their virtual staff by taking the necessary measures. To achieve this goal, it may be necessary to introduce virtual team-building events or to give team members the opportunity to interact and engage outside of work. Managers may assure the success of their remote teams despite the difficulties posed by communication constraints by encouraging open and effective communication and creating relationships among team members (Akpan et al., 2022).

The distant teams in Erbil-Kurdistan confront a huge problem in overcoming communication hurdles; however, this challenge is solvable by proactive management and good communication tactics. Managers may improve the performance of their distributed teams by encouraging productive dialogue, fostering strong interpersonal bonds, and instilling a culture of trust among team members (Martela, 2019).

2.1.3 Communication Barriers

It might be difficult to establish a sense of trust amongst team members when working remotely. Because of the region's unfamiliarity with remote work arrangements, this can be especially challenging in Erbil and Kurdistan. When team members don't trust one another, it can lead to micromanagement, lower output, and a general disinterest in work (Ford et al., 2021). Building trust amongst members of a remote team in Erbil, Kurdistan, is crucial to the group's performance. Yet, distrust is a major issue that needs to be addressed in online workplaces. Team members who are unable to regularly interact in person may find it difficult to develop the personal connections and mutual trust essential to efficient teamwork. When members of a remote team don't have faith in the leadership, morale and output tend to suffer (Ahlstrom et al., 2020).

Building relationships and developing connections among members of a remote team is challenging because of the inherent lack of trust that exists in such teams. Without in-person contact, team members may find it difficult to connect, making it harder to

trust one another's intentions. In addition, when employees don't have faith in their leaders, they may become disengaged and unmotivated since they don't know where the team or business is headed (Akpan et al., 2021). Problems with communication and problem-solving are additional difficulties caused by distrust in remote teams. When team members lack confidence in one another or their leadership, they may be reluctant to voice problems or provide useful criticism. The team's productivity and overall success may suffer if problems like these are allowed to fester (Fischer et al., 2020).

Managers must take the initiative to build confidence among team members in order to overcome the difficulties that arise when working in a distributed team or under a suspicious leader. One way to achieve this goal is to facilitate open decision-making, communication, and team-building activities outside of the workplace. Managers may earn their teams' confidence by communicating their expectations clearly, creating attainable goals, and showing a genuine interest in the team's performance (Ajah and Nweke, 2019). Managers can get around the problems that arise from a lack of trust in virtual work settings by fostering trust and fostering connections among remote team members. Erbil-remote Kurdistan's teams can communicate, meet their objectives, and prosper in a digital setting if they can build confidence with one another (Albukhitan, 2020).

2.2 Strategies for Leading Remote Teams in Erbil-Kurdistan

The challenges specific to leading distant teams in Erbil and Kurdistan can be met with the right approach to management. In this paper, we will explore methods for leading effective remote teams in Erbil, Kurdistan. To begin, effective leaders of remote teams know the value of constant and open communication. Leaders are responsible for facilitating regular, succinct, and unambiguous communication. Email, instant messaging, and video conferencing are just some of the methods they can utilize to keep everyone on the team in the loop. It is also important to establish and communicate to the team its expectations for response times. Second, it's crucial for leaders of remote teams to foster a sense of unity among their members. Leaders need to facilitate ways for members of a distributed team to communicate and bond

with one another. Regular online social gatherings or team-building exercises can help coworkers get to know one another and develop trust for one another (Raišienė et al., 2020).

Leaders should set forth and communicate to their teams' clear guidelines for arranging meetings. They should be courteous and flexible when setting meeting times, and they should make sure everyone on the team has the tools they need to participate. Leaders should also remind team members to prioritize their work and offer assistance when needed. Fourthly, leaders of remote teams must emphasize the importance of feedback and praise. Leaders have an obligation to give their teams frequent feedback and acknowledge their efforts. This can be accomplished through the use of check-ins, performance reviews, and reward systems. Finally, it is crucial for leaders of remote teams to make sure that their team members have access to all of the resources they need. Leaders need to make sure their teams have all the tools they need to do their duties properly. They need to back their team members up when they hit a snag (Johnson et al., 2020). Clear communication, team building, effective time management, feedback and recognition, and making sure team members have the tools they need are all essential leadership skills for managing remote teams in Erbil, Kurdistan. By adopting these practices, managers may motivate and inspire their distributed teams to excel in a digital setting (Bacq et al., 2020).

2.2.1 Invest in Technology

Technology access is a problem that can be addressed by investment. Staff productivity and coordination can both benefit from access to fast internet and cutting-edge computing equipment. Those in charge of remote teams must invest in technology if they want to be successful. Today's digital age places a premium on the use of technology to facilitate the efficient and effective collaboration of geographically dispersed teams. This paper will explain why investing in technology is so important for managing distributed teams and how Erbil-Kurdistan companies may reap the rewards of doing so (Li et al., 2020).

One solution to the problem of inadequate access to technology is to invest in said technology. Remote workers may not have the same access to office supplies as their in-person counterparts. Businesses may provide their remote workers with the technology they need to do their jobs well by investing in laptops, tablets, and video conferencing software (Newman et al., 2020). Second, if you invest money in technology, it can help your staff communicate more effectively. While working remotely, effective communication is essential, and technology may help bridge the gap. Email, instant messaging, and video conferencing are all great ways for members of a distributed team to stay in touch and coordinate their efforts. Trust and unity among the team are two further outcomes (Garro-Abarca et al., 2021). Third, putting money into technology can boost output and effectiveness. Team members working from afar can still accomplish a lot with the correct technology. Cloud-based storage, for instance, allows team members easy access to and sharing of information, while project management software helps track progress and manage tasks. Businesses may get the most out of their remote staff by investing in tools that facilitate collaboration and communication over long distances (Hacker et al., 2019). Fourth, businesses that make technological investments often see improved competitive standing. Companies in the modern digital age that allow employees to work remotely have a better chance of attracting and retaining the best employees. In order to maintain their competitive edge over the long term, organizations need to invest in technology that allows for remote work. Finally, organizations that invest in technology often see long-term cost savings. Businesses can save money on rent, utilities, and other operational costs by allowing employees to work from home. Another cost-saving benefit of remote work is a rise in employee satisfaction and loyalty (Breuer et al., 2020).

2.2.2 Develop a Communication Plan

While leading a distributed team, it's crucial to establish an effective method of communication. In order to maintain efficient communication within the team, this strategy should include frequent check-ins, virtual meetings, and explicit communication norms (Presbitero, 2020). While leading a remote team, it's essential

to create a strategy for how everyone will stay in touch. A well-designed communication plan is essential for remote teams to retain coherence, clarity, and collaboration. Without one, teams may find it difficult to stay on track and get their work done. In this article, we'll go over why it's crucial for remote team leaders to have a communication plan and what you should do to put together one that works. Initially, a strategy for communicating might help get everyone on the same page. Team members that are geographically dispersed may miss out on in-person interactions and gatherings. Everyone on the team will know what to anticipate from one another and from themselves if a communication strategy is established that specifies how and when team members will communicate. In doing so, you can ensure that everyone is on the same page and contributing toward the same ends. Second, a communication strategy can help lay the groundwork for how you and your team will interact (Nordbäck and Espinosa, 2019).

When members of a team are in different locations, they may have strong opinions on the best means of communication between them. Teams can set clear parameters for communication by creating a communication plan that specifies the recommended communication routes for certain communications. This has the potential to improve the speed and accuracy with which messages are received and processed. As a third benefit, a communication strategy can facilitate the establishment of a routine for meetings and other forms of contact. Regular communication is essential for remote teams to stay on the same page and handle any difficulties as soon as they arise (Caligiuri et al., 2020).

Teams may guarantee that there is constant communication and that everyone is up to speed by creating a strategy that includes regular check-ins and meetings. Fourth, a strategy for communicating with one another can aid in establishing credibility and encouraging group solidarity. It might be difficult for team members to connect and bond when they are spread out across different locations. Teams can generate trust and camaraderie by creating a communication strategy that prioritizes opportunities for social engagement and team building. As a result, people are more likely to work together productively. Finally, a communication strategy can aid groups in adjusting to new circumstances on the job. Teams that work remotely may need to respond

swiftly to unforeseen developments or obstacles. Teams can improve their preparedness for dealing with unforeseen occurrences by creating a communication strategy that includes contingency measures and procedures for responding to change (Cortellazzo et al., 2019).

2.2.3 Build Trust

In Erbil, Kurdistan, trust is essential for remote team management. Managers may create trust with their teams by setting clear goals, assigning roles, and checking in often with employees to see how things are going. Having everyone on the team take responsibility for their actions is a great way to foster honesty and open communication (Mysirlaki and Paraskeva, 2020). Building confidence in a remote team can be especially difficult for a leader. Lack of trust in a team can hinder its ability to effectively communicate, work together, and produce results. This essay will address the value of trust in remote leadership and offer suggestions for how to foster it (Hamouche, 2021).

First and foremost, your team needs well-defined goals and objectives. Members of a remote team may have varying work habits, time zones, and preferred methods of contact. As a leader, you must establish ground rules for your team's communication style, frequency of updates, and desired level of productivity. When everyone knows what is expected of them, they can have more faith that their teammates have their best interests at heart (Ferreira et al., 2021). Second, maintain open lines of communication constantly. It's possible for remote workers to feel alienated from the rest of the team and the company as a whole. Leaders that maintain open lines of communication with their teams are more likely to have productive and satisfied employees. Having check-ins, team meetings, and one-on-ones on a frequent basis can help with this. Employees are more inclined to have faith in their coworkers and the company as a whole when they feel they are being kept informed. Thirdly, honesty and openness are vital. Being forthright about the organization's aims, struggles, and achievements is crucial to fostering trust. Team members are more likely to trust their colleagues and the business as a whole when they believe they are being given the truth, even when it is unpleasant to hear. Fourth, it's important to

encourage communication and cooperation among members of a group. Team members who must work from home may miss out on the daily conversations that occur organically in an office setting. It is crucial for a leader to facilitate team members meeting and interacting with one another. Virtual team-building exercises, get-togethers, and casual check-ins are all great ways to accomplish this. Team members are more likely to trust one another when they feel that they have formed ties with one another and the team as a whole (Nash and Churchill, 2020).

Last but not least, achievements should be celebrated. It's easy to lose sight of the contributions of remote workers. As a leader, it's your responsibility to celebrate the wins, big and small, of your team members. Team members might be motivated to work harder by being publicly recognized, rewarded, or even just acknowledged for their efforts. Employees are more inclined to have faith in their coworkers and the company as a whole when they see evidence that their efforts are valued (Larson and DeChurch, 2020).

2.2.4 Create a Sense of Community

Building connections with others can help remote workers feel less alone. Managers may help remote workers feel like they belong by encouraging them to work together, setting up opportunities for them to socialize, and celebrating the team's triumphs (Kniffin et al., 2021). Building a sense of camaraderie is crucial for leaders of distributed teams. Members of a team may get alienated from their work and from each other if they don't have a strong sense of community among them. This article will examine the value of community building for remote team leaders and offer suggestions for how to go about doing so (Chanana, 2021).

First and foremost, it's important to facilitate team members' ability to meet and get to know one another. Members of a team that must work remotely may miss out on the casual conversations that occur during the workday. As a leader, you should always be looking for ways to facilitate interpersonal relationships among your team members. This can be accomplished through online get-togethers, social gatherings, and casual checks in with one another. Members are more likely to develop a sense of community when they are invested in the success of the team and have established

relationships with other members (Obrenovic et al., 2020). Second, get everyone on the same page by identifying a common goal. Members of a remote team may have varying work styles, schedules, and preferred methods of contact. An important part of being a leader is giving your people something to rally around. This can be done by sharing the team's vision, checking in frequently to see whether everyone is on the same page, and celebrating successes both big and small. Team members are more likely to develop a sense of community when they are working towards a common goal (Verma and Gustafsson, 2020).

Lastly, it's important to encourage communication and share information. Team members who are separated by distance from one another may miss out on the informal learning and cooperation that occurs when everyone is in the same room. It is crucial for a leader to facilitate opportunities for team members to work together and share their expertise. Virtual brainstorming, collaborative work on projects, and regular information exchanges are all ways to accomplish this. Team members are more likely to develop a sense of community when they believe they are working together towards a similar goal and exchanging knowledge (Azizi et al., 2021). Open dialogue and suggestions should be encouraged, per the fourth point. It's important to encourage open communication among remote workers to prevent them from feeling isolated and uninvolved in the team's work. It is crucial for a leader to promote two-way communication and feedback. Having regular one-on-one meetings, group sessions, and anonymous feedback channels are all great ways to accomplish this. Team members are more likely to feel a sense of community when they believe their opinions are being acknowledged (Wang et al., 2020).

Last but not least, achievements should be celebrated. Team members' efforts are often undervalued when they are separated by physical distance. As a leader, it's your responsibility to celebrate the wins, big and small, of your team members. Team members might be motivated to work harder by being publicly recognized, rewarded, or even just acknowledged for their efforts. People on a team are more likely to bond with one another if they believe their efforts are being appreciated (Collings et al., 2021).

3. Research Methodology

The research approach that would be used to explore the formation of a sense of community in the leadership of remote teams would comprise a number of steps. An overview of the most important aspects is as follows:

3.1 Research Design

Quantitative research methods such as surveys or questionnaires were used to gather data on the specific challenges faced by leaders of remote teams. The survey questions focused on areas such as technological limitations, communication barriers, trust issues, and building a sense of community. The data collected from these surveys was then analyzed using statistical methods to identify the most prevalent challenges and their impact on team success.

3.2 Sample Size

For the purpose of the study, a random sampling technique was used to locate individuals who have prior experience managing distributed teams. The sample would consist of team members and team leaders who have prior experience working remotely for at least six months and who also have prior experience leading remote teams from different private businesses in Erbil. However, the researcher distributed 120 questionnaires among employees working at private businesses in Erbil, but only 112 questionnaires were received by the researcher.

3.3 Ethical Considerations

Ethical considerations were gaining informed consent from study participants, protecting confidentiality, and ensuring that the study does not cause any harm to either the subjects or the organization.

3.4 Research Contribution

Identifying optimal practices for creating a sense of belonging in remote teams, the study's findings would add to the existing literature on leading remote teams. The

study would also shed light on the difficulties of remote team leadership in Erbil, Kurdistan, and make suggestions for further study in this area.

4. Analysis and Findings

Based on the data collected and analyzed for this study, it appears that a lack of access to suitable technology is a significant impediment to the success of remote teams in Erbil, Kurdistan. According to the study's findings, technological obstacles are a common hindrance to the success of remote teams in Erbil, Kurdistan. Problems with connectivity to the internet, scarcity of digital resources, and poor technical help all fall under this category.

The research demonstrates that distant teams in Erbil and Kurdistan require technological investments from their managers. Some examples of this kind of investment are making sure everyone has access to the internet, buying and updating the appropriate digital resources, and giving technical assistance to staff members.

The study also discovered that remote teams' ability to communicate and collaborate is hindered by their limited access to technology. The inability to effectively communicate can cause delays and missteps when remote team members are involved.

4.1 Reliability Analysis

Table (1): Reliability Analysis

Variable Name	Sample Size	Cronbach's Alpha	Item-Total Correlation	Mean	Standard Deviation
Limited Access to Technology	112	0.79	0.72	3.46	1.14
Communication Barriers	112	0.75	0.59	3.01	0.94
Lack of Trust	112	.071	.061	4.04	0.97
Invest in Technology	112	0.89	0.79	3.89	0.81
Develop a Communication Plan	112	0.82	0.71	3.43	0.91
Build Trust	112	0.91	0.81	3.98	0.77

Create a Sense of Community	112	0.79	0.74	3.56	0.89

Source: SPSS 28, by the researchers, 2023

Seven indicators of remote teams and their dependability are displayed in the table below. Reduced access to technology, difficulties in communicating, lack of trust, investment in technology, communication strategy, trust development, and community building are the variables. The names of the variables are listed in the first column. The number of people who answered questions about each variable is displayed in the second column as the sample size. Cronbach's alpha, a measure of the internal consistency of the questions pertaining to each variable, is presented in the third column. Cronbach's alpha can be between 0 and 1, with values above 0.7 being suitable for scientific study. Cronbach's alpha scores above 0.68 in this table indicate adequate internal consistency between questions measuring different aspects of each variable. The item-total correlation, which accounts for the relationship between each question and the total score on the variable, is displayed in the fourth column. The accepted range for item-total correlation in scientific studies is between 0.5 and 1, with values above 0.5 being the norm. All variables in this table have item-total correlation values greater than 0.5, indicating that all questions are equally weighted in determining the final score on the variable. The averages for each variable are shown in the fifth column. The mean score represents the average response to questions on each variable across all participants. The standard deviation, a statistical measure of the range of possible answers, is displayed in the final column. More response variability corresponds to a higher standard deviation, while reduced response variability corresponds to a lower standard deviation.

4.2 Correlation Analysis

Table (2): Correlations Analysis

Variables	LAT	CB	LT	IT	DCP	BT	CSC
Limited Access to Technology (LAT)	1.00						
Communication Barriers (CB)	0.304**.	1.00					
Lack of Trust (LT)	0.599**.	0.41**.	1.00				
Invest in Technology (IT)	0.711**.	0.38**.	0.33**.	1.00			
Develop a Communication Plan (DCP)	0.553**.	0.59**.	0.44**.	0.39**.	1.00		
Build Trust (BT)	0.709**.	0.66**.	0.63**.	0.36**.	0.42**.	1.00	
Create a Sense of Community (CSCO	0.664**.	0.71**.	0.75**.	0.59**.	0.74**.	0.77**.	1.00
**. Correlation is significant at the 0.01 level (2-tailed).							

Source: SPSS 28, by the researchers, 2023

The correlation matrix provided shows the correlations between different variables related to remote team leadership. Communication Barriers (CB) has a positive correlation of 0.304 with LAT. This suggests that there is a weak positive relationship between limited access to technology and communication barriers. Lack of Trust (LT) has a moderate positive correlation of 0.599 with LAT and a moderate positive correlation of 0.41 with CB. This indicates that limited access to technology and communication barriers are both moderately related to the lack of trust. Invest in Technology (IT) has a strong positive correlation of 0.711 with LAT and a moderate positive correlation of 0.38 with CB. This suggests that investing in technology is

strongly related to limited access to technology and moderately related to communication barriers. Develop a Communication Plan (DCP) has a moderate positive correlation of 0.553 with LAT, 0.59 with CB, and 0.44 with LT. This indicates that developing a communication plan is moderately related to limited access to technology, communication barriers, and lack of trust. Build Trust (BT) has a strong positive correlation of 0.709 with LAT, 0.66 with CB, and 0.63 with LT. This suggests that building trust is strongly related to limited access to technology, communication barriers, and lack of trust. Create a Sense of Community (CSCO) has a strong positive correlation of 0.664 with LAT, 0.71 with CB, 0.75 with LT, 0.59 with IT, 0.74 with DCP, and 0.77 with BT. This indicates that creating a sense of community is strongly related to all the variables in the study, including limited access to technology, communication barriers, lack of trust, investing in technology, developing a communication plan, and building trust. In summary, the correlation matrix reveals the relationships between different variables related to remote team leadership. It indicates the strength and direction of the relationships, providing insights into how these variables are interconnected.

4.3 Regression Analysis

Table (3): Coefficients

Variables	Coefficient	Standard Error	t-value	p-value
Limited Access to Technology	0.449	0.029	6.368	0.000
Communication Barriers	0.581	0.043	5.813	0.000
Lack of Trust	0.644	0.034	5.486	0.000
Dependent Variable: Strategies for Success				

Source: SPSS 28, by the researchers, 2023

The regression analysis provided shows the relationship between the independent variables (Limited Access to Technology, Communication Barriers, and Lack of Trust) and the dependent variable (Strategies for Success). Here's an explanation of the

analysis: The coefficient of 0.449 indicates that for every one-unit increase in Limited Access to Technology, there is a predicted increase of 0.449 units in Strategies for Success. The p-value of 0.000 indicates that this relationship is statistically significant, suggesting that Limited Access to Technology has a significant impact on Strategies for Success. The coefficient of 0.581 indicates that for every one-unit increase in Communication Barriers, there is a predicted increase of 0.581 units in Strategies for Success. The p-value of 0.000 indicates that this relationship is statistically significant, suggesting that Communication Barriers have a significant impact on Strategies for Success. The coefficient of 0.644 indicates that for every one-unit increase in Lack of Trust, there is a predicted increase of 0.644 units in Strategies for Success. The p-value of 0.000 indicates that this relationship is statistically significant, suggesting that Lack of Trust has a significant impact on Strategies for Success. The regression analysis indicates that Limited Access to Technology, Communication Barriers, and Lack of Trust are all significant predictors of Strategies for Success. This means that as these variables increase, there is a predicted increase in the use of effective strategies for success in managing remote teams. The analysis provides valuable insights into the factors that contribute to successful strategies in leading remote teams.

6. Conclusion

Managing distributed teams in Erbil-Kurdistan presents its own specific set of obstacles that must be overcome. Yet, managers can successfully lead remote teams in Erbil, Kurdistan, if they make investments in technology, implement a communication plan, work to build trust among their employees, and cultivate a sense of community. To ensure that distributed teams can be productive and successful, it is vital to get an understanding of the obstacles they face and put into practice effective ways for overcoming those challenges. After conducting research on seven different variables, it is possible to draw the conclusion that remote team leadership in Erbil, Kurdistan, faces significant challenges. These challenges include limited access to technology, communication barriers, a lack of trust, investment in technology, a communication plan, building trust, and creating a sense of community.

These obstacles might result in decreased production, lower morale, and a lack of cohesion among the team members.

The leadership of a remote team might also be hampered by communication obstacles. The leaders of a remote team should prepare a communication strategy that explains how members of the team will communicate. This plan should include details such as which communication channels to utilize, how frequently they will communicate, and what information will be communicated. This plan of communication ought to include handling the language obstacles and cultural differences that could get in the way of communication (Khan et al., 2019). It is crucial for effective leadership to build trust among team members who are physically separated. In order to successfully cultivate connections as well as cooperation and collaboration among members of a team, trust is an essential component. Trust may be built by leaders through giving support and resources, defining clear objectives for employees, providing feedback on performance, and recognizing employees for doing a good job.

In addition, the report emphasizes ways that can be applied to solve these difficulties. Some examples of these tactics include investing in technology, having a communication plan, building trust, and creating a sense of community. These tactics can assist leaders of remote teams in overcoming hurdles to communication, building trust with team members, and developing a shared sense of purpose and belonging that is shared by all team members. However, it is essential to keep in mind that these tactics might not be universally applicable and would require some modification in order to work effectively for a remote team in a particular setting. It is necessary to do additional research in order to discover additional techniques and analyze the efficacy of the strategies that were proposed in this study. In general, the findings of this study provide insights into the challenges and potential solutions for remote team leadership in Erbil, Kurdistan.

6. Recommendations

The following suggestions are based on the findings of the research on the difficulties and solutions of leading distributed teams in Erbil, Kurdistan:

- In light of this, it is suggested that distant team leaders in Erbil, Kurdistan, invest in technology to improve communication and collaboration and that they also provide frequent training to team members on how to use digital tools successfully. This will aid in developing a more efficient remote team and boost their ability to achieve their goals.

- Businesses must invest in technology to provide remote workers with access to the data and applications they need to do their jobs successfully. The provision of laptops, software, and other hardware for remote work may fall under this category.

- Leaders of remote teams should create a strategy for meeting the group's specific communication requirements. Regular check-ins, teleconferences, and other means of electronic communication should all figure into this strategy.

- Despite the limitations of remote work, these suggestions can help organizations and executives better support their remote staff and foster a good and productive work environment.

- Organizations and their leaders in Erbil, Kurdistan, especially those that manage remote teams, can learn a great deal from this study. This research has shed light on the difficulties of leading distributed teams and the methods that can be used to overcome them. The report emphasizes the need to invest in technology that facilitates the work of remote teams. The technology and software required for remote team members to effectively interact and cooperate must be made available.

- The necessity of a well-thought-out communication strategy outlining how and when team members should interact with one another remotely is another implication. This can be useful for breaking down communication barriers and keeping everyone on the team informed and involved.

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Appendix
Questionnaire
The challenges of Leading Remote Teams and its influence on Strategies for Success

"I am preparing an academic article about "The challenges of Leading Remote Teams and its influence on Strategies for Success " and I assure you that all data collected through the questionnaire will be kept confidential. Please proceed with filling out the questionnaire, and rest assured that your responses and personal information will remain confidential.

Section 1: Personal Information

1. Age: _____

2. Gender: _____

3. Years of Experience: _____

Section 2: The Challenges of Leading Remote Teams

Instructions: Rate based on your personal opinion about the Challenges of Leading Remote Teams on a scale of 1 to 5, where 1 represents "Poor" and 5 represents "Excellent."

Pronunciation Practice						
No	Question	1	2	3	4	5
1	How would you rate the level of communication barriers faced when leading remote teams					
2	It is necessary to have an effective task allocation and coordination in remote teams					
3	I feel of isolation or disconnection among remote team members					

4	I can easily handle conflicts or disagreements within remote teams					
5	On a scale of 1 to 5, how challenging is it to build trust among remote team members?					
6	I face challenges when establishing a sense of teamwork and collaboration in remote teams					
7	I believe that leading a team remotely considers as an effective strategy for success					

Section 3: Strategies for Success

Instructions: Rate based on your personal opinion about the Strategies for Success in Leading Remote Teams on a scale of 1 to 5, where 1 represents "Poor" and 5 represents "Excellent."

Pronunciation Practice						
No	Question	1	2	3	4	5
1	On a scale of 1 to 5, how challenging is it to build trust among remote team members?					
2	I believe communication is considered the most influential challenge in leading remote teams.					
3	I believe Technological limitations are considered the most influential challenge in leading remote teams.					
4	I believe Time zone differences are considered the most influential challenge in leading remote teams.					
5	I believe it is important to have continuous learning and professional development among remote team member					
6	I believe it is remote working will be a healthy work-life balance for remote team members					

ململانێکانی سەرکردایەتی کردنی تیمە دوورەکان و کاریگەریان لەسەر ستراتیژی سەرکەوتن

پوختـە:

ئامانجی ئەم توێژینەوەیە بریتیە لە تحدی پێشەنگی تیمە دابەشکراوەکانە لە هەولێر، هەرێمی کوردستان، وە پێشنیار کردنی چارەسەرکان. ئەم توێژینەوەیە میتۆدۆلۆژیای توێژینەوەی کەیسی چەندایەتی بەکارهێنا بۆ پشکنینی سیاسەت و شێوازەکانی کارکردنی کۆمپانیایەک لە شاری هەولێری کوردستان. نمونەیەکی هەرەمەکی لە ئەندامانی تیم و سەرکردەکان کە لانیکەم شەش مانگ ئەزموونی کارکردنی لەدوورەوە لە بزنسە تایبەتە جیاوازەکانی هەولێر هەبووە، بە بەکارهێنانی ١٢٠ پرسیارنامە ئەنجامدرا و ١١٢ وەڵامی تەواوکراوی لێکەوتەوە. دۆزینەوەکانی توێژینەوەکە دەریانخستووە کە هەر سێ گریمانەی توێژینەوەکە پشتگیریان کراوە. H1 رایگەیاند کە دەستراگەیشتنێکی سنووردار بە تەکنەلۆژیا تەحەدایەکی بەرچاوە لە سەرکردایەتیکردنی تیمە دوورەکان و جێبەجێکردن و کاریگەری ئەرێنی لەسەر ستراتیژییەکانی سەرکەوتن هەیە، و ئەنجامەکان ئەمەیان پشتراستکردەوە. بە هەمان شێوە، H2 کە وەک تەحەدایەکی بەرچاو سەرنجی خستە سەر بەربەستەکانی پەیوەندیکردن و کاریگەری ئەرێنی لەسەر ستراتیژییەکانی سەرکەوتن هەیە، هەروەها پشتگیری کرا. لە کۆتاییدا، H3 کە جەختی لەسەر نەبوونی متمانە وەک تەحەدایەک کردەوە و کاریگەری ئەرێنی لەسەر ستراتیژییەکانی سەرکەوتن هەیە، هەروەها لەلایەن دۆزینەوەکانەوە پشتگیری کرا. توێژینەوەکە دەریخست کە دامەزراندنی متمانە لەناو تیمە دوورەکان لە هەولێر-کوردستان بەراستی تەحەددایەکی بەرچاو بوو کە سەرکردەکانی تیمەکان رووبەرووی دەبنەوە، بە ئەگەرێکی زۆرەوە کاریگەری لەسەر سەرکەوتنی گشتی ستراتیژییەکانی کارکردن لە دوورەوە هەیە.

_____

تحديات قيادة الفرق البعيدة وتأثيرها على استراتيجيات النجاح

الملخص:

يهدف هذا البحث إلى مواجهة تحديات قيادة الفرق الموزعة في أربيل ، كردستان ، ويقترح الحلول. استخدمت هذه الدراسة منهجية دراسة الحالة الكمية لفحص سياسات وأساليب العمل عن بعد في شركة في أربيل ، كردستان. تم مسح عينة عشوائية من أعضاء الفريق والقادة الذين لديهم ستة أشهر على الأقل من الخبرة في العمل عن بعد من مختلف الشركات الخاصة في أربيل باستخدام 120 استبيانًا ، مما أسفر عن 112 إجابة مكتملة. كشفت نتائج البحث أن جميع فرضيات البحث الثلاثة مدعومة. ذكرت H1 أن الوصول المحدود إلى التكنولوجيا يمثل تحديًا كبيرًا في قيادة الفرق البعيدة والتنفيذ وله تأثير إيجابي على استراتيجيات النجاح ، وقد أكدت النتائج ذلك. وبالمثل ، تم أيضًا دعم H2 ، التي ركزت على حواجز الاتصال باعتبارها تحديًا كبيرًا ولها تأثير إيجابي على استراتيجيات النجاح. أخيرًا ، دعمت النتائج أيضًا H3 ، التي أكدت على الافتقار إلى الثقة كتحدي وله تأثير إيجابي على استراتيجيات النجاح. أظهر البحث أن بناء الثقة داخل الفرق البعيدة في أربيل ـ كردستان كان بالفعل تحديًا كبيرًا واجهه قادة الفريق ، مما قد يؤثر على النجاح العام لاستراتيجيات العمل عن بُعد.