
TRANSFORMATIONAL LEADERSHIP: A LITERATURE REVIEW

By

Mochammad Bachtiar Affandie¹, Sopiah²

^{1,2}Universitas Negeri Malang

E-mail: ¹mochammad.bachtiar.2104138@students.um.ac.id, ²sopiah.fe@um.ac.id

Article History:

Received: 08-04-2022

Revised: 18-04-2022

Accepted: 20-05-2022

Keywords:

Literature Review,
Transformational
Leadership, Inspirational
Leadership, Charismatic
Leadership

Abstract: *Transformational leadership has become the center of attention of researchers and academics and has made it a source of reference or literature on leadership. This literature review is to identify the main points of transformational leadership (TFL) in the last 5 years, namely from 2018-2022. The method used is to search for keywords from the Direct Science and Google Scholar databases. A total of 25 articles of international repute and in English were downloaded. The results of a literature review show that transformational leadership is used as a model in leading that strengthens motivation, stimulates intellect, has charisma and becomes a source of inspiration from leaders to followers*

INTRODUCTION

Digital changes and developments have presented a new challenge and demand for leadership models [1]. Culture and habits that continue to develop and change where today's technological advances require innovation in business models and how customers and consumers expect a business organization [2]. The evolution of industry has made leadership in organizations a fundamental position [3]. In the management literature, there is a leadership model in which a leader, such as a supervisor, is able to motivate employees. In embodying the practice of leadership, it is necessary to use the characteristics or special notes and effective personal qualities of a leader [4]. Not only the effect on the economy, but leadership can be used in printing things related to incentives, culture and organizational goals [5]. Therefore, leadership adjustments are always related to changing conditions [6].

It has become a belief that a leader directs his leadership to knowledge and then supports him to innovate so that he gets a continuous competitive advantage [7]. It is said to be a good leader if he can set goals and motivate his followers in increasing the level of performance that exists in these followers in an organization [8]. In the context of the expectancy theory which is the reference point, it is explained that the leader will have hope to become a leader in the future with his involvement in leadership development programs [9]. Increased joint efforts of workers about cultivating individual resources, the role of extra action about environmental goals, learning in organizations occurs due to leadership style as a step to introduce how the organization's performance [10].

Good leaders are those who are open to change and to new things. As said by [11] that the leader is someone who agrees to change and then decides on goals and achieves them by sharing motivation and accepting new views. With the complexity of organizational management, it is said that successful leadership requires a promotion and fulfillment of

needs that can be used by stakeholders in business environment activities [12]. Over the past decade, researchers' attention to transformational leadership has grown because it leads to its positive effect on employees' attitudes and actions [13];[14]. Therefore, currently academics and researchers focus a lot of attention on transformational leadership models as literature in their organizations [15].

For 3 decades, the topic of transformational leadership has become the center of attention of researchers and academics and has made it a source of reference or literature on leadership. Based on view [16], said that leadership that has an extraordinary philosophy is called transformational leadership. This is explained by the existence of ethical and truth values which are the basic reference that this leadership style makes followers motivated and inspired by the presence of a leader. Can combine common interests in the organization and personal interests so that people in the organization respect each other and respect each other. Therefore, transformational leadership is said to be able to grow people's understanding in achieving organizational goals [17]. Thus, the aim is to specifically use the literature review to answer the question how is transformational leadership related and different from other dimensions? And whether transformational leadership practices can inspire and motivate followers in the study of this article? The outline is to identify the main points of discussion of transformational leadership in the last 5 years.

LITERATURE REVIEW

The hallmark of a leader with a transformational leadership model is able to utilize emotional intelligence by adapting the power of thought and action by paying attention to his employees against unplanned changes [18]. This refers to the relationship of transformational leadership to performance within the organization, where the effect of this leadership model has a significant effect on both non-financial and financial terms. Therefore, this is practiced by leaders in managing the organization [19].

In an organization, a subordinate will be more productive if the leader has a transformational leadership style even though the benchmark for assessment is from the unit level to a larger level, namely the company [20]. This leadership style also has a significant effect on academic and non-academic issues so that it is used in increasing employee engagement [21]. The charismatic aspect of leadership studied in this study is the positive value transformational model of its impact on performance in an organization [22].

Transformational leadership is called focusing on leaders who realize organizational goals that are centered on them [23]. The organization will be maximally effective if it involves transformational leadership who has an extraordinary vision and role [24];[25]. This leadership model is useful in making changes and developments throughout the organization that wants to improve its performance [26]. Transformational leadership is an effective leadership model today for making change [27]. Not only does it provide things that exist now, but transformational leadership requires leaders to adjust how their vision of the future is the same as the vision of their subordinates and align things for mutual needs [28]. Therefore, transformational leadership is able to encourage change and achieve success because it can provide innovation, success, and is effective in replacing and developing subordinates while working [29];[30].

Maximum performance and surpassing work performance in terms of a follower's

finances can be supported by the transformational leadership model [31]. A follower can identify himself with the goals of a leader through transformational leadership so that followers participate in and are committed to the goals of the organization [32]. As a result of the help of a transformational leadership model that inspires, encourages intellectual aspects, ideal power, and individual assessment, these are 4 forms or dimensions that an employee will work for the common interest rather than individual interests[33].

The involvement of transformational leadership is also seen from how to keep the workforce to survive and their commitment to the organization to grow lies in leadership which has an essential role[34]. The leadership style is positively and negatively influenced by the perception of the organizational climate that exists in the organizational bureaucracy [35]. This is indicated by a study of transformational leadership which is significantly related to professional position and holistic perception, and emotional intelligence in the organizational climate[36]. Also how organizational style can effectively introduce a series of processes and innovations through transformational leadership[37];[38];[39];[40], as found the principle of causality or a very strong causal relationship between knowledge management, innovation and process and transformational leadership [41]. On the other hand, when conditions are not possible due to high technology and uncertain low demand, it creates its own threat to performance with the use of transformational leadership models [26].

RESEARCH METHODS

The researcher identified the topic with the keyword in the search, namely transformational leadership. The literature review on transformational leadership comes from databases taken from Direct Science and Google Scholar which are the search sites in this study. This study analyzes articles published in the last 5 years, namely from 2018-2022. By making a literature review, as many as 25 articles of international reputation and English language were taken. Researchers use articles with inclusion characteristics, namely articles that can be accessed openly by anyone in full. Then after that the article and citation files are downloaded. And arranged systematically in alphabetical order and database sources for observation and study.

RESULTS AND DISCUSSION

A review of 25 articles that have been downloaded and then systematically extracted with results in the form of a table that displays 10 articles to illustrate and represent other articles while the discussion describes the main points regarding the dimensions of the transformational leadership relationship as a whole as many as 25 articles. Extraction of articles is described in the form of: author and year, title, region/location, purpose, method, results. The data for the top 10 articles in alphabetical order are explained in the form of table 1 below.

Table 1. Top 10 Articles In Alphabetical Order

No.	Author and Year	Title	Region/ Location	Objective	Method	Results
1	M. ngeles López-Cabarcos, Paula Vázquez-Rodríguez, Lara M. Quiñoá-Piñeiro (2021)	An Approach To Employees Job Performance Through Work Environment Variables and Leadership Behaviors	Galicia Spain/10 Small and Medium Enterprises	Examining the combination of leadership actions and the work environment on the presence or absence of employee performance	Quantitative (questionnaire)	The important functions are transformational leadership and social support variables. Transformational leadership can be a variable that supports employee performance. Task significance and empowerment are secondary to performance
2	Mina Azimirad, Carin Magnusson, Allison Wiseman, Tuomas Selander, Ilkka Parviainen, Hannele Turunen (2021)	British and Finnish nurses attitudes, practice, and knowledge on deteriorating patient in-service education: A study in two acute hospitals	English and Finnish/Hospital	To measure the attitude value of nurses regarding in-service education and the impact of its presence on nurse management and poor patient understanding	Quantitative (Questionnaire/Quick Response Team Survey)	Nurses thought about the education program was positive, but their low self-confidence, fear of criticism, delays caused by the culture of the hospital, and fear of criticism were still problems in management after poor patient education. The nurse's self-reflection about management getting worse shows 20-25% of patients getting worse missed
3	Jørn Hetland, Arnold B. Bakker, Hilde Hetland, Evangelia Demerouti (2018)	Daily transformational leadership and employee job crafting: The role of promotion focus	Hordaland County, Norway/Organization	To share new understanding of leader behavior and proactive behavior of subordinates	Quantitative (questionnaire)	Transformational leadership is able to influence followers to use work and the focus of employee promotion moderates this influence.

No.	Author and Year	Title	Region/ Location	Objective	Method	Results
				es, as well as basic information about pro-active profile of employee dynamics		
4	Arnold B. Bakker, Jørn Hetland, Olav Kjellevoid Olsen, Roar Espevik (2022)	Daily transformational leadership: A source of inspiration for follower performance?	Military University College, Norway/Navy Cadre	To explain if the leader is involved in using transformational leadership in his activities, the leader identifies the followers and stimulates the individual initiative of the subordinates. Transformational leadership relates to work engagement and performance with strengths from subordinates and individual initiative	Quantitative (questionnaire)	Leaders take advantage of transformational leadership, namely intellectual encouragement and personal review where subordinates tend to use strengths and initiate themselves. So that it is used in determining work engagement and performance the next day and the individual initiative of subordinates is associated with higher than lower work involvement
5	Kari Wikgotnes, Jørn Hetland, Anders Skogstad, Olav	Daily work pressure and exposure to bullying-related negative acts:	Military University College, Norway/Navy cadets	Incorporating a hypothesis of the work environment	Quantitative (questionnaire)	There is a positive relationship from the daily reports of cadets' work with their daily reports that bullying is

No.	Author and Year	Title	Region/ Location	Objective	Method	Results
	Kjellevoid Olsen, Roar Espevik, Ståle Valvatne Einarsen, Arnold B. Bakker (2020)	The role of daily transformational leadership The role of daily transformational and laissez-faire leadership		nt as well as the effort-reward imbalance model to reveal if previously work-related by workplace bullying is moderated by leadership practices on a leader's day-to-day basis. And the individual's daily experience of work pressure was positively related to the daily experience of negative behavior regarding bullying		related to negative actions. Laissez-faire leadership behavior moderates the work pressure of the megatiff action relationship Regarding bullying. Laissez-faire leadership is also a key component for developing escalation of conflict and intimidation in the workplace that is not present in transformational leadership.
6	Kalyan Prasad Das, Susmita Mukhopadhyay, Damodar Suar (2022)	Enablers of workforce agility, firm performance, and corporate reputation	India/IT Company	Reviewing previous research on workforce agility through financial and non-financial performance affects company reputation and how	Quantitative (questionnaire)	Transformational leadership stems from TMT and TLT companies share WFA, and WFA advances company performance which results in company reputation

No.	Author and Year	Title	Region/ Location	Objective	Method	Results
				TFL top management (TMT) and talent management (TLT) through workforce agility (WFA) impact the financial and non-financial performance of IT companies		
7	Line Christofferse n, Janne Teigen, Chris Ronningstad (2020)	Following-up midwives after adverse incidents: How front-line management practices help second victims	Norway/H ospital	To provide a framework for how front-line managers (FLN) in maternity wards provide assistance to midwives as the second victim after an adverse incident	Qualitative (interview)	Managers on the maternity ward use four different practices to provide support to midwives after a critical event: management, TFL, distributed leadership, and delegative leadership (laissez-faire).
8	Anis Eliyana, Muzakki, Syamsul Ma'arif (2019)	Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance	Indonesia/ Port III Organisasi on Inc. (BUMN)	Analyze and understand about the antecedent variables of transformational leadership that affect the performan	Quantitative (questionnaire)	Employees have performance through a transformational leadership model that has an impact on organizational commitment and job satisfaction of employees

No.	Author and Year	Title	Region/ Location	Objective	Method	Results
				ce of middle-level leaders		
9	Fajrillah Kolomboy, Fridawaty Rifai, Sukri Palutturi, Nasrul, Lalu Muhammad Nasrul, Ridwan Amiruddin (2021)	Leadership style based on the study of multifactor leadership questionnaire in Palu Anutapura hospital	Anutapura , Palu, Indonesia/ General Hospital	Explain how the leadership model of the chair of the room is examined from a scale and framework Multifactor Leadership Questionnaire	Descriptive quantitative (online questionnaire)	As much as 63.6% of leaders refer to the TFL style, 9.1% tend to use the transactional leadership model (TSL) and 27.3% refer to the results of leadership.
10	Habtamu Kebu Gameda and Jaesik Lee (2020)	Leadership styles, work engagement and outcomes among information and communications technology professionals: A cross-national study	Ethiopia and South Korea/ICT Non-Profit Enterprises	Examining the relationship between leadership style (LS), job involvement (JI) and the results used by task performance and innovative work actions	Quantitative (Online Questionnaire)	The TFL model has a significant positive relationship with employee work engagement and innovative work behavior, on the other hand the TSL style has a significant positive relationship with employee task performance. And Delegative Leadership (laissez-faire) was significantly positively related to task performance. Job engagement has a significant positive relationship with work outcomes indicators. In addition, job involvement partially mediated the relationship between leadership

No.	Author and Year	Title	Region/ Location	Objective	Method	Results
						style and work outcomes.

This study reveals if transformational leadership plays an important role and how it relates to the dimensions of social support, as well as in the realm of implementing management with industry and task orientation in maximizing performance[42]. Transformational leadership is a trigger for steps to increase knowledge, awareness of attitudes, the implementation of a nurse so that nurse managers can follow the appropriate leadership model. Therefore strong leadership can be an impulse for in-service education. Nurse managers have used transformational leadership models to create situations and improve in-service education outcomes. Then, nurse managers are required to introduce a culture of blaming subordinates and things that are not important, provide facilities and infrastructure to understand and manage patients whose condition is getting worse, then grow the confidence of their nurses[43].

As the study of this leadership model shows in the research conducted[44]. Daily work that has a positive effect with the preparation of daily work, it occurs when subordinates score high on the focus of promotion by being stimulated by the desire to progress and develop. Furthermore, the impact of this makes subordinates are encouraged to take more roles and are motivated towards their performance. So transformational leadership inspires and becomes a stimulus by the leader to his subordinates. This leadership style has a crucial meaning in the dimensions of work involvement and performance of subordinates because it is able to support the behavior of subordinates to use power and take personal initiatives. This further reinforces that transformational leaders inspire subordinates by showing consideration of the individual, intellectually encouraging[45]. Transformational leadership is related to the dimensions of the work environment, as well as the model (ERI) for example if a leader allows and does not help his subordinates to avoid work stress then there is intimidation. A non-intense relationship should show ways to introduce constructive leadership, perhaps irreversible if there is daily bullying[46].

Then how transformational leadership has an effect on the dimensions of financial and non-financial performance as shown that there is an influence of non-financial performance mediators on the relationship between agility and company reputation in the relationship between agility and company reputation in the workplace, and how the agility of the workforce relates to talent management and top management transformational leadership to the performance of the company[47]. As explained that transformational leadership is able to provide employee assistance, encourage the birth of a good system by encouraging supportive leadership which is needed in the presence of a second bad victim in the field of midwifery[48]. Also transformational leadership studies that explain the dimensions of organizational commitment and performance, as well as satisfaction. This is the result of research conducted at Pelabuhan Indonesia III Inc., although the results show differences in organizational commitment and the role of transformational leadership[49].

This research also supports the dimensions of transformational and transactional leadership. Transformational leadership includes charismatic intellectual drive, personal

attention, motivation, and transactional dimensions whose scope is contingent rework and exception management to employee performance[50]. The following description also reveals that the dimensions concerning workers who are individually committed to efforts to innovate and perform roles through transformational leadership. Where this leadership model has an effect on innovative work behavior and employee work engagement[51].

When organizational change occurs, trust in leadership becomes a mediator between transformational and actions to fight for subordinates since the organization changed. Then it also explains the dimensions of champion behavior when the organization experiences changes and employee trust through leadership is influenced by transformational leadership[52]. Research from[53] shows that leadership on digital-based topics has an effect on organizational agility, and both have an influence on digital transformation, meaning that organizational agility acts as a mediator between digital transformation leadership and digital transformation.

A finding reveals that the dimensions of nurses' citizenship behavior directly do not see the important factors of the transformational leadership role in Indonesian hospitals. However, there is an effect if using mediation from learning culture and job satisfaction to explain the relationship between the two dimensions above[54]. The dimensions that have a direct impact are the dimensions of organizational health, job characteristics, and organizational climate[55].

The project management dimension concludes that the leadership model in this topic supports the success of the project. With the transformational leadership model, public project managers can exercise leadership effectively. It is proposed that the project manager training program should incorporate training that enhances the skills of intellectual and emotional intelligence and transformational leadership [56]. Similar to the research conducted by[57]if our leadership dimension relates to knowledge sharing behavior and innovative work behavior. The suitability of organizational people with knowledge-sharing behavior can have an impact on innovative work behavior, although the mediating role does not enhance the above relationship.

Findings are also presented regarding the intrinsic motivation dimension that moderates the relationship between the leadership of this research topic and the creativity of workers. The researcher also examines if each dimension of transformational leadership has an effect on organizational innovation and employee creativity[58]. And its role as a mediator in the internal control system (ICS)[59].

Empirically, it was found that the relationship between the effect dimensions of the leadership model we studied, over-qualification, innovative work behavior and turnover intention was supported. Where this relationship is built on a single concept design, thus providing a place for new theoretical discussions in the future [60]. Surprisingly, it was explained in the study that the mediating effect of emotional exhaustion for the leadership influence relationship we examined on employee civic virtue behavior (CVB) was not significant, even though the impact of transformational leadership on CVB was positive. Besides the mediating effect of employee development is not significant, this study provides a lesson that in the hospitality industry it is necessary to advocate and advocate for the transformational leadership function to maintain employee civic virtue.(NA Khan et al., 2020).

Findings regarding the dimensions of the positive relationship of transformational leadership and staff attitudes towards evidence-based practice (EBP) are also described. Therefore, if transformational leadership behavior is used it will be more likely to be able to give a positive attitude to change and multiply the change in the employee's work[62]. Research progress can also be seen from research conducted by[63], that the leadership dimension has a fundamental function more specifically the leadership style of our study plays an important role to influence HRM practices and in turn to predict green innovation in organizations. The job involvement dimension was able to mediate the relationship between the leadership we studied, job performance, and helping behavior[64].

And how the dimensions of the influence of transformational leadership have a positive impact on the performance, motivation and work environment of workers. And the effect of motivation and work environment that bridges the influence of transformational leadership on employee performance[65]. As also seen in research[66]. Apart from having a positive impact, the main thing is that transformational leadership provides inspirational motivation to employee performance. Dimensions of individual consideration of transformational leadership in relation to performance. Therefore, company managers are advised to motivate and build good communication and pay attention to the needs and training of workers in their workplaces so that their performance will increase.

CONCLUSIONS

Transformational leadership is defined as a leadership model that strengthens motivation, encourages intellectuality, has charisma and is a source of inspiration from leaders to followers. The scope of the dimensions in this study is very broad, this is indicated by the many relationships of transformational leadership with a wide range of various dimensions and shows the very important role of this leadership model. The dimensions that are most widely disclosed in this literature review are performance, innovation, and motivation. Then another dimension that is interrelated with one another is the transformational leadership relationship with dimensions including: social support, nurse self-confidence, daily work, promotion focus, work stress, work environment, effort-reward imbalance, workforce and organizational agility, organizational commitment, work engagement, digital transformation, learning culture, organizational health, job characteristics, organizational climate, project management, intrinsic motivation, creativity, internal control system, effects of overqualification, emotional exhaustion, civic virtue behavior, evidence-based practice, green innovation, helpful behavior, work commitment. Employee involvement is a dimension related to transformational leadership to improve performance. evidence-based practice, green innovation, helpful behavior, work commitment. Employee involvement is a dimension related to transformational leadership to improve performance. evidence-based practice, green innovation, helpful behavior, work commitment. Employee involvement is a dimension related to transformational leadership to improve performance.

SUGGESTIONS

This literature review study, although using articles that are up to date, cannot be separated from the limitations it has which are only in the range of research articles for the last 5 years. This can be suggested regarding a longer time span as is generally used in

longitudinal research. The use of database sources is also only for Direct Science and Google Scholar which do not use paid closed access so they cannot review other articles. It is recommended to use other database sources in order to be able to deepen the analysis and reach out on the topic of transformational leadership better and more complete. Likewise, the scope of wider dimensions can be loaded.

REFERENCES

- [1] N. Kotula, D. Kaczmarek-Ciesielska, and G. Mazurek, "Social Media e-Leadership Practices During the COVID-19 Pandemic in Higher Education," *Procedia Comput. Sci.*, vol. 192, pp. 4741–4750, 2021, doi: <https://doi.org/10.1016/j.procs.2021.09.252>.
- [2] P. C. Verhoef *et al.*, "Digital transformation: A multidisciplinary reflection and research agenda," *J. Bus. Res.*, vol. 122, pp. 889–901, 2021.
- [3] B. Oberer and A. Erkollar, "Leadership 4.0: Digital Leaders in the Age of Industry 4.0," *Int. J. Organ. Leadersh.*, vol. 7, no. 4, pp. 404–412, Oct. 2018, doi: [10.33844/ijol.2018.60332](https://doi.org/10.33844/ijol.2018.60332).
- [4] K. Leithwood, A. Harris, and D. Hopkins, "Seven strong claims about successful school leadership revisited," *Sch. Leadersh. Manag.*, vol. 40, no. 1, pp. 5–22, 2020.
- [5] T. T. do Nascimento, J. B. Porto, and C. T. Kwantes, "Transformational leadership and follower proactivity in a volunteer workforce," *Nonprofit Manag. Leadersh.*, vol. 28, no. 4, pp. 565–576, Jun. 2018, doi: <https://doi.org/10.1002/nml.21308>.
- [6] Z. Dixon and A. Schoeneman, "Learning/Teaching Case Study–The Rocky Road from Peace to Action," *Hum. Serv. Organ. Manag. Leadersh. Gov.*, vol. 42, no. 5, pp. 493–501, 2018.
- [7] M. M. Naqshbandi and S. M. Jasimuddin, "Knowledge-oriented leadership and open innovation: Role of knowledge management capability in France-based multinationals," *Int. Bus. Rev.*, vol. 27, no. 3, pp. 701–713, 2018, doi: <https://doi.org/10.1016/j.ibusrev.2017.12.001>.
- [8] S. N. S. M. Adnan and R. Valliappan, "Communicating shared vision and leadership styles towards enhancing performance," *Int. J. Product. Perform. Manag.*, 2019.
- [9] S. H. Aldulaimi, "Leadership development program and leaders performance for mid-level managers in Saudi Petroleum Company, ARAMCO," *Arab Econ. Bus. J.*, vol. 13, no. 1, pp. 15–24, 2018, doi: <https://doi.org/10.1016/j.aebj.2018.02.001>.
- [10] F. V. Vizcaíno, S. L. Martin, J. J. Cardenas, and M. Cardenas, "Employees' attitudes toward corporate social responsibility programs: The influence of corporate frugality and polychronicity organizational capabilities," *J. Bus. Res.*, vol. 124, pp. 538–546, 2021, doi: <https://doi.org/10.1016/j.jbusres.2020.11.016>.
- [11] B. Harb and D. Sidani, "Transformational leadership for organizational change in the Lebanese public sector," *Probl. Perspect. Manag.*, vol. 17, no. 2, pp. 205–216, 2019, doi: [10.21511/ppm.17\(2\).2019.15](https://doi.org/10.21511/ppm.17(2).2019.15).
- [12] N. M. Alsayyed, T. S. Suifan, R. J. Sweis, and B. A. Kilani, "The impact of transformational leadership on organisational performance case study: the University of Jordan," *Int. J. Bus. Excell.*, vol. 20, no. 2, pp. 169–190, Jan. 2020, doi: [10.1504/IJBEX.2020.105356](https://doi.org/10.1504/IJBEX.2020.105356).
- [13] L. Hui, S. Phouvang, and L. B. Phong, "Transformational leadership facilitates innovation capability: The mediating roles of interpersonal trust," *Int. J. Bus. Adm.*, vol.

- 9, no. 3, pp. 1–9, 2018.
- [14] P. B. Le and H. Lei, “Determinants of innovation capability: the roles of transformational leadership, knowledge sharing and perceived organizational support,” *J. Knowl. Manag.*, vol. 23, no. 3, pp. 527–547, Jan. 2019, doi: 10.1108/JKM-09-2018-0568.
- [15] P. Liu, “Transformational leadership research in China (2005–2015),” *Chinese Educ. Soc.*, vol. 51, no. 5, pp. 372–409, 2018.
- [16] J. J. Sosik, F. J. Arenas, J. U. Chun, and Z. Ete, “Character into action: How officers demonstrate strengths with transformational leadership,” *Air Sp. Power J.*, vol. 32, no. 3, pp. 4–26, 2018.
- [17] S.-U.-R. Khan, M. Anjam, M. Abu Faiz, F. Khan, and H. Khan, “Probing the Effects of Transformational Leadership on Employees’ Job Satisfaction With Interaction of Organizational Learning Culture,” *SAGE Open*, vol. 10, no. 2, p. 2158244020930771, Apr. 2020, doi: 10.1177/2158244020930771.
- [18] M. Jiménez, “Leadership Style, Organizational Performance, and Change Through the Lens of Emotional Intelligence,” *Found. Manag.*, vol. 10, no. 1, pp. 237–250, 2018, doi: doi:10.2478/fman-2018-0018.
- [19] J. bin Atan and N. Mahmood, “The role of transformational leadership style in enhancing employees’ competency for organization performance,” *Manag. Sci. Lett.*, vol. 9, no. 13, pp. 2191–2200, 2019.
- [20] I. Buil, E. Martínez, and J. Matute, “Transformational leadership and employee performance: The role of identification, engagement and proactive personality,” *Int. J. Hosp. Manag.*, vol. 77, pp. 64–75, 2019.
- [21] P. T. Balwant, K. Birdi, U. Stephan, and A. Topakas, “Transformational instructor-leadership and academic performance: a moderated mediation model of student engagement and structural distance,” *J. Furth. High. Educ.*, vol. 43, no. 7, pp. 884–900, Aug. 2019, doi: 10.1080/0309877X.2017.1420149.
- [22] Z. M. Htike, “Different leadership styles: Impact on organizational performance,” *Int. J. Recent Trends Bus. Tour.*, vol. 3, no. 2, pp. 8–12, 2019.
- [23] A. G. Nassif, R. D. Hackett, and G. Wang, “Ethical, Virtuous, and Charismatic Leadership: An Examination of Differential Relationships with Follower and Leader Outcomes,” *J. Bus. Ethics*, vol. 172, no. 3, pp. 581–603, 2021, doi: 10.1007/s10551-020-04491-8.
- [24] M. A. Islam, A. H. Jantan, H. Hashim, C. W. Chong, and M. M. Abdullah, “Factors Influencing Female Progression in Leadership Positions in the Ready-Made Garment (RMG) Industry in Bangladesh,” *J. Int. Bus. Manag.*, vol. 1, no. 1, pp. 1–13, 2018.
- [25] N. Hatzijordanou, N. Bohn, and O. Terzidis, “A systematic literature review on competitor analysis: status quo and start-up specifics,” *Manag. Rev. Q.*, vol. 69, no. 4, pp. 415–458, 2019.
- [26] J.-X. Chen, P. Sharma, W. Zhan, and L. Liu, “Demystifying the impact of CEO transformational leadership on firm performance: Interactive roles of exploratory innovation and environmental uncertainty,” *J. Bus. Res.*, vol. 96, pp. 85–96, 2019, doi: https://doi.org/10.1016/j.jbusres.2018.10.061.
- [27] M. Usman, “Transformational leadership and organizational change: In the context of today’s leader,” *Int. Bus. Educ. J.*, vol. 13, no. 1, pp. 95–107, 2020.
- [28] G. Gunawan, “The influence of transformational leadership, school culture and work

- motivation on school effectiveness in junior high school in Medan," *Budapest Int. Res. Critics Inst. Humanit. Soc. Sci.*, vol. 3, no. 1, pp. 625–634, 2020.
- [29] Z. Adriani, "Improving Performance through Transformational Leadership and Utilization of Information Technology: A Survey in Mosque-Based Islamic Cooperatives in Indonesia," *Acad. Strateg. Manag. J.*, vol. 18, no. 2, pp. 1–13, 2019.
- [30] H.-C. Lin and P.-C. Lin, "The interplay between CEO-TMT exchange level and differentiation: Implications for firm competitive behaviors and performance," *J. Bus. Res.*, vol. 95, pp. 171–181, 2019.
- [31] B. J. Tepper *et al.*, "Examining follower responses to transformational leadership from a dynamic, person–environment fit perspective," *Acad. Manag. J.*, vol. 61, no. 4, pp. 1343–1368, 2018.
- [32] S. M. Shokory, S. A. Hamid, M. Awang, and N. S. Hudin, "The Impact of the Leadership of the Head of Department on Administrative Staff's Performance in Malaysian Premier Education University," *Int. J. Acad. Res. Bus. Soc. Sci.*, vol. 9, no. 3, pp. 27–42, 2019.
- [33] B. Harb and D. Sidani, "Transformational leadership for organizational change in the Lebanese public sector," *Probl. Perspect. Manag.*, vol. 17, no. 2, pp. 205–216, 2019.
- [34] E. Schreiner, S. B. Trent, K. A. Prange, and J. A. Allen, "Leading volunteers: Investigating volunteers' perceptions of leaders' behavior and gender," *Nonprofit Manag. Leadersh.*, vol. 29, no. 2, pp. 241–260, Dec. 2018, doi: <https://doi.org/10.1002/nml.21331>.
- [35] S. Tafvelin, K. Isaksson, and K. Westerberg, "The First Year of Service: A Longitudinal Study of Organisational Antecedents of Transformational Leadership in the Social Service Organisations," *Br. J. Soc. Work*, vol. 48, no. 2, pp. 430–448, Mar. 2018, doi: [10.1093/bjsw/bcx038](https://doi.org/10.1093/bjsw/bcx038).
- [36] T. Por Pan, J. Trakulmututa, and N. Youravong, "Self-perception of leadership style of dentists: heads of dental departments in community hospitals, Southern Thailand," *Int. Dent. J.*, vol. 70, no. 3, pp. 193–200, 2020, doi: <https://doi.org/10.1111/idj.12544>.
- [37] R. Pirayesh and Z. Pourrezay, "The Effect of Transformational Leadership Style and Organizational Innovation on Improving Environmental Performance of Environmental Polluters Companies Case Study: Lead Producer Companies in Zanjan Province," *J. Environ. Manag. Tour. Vol 10 No 7 JEMT Vol. X Issue 7(39) Winter 2019*, 2020, doi: [10.14505//jemt.v10.7\(39\).25](https://doi.org/10.14505//jemt.v10.7(39).25).
- [38] I. Utoyo, A. FONTANA, and A. SATRYA, "THE ROLE OF ENTREPRENEURIAL LEADERSHIP AND CONFIGURING CORE INNOVATION CAPABILITIES TO ENHANCE INNOVATION PERFORMANCE IN A DISRUPTIVE ENVIRONMENT," *Int. J. Innov. Manag.*, vol. 24, no. 06, p. 2050060, Oct. 2019, doi: [10.1142/S1363919620500607](https://doi.org/10.1142/S1363919620500607).
- [39] M. Sheehan, T. N. Garavan, and M. J. Morley, "Transformational leadership and work unit innovation: A dyadic two-wave investigation," *J. Bus. Res.*, vol. 109, pp. 399–412, 2020, doi: <https://doi.org/10.1016/j.jbusres.2019.10.072>.
- [40] H. Lei, L. Leaugkhamma, and P. B. Le, "How transformational leadership facilitates innovation capability: the mediating role of employees' psychological capital," *Leadersh. Organ. Dev. J.*, vol. 41, no. 4, pp. 481–499, Jan. 2020, doi: [10.1108/LODJ-06-2019-0245](https://doi.org/10.1108/LODJ-06-2019-0245).
- [41] M. A. Sahban, "The transformational leadership, knowledge management and perceived organizational support in predicting innovation capability," *Polish J. Manag.*

- Stud.*, vol. 20, 2019.
- [42] M. ngeles Á. L. Cabarcos, P. Vázquez-Rodríguez, and L. M. Quiñoá-Piñeiro, "An approach to employees' job performance through work environmental variables and leadership behaviours," *J. Bus. Res.*, vol. 140, pp. 361–369, 2022, doi: <https://doi.org/10.1016/j.jbusres.2021.11.006>.
- [43] M. Azimirad, C. Magnusson, A. Wiseman, T. Selander, I. Parviainen, and H. Turunen, "British and Finnish nurses' attitudes, practice, and knowledge on deteriorating patient in-service education: A study in two acute hospitals," *Nurse Educ. Pract.*, vol. 54, p. 103093, 2021, doi: <https://doi.org/10.1016/j.nepr.2021.103093>.
- [44] J. Hetland, H. Hetland, A. B. Bakker, and E. Demerouti, "Daily transformational leadership and employee job crafting: The role of promotion focus," *Eur. Manag. J.*, vol. 36, no. 6, pp. 746–756, 2018, doi: <https://doi.org/10.1016/j.emj.2018.01.002>.
- [45] A. B. Bakker, J. Hetland, O. Kjellefeldt Olsen, and R. Espevik, "Daily transformational leadership: A source of inspiration for follower performance?," *Eur. Manag. J.*, 2022, doi: <https://doi.org/10.1016/j.emj.2022.04.004>.
- [46] K. W. Ågotnes *et al.*, "Daily work pressure and exposure to bullying-related negative acts: The role of daily transformational and laissez-faire leadership," *Eur. Manag. J.*, vol. 39, no. 4, pp. 423–433, 2021, doi: <https://doi.org/10.1016/j.emj.2020.09.011>.
- [47] K. P. Das, S. Mukhopadhyay, and D. Suar, "Enablers of workforce agility, firm performance, and corporate reputation," *Asia Pacific Manag. Rev.*, 2022, doi: <https://doi.org/10.1016/j.apmr.2022.01.006>.
- [48] L. Christoffersen, J. Teigen, and C. Rønningstad, "Following-up midwives after adverse incidents: How front-line management practices help second victims," *Midwifery*, vol. 85, p. 102669, 2020, doi: <https://doi.org/10.1016/j.midw.2020.102669>.
- [49] A. Eliyana, S. Ma'arif, and Muzakki, "Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance," *Eur. Res. Manag. Bus. Econ.*, vol. 25, no. 3, pp. 144–150, 2019, doi: <https://doi.org/10.1016/j.iedeen.2019.05.001>.
- [50] F. Kolomboy, S. Palutturi, F. Rifai, L. M. Saleh, Nasrul, and R. Amiruddin, "Leadership style based on the study of multifactor leadership questionnaire in Palu Anutapura hospital," *Gac. Sanit.*, vol. 35, pp. S432–S434, 2021, doi: <https://doi.org/10.1016/j.gaceta.2021.10.069>.
- [51] H. K. Gameda and J. Lee, "Leadership styles, work engagement and outcomes among information and communications technology professionals: A cross-national study," *Heliyon*, vol. 6, no. 4, p. e03699, 2020, doi: <https://doi.org/10.1016/j.heliyon.2020.e03699>.
- [52] M. N. Islam, F. Furuoka, and A. Idris, "Mapping the relationship between transformational leadership, trust in leadership and employee championing behavior during organizational change," *Asia Pacific Manag. Rev.*, vol. 26, no. 2, pp. 95–102, 2021, doi: <https://doi.org/10.1016/j.apmr.2020.09.002>.
- [53] B. K. AlNuaimi, S. Kumar Singh, S. Ren, P. Budhwar, and D. Vorobyev, "Mastering digital transformation: The nexus between leadership, agility, and digital strategy," *J. Bus. Res.*, vol. 145, pp. 636–648, 2022, doi: <https://doi.org/10.1016/j.jbusres.2022.03.038>.
- [54] Idris, N. AS, B. E. Soetjipto, and A. S. Supriyanto, "Predicting factors of organizational citizenship behavior in Indonesian nurses," *Heliyon*, vol. 7, no. 12, p. e08652, 2021, doi:

- <https://doi.org/10.1016/j.heliyon.2021.e08652>.
- [55] K. Suwanyuha and I. Rinthaisong, "Structural equation modeling of organizational health in the marine fisheries management section under the fisheries management bureau," *Kasetsart J. Soc. Sci.*, vol. 39, no. 3, pp. 387–392, 2018, doi: <https://doi.org/10.1016/j.kjss.2018.06.007>.
- [56] M. Z. Fareed, Q. Su, and A. A. Awan, "The effect of emotional intelligence, intellectual intelligence and transformational leadership on project success; an empirical study of public projects of Pakistan," *Proj. Leadersh. Soc.*, vol. 2, p. 100036, 2021, doi: <https://doi.org/10.1016/j.plas.2021.100036>.
- [57] N. Sudibjo and R. K. Prameswari, "The effects of knowledge sharing and person-organization fit on the relationship between transformational leadership on innovative work behavior," *Heliyon*, vol. 7, no. 6, p. e07334, 2021, doi: <https://doi.org/10.1016/j.heliyon.2021.e07334>.
- [58] M. Shafi, Z. Lei, X. Song, and M. N. I. Sarker, "The effects of transformational leadership on employee creativity: Moderating role of intrinsic motivation," *Asia Pacific Manag. Rev.*, vol. 25, no. 3, pp. 166–176, 2020.
- [59] T. T. Hoai, B. Q. Hung, and N. P. Nguyen, "The impact of internal control systems on the intensity of innovation and organizational performance of public sector organizations in Vietnam: the moderating role of transformational leadership," *Heliyon*, vol. 8, no. 2, p. e08954, 2022, doi: <https://doi.org/10.1016/j.heliyon.2022.e08954>.
- [60] R. Kaymakçı, A. Görener, and K. Toker, "The perceived overqualification's effect on innovative work behaviour: Do transformational leadership and turnover intention matter?," *Curr. Res. Behav. Sci.*, vol. 3, p. 100068, 2022, doi: <https://doi.org/10.1016/j.crbeha.2022.100068>.
- [61] N. A. Khan, A. N. Khan, M. A. Soomro, and S. K. Khan, "Transformational leadership and civic virtue behavior: Valuing act of thriving and emotional exhaustion in the hotel industry," *Asia Pacific Manag. Rev.*, vol. 25, no. 4, pp. 216–225, 2020, doi: <https://doi.org/10.1016/j.apmr.2020.05.001>.
- [62] L. R. Farahnak, M. G. Ehrhart, E. M. Torres, and G. A. Aarons, "The influence of transformational leadership and leader attitudes on subordinate attitudes and implementation success," *J. Leadersh. Organ. Stud.*, vol. 27, no. 1, pp. 98–111, 2020.
- [63] S. K. Singh, M. Del Giudice, R. Chierici, and D. Graziano, "Green innovation and environmental performance: The role of green transformational leadership and green human resource management," *Technol. Forecast. Soc. Change*, vol. 150, p. 119762, 2020, doi: <https://doi.org/10.1016/j.techfore.2019.119762>.
- [64] F.-Y. Lai, H.-C. Tang, S.-C. Lu, Y.-C. Lee, and C.-C. Lin, "Transformational leadership and job performance: The mediating role of work engagement," *Sage Open*, vol. 10, no. 1, p. 2158244019899085, 2020.
- [65] Y. A. Nugroho *et al.*, "Transformational leadership and employees' performances: The mediating role of motivation and work environment," *EduPsyCouns J. Educ. Psychol. Couns.*, vol. 2, no. 1, pp. 438–460, 2020.
- [66] C. Top, B. M. S. Abdullah, and A. H. M. Faraj, "Transformational leadership impact on employees performance," *Eurasian J. Manag. Soc. Sci.*, vol. 1, no. 1, pp. 49–59, 2020.