

TRANSFORMATIONAL LEADERSHIP: AN OVERVIEW AND BIBLIOMETRIC ANALYSIS

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INFO ARTIKEL	ABSTRACT
Diterima 23 April 2022 Direvisi 17 Mei 2022 Disetujui 23 Mei 2022	The purpose of this research is to examine the discussion of transformational leadership. This review analyzes 6877 articles found and extracted into 646 scientific articles from the Scopus database during the period 2018 – 2022 with bibliometric analysis techniques using VOSviewer software. The results of the analysis have identified the most active and influential co-authorship, co-occurrence, and citations in this field. The elaboration and visualization of the origin mapping where keyword analysis will occur conveys developments on the topic of transformational leadership. This literature study can be a source of reference for further research on the topic of transformational leadership and relationships using other key terms.
Keywords: <i>Bibliometric Analysis, Transformational Leadership, Inspirational Leadership, Charismatic Leadership</i>	.

Introduction

Leadership style is referred to as sublime in the organization. A leader is a person who is willing to accept change, he can set goals and then develop in his work environment, provide effective suggestions, and accept new ideas.(Harb & Sidani, 2019a). Successful leadership is needed in the activities of a business environment that is faced with so much and complexity of managing, so that to achieve goals requires recognition and fulfillment of needs that are utilized by organizational stakeholders (Alsayed et al., 2020). Leadership has been known as an individual leader who is among individual followers, individual followers and groups of followers, and groups of followers because it is called multi-level leadership.(Su et al., 2020).

Transformational leadership in the past three decades has attracted much research attention and has become the center of a wide

variety of leadership literature. Referring to opinion(Sosik et al., 2018), transformational leadership is claimed as leadership with a leading philosophy. Where a follower gets inspiration and motivation from his leader, the origins of this leadership model are traced back based on ethical values and truth. Transformational leaders are referred to as leaders who mix the organization through teamwork, respect in togetherness and references in realizing individual and organizational goals. Thus this model of leadership can be an explanation for each member in achieving the vision and goals of the organization. Transformational leadership is considered to increase the enlightenment of organizational members on the need to achieve common goals(S.-U.-R. Khan et al., 2020).

The purpose of this research is to outline the discussion of transformational leadership studied in the period 2018 – 2022

with bibliometrics as the analysis technique. The purpose of the detail is to explain how the identification of influential authors, sources, and countries in knowing the focus areas of the main themes and methodological approaches, then what the thematic progress of these fields looks like. Therefore, this article is used to further understand the tools, methods, and approaches in expressing transformational leadership clearly.

Method

In this method there are two steps taken from a total of 3 steps in the method used (Salerni et al., 2012). This is made from a database whose analysis uses the VOSviewer tool. The steps taken will be described in this section.



Figure 1

The main stages in the purpose of this research (Sharifi et al., 2021).

1. Database Compilation

In achieving the goals as stated in the previous discussion, a broad literature search covers the term transformational leadership, using the keywords “transformational leadership” OR “inspirational leadership” OR “charismatic leadership”. Where the tracking of titles, abstracts, keywords with English documents in the form of research articles, review articles, documents, and indexed letters was carried out in March 2022 using the Scopus database (Hoch et al., 2018). Articles searched only specifically for “journals” and “proceedings” from 2018-

2022. A total of 6877 articles were found and extracted into 646 articles and the results were collected and saved in CSV format for further analysis.

2. Analysis Using Vosviewer

In the past 2 decades, various tools or applications have been used in science mapping as well as bibliographic analysis. In addition to being easy to use, various graphics can be utilized using VOSviewer such as journaling, authors, organizations, countries and bibliometric networks (Sharifi et al., 2021). The development of this network refers to co-authorship, co-occurrence, citation,

bibliographic coupling, as well as co-citation (Van Eck & Waltman, 2020). So in answering the research objectives this tool provides usefulness where we can analyze the main research topic and find relationships with other topics of discussion.

Results and Discussion

1. Research result

In this section, the keywords “transformational leadership” OR “inspirational leadership” OR “charismatic leadership” are used for the purpose of analyzing the literature sources (Fischer, 2016). The journals and proceedings indexed by Scopus are English language databases that are the source of literature for the span of 2018 – 2020 (Balstad & Berg,

a. Co-Authorship

2020). The aspects categorized in the analysis are co-authorship, co-occurrence, and citation. By using VOSviewer software, a bibliometric analysis of the literature study was carried out. For each meta data description of the three categories mentioned above, this study limits the occurrence of keywords to a minimum, namely 1 researcher uses a minimum occurrence of 1 for co-authorship, co-occurrence and citation because the literature sources in the transformational leadership research area obtained have been extracted and limited. Therefore, researchers can perform classification and visualization for co-authorship, co-occurrence, and citation data by utilizing the VOSviewer software.

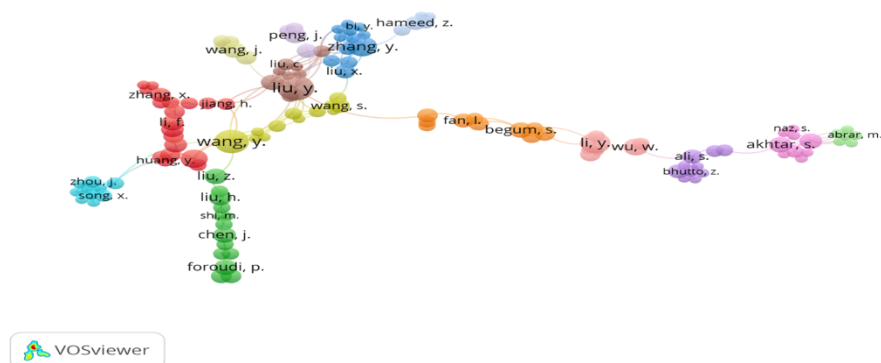


Figure 2
Author name metadata from Co-Authorship (network visualization)

Based on Figure 2, it explains the strength of the author's collaboration as in the visualization network. The lines describe collaboration; color describes collaboration clusters; circle shape describes the number of articles. There are fourteen clusters of authors on the research topics analyzed. As the authors have a

network that is connected to one another, this finding shows the co-authorship collaboration that each author has a relationship with one another in conducting research on transformational leadership (Fagan et al., 2018).

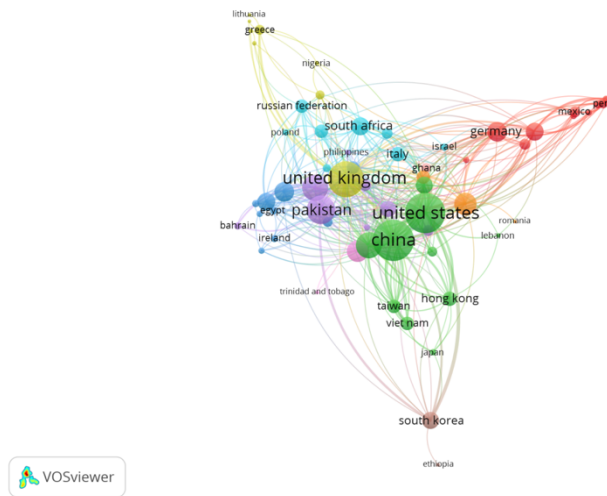


Figure 3
Metadata Author country of Co-Authorship (network visualization)

Based on Figure 3, it shows the strength of the visualization network of a country/region. The findings show that the countries/regions that collaborate with the majority of authors come from various countries, from the 66 clusters of authors selected the top 10 clusters of authors

b. Co-Occurrence

who discuss transformational leadership the most, namely from China, then the United States, United Kingdom, Pakistan, Malaysia, Australia. , the Netherlands, Canada, Germany, and Saudi Arabia (Meseguer-Sánchez et al., 2020).

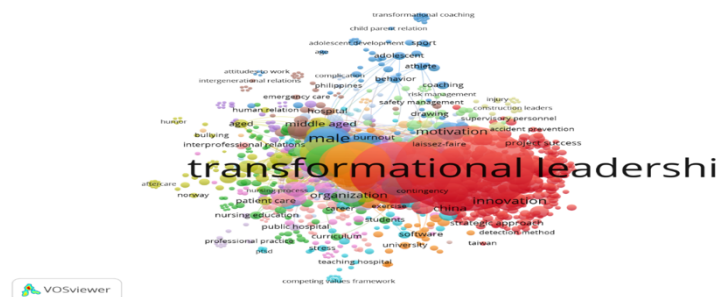


Figure 4
Keyword metadata from Co-Occurrence (network visualization)

In Figure 4 it is found that the appearances described in the network visualization of keywords on the topic of transformational leadership research. The findings show that there is a great variety of variations in the occurrence of keywords. In this analysis, it can be seen that there are

many possible clusters to be researched and developed in more detail about transformational leadership. This means that future researchers can relate transformational leadership to other topics as visualized in the picture above (Van Knippenberg & Sitkin, 2013).



No	Public ation Year	Author	Title	Journal	Cites	Link	Publisher
1	2020	Sanjay Kumar Singh, Manlio Del Giudice, Roberto Chierici, Domenico Grazioano	Green innovation and environmental performance: The role of green transformation al leadership	Science Direct (Technologic al Forecasting and Social Change)	252	22	Elsevier

			and green human resource management				
2	2019	Phong Ba Le, Hui Lei	Determinants of innovation capability: the roles of transformation al leadership, knowledge sharing and perceived organizational support	Journal of Knowledge Management	109	23	Emerald Publishing Limited
3	2019	Anis Eliyana, Syamsul Ma'arif, Muzakki	Job satisfaction and organizational commitmnt effect in the transformation al leadership towards employee performance	European Research on Management and Business Economics (SD)	84	17	Elsevier
4	2019	Abdelrahman Zuraik, Louise Kelly	The role of CEO transformation al leadership and innovation climate in exploration and exploitation	European journal of innovation management	68	20	Emerald Publishing Limited
5	2019	Szu-Han (Joanna) Lin, Brent A. Scott, and Fadel K. Matta	The dark side of transformation al leader behaviors for leaders themselves: A resources perspective	Academy of Management Journal	61	13	Academy of Manageme nt Journal
6	2019	Ellen Daniels, Annie Hondeghe, Filip Dochy	A review on leadership and leadership development in educational settings author links open overlay panel	Educational Research Review (SD)	57	2	Elsevier

7	2019	Monowar Mahmood, Md. Aftab Uddin, Luo Fan	The influence of transformational leadership on employees creative process engagement: A multi-level analysis	Management Decision	56	15	Emerald Insight
8	2020	Wenjing LI, Tahseen Ahmed Bhutto, Wang Xuhui, Qamaruddin Maitlo, Abaid Ullah Zafar, Miaz Ahmed Bhutto	Unlocking employees green creativity: The effect of green transformational leadership, green intrinsic, and extrinsic motivation	Journal of cleaner production	55	12	Elsevier
9	2019	Muhammad Asif, Arif Jameel, Abid Hussain, Jinsoo Hwang, and Noman Sahito	Linking transformational leadership with nurse-assessed adverse patient outcomes and the quality of care: assessing the role of job satisfaction and structural empowerment	International journal of environmental research and public health ijerph- logo	55	8	MDPI
10	2019	Naseer Abbas Khan, Ali Nawaz Khan	What followers are saying about transformational leaders fostering employee innovation via organizational learning, knowledge sharing and social media use in public organizations?	Government information quarterly	51	7	Elsevier

Referring to table 1 shows that the top 10 cited articles ranked first are (Singh et al., 2020)from the

University of Abu Dhabi, UAE and several universities in Europe and Russia. This article, which as of

March 2022 has been cited a number of 252, talks about green innovation and environmental performance, and the role of transformational leadership and green human resources. Where this research describes a perspective based on resources and theories of ability, motivation, and opportunity (Amrutha & Geetha, 2020). The finding of this study is that there is an effect of green transformational leadership on green human resource management practices. Also green innovation can predict environmental performance and green innovation variable can be a mediator of the influence of green human resource management practices on environmental performance (Anwar et al., 2020).

Then the second most citations are articles written by (Le & Lei, 2019) from Hunan University (China) and Hanoi Industrial University (Vietnam). This article, which as of March 2022 has been cited as many as 109, examines what determines innovation ability, and how transformational leadership, knowledge sharing, and organizational support play a role. The purpose of this research is if innovation capability consists of two, namely process innovation and product innovation, how is the difference if transformational leadership affects both. By using the knowledge-sharing mediator variable and perceived organizational support as a moderator variable, it can be explored in depth that the conditions and pathways in increasing the ability of innovation are specific. The result is that knowledge sharing can mediate the effect of transformational leadership

on innovation ability. On the other hand, transformational leadership and knowledge sharing affect with different results on specific aspects of innovation capability which depend on the degree to which employees get perceived organizational support. Therefore, several research results mention the importance of using knowledge-sharing variables (Ali et al., 2019).

Furthermore, the third most citations are articles by (Eliyana et al., 2019) from Airlangga University, Indonesia. The article, which as of March 2022 has been cited as many as 84 times, discusses how the influence of transformational leadership, job satisfaction and organizational commitment on employee performance. The main focus of this research talks about transformational leadership as an antecedent variable and its effect on the performance of middle-level leaders in the Pelabuhan Indonesia III Inc organization. As a result, in addition to transformational leadership effect on performance, this variable also affects job satisfaction and organizational commitment.

The top three studies are so far the most important research and apart from being observed from the contribution of the highest number of citations, the next top 10 research is carried out by (Zuraik & Kelly, 2019), (Lin et al., 2019), (Li et al., 2020), (Daniëls et al., 2019), (Mahmood et al., 2019), (Li et al., 2020), (Asif et al., 2019), and (NA Khan & Khan, 2019). Even articles (Zuraik & Kelly, 2019) became the article that received the most citations compared to others on the network (link) with a network

of 20 citations. The results of the research with the most citations are that there is a positive influence from CEO transformational leadership on organizational innovation and through the innovation climate, CEO transformational leadership has an indirect but indirect effect. The innovation climate also has more effect on exploration, compared to the CEO's transformational leadership which has an effect on exploitation. Likewise, if we observe the other 6 articles, it shows that the citations obtained are also many and the networks they have with each other. (Mahmood et al., 2019), bringing together the research gap by proposing two new constructs from

this research, namely green intrinsic and extrinsic motivation (Li et al., 2020), analyzed the interrelationships of the variables of transformational leadership, structural empowerment, adverse patient outcomes assessed by nurses, quality of care, and job satisfaction. (Asif et al., 2019), as well as a discussion of leadership theory in education and an overview of basic leadership theories such as situational, instructional, transformational leadership, learning leadership and distributed leadership. So that these studies can be used as a basis for reference on the topic of transformational leadership (Daniëls et al., 2019).

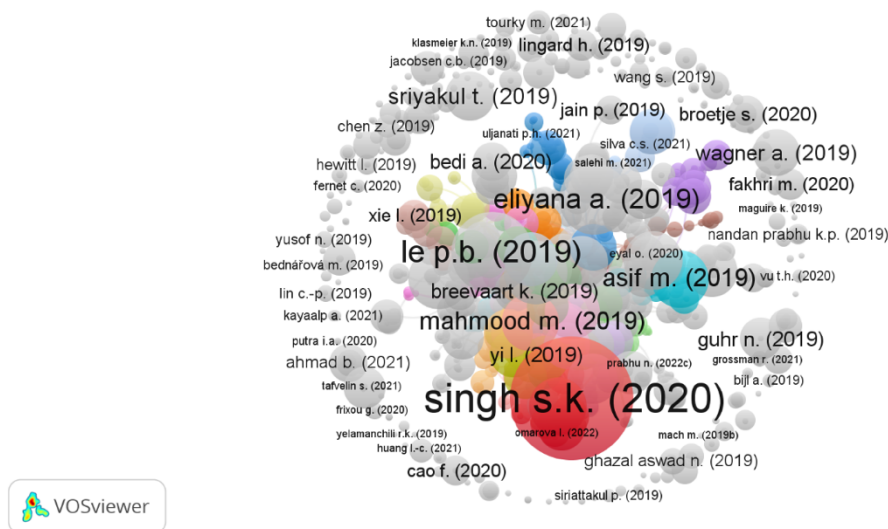


Figure 6
Metadata Citation (network visualization)

Figure 5 shows a network visualization of the largest cluster in the name that it refers to the researcher (Singh et al., 2020) next followed (Le & Lei, 2019), (Eliyana et al., 2019), then other names. These authors are researchers who have conducted intense research on the topic of transformational leadership.

This finding can be seen that they are experts in discussing transformational leadership and can be a reference for researchers who raise this topic.

Research Discussion

Transformational leadership has attracted many researchers. This is indicated by the number of studies in various countries. According to the findings of this study, the author base

is almost evenly distributed, only those who occupy the top position are China. Especially research on transformational leadership discourse with innovation, because today's public and private organizations are facing a big challenge to provide innovative solutions so that services are maximized despite having limited resources. Researchers and academics have conducted research to explore transformational leadership broadly and its influence within organizations and workers. The breadth of the research, for example, research on various managerial groups from employees to staff in multinational companies so that they are diverse (Palalic & Mhamed, 2020). Transformational leadership is as decisive in organizational change as a leader who is followed by his employees (Busari et al., 2020). Transformational leadership is correlated with leveraging organizational commitment through job autonomy (Jain & Duggal, 2018).

Leadership can motivate to share knowledge and empower potential workers. In a government that uses electronics as a tool, social media is useful as a bridge to promote inventions (DePaula et al., 2018). The study postulates that the use of social media introduces people to one another through the provision of knowledge management systems, social interaction platforms, and the use of inexpensive software.

Considering the importance of conducting research on transformational leadership, inter-university and cross-country research has been widely circulated on collaborating this research with the development of methods and their

relationship to various variables and fields in the application of transformational leadership. Once the importance of transformational leadership theory and research, this illustrates if the leader has an attitude of charisma that is followed. To be something really useful, (Lin et al., 2019).

This bibliometric analysis provides an illustration that keywords on the topic of transformational leadership research are growing from year to year. It is hoped that through these findings, researchers can relate in more detail the key terms to one another to make findings that have an empirical impact (Khan & Gupta, 2021). Articles using the highest number of citations which are the biggest contributors in this study can be used as a primary reference source by researchers and academics in studying and making new findings about transformational leadership. These findings also have an impact on the knowledge of writers who are interested and serious in the topic of this study, as a result of which new findings are academically possible to become experts in giving lay lectures or the like.

Conclusions

Transformational leadership has a remarkable relationship with other topics of discussion. Researchers used the bibliometric analysis method from 6877 articles and then extracted them to 646 articles in the Scopus database from 2018-2022. The findings show that: 1) Regarding co-authorship there are fourteen clusters of authors on the research topics analyzed, per each author relates to research in the field of transformational leadership and in terms of author-country there are 10 clusters of top authors who

discuss transformational leadership the most. namely from China, then the United States, United Kingdom, Pakistan, Malaysia, Australia, Netherlands, Canada, Germany, and Saudi Arabia. 2) Regarding co-occurrence (keywords) there are many variations and variations in the appearance of keywords and the visualization of keyword overlays that develop every year. 3) Regarding citations, the 10 highest citations were taken from the lowest number of citations of 51 to 252, the highest and the number of different and small networks from 2, the lowest to 23 the highest. Based on these points, this can be a source of reference for further research on transformational leadership.

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