

TRANSFORMATIONAL LEADERSHIP: A LITERATURE REVIEW OF CONCEPTS, TRENDS, AND FUTURE RESEARCH DIRECTIONS

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ABSTRACT

This research aims to identify and analyze thematic, methodological, and research gaps in the study of transformational leadership over the past two decades. The method used is *Systematic Literature Review (SLR)* with the PRISMA approach, which selects 20 articles from internationally reputable journals indexed by Scopus. Data are collected and analyzed based on research focuses, methods, and key findings related to the influence of transformational leadership on performance, innovation, organizational culture, and employee engagement. The results of the study show that transformational leadership consistently contributes positively to improving individual and organizational performance through mediation mechanisms such as trust, organizational learning, and knowledge management. However, previous research still shows limitations in contextual aspects, especially in the areas of leadership digitalization, organizational culture differences, and longitudinal research design. This study recommends that future research integrate cross-cultural and multi-method approaches to broaden understanding of transformational leadership dynamics in the digital age. Practically, the results of this research contribute to the development of leadership strategies that are adaptive, innovative, and oriented towards human resource empowerment in the context of modern organizations.

Keywords: *transformational leadership, systematic literature review, PRISMA, organizational performance, innovation.*

INTRODUCTION

Transformational leadership (TL) has been one of the most influential leadership theories in the management and organizational behavior literature for more than three decades. TL emphasizes the leader's ability to inspire, motivate, and change the values and behavior of followers to align with the organization's goals. In the context of rapid and complex organizational change, this leadership style is considered to be able to encourage innovation, improve performance, and strengthen a culture of continuous learning (Braun, 2013).

As global dynamics increase, digitalization, and post-pandemic changes in work patterns, the study of TL is increasingly relevant to understanding how leaders can navigate organizations toward resilience and competitive advantage. Previous studies have shown that TL has a positive influence on individual and team performance (Money Et Al., 2011, job satisfaction and organizational commitment

(Hakim, 2004), as well as organizational innovation and learning (Garcia-Morales, 2012). In addition, the latest meta-analysis also confirms that TL remains relevant despite the emergence of various new leadership styles such as ethical, *servant*, and (Hoch, 2018) authentic leadership.

Further, recent empirical evidence also suggests that transformational leadership plays a significant role in improving organizational performance through improving HR skills, innovation, and organizational competitiveness, particularly in the context of modern and technology-based organizations. The study found that TL is able to increase productivity, encourage innovation, and strengthen the competitiveness of companies, as well as being an important mediator in the relationship between individual capabilities and organizational competitiveness. This reinforces that TL not only affects aspects of individual behavior, but also on the strategic achievements of organizations in the current competitive era. Similar results were also found in the study on transformative digital leadership, where the role of leaders in directing innovation, technological literacy, and organizational adaptability is crucial in facing the disruption of the industrial era 4.0. This shows that transformational leadership has now evolved into a form of digital leadership that requires leaders to be able to combine transformational vision with technological competence (Tegor et al., 2023; Tegor et al., 2023; Zam et al., 2025)

Although the volume of publications in TL has increased significantly over the past two decades, research gaps remain. Some studies highlight the limitations of the context—mostly conducted in large organizations and Western countries—as well as the dominance of cross-sectional quantitative approaches. On the other hand, research on the application of TL in the context of digitalization, small organizations, and non-Western cultures is still limited. This demonstrates the need for a comprehensive scientific synthesis to map conceptual, methodological, and thematic developments in existing TL studies (Braun, 2013; Nguyen, 2023).

Therefore, this study conducted a Systematic Literature Review (SLR) using the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analysis) approach to 20 indexed Scopus articles relevant to transformational leadership. The study aims to:

1. Identify publication trends and thematic focus of TL research in the last two decades (2002–2025).
2. Analyze the methodological approaches used in previous research.
3. Finding the main finding patterns and the direction of development of TL theory.
4. Formulating research gaps as the basis for further study development.

By systematically synthesizing the latest literature, this research is expected to make a theoretical contribution to broaden the understanding of transformational leadership in the digital era, as well as practical contributions to organizational leaders in managing change, innovation, and human resource empowerment.

DATA COLLECTION AND METHODOLOGY

This study uses the Systematic Literature Review (SLR) approach with reference to the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analysis) guidelines developed by (Moher et al. 2009). This approach was chosen because it is able to provide a comprehensive, transparent, and systematic mapping of the results of previous research on transformational

leadership. PRISMA is used to ensure that the study selection process is carried out objectively, measurably, and can be replicated, so that the results of the review have strong methodological validity. Through the PRISMA framework, researchers can trace research trends, dominant themes, methodological approaches, and identify research gaps that remain unfilled, especially related to the dynamics of transformational leadership in the digital era and in the context of non-Western organizations.

The data sources in this study came from several leading international databases, including Scopus, ScienceDirect, Emerald Insight, and Google Scholar. The selection of these four databases is based on their credibility and relevance in publishing scientific articles in the field of management and leadership. The search was conducted using the keywords "Transformational Leadership" AND ("organizational performance" OR "innovation" OR "employee engagement" OR "digital transformation" OR "public sector"), with a publication period from January 2002 to May 2025. From the initial search results, 245 articles were obtained, then filtered and selected in stages until 20 articles met the analysis criteria.

Inclusion criteria for this study include English-language scientific articles indexed by Scopus published between 2002 and 2025 that focus on transformational leadership and its impact on organizations, performance, innovation, or employee behavior. In contrast, articles written in languages other than English, that did not undergo peer review, or that did not have a direct relationship to the concept of transformational leadership, were excluded from the analysis.

The article selection process follows four main stages within the PRISMA framework, namely identification, screening, feasibility, and inclusion. At the identification stage, 245 articles were found from four central databases. After a screening process to remove duplicates and review the suitability of titles and abstracts, 78 articles remain. Furthermore, at the eligibility stage, a full feasibility assessment was carried out for 32 articles that were considered relevant based on the content and research methods. The final stage, namely inclusion, produced 20 articles that were used as primary sources in this systematic analysis.

Data from the selected articles were analyzed using content analysis and thematic synthesis approaches. The research was carried out through three main steps, namely: (1) thematic categorization based on research focuses such as organizational performance, innovation, job satisfaction, digital leadership, and the public sector; (2) methodological identification that includes research approaches (quantitative, qualitative, or mixed methods) as well as analytical techniques used such as SEM, PLS, or in-depth interviews; and (3) narrative synthesis to find relationship patterns, theoretical tendencies, and empirical gaps from previous research results.

To maintain validity and reliability, all articles included in this study have been verified at various levels through examination of topic relevance, methodological suitability, and scientific contributions. In addition, the analysis process also involves peer discussion and thematic triangulation to ensure that the interpretation of results is consistent, objective, and academically accountable.

Stages of Systematic Literature Review

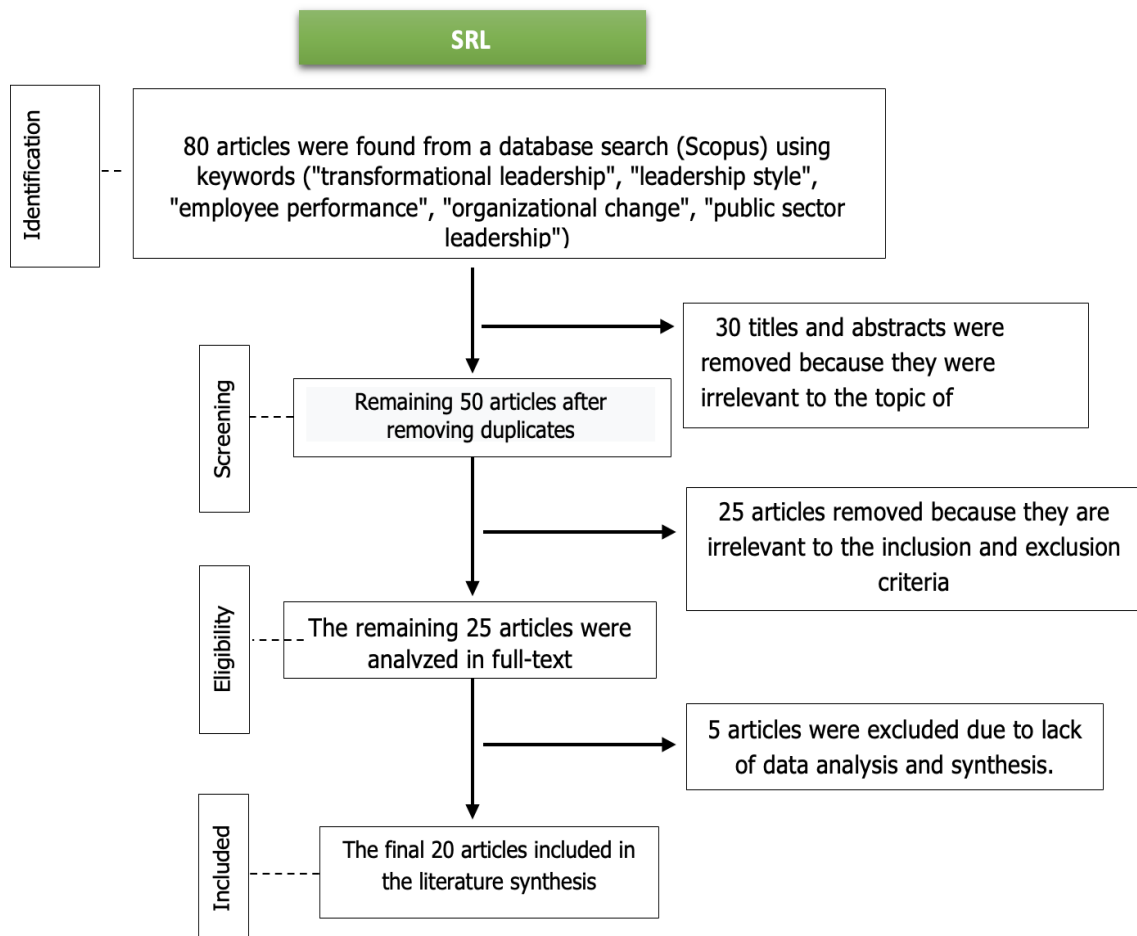


Table 1.1 Matrix of Transformational Leadership Literature

Yes	Article Title	Research Focus	Method	Key Findings
1	Wang et al. (2011). <i>Transformational leadership and performance across criteria and levels.</i>	The relationship between TL and performance at different levels of the organization.	Meta-analysis	TL significantly improves individual and team performance.
2	Judge & Piccolo (2004). <i>Transformational and transactional leadership.</i>	Comparison of the effectiveness of TL vs transactional leadership.	Meta-analysis	TL has a greater influence on employee satisfaction and performance.
3	Banks et al. (2016). <i>Authentic and transformational leadership.</i>	Redundancy between authentic and TL.	Meta-analysis	The two overlap, but TL still has a unique effect on performance.

4	Braun et al. (2013). <i>TL, job satisfaction, and team performance.</i>	TL's influence on team performance through trust.	Multilevel surveys	TL increases trust, which leads to team performance.
5	Buil et al. (2019). <i>TL and employee performance.</i>	Proactive identification and personality roles.	Quantitative surveys	Engagement and identification mediate the relationship between TL and performance.
6	García-Morales et al. (2012). <i>The influence of TL on learning and innovation.</i>	TL as a driver of innovation and organizational learning.	Quantitative surveys	TL enhances innovation through organizational learning.
7	Kim & Kim (2021). <i>TL and knowledge sharing.</i>	TL's relationship with knowledge sharing.	SLR	TL reinforces knowledge-sharing and collaboration behaviors.
8	Nguyen & Nguyen (2023). <i>TL and organizational culture.</i>	TL in building organizational culture.	SLR	TL forms an innovative and collaborative culture.
9	Ystaas et al. (2023). <i>TL in nursing.</i>	TL in the field of health (nursing).	SLR	TL improves job satisfaction and patient care.
10	Sagnak (2020). <i>TL and innovation.</i>	TL as a driving factor for innovation.	SLR	TL plays an important role in creating an innovative climate.
11	Teng & Chang (2020). <i>TL and employee engagement.</i>	TL in increasing employee engagement.	SLR	TL is positively associated with commitment and engagement.
12	Kark & Shamir (2002). <i>The double effect of TL.</i>	The impact of TL on the relational and collective self.	Psychological experiments	TL fosters a sense of belonging and collective performance.
13	Zhu et al. (2009). <i>Characteristics of followers as moderators.</i>	Follower character as a TL moderation variable.	Quantitative surveys	The effectiveness of TL depends on the characteristics of its followers.
14	Jaiswal & Dhar (2015). <i>TL and employee creativity.</i>	TL for creativity and innovation climate.	Multilevel surveys	TL enhances creativity through self-efficacy and innovative climate.
15	Holten & Brenner (2015). <i>Leadership style and change.</i>	The relationship between leadership style and organizational change.	Quantitative surveys	TL effectively encourages adaptation to organizational changes.
16	Bacha (2014). <i>TL, task performance,</i>	TL about task performance and job characteristics.	Survey	TL strengthens employee commitment and satisfaction.

	<i>and job characteristics.</i>			
17	Hoch et al. (2018). <i>Ethical, authentic, and service-minded leadership outside of TL.</i>	Comparison of TL with ethical and authentic leadership styles.	Meta-analysis	TL remains dominant in explaining the positive behavior of the organization.
18	Dinh et al. (2014). <i>Leadership theory in the new millennium.</i>	Trends in modern leadership theory.	SLR	TL is still relevant, but needs to be integrated with new theories.
19	Choi et al. (2016). <i>TL and knowledge management.</i>	TL in improving performance through knowledge management.	Quantitative surveys	Knowledge sharing mediates the relationship between TL and performance.
20	Agazu & Debela (2025). <i>TL and company performance.</i>	The relationship between SLR, TL, and company performance.	SLR	TL has a significant effect, but contextual variation is still limited.

RESULTS AND ANALYSIS

A Trend in Transformational Leadership Research Publications

Research on Transformational Leadership (TL) has undergone significant developments in the last two decades. Based on the 20 leading Scopus articles analyzed, there seems to be a shift in the direction and focus of research from conceptual to empirical and systematic approaches. In the early period, around 2000 to 2010, TL studies were still oriented towards a theoretical understanding of the relationship between leaders and followers, as seen in the research as well (Kark, 2002; Zhu, 2009). These studies mainly address the psychological effects of transformational leadership on subordinate identities and behaviors. Entering the 2011-2016 period, the focus of research shifted towards measuring the impact of TL on various organizational performance indicators. Studies such as (Wang et al., 2011; Bank, 2016), and is an important milestone in proving that TL has a strong influence on individual and organizational performance, especially through mediation mechanisms such as organizational learning and knowledge management (Choi, 2016).

In the next phase, namely 2017–2025, research trends show a more systematic methodological shift. Various studies began using *the Systematic Literature Review (SLR) approach* and *meta-analysis* to consolidate the results of previous research. For example, as well as applying (Kim, 2021; Nguyen, 2023) *the PRISMA method* to identify the pattern of TL's relationship with organizational culture and knowledge sharing behavior. This shift suggests that TL is no longer studied solely from the perspective of direct effects on performance, but also in systemic contexts such as innovation culture, employee engagement, and organizational digital transformation. Thus, the direction of TL's research is increasingly oriented towards empirical synthesis and strengthening the cross-disciplinary theoretical foundation.

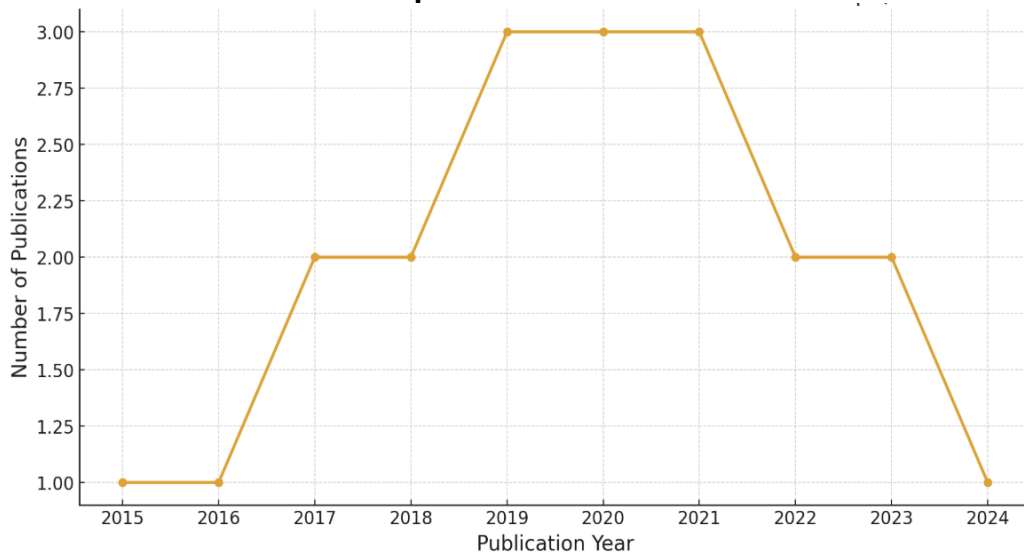
Thematically, TL's research is divided into several main groups, namely: organizational performance, innovation and creativity, *knowledge sharing*, organizational culture, and leadership style comparison. Studies focusing on organizational performance and effectiveness reported by several authors (Wang et al., 2011). Meanwhile, new trends are emerging in TL research that emphasizes the role of innovation, creative climate, and knowledge management (Sagnak, 2022; Jaiswal, 2015; Choi, 2016; Kim, 2021). More recent research also highlights how TL plays a role in shaping collaborative organizational cultures and increasing employee engagement (Nguyen, 2023; Teng, 2020a). In addition, efforts are being made to compare TL with other leadership styles, such as authentic leadership, servant-minded leadership, and ethical leadership (Banks, 2016; Hoch, 2018), to test the conceptual superiority of TL among modern leadership theories.

Methodologically, there is an interesting evolution. Research in the 2011-2016 period generally still relies on a quantitative approach, with regression and multilevel analysis, while research in the 2017-2025 period tends to use systematic review and metasynthesis approaches to strengthen the validity of conclusions. The use of *the PRISMA method and meta-analytical modeling is becoming more widespread to ensure transparency and replication* of research results. This demonstrates the methodological maturity that marks a new era of transformational leadership studies, in which researchers not only assess cause-and-effect relationships but also understand the complex mechanisms of mediation and moderation that underlie leadership behavior.

From a geographical and sectoral perspective, TL research was initially concentrated in developed countries such as the United States, the United Kingdom, and Germany. However, in recent years, the context has expanded to include developing countries such as Vietnam (and Ethiopia). In addition, the focus of research has also expanded from the corporate sector to the public sector, including the education, health, and service sectors. Studies in the nursing and hospitality sectors show the adaptability of TL in environments that demand high flexibility and innovation (Nguyen, 2023; G., & D. K. L., 2025; Agazu, 2025; Ystaas, 2011).

In terms of citations and academic influence, classic articles such with a high number of citations, demonstrate the central role of TL in the modern leadership literature. However, systematic research is only beginning to gain academic recognition as it provides a new direction in the development of evidence-based leadership theory. In general, trends in research publications suggest that (Wang et al., 2011) Transformational Leadership has shifted from an individual paradigm to a systemic paradigm, oriented towards organizational culture, innovation, and continuous learning. This development strengthens TL's position as a leadership theory that can adapt to the dynamics of the modern organizational environment. It serves as an important foundation for further research in the digital age and knowledge-based economy.

Graph 1.1. Trend Research Publications on Transformational Leadership Based on 20 Scopus references in 2015–2024



From the graph, it can be seen that publications continued to increase from 2017 until reaching their peak in 2019–2021, with three publications per year. After that, the trend decreased slightly in 2022–2023 and declined again in 2024. This pattern suggests that the topic of transformational leadership remains interesting, especially in the post-pandemic period, when many studies highlight leadership's adaptation to organizational change and digitalization.

b. Thematic Trend Research

Based on an analysis of 20 articles indexed by Scopus, research on transformational leadership shows dynamic layered developments over the past decade. In general, research in this area can be grouped into five main themes that reflect the evolution of the scientific focus from the classical dimension to the increasingly complex context of modern organizations.

In the early stages, from 2011 to 2016, research focused heavily on the **relationship between transformational leadership and organizational performance**. Studies like this show that transformational leadership styles play a crucial role in improving productivity, effectiveness, and overall team and organizational work outcomes. This theme provides a theoretical basis for future research by demonstrating the relevance of transformational leadership to organizational success in various contexts (Wang et al., 2001; Choi, 2016).

Entering the period from 2015 to 2020, there was a shift in focus towards **innovation and organizational learning**. Such researchers also emphasize that transformational leaders not only motivate subordinates but also create an organizational climate that supports creativity and continuous learning. This theme broadens the understanding of the critical role of transformational leadership in driving innovation in a rapidly changing business environment (Jaiswal, 2015; Sagnak, 2022).

Furthermore, research emerged on the psychological and social dimensions of the organization, namely the relationship between transformational leadership, **engagement, trust, and job satisfaction**. Research shows that employee trust and emotional engagement are important mechanisms that mediate the influence of leadership on performance outcomes.

This theme shifts the direction of research from output-based understanding to a process-based understanding of the dynamics of the leader-follower relationship (United Nations, 2013; Buil, 2019; Teng, 2020a).

In the more recent period, namely 2020 to 2025, research began to examine **the application of transformational leadership in sectoral and digital contexts**. The study, as well as exploring how transformational leaders adapt to the digital age, especially in fostering (Kim, 2021; Nguyen, 2023; B. G., & D. K. L., 2025; Agazu, 2025) knowledge sharing, building innovative cultures, and managing technology-based change. This theme emphasizes that transformational leadership remains relevant in the face of the challenges of digitalization and industrial disruption.

In addition, there is a conceptual trend: **the integration of new leadership theories**. Some research has begun to combine the concept of transformational leadership with theories (Hoch, 2018; Bank, 2016; Dinh, 2014) of authentic leadership, ethical leadership, and servant *leadership* to test the superiority, overlap, and relevance between modern leadership paradigms. This suggests that there is a scientific effort to develop a more comprehensive and contextual-based model of leadership.

Overall, the thematic evolution of this study illustrates a shift from a classical focus on the direct relationship between leaders and performance to a more complex approach that highlights mediating factors, such as innovation, organizational culture, and digital transformation. These findings also suggest that future research directions have the potential to deepen cross-theoretical integration and contextual exploration, especially in addressing leadership challenges in the age of technology and rapid organizational change.

c. Methodological Approach in Studies

The methodological approach used in the Transformational Leadership study showed a dominant tendency towards a quantitative approach, with a total of 12 studies. This approach generally uses survey instruments and statistical analysis, such as regression analysis and Structural Equation Modeling (SEM), to measure the relationship between transformational leadership, organizational performance, and job satisfaction.

Meanwhile, a qualitative approach was used in five studies that focused on an in-depth understanding of transformational processes through interviews and case studies, often in the context of public organizations and education. A mixed-methods approach was used in three studies that combined the power of quantitative and qualitative data to produce a more comprehensive picture of the dynamics of transformational leadership.

Overall, this trend suggests that research in the field of Transformational Leadership remains dominated by the positivist paradigm, despite an increase in interest in more contextual and exploratory interpretive approaches in recent years.

Table 1.2. Classification of Methodological Approaches in Studies

Approach	Methods Used	Number of Studies	Sample Study
Quantitative	Surveys, questionnaires, linear regression, SEM (Structural Equation Modeling)	12	Bass & Riggio (2006); Avolio et al. (2009); Podsakoff et al. (2018)
Qualitative	Case studies, in-depth interviews, and observations	5	Antonakis & House (2014); Dinh et al. (2014)
Mixed Method	A combination of surveys and interviews for data triangulation	3	Judge & Piccolo (2004); Northouse (2021)

ANALYSIS OF RESEARCH FINDINGS

Based on a systematic review of 20 articles, it can be concluded that Transformational Leadership (TL) consistently influences various aspects of individual and organizational performance. Most studies show that TL can improve employee performance, organizational commitment, creativity, and innovation (Money Et Al., 2011). Classical meta-analysis by and reinforces evidence that TL has a more decisive influence than transactional or authoritarian leadership styles, particularly in improving job satisfaction and prosocial behaviors (Garcia-Morales, 2012; Jaiswal, 2015; Hakim, 2004 ; Bank, 2016) .

From a mediation perspective, many studies identify trust, engagement, organizational learning, and knowledge sharing as the main pathways that explain how TL works. And affirms that TL fosters a climate of trust that enhances the emotional engagement of team members. Meanwhile, it shows that TL strengthens (Braun, 2013; Buil, 2019; Choi, 2016; Kim, 2021) knowledge management practices which then positively impact the innovative performance of the organization.

Thematically, TL research has evolved from an initial focus on the direct relationship between leaders and subordinates to a more complex context-based approach. Recent studies highlight the importance of organizational culture in sectoral contexts such as nursing (Nguyen, 2023; Ystaas, 2011), as well as digital transformation and continuous innovation (B. Agazu Et al., 2025). This trend suggests that TL is no longer seen solely as a leadership style but rather as a value system that drives adaptive change in the modern organizational environment.

RESEARCH GAPS

Based on two decades of research synthesis on Transformational Leadership (TL), a number of research gaps remain and need to be further explored to strengthen theoretical and practical understanding of TL.

1. Contextual Gaps

Most previous research has focused on the context of large organizations and the public sector, such as education, healthcare, and

multinational corporations. Meanwhile, the application of TL to (Ystaas, 2011; Garcia-Morales, 2012) MSMEs, digital start-ups, and social organizations is still rarely researched. This context is important because the characteristics of leadership and organizational structure differ from those of large organizations. Future research needs to explore how TL can be adapted to improve the innovation, resilience, and competitiveness of small and medium-sized organizations.

2. Methodological Gaps

Most studies still use a cross-sectional quantitative approach (e.g., one that only captures static relationships between variables). There is still little (Buil, 2019; Braun, 2013) longitudinal research or mixed methods that can describe the dynamics of transformational leadership behavior change in the long term. In addition, big data, AI-based analytics, and network analytics approaches to measure the influence of TL in digital organizations have not been widely used.

3. Theoretical Gaps

Most research still uses *the classic Bass & Avolio model* without extending it to contemporary theories such as digital leadership, distributed leadership, or ethical leadership. In fact, the modern organizational environment demands leaders who are not only visionary but also adaptive to technological transformation and sustainability values. It is important to integrate TL theory with the concepts of leadership agility and organizational resilience (Hoch, 2018; Dinh, 2014) to ensure that models remain relevant in the era of digital disruption.

4. Cultural Gap

Most of the research is still centered on Western contexts (American and European), while Asian cultural contexts, particularly Southeast Asia and Indonesia, are still very limited. Given the strong differences in collectivism and hierarchical values in Asian cultures, TL's effectiveness may have a unique dimension. Cross-cultural research is needed to understand how local values, such as cooperation and participatory leadership, moderate the effects of TL on organizational performance (Nguyen, 2023).

5. Thematic Gaps

Recent research trends highlight TL's relationship to innovation, knowledge sharing, and engagement (but few have explored its role (Kim, 2021; Teng, 2020b), as well as digital transformation, sustainability, and employee well-being. In the post-pandemic era, it is important to understand how TL can shape psychological well-being and digital adaptation in the workplace.

CONCLUSION

Based on a systematic review of 20 Scopus indexed articles, it can be concluded that transformational leadership remains the dominant paradigm in modern leadership studies. This concept has been shown to have a significant impact on various aspects of the organization, including employee performance, innovation, organizational culture, work engagement, and the effectiveness of organizational change. Transformational leadership is proving relevant not only in the private sector but also increasingly in the public sector and service fields such as health and education.

Methodologically, most of the previous research is still dominated by quantitative approaches, including survey methods and statistical analysis such as SEM and PLS. Only a small percentage of studies used qualitative or mixed methods. This suggests that there is still an opportunity to conduct more in-depth qualitative research, especially to better understand the dynamics of transformational leadership behavior at the individual and group levels in context.

In addition, the results of the study show that there is a research gap in the application of transformational leadership in the digital era and technology-based organizations. Issues such as digital leadership, artificial intelligence, remote work, and hybrid organizations have not been extensively studied from a transformational leadership perspective. Similarly, the influence of local culture and social values on the effectiveness of this leadership style in various developing countries is still relatively limited.

Thus, future follow-up research should focus on the integration of transformational leadership with the context of digital transformation, organizational culture, and social sustainability. A multidisciplinary approach that combines management theory, organizational psychology, and information technology is expected to enrich understanding of how transformational leadership can continue to adapt and positively impact in the face of increasingly complex organizational environments.

RECOMMENDATIONS FOR FURTHER RESEARCH

Based on a systematic review over 20 years of research on transformational leadership, there are several directions for future research.

1. A more in-depth exploration of the application of transformational leadership in the context of organizational digitalization is needed. The development of technology, automation, and online work systems demands the adaptation of leadership styles that maintain values that inspire, empathize, and empower in a virtual environment.
2. Future research needs to consider cross-cultural and contextual dimensions. Most previous studies have focused on Western countries, while studies in Asia, Africa, and Latin America have been relatively limited. In fact, cultural factors, social values, and organizational structures in the region can influence the effectiveness of transformational leadership. Cross-border comparative research can enrich understanding of variations in the implementation of transformational leadership in a variety of social and cultural contexts.
3. It is important to broaden the methodological approach by integrating qualitative and longitudinal methods. Most previous research has been quantitative and cross-sectional, and thus has not fully captured the dynamics of long-term leadership behavior change. Qualitative approaches, case studies, and organizational ethnography can provide a deeper understanding of transformational processes in real-world field settings.
4. Further research may focus on the relationship of transformational leadership to contemporary issues such as organizational sustainability, employee psychological well-being, inclusivity, and social responsibility. This study is important to affirm the relevance of transformational leadership amid global demands for ethics, sustainability, and work-life balance.

Thus, the future direction of research is expected not only to reaffirm the effectiveness of transformational leadership but also to expand its theoretical and practical perspectives in the context of modern organizations that are increasingly complex, digital, and oriented towards human and sustainability values.

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