

Transformational Leadership: A Systematic Literature Review for Future Research Agenda

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Abstract: Leadership is one of the subjects often discussed in corporate environments and has been researched in relation to several performance results among employees. Transformational leadership is a style of leadership described by the partnerships between leaders and followers and the outcomes they accomplish together to fulfill organizational objectives. This study provides an analysis of the philosophy of transformational leadership, as well as practical advice for self-reflection and enhancement of leadership behaviors that facilitate successful organizational transformation. A few research have tested the theoretical premise that the positive effects of transformational leadership on people, groups, and organizations are related to the change of followers in real and permanent ways. This study concludes that transformation leadership encompasses mostly four behaviors: idealized influence, intellectual stimulation, inspirational motivation, and individual consideration.

Keywords: Transformational leadership, literature review, future research agenda

I. Introduction

Throughout today's dynamic business environment, leaders who empower followers to achieve strongly and enthusiastically change are greatly appreciated by organizations. Transformational leadership is obsessed with how members accomplish such attainments (B. J. Avolio & Gardner, 2005). Transformation leadership theory has attracted significant academic interest since its creation more than 40 years ago and appears to be one of the leadership paradigms most widely investigated (Crede, Jong, & Harms, 2019; Dinh et al., 2014; Kammerhoff, Lauenstein, & Schütz, 2019; Northouse, 2016).

The theory of transformational leadership becomes a pillar of leadership study (Siangchokyoo, Klinger, & Campion, 2019). The idea that leaders turn followers in circumstances leading to excellent organizational success and offer a persuasive empirical groundwork for both research and practice. Transformational leaders gain a perfect visualization of what the current and future course of action of the business is going across competitive markets (Bernard M Bass & Avolio, 1995). Leaders establish an ambitious vision, have a powerful confidence in that vision, express it explicitly and convey it to the workers so that the latter can trust in and be enthusiastic about the visions of leaders (Zhu, Chew, & Spangler, 2005).

Downton (1973) was thought to be the principal person to use the terms transformational leadership, and Burns (1978) was the original person to distinguish leadership styles based on the motivation of followers. Burns (1978) described transformational leadership as a method of empowering followers to reflect on their ideals and imagine a clear future for them. Forty years after Burns (1978) came up with the thought of the transforming leader, his theories was strengthened by the research of Bass and associates who assisted explain (a) the activities that leaders participate in to facilitate the transition of followers; (b) the forms in which leaders turn followers; and (c) the matrix of results affected by leader-follower experiences. (Bruce J Avolio & Bass, 1988; Bruce J. Avolio & Bass, 1995; Bernard M Bass & Riggio, 2006).

The theory of transformational leadership is based on the postulation that followers change as a consequence of their collaboration with this kind of leader. Burns (1978) explains transforming attributes as requiring "real change" in terms of (a) the extent of change: the behaviors and beliefs of adherents need to be changed to a "significant degree"; and (b) the durability of change: change should be fairly lasting rather than fleeting.

The theory of transformational leadership was developed to understand the difference in the effectiveness of leadership (Jackson, 2020). Transformational leadership often reflects on how the qualities of a leader affect the beliefs, desires, principles, and ambitions of followers so that they prioritize organizational achievement above self-interest. Few analyses have tested the theoretical presumption that the positive effects of transformational leadership on the person, community, and organization are attributable to the transformation of followers in real and lasting ways. Thousands of empirical research paper endorse linkages between transformational leaders and employee, team, and organizational results, generating it difficult to ignore this construct's significance (Camps & Rodríguez, 2011; Rao & Abdul, 2015; Siangchokyoo et al., 2019). Based on the hypothetical and empirical proof, this study, therefore, aims to scrutinize the variable of transformational leadership in the way of systematic literature review for future research agenda.

II. Methods

This study released an exhaustive online search for published studies on transformational leadership. For the online search, this study explored electronic databases such as Science Direct, Emerald Insight, and Google Scholar using combinations of the following keywords: *transformational leadership and authentic leadership*. As a result, a total of 31 primary studies with 22 articles published, met the criteria for inclusion, and were included in the analysis.

Table 1 Reviewed Papers of Transformational Leadership

No.	Author	Country	Sample size	Measures/ dimensions of leadership
1	Luyten and Bazo (2019)	Mozambique	518	Establishing vision and goals, establishing structure, promoting culture, performance expectation, intellectual stimulation, idealized support
2	Elrehail, Emeagwali, Alsaad, and Alzghoul (2018)	Jordan	173	Idealized influence, individualized consideration, intellectual stimulation, inspirational motivation
3	Agi and Nishant (2017)	Gulf countries	13	Commitment to top management, performance monitoring, integration with partners, reward and appraisal systems
4	Blome, Foerstl, and Schleper (2017)	Germany	118	Ethical, obedience to authority
5	Gosling, Jia, Gong, and Brown (2016)	N/A	N/A	Proactive and reactive
6	Mzembe, Lindgreen, Maon, and Vanhamme (2016)	Malawi	37	Organizational contingency, ethical values, advisory
7	Dubey, Gunasekaran, and Ali (2015)	India	306	Vision statement, intellectual stimulation, high-performance expectation, provide the appropriate model
8	Dubey, Singh, and Gupta (2015)	India	187	Long-term vision, establishing policies, stimulating improvement, providing resources
9	Lenssen et al. (2013)	N/A	N/A	Visionary, clear direction, commitment, innovation
10	Lockström and Lei (2013)	China	88	Clear communication, encouraging and involving in teamwork, continuous improvement, autonomy, authority
11	Shahraki and Bahraini (2013)	South Pars	134	Idealized influence, mental persuasion, inspirational motivation, personal consideration
12	Lockström, Schadel, Harrison, Moser, and Malhotra (2010)	China	30	Coaching/cooperative, delegating, situation changing
13	Lambrechts, Taillieu, and Sips (2010)	Belgium	N/A	Pro-activity, including and stimulating, indirectness
14	Wamba and Chatfield (2009)	Australia	N/A	Organizational transformation, communication, change management
15	B. J. Avolio and Bass (2004)	Menlo Park	N/A	Idealized influence (behavior), idealized influence (attributed), intellectual stimulation, inspirational motivation, individual consideration
16	Rafferty and Griffin (2004)	Australia	1398	Articulating vision, inspirational communication, intellectual stimulation, supportive leader, personal recognition
17	Williams, Esper, and Ozment (2002)	N/A	N/A	Visionary, flexibility, consideration and appreciation, dynamic, decision making, long-term collaboration, encouragement
18	Segars, Harkness, and Kettinger (2001)	USA	N/A	Visionary, investigator, coach, innovator, change agent
19	MacKenzie, Podsakoff, and Rich (2001)	USA	477	Core transformational leadership behavior, supportive leader behavior, high-performance expectations, intellectual stimulation
20	McAdam and Brown	UK	N/A	Visionary and coach

	(2001)			
21	Podsakoff, MacKenzie, Moorman, and Fetter (1990)	Midwest	N/A	Recognizing and formulating a vision, presenting an appropriate model, fostering acceptance of group goals, high-performance expectations, giving individualized support, intellectual stimulation
22	B. M. Bass (1985)	New York	N/A	Idealized influence, inspirational motivation, intellectual stimulation, individualized consideration

III. Results and Discussion

Leadership is relevant in many organizations (Buil, Martínez, & Matute, 2019; Leroy, Segers, van Dierendonck, & den Hartog, 2018) and it puts emphasis on understanding, forecasting, and influencing personal and interpersonal dynamics of how people influence one another towards shared goals (Northouse, 2016). Leadership in the organization is seen as an important tool for environmental management (Babić, Savović, & Domanović, 2014; Crede et al., 2019; Guest & Teplitzky, 2010; Zhou, Zhang, Lyu, & Zhang, 2018).

Transformational leadership involves building an innovative climate among different types of leadership, heartening, stimulating, and encouraging employees to trust with the insight of a leader that directly impacts firm creativity and performance (Boehm, Dwertmann, Bruch, & Shamir, 2015; Ng, 2017). The style of transformational leadership is to help inspire followers through imperative vision, individual support, and empowerment. Based on Table 1, transformation leadership encompasses mostly four behaviors: idealized influence, intellectual stimulation, inspirational motivation, and individual consideration. Zhu et al. (2005) note that transformational leadership is promoting higher levels of inspiration, trust, unity, commitment, and performance. A number of studies showed that the strategically driven dimension of transformational leadership has a beneficial impact on performance, talent management and competitiveness in the workforce (Carton, Murphy, & Clark, 2014; Jia, Liu, Chin, & Hu, 2018; Naderi, Vosta, Ebrahimi, & Jalilvand, 2019; Singh, Giudice, Chierici, & Graziano, 2020).

IV. Conclusion

Transformational leaders have a strong view of the current and future course of action of the company in the face of competitive markets. Transformational leadership has the capacity to deliver out of reach. Transformational leadership generates an ambitious dream, obviously believes in that vision, articulates it, and specifically expresses it to the employees. This study concludes that transformation leadership encompasses mostly four behaviors: idealized influence, inspirational motivation, intellectual stimulation, and individual consideration.

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