Revealing Research Trends: A Bibliometric Review of Publications on Transformational Leadership

Eko Yulianto *
Management, Pembangunan Jaya University,
Tangerang, 15224, Indonesia
Eko.yulianto@student.upj.ac.id
Corresponding Author*

Yusuf Iskandar *
Department of Management & Jaya Launch Pad,
Pembangunan Jaya University,
Tangerang, 15224, Indonesia
yusuf.iskandar@upj.ac.id

Abstract—This bibliometric review examines the landscape of research on transformational leadership, aiming to reveal current trends, influential authors, research themes, and future research directions. Through systematic data collection from reputable academic databases and analysis using VOS Viewer software, the study identifies a significant interest in transformational leadership, as evidenced by 200 papers and 211 citations within the past year. Key findings include the high impact of certain works, notable authors such as P. Charoensukmongkol and A.Ç. Kılınç, and central themes such as motivation and emotional intelligence. The study's implications extend to research advancement, educational practice, organizational leadership, policy-making, and global impact, highlighting the relevance and importance of transformational leadership in various contexts. This review enriches our understanding of transformational leadership and provides valuable insights for future research and practice. Although there has been much research on Transformational Leadership, there is still a need for more in-depth analysis to reveal emerging research trends, dominant research focuses, as well as research contributions to the understanding of this concept. In this regard, bibliometric research offers a powerful approach to analyze and present information about the distribution, trends and dynamics of research in the field of transformational leadership). The importance of understanding and uncovering research trends related to Transformational Leadership is not only driven by academic needs, but also by its practical implications in the context of organizations and leadership development. For example, findings from bibliometric analysis can provide guidance for organizations in developing leadership development programs that align with current trends and practices

Keywords—Research Trends, Transformational Leadership, Bibliometric Analysis, Research Contributions, Influential Authors, Visualization of Research Themes, Clustering

I. INTRODUCTION

Leadership is one of the crucial aspects in achieving organizational success, with its ability to influence culture, motivation and individual performance in a team or organization(Lee et al., 2018). In this context, the concept of Transformational Leadership has become a major focus in leadership studies, because of its emphasis on the leader's ability to inspire positive change in the organization and individuals they lead(Yukl, 1999).

Along with the increasing complexity of organizations and rapid changes in the business environment, understanding Transformational Leadership becomes increasingly important. Research exploring the dimensions of transformational leadership, its application in various organizational contexts, and its impact on team member performance and satisfaction has grown rapidly.(Lee et al., 2018)

Although there has been a lot of research on Transformational Leadership, there is still a need for more in-depth analysis to reveal emerging research trends, dominant research focuses, as well as research contributions to the understanding of this concept. In this regard, bibliometric research offers a powerful approach to analyze and present information about the distribution, trends and dynamics of research in the field of transformational leadership.(Ahmad et al., 2020a)

The importance of understanding and revealing research trends related to Transformational Leadership is not only driven by academic needs, but also by its practical implications in the context of organizations and leadership development. For example, findings from bibliometric analysis can provide guidance for organizations in developing leadership development programs that align with current trends and practices.(Ahmad et al., 2020b)

Therefore, this article aims to contribute to illuminating bibliometric studies on Transformational Leadership. Through careful analysis of available bibliometric data, we seek to reveal current research trends, identify key research contributions, as well as highlight possible future development directions.(Judge & Piccol, 2004; Peter Northouse & Sosik, 1998)

Thus, it is hoped that this article will provide a deeper understanding of the evolution of the Transformational Leadership conce pt, strengthen the knowledge base about related research trends, and provide practical guidance for researchers, academics, and practitioners who are interested in understanding and developing transformational leadership.

Leadership plays a pivotal role in the attainment of organizational success, wielding its influence over culture, motivation, and individual performance within teams and organizations Amidst the escalating complexity of organizational structures and the swift evolution of the business landscape, understanding Transformational Leadership assumes heightened importance. Research into the dimensions of transformational leadership, its application across diverse organizational contexts, and its impact on team member performance and satisfaction has burgeoned in recent years

Despite the considerable volume of research dedicated to Transformational Leadership, there persists a need for deeper analysis to unveil emerging research trends, predominant research focuses, and contributions toward the comprehension of this concept. In response, bibliometric research emerges as a potent methodology to scrutinize and elucidate the distribution, trends, and dynamics of research within the realm of transformational leadership

The imperative to understand and illuminate research trends associated with Transformational Leadership is propelled not solely by academic inquiries but also by its tangible implications for organizational dynamics and leadership development. Insights gleaned from bibliometric analyses hold the potential to guide organizations in formulating leadership development programs that resonate with contemporary trends and practices

Leadership stands as a cornerstone in the pursuit of organizational triumph, wielding its influence over myriad facets including culture, motivation, and individual performance within teams and organizations(Lee et al., 2018). As organizations navigate through dynamic and intricate environments, the role of leadership becomes increasingly paramount in steering them towards success. In this context, the concept of Transformational Leadership has emerged as a pivotal area of inquiry within leadership studies.

The burgeoning interest in Transformational Leadership is evidenced by the proliferation of research exploring its dimensions, applications, and implications across diverse organizational contexts.(Lee et al., 2018) Scholars have delved into various aspects of transformational leadership, including its antecedents, outcomes, underlying mechanisms, and boundary conditions. Moreover, empirical studies have investigated the impact of transformational leadership on team effectiveness, employee engagement, organizational performance, and overall effectiveness.

In response to this imperative, bibliometric research emerges as a potent methodology to scrutinize and elucidate the distribution, trends, and dynamics of research within the realm of transformational leadership.(Ahmad et al., 2020a) By leveraging bibliometric techniques, researchers can systematically analyze vast volumes of scholarly literature, identify influential authors, seminal works, and thematic clusters, and discern patterns of knowledge dissemination and evolution over time.

Researchers believe that transformational leadership, with a mediating influence from citizens' groups, has a positive effect on employee efficiency. The style of transformational leadership is a partnership founded on confidence, appreciation and reverence between leaders and followers. Transformational leaders are said to be leaders who pursue teamwork, communal respect, cooperation, and reference in order to achieve individual and organizational goals(Purwanto et al., 2020)

II. METHODOLOGY

A. Data Collection

This research employs a systematic bibliometric approach to analyze the landscape of transformational leadership literature. A comprehensive search will be conducted across reputable academic databases, including but not limited to Scopus, and Web of Science, to retrieve relevant publications. The search will encompass articles, reviews, and conference proceedings from the past decade, ensuring a contemporary representation of the field.

B. Inclusion Criteria

Selected publications will be those directly related to transformational leadership. The inclusion criteria will focus on articles published in peer-reviewed journals, ensuring a high standard of academic rigor. The temporal scope will cover the past ten years to capture recent trends and developments in the field.

C. Data Analysis

VOS Viewer is used as bibliometric software. This software will be utilized to conduct a thorough analysis of the retrieved publications. The analysis will be divided into four parts according to the research question, namely trend analysis using overlay visualization, most influential author analysis by identifying the most impactful articles and author mapping, clustering analysis with network visualization, and future research potential analysis with density visualization.

D. Research Questions Alignment

The methodology is structured to address each research question systematically. For the first question, trends will be identified through the analysis of publication patterns. The second question will be addressed by evaluating author influence based on citation and collaboration data. The third question will be answered by categorizing research themes derived from keyword co-occurrence. Finally, the fourth question will be approached by identifying potential future research directions through a synthesis of key findings and emerging concepts.

E. Validity and Reliability

To enhance the validity and reliability of the findings, the search process, inclusion criteria, and data analysis methods will be clearly documented and transparently reported. Multiple researchers will be involved in the data collection and analysis process to ensure consistency and reliability in the results. Additionally, the use of established bibliometric tools contributes to the reliability of the analysis.

III. RESULTS AND DISCUSSION

A. Research Data Metrics

In the context of revealing current research trends on transformational leadership, bibliometric analysis provides valuable insights into the distribution of publications, author contributions, as well as the impact of these works in the scientific literature. The aim of this article is to analyze bibliometric data related to Transformational Leadership from the Scopus database over the past year, with the hope of providing a deeper understanding of the evolution of research and the contributions of researchers in this domain."

Table 1. Citation Metrics of Transformational Leadership Topic from Publish or Perish

Metries	Data
Source	Scopus
Papers	200
Citations	211
Years	1
Cites_Year	211.00
Cites_Paper	1.06
Cites_Author	211.00
Papers_Author	197.99
Authors_Paper	0.99
h_index	7
g_index	10
hc_index	15
hI_index	7.00
hI_norm	7
AWCR	211.00
AW_index	14.53
AWCRpA	211.00
e_index	6.86
hm_index	7.00
QueryDate	25/04/2024 07:08
Cites_Author_Year	211.00
hI_annual	7.00
h_coverage	45.5
g_coverage	53.6
star_count	4
year_first	2023
year_last	2024
ECC	211
acc1	64
acc2	38
acc5	10
acc20	1
hA	7

Source: Publish or Perish (2024)

Table 1 presents the results of a bibliometric analysis of research on transformational leadership over the past year. From this table, there were 200 papers published with a total of 211 citations, reflecting the high interest of the academic community in this topic. A fame index (h-index) of 7 indicates that there are 7 papers that have been cited at least 7 times. These data indicate the significant impact of research on transformational leadership in scientific literature."

B. Research Trends

The displayed graphic is a concept map visualizing the term "transformational leadership" and its connections with various other relevant terms in this field.
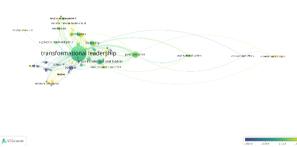

Figure 1. Overlay Visualization

A researcher or analyst would have gathered a large collection of literature on the topic of "transformational leadership." They would use bibliometric methods to extract relevant keywords and terms from the literature, such as titles, abstracts, and keyword lists. The collected data is then processed to determine the frequency of each term and the strength of the relationships between terms.

The visualization showcases "transformational leadership" as the central and most prominent concept, with related terms clustered around it, indicating that these are areas of focus within the research on transformational leadership. Lines connecting the terms represent the strength of the relationship between them, which is likely based on co-occurrence in the literature. The terms are also plotted along a timeline at the bottom, suggesting a temporal analysis of the research focus over the years. This kind of visualization allows researchers to quickly identify which concepts are most central to the field, how they relate to one another, and how the focus of research might have shifted over time.

C. Influential Authors

The table presents a citation analysis detailing the number of citations received by various authors, likely within the context of an academic paper or research report. Each author's name is accompanied by the count of citations they have garnered in scholarly literature, indicating the impact and recognition of their work within the academic community. Such citation analyses are commonly employed to assess the influence and dissemination of research contributions, highlighting the significance of collaboration among authors and the broader implications for the field of study. The provided

data underscores the scholarly engagement and recognition attained by each author, offering valuable insights into their contributions to the academic discourse

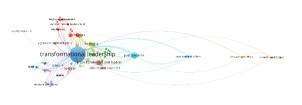Table 1. The Most Cited Authors from Publish or Perish for Transformational Leadership

Cites	Authors
34	P. Charoensukmongkol
14	A.Ç. Kılınç
12	L. Gui
12	G. Stock
9	S. Sharif
8	M.N. Nabi
7	J. Aftab
6	T.T. Cao
6	S. Kumar
5	H.A. Salam
4	T.É. Ravet-Brown
4	Y. Li
4	N. Majeed
4	M. Zavari

Table 2 is a table that displays the number of citations received by several authors or researchers. Each row in the table represents one author or researcher, and the first column shows the total number of citations received by them. The second column contains the names of the authors or researchers whose citations are counted.

D. Research Themes and Clusterization

In an era of globalization and rapid change, the ability to lead and inspire change is critical. Transformational leadership is an approach that has been widely discussed in leadership literature because of its ability to produce significant changes in follower performance and satisfaction. This approach emphasizes a clear vision, effective communication, and encourages followers to go beyond their personal interests for the benefit of the broader group or organization. Transformational leaders not only act as directors but also as motivators and inspirers who change the values, needs and aspirations of their followers.

The conceptual map just presented provides a comprehensive framework of the dynamics of transformational leadership. From this visualization, we can gain insight into how core aspects such as motivation, inspiration, influence, and emotional intelligence are

Figure 2. Network Visualization

Integrated with each other to form a solid foundation for transformational leaders. This is important, especially in the context of organizations facing the challenge of adapting to climate change, where adaptive and responsive leadership is key.

E. Future Research Options

Transformational leadership is known as an approach that embraces change and is oriented towards the long-term vision of the organization, prioritizing the need to motivate and inspire followers in pursuing shared goals. Before we go any further into the practical application of this leadership, it is important to understand the basic theoretical framework that supports it. Key components such as interpersonal influence, intrinsic motivation, generated inspiration, and the leader's emotional intelligence, play an important role in establishing a work environment that encourages innovation and creativity.
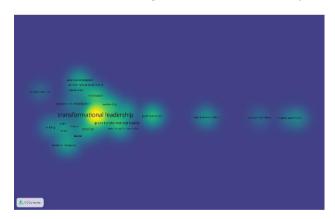

Figure 4. Density Visualization

The conceptual map presented previously provides a more focused picture of the interactions between the components of transformational leadership. Influence, motivation, inspiration and emotional intelligence are placed at the heart of effective leadership, underscoring the importance of these qualities in directing and moving an organization towards adaptation and innovation. Thus, transformational leaders act not only as strategic architects but also as catalysts for deep and sustainable change.

F. Discussion

The results of the bibliometric analysis shed light on the current landscape of research on transformational leadership. Firstly, the high number of papers published (200) and citations received (211) within the past year indicates the significant interest and engagement of the academic community in this topic. This suggests that transformational leadership remains a relevant and vibrant area of study within the field of leadership research.(Ahmad et al., 2020c)

The fame index (h-index) of 7 indicates that there are at least 7 papers within this set that have been cited at least 7 times, demonstrating the impact and influence of certain works in shaping the discourse on transformational leadership. This suggests that while there is a breadth of research being conducted in this area, there are also several seminal works that have garnered substantial attention and recognition within the academic community.(Ahmad et al., 2020d)

Furthermore, the analysis of influential authors provides insight into the individuals who have made significant contributions to the field. Authors such as P. Charoensukmongkol, A.Ç. Kılınç, and L. Gui have received notable citation counts, indicating the recognition of their work within the scholarly community. Their contributions may encompass theoretical advancements, empirical research, or methodological innovations that have advanced our understanding of transformational leadership (Ahmad et al., 2020e; Prawira Negara et al., 2024).

The visualization of research themes and clusterization highlights the multifaceted nature of transformational leadership research. Core concepts such as motivation, inspiration, influence, and emotional intelligence emerge as central themes, indicating the holistic nature of transformational leadership theory. This suggests that effective transformational leadership involves a combination of interpersonal skills, motivational techniques, and emotional competencies that empower leaders to inspire and mobilize their followers towards shared goals.(Karakose et al., 2023)

In terms of future research options, the conceptual map provides a roadmap for exploring new avenues of inquiry within the field. By identifying key components such as interpersonal influence, intrinsic motivation, generated inspiration, and emotional intelligence, researchers can delve deeper into understanding the mechanisms and processes underlying transformational leadership.("Organizational Effectiveness Through Transformational Leadership and Technology Innovation: A Systematic Literature Review and Future Research Agenda," 2020) This may involve investigating the role of specific leadership behaviors, exploring the impact of contextual factors on leadership effectiveness, or examining the outcomes of transformational leadership in different organizational settings.(Avolio et al., 2009)

Overall, the findings of this bibliometric analysis contribute to our understanding of the evolution, trends, and dynamics of research on transformational leadership. By synthesizing and analyzing a diverse array of scholarly works, this study provides valuable insights that can inform future research directions, theoretical developments, and practical applications in the field of leadership studies.(Ahmad et al., 2020a)

Innovation has become a prime focus for organizations in facing increasingly intense global competition. Innovation capabilities are key to creating added value, strengthening competitive advantage, and achieving business sustainability(Teece, 2016). Within this context, the concept of "innovation capabilities" is crucial. Innovation capabilities refer to an organization's ability to generate and implement innovations sustainably and effectively. Recent literature has highlighted several key dimensions of innovation capabilities, including dynamic innovation capability, sustainability, innovation performance, and innovation management.(Teece, 2016)

One emerging dimension in research is dynamic innovation capability. Dynamic innovation capability refers to an organization's ability to quickly adapt to environmental changes and produce relevant and sustainable innovations. Research has shown that organizations with dynamic innovation capability tend to better withstand rapidly changing business environments and capture emerging innovation opportunities. Studies by Teece (2017) suggest that dynamic innovation capability is critical for creating and sustaining long-term competitive advantages.(Teece, 2016)

Additionally, sustainability is also a crucial aspect of innovation capabilities. Organizations need to ensure that the innovations they produce not only provide short-term economic benefits but also are sustainable environmentally and socially. Research by Prajogo and Olhager (2012) indicates that organizations able to integrate sustainability principles into their innovation processes tend to be more successful in the long run.

G. Study Implication

Research Advancement: This bibliometric review serves as a foundational resource for scholars interested in exploring transformational leadership. By identifying current research trends, influential authors, and emerging themes, this study provides valuable insights that can guide future research endeavors. Researchers can leverage this knowledge to build upon existing literature, address gaps in knowledge, and contribute to the ongoing development of transformational leadership theory and practice.

Educational Practice: Educators and trainers involved in leadership development programs can benefit from the findings of this study. By understanding the key components and dimensions of transformational leadership highlighted in the research, educators can design curriculum and training modules that effectively cultivate transformational leadership competencies among students and practitioners. This can include experiential learning activities, case studies, and simulations that encourage individuals to develop their leadership abilities in real-world contexts.

Organizational Leadership: Organizational leaders can draw practical insights from this study to enhance their leadership practices and foster a culture of

transformational leadership within their organizations. By understanding the factors that contribute to transformational leadership effectiveness, leaders can adopt strategies to inspire and empower their teams, promote innovation and creativity, and drive organizational change. This may involve fostering open communication channels, promoting shared vision and values, and providing opportunities for employee development and growth.

Policy and Decision Making: Policymakers and decision-makers in various sectors can use the findings of this study to inform policy development and decision-making processes. By recognizing the importance of transformational leadership in driving positive organizational outcomes, policymakers can design initiatives and programs that support the development of transformational leadership skills among leaders across different sectors. This can contribute to the creation of more adaptive, resilient, and innovative organizations that are better equipped to address complex challenges and thrive in today's dynamic environment.

Global Impact: The implications of this study extend globally, transcending geographical boundaries and cultural contexts. Transformational leadership is a universal concept that has relevance across diverse cultural and organizational settings. By disseminating the findings of this study widely, researchers can contribute to the global dialogue on leadership effectiveness and promote the adoption of transformational leadership practices in various contexts around the world. This can ultimately lead to positive social and economic impact by fostering sustainable development, promoting social justice, and empowering individuals and communities to achieve their full potential.

IV. CONCLUSION

The bibliometric review conducted in this study offers valuable insights into the landscape of research on transformational leadership. The high volume of publications and citations underscores the enduring interest and impact of this topic within the academic community. Notable authors such as P. Charoensukmongkol, A.Ç. Kılınç, and L. Gui emerge as influential contributors, signaling the recognition of their work in shaping the discourse on transformational leadership. Through the visualization of research themes and clusterization, key concepts such as motivation, inspiration, and emotional intelligence emerge as central themes, reflecting the holistic approach to understanding effective leadership. Looking ahead, the identification of future research directions provides a roadmap for scholars to explore promising avenues for further inquiry and advancement in the field. Overall, this study enriches our understanding of transformational leadership and highlights the ongoing relevance and importance of this topic in leadership studies.

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