

BEING A TRANSFORMATIONAL LEADER: AN INTEGRATED REVIEW AND FUTURE RESEARCH AGENDA

MADE SATRIA PRAMANDA PUTRA*¹, I GEDE RIANA², DESAK KETUT SINTAASIH³ and AGOES GANESHA RAHYUDA

^{1,2,3,4} Faculty of Economics and Business, Udayana University, Bali – Indonesia.

*Correspondence Author Email: satriapramanda@pnb.ac.id

Email: ²gederiana@unud.ac.id, ³sintaasih@unud.ac.id, ⁴agoesgrahyuda@unud.ac.id

Abstract

Purpose: This study examines the body of knowledge on transformational leadership antecedents and investigates transformational leadership precursors. **Design/methodology/approach:** This study used a narrative review and qualitative method to search, filter, and map the literature. **Findings:** Two gaps in the literature were discovered. Context is discussed first, followed by methodology. The quantitative approach appears to be the primary choice and sole researcher by looking at the literature on transformational leadership. No other method is used to examine the impact or consequences of transformational leadership, according to a review of 60 articles. It is challenging to develop transformational leadership concepts without credible qualitative research. Indeed, the strengths inherent in each approach choice may be able to compensate for each other's flaws. Because humans are social beings with emotional dimensions, the qualitative approach is thought to understand the antecedents of transformational leadership better. **Originality:** this study is unique in the literature used (the literature used is the one that has been introduced since the beginning of transformational leadership until now). However, most proposed transformational leadership research focuses on impact/consequences and ignores the antecedents. While the benefits of transformational leadership are well known. Thus, this study proves that companies/organisations need leaders with transformational leadership qualities.

Keywords: Transformational Leadership, Antecedent, Eastern Countries, Developing Countries

1. INTRODUCTION

Various previous studies on transformational leadership have highlighted that transformational leadership is the most effective in dealing with organisational change and influencing behaviour (Eisenbach et al., 1999; Herscovitch & Meyer, 2002; Hoch et al., 2018; Jiang & Chen, 2018). The change and influence that come from transformational leadership are not limited to a particular sector. As is the case in the hospitality and tourism business (Tracey & Hinkin, 1996; Erkutlu, 2008; Vargas-Sevalle, 2020), banking (Shahzad et al., 2018; Chaar & Easa; 2021), education (Leithwood and Jantzi, 1990; Leithwood et al., 1999; Hallinger, 2003; Bush, 2014; Berkovich, 2016), the military (Masi & Coke, 2000; Ivey & Kline, 2010) and the public sector and non-profit organisations (Farkas & Vera; 2014; Valero et al. al., 2015; Gyensare 2019). Research conducted in each sector has provided strong evidence and shows that transformational leadership takes an important position and has a strategic role in organisations. In fact, from various theories about leadership, several views reveal transformational leadership as the most effective and universally desired style (Leong and Fischer, 2011). Since Downton (1973) coined the term "transformational leadership," it has evolved at a breakneck pace. During the early stages of its development, (Burn, 1978; Bass,

1985; Bass and Avolio 1995) made significant contributions to developing transformational leadership dimensions and measurements. Kouzes and Posner (1993; 1995; 2002) also made substantial contributions to transformational leadership development by conducting an in-depth study of transformational leadership with a particular emphasis on the academic sector. Leithwood et al. (2002) contribute to the conceptualisation of transformational leadership by demonstrating that leadership is not a position or title but rather a collection of actions and behaviours.

Transformational leadership is a leadership style defined by the leader's ability to comprehend and adapt the organisational culture to a new vision (Bass and Avolio, 1993). Charismatic, inspirational, and intellectually stimulating, transformational leaders (Bass, 1999; Bass and Avolio, 2000; Conger, 1999). A transformational leader has high expectations of his followers and the conviction that they are capable of performing above and beyond their normal levels of performance to do what is best for the organisation. Additionally, transformational leaders are concerned with the needs and development of their followers (Riggio, 2009). The term "transformational leader" refers to leaders who alter their followers' perceptions of themselves to increase their sense of commitment and involvement (Shamir et al., 1993).

This concept defines transformational leadership as a leader's desire to change. A transformational leader symbolises and models change. A leader can initiate changes and prepare supporting documents to ensure a smooth transition. The leader's strong desire to change will overcome significant technical or strategic obstacles.

Transformation of organisational performance and programs, as well as human resource mindset, keep the organisation agile and progressive. Meanwhile, new moral leaders emerge as followers' minds shift. Transformational leaders are charismatic in their attitudes, behaviours, and character. This motivates them to work harder than expected, accelerating the organisation's goals. Transformational leadership has been studied extensively for nearly fifty years. This can be seen from two perspectives. Begin by noting the abundance of research on transformational leadership. Transformative leadership is dynamic and evolving theoretically and practically, according to numerous studies. Since its inception, practitioners and academics have debated transformational leadership. This second viewpoint reveals the field's immaturity. A closer examination of prior research revealed that the impact of transformational leadership remained strong. In comparison to research on the consequences of transformational leadership, research on the factors that motivate individuals to adopt a transformational leadership style is still scarce and appears to have escaped researchers' notice. Most studies take a quantitative approach to determining what motivates someone to adopt a transformational leadership style (Boomer, 2004; Barbuto, 2005; Crowne, 2019; Doci, 2020). This enables future research to take a new direction.

Apart from the applied approach, the review revealed that previous research on the antecedents of transformational leadership was sector-specific. As a result, the proposal to research three sectors (public, private, and academic) and in specific contexts (such as an area with a globally recognised culture) should aid in developing transformational leadership. Thus, the purpose of this review is to investigate the precursors to transformational leadership.

2. SELECTION OF THE LITERATURE

The following description explains the steps taken in investigating the prior literature on transformational leadership. Since mid-2021, the literature selection process has been underway. The transformational leadership literature selection process was divided into two sections, with the first focusing on antecedents and the second on consequences. Additionally, the literature selection process consisted of two major stages: (1) the search stage and (2) the screening stage. Each stage is described in Figure 1:

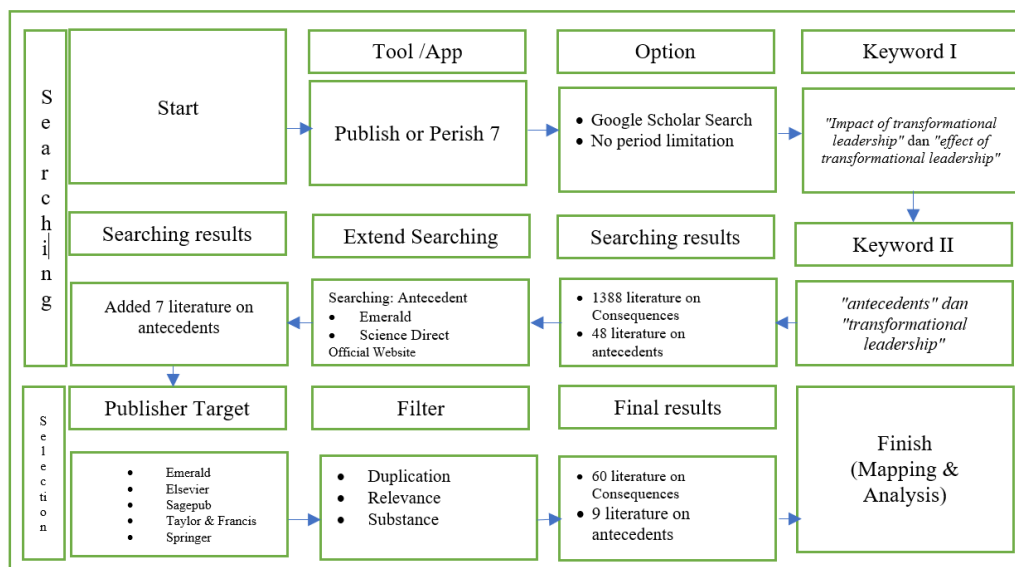


Figure 1: Literature Selection Process

The previous stages of the literature search were conducted with the assistance of information technology in the form of the Publish or Perish 7 desktop application. The search was performed using the Google scholar option. The title field should include the keywords “transformational leadership” and “antecedents,” with no time limit for antecedent topics. Meanwhile, the title field for the consequence area contains the keywords “impact of transformational leadership” and “effect of transformational leadership,” with no time limit. At this stage, the search revealed 48 pieces of literature on the antecedents of transformational leadership and 1388 literature on the consequences of transformational leadership.

Searches focused on antecedent areas were again conducted using the exact keywords, namely “transformational leadership” and “antecedents”. This time, the search is done directly on the article search page on the official website of the publisher Emerald and Science Direct. This search found seven additional works of literature, bringing the total literature obtained regarding the antecedents of transformational leadership to 55 works of literature. Furthermore, the search results entered the screening stage to check for several things, such as duplication, the relevance of substance, and the reputation of the literature. Stages of filtering or selecting literature were delivered by using the filter menu in the publisher information column. Five

publishers were targeted for selection: (1) Emerald, (2) Elsevier, (3) Sagepub, (4) Taylor and Francis, and (5) Springer. This process then gave the literature results, which were narrowed down to 9 literature related to antecedents and 60 literature related to consequences. The entire literature was then mapped and analysed. The results are described as follows.

3. CONCEPTS OF TRANSFORMATIONAL LEADERSHIP

3.1 Transformational Leadership

Nearly half a century has passed since it was first introduced by Downtown (1973), transformational leadership has become the milestone of a new era of world leadership concepts (Siangchokyoo et al., 2019). The significant differences between transformational leadership versus traditional leadership styles (Judge & Piccolo, 2004; Kark et al., 2018) and contemporary leadership styles such as quantum, charismatic, transactional, ethical, relational, authentic, participatory, shared, and service leadership (Kupangwa et al. al, 2015; UKEssays, 201; Duger, 2020) has become a magnet that has attracted the attention of researchers. These differences have made transformational leadership one of the most investigated leadership paradigms in the last four decades (Dinh et al., 2014; Northouse, 2016; Crede et al., 2019; Kammerhoff et al., 2019). Burn (1978) and Bass (1985) made significant contributions in the early decades of their development by expanding and complementing the initial concepts proposed. Burns demonstrated that transformational leadership occurs when people interact, and both leaders and followers share a common goal of increasing motivation and morality. Transformational leaders engage their followers in ways beyond their personal interests for the group, organisation, or society (Ergeneli et al., 2007).

Hay (2006) synthesised transformational leadership characteristics from the available literature and discovered that transformational leaders affect their followers and the organisations they are associated with. A transformational leader is someone who has a compelling vision and the ability to communicate it effectively enough for his followers to grasp, comprehend, and believe in it (Zhu et al., 2005). Additionally, transformational leaders are selfless in their commitment to ideals and strive to align their values with those of their organisations, groups, and even society (Lut, 2020). To achieve organisational goals, transformational leaders are individuals who are open and focused on diversity. Openness facilitates the flow of communication between interested parties in the organisation. A focus on diversity enables leaders to see the unique potential of each member. These two things trigger the organisation's growth and development of various innovations and creations to deal with the problems. This process then pushes his followers beyond what they initially expected (Bass & Yammarino, 1989; Podsakoff et al., 1990; Bass, 1998). Therefore, it can be said that transformational leadership is essentially how the leader conveys the vision and mission of the organisation, which then inspires his followers to focus on achieving higher organisational goals and performance (Sivanathan & Fekken, 2002; Bass & Riggio, 2006).

According to this definition, transformational leadership is defined in principle by the leader's desire and willingness to change. As a policyholder in the organisation, a leader can initiate changes or transformations and prepare supporting instruments to ensure the transformation

proceeds as planned. In essence, transformational leaders possess attitudes, behaviours, character, and authority, which results in charisma. Their charisma inspires admiration, trust, and respect in their followers, which motivates them to work harder than expected, accelerating the achievement of organisational goals.

3.2 Dimensions of Transformational Leadership

3.2.1 Dimensions of Transformational Leadership Four I's (1985 – 1995)

One of the critical contributions of Bass (1985) in developing the concept of transformational leadership is to propose an initial idea about the dimensions of transformational leadership. The idea about the dimensions of transformational leadership was then retooled by Bass and Avolio (1995) into four components and is now known as the “Four I's” which is described as follows:

- a) **Idealised Influence:** It is a dimension that demonstrates how a leader behaves and earns his followers' undying confidence and trust. Transformational leaders inspire admiration among their followers for their culture and commitment to ethical decision-making. Transformational leaders use charisma and charm to persuade followers to believe in and focus on higher-order ideals (Antonakis et al., 2003; Puni et al., 2020). Followers take pride in the opportunity to collaborate with their leader and place their faith in their leader's ability to resolve organisational issues.
- b) **Inspirational Motivation:** Inspirational Motivation is an aspect that demonstrates the behaviour of leaders who have transformational leadership styles and the ability to communicate their vision to inspire their followers to take action toward organisational goals. This dimension refers to a leader's capacity to inspire followers through communication by presenting an attractive, believable, and ultimately focused vision of the future (Bass, 1985; Hater & Bass, 1988; Bass & Riggio, 2006).
- c) **Intellectual Stimulation:** This dimension demonstrates leaders' capacity to increase their followers' creativity and innovation in resolving problems. In this dimension, the leader solicits ideas and input from followers in order to foster creativity, innovation, and new methods for creatively resolving challenges for the greater good (Puni et al., 2020).
- d) **Individual Consideration:** This is the behaviour of a leader who pays individual attention to each subordinate, treats them as unique individuals with unique needs, abilities, and aspirations, and trains and provides feedback or suggestions. Individualized leadership considers each subordinate as an individual and assists them by monitoring and creating new opportunities (Bass, 1985; Bass & Avolio, 1990).

3.2.2 Dimensions of Transformational Leadership in Academic Context (1990 – 2006)

Numerous studies focusing on transformational leadership emphasise the importance of developing these four dimensions. Leithwood et al. (1990; 1994; 2006), by focusing on transformational leadership research in the school context, addressed one of Bass and Avolio's

(1995) development dimensions of transformational leadership (academic). Leithwood proposed the following dimensions of transformational leadership:

- a) **Direction settings:** This category is described as a function of three dimensions: building a shared vision, developing consensus on goals, and creating high-performance expectations.
- b) **Developing People:** It consists of three components: individual support, intellectual stimulation, and modeling of practices and values.
- c) **Redesign the Organization:** It consists of four fundamental components: culture, structure, policy, and community relations.
- d) **Managing the Instructional Programmes:** The leadership practices of this category are providing staff for various programmes, providing instructional support, monitoring school activities, and guarding staff from work interruptions.

Moreover, Kouzes and Posner's (1995, 2002) published research found that leadership is not a position or position but a collection of actions and behaviours. These actions or practices then guide leaders to realise performance achievements above expectations and become a fundamental component of transformational leadership. These practices, by Kouzes and Posner are divided into five components: (1) challenging the process, (2) inspiring a shared vision, (3) enabling others to act, (4) showing the way, and (5) encouraging the heart.

3.2.3 Synthesis of Transformational Leadership Dimensions

Leithwood's dimensions evolved due to his research into the context of school organisation (academic). Academic contexts and transformational leadership are inextricably linked; in practice, it is possible to observe how a leader (teacher) attempts to transform his followers (students). Meanwhile, Kouzes and Posner take a different approach, conducting a nearly two-decade-long study to determine what leaders do when they perform at their best in various situations.

Additionally, it can be seen that the dimensions of transformational leadership did not emerge immediately after Downton introduced the term in 1973. The existence of the "Four I'S" dimension concept has resulted in a plethora of studies that seek to complement and/or formulate the dimensions of transformational leadership in light of their respective contexts.

Various research contributions on the dimensions of transformational leadership, as previously described, certainly complement each other in developing the concept of transformational leadership. The common thread of the various dimensions proposed can be traced from both dimensions, Idealised Influence and Inspirational Motivation (Bass & Avolio, 1995), which describe charisma, vision, and how transformational leaders communicate and provide a picture of the future and packaged in an attractive, believable and ultimately attractive way; concentrate on future collective goals. These two dimensions align with the Setting Direction category of Leithwood et al. (1990; 1994; 2006) and inspiring shared vision (Kouzes and Posner, 1995, 2002). The main meaning is how transformational leaders build a shared vision,

develop a common agreement about goals, and create higher performance expectations in their followers.

4. ANTECEDENTS

Researchers frequently express a strong desire to understand multiple variable relationships. Besides the two types of variables, there are antecedent variables. The antecedents help explain the dependent and independent variables. Prior to a response, there is an antecedent. An antecedent is something that precedes a behaviour. An antecedent is anything that causes a behaviour. Tracing the antecedents is critical because changing the antecedent will change certain behaviours. If you can't change the antecedent, try something else. It is possible to understand and even modify a behaviour by studying its antecedents. The prior literature on transformational leadership antecedents is organized here.

The search and filtering of the results revealed nine literary works. Those research articles are mapped and analysed. The results are:

4.1.1 Independent Variables in Antecedents of Transformational Leadership

In his essay, Burn (1985) proposed three antecedents of transformational leadership: collectivistic society, sex difference, and diversity. According to Burn, transformational leadership can grow more deeply in a collective culture identical to Asian countries than in an individualistic culture identical to western countries. Leaders in collective cultures have a moral responsibility for the problems faced by their followers. On the other hand, in return, followers have a moral responsibility to repay them with loyalty and trust.

Furthermore, regarding the sex difference factor, research on transformational leadership still raises controversy about whether women become more transformational leaders than men. The last factor proposed by Burn is diversity, which is how transformational leadership will have a high value when there are differences in followers.

Boomer (2004) examined two potentially relevant antecedents of transformational leadership nearly two decades after Burn's research: cynicism about organisational change (CAOC) and the leader's social context (peer leadership behaviour). The proposed hypothesis is supported by research findings that cynicism and peer leadership behaviour explain (24 percent) of the variance in transformational leadership. Barbuto (2005) extended the study of the best antecedents of transformational leadership by examining the relationship between leader motivation and the use of charismatic, transactional, and/or transformational leadership. This study discovered that motivation only accounts for a small proportion of variance in full range leadership, implying that the issue of identifying the most effective antecedents for transformational leadership remains unresolved.

Gregory (2011) tested dyad-specific perspective-taking as a possible predictor of transformational leadership several years later and discovered a positive relationship between dyad-specific perspective-taking and transformational leadership. In the same year, Oliver et al. (2011) published a longitudinal study in which they discovered the first prospective data

establishing a link between childhood family environment and transformational leadership in adulthood. Trepanier et al. (2012) tested the work relationship variable a year later (with superiors and followers). The analysis's findings lend support to the proposed model. Jin (2016) discovered that leaders who experience more pleasure at work are rated as more transformational by their subordinates and that this relationship is partially mediated by the leader's organisational affective. Then, Crown (2019) determined and tested the influence of Cultural Intelligence (CQ) on transformational leadership, followed by Doci's (2020) research, which examined the time pressure variable and found an indirect effect of time pressure on transformational leadership.

Referring to all the research results described previously, the common thread that can be drawn is as follows: First, it is clearly stated that all previous studies propose and test different independent variables to find the antecedents of transformational leadership. This difference seems to be based on the desire of researchers to know more and believe that there are other variables besides the variables that have been studied previously to be independent variables in the antecedents of transformational leadership. Second, almost four decades since Burn's (1985) essay, which proposed three antecedents of transformational leadership (collectivistic society, sex difference, and diversity), research on the antecedents of transformational leadership in the following years was dominated by studies with a quantitative approach. Third, the focus of research locations is still in western countries, such as Belgium, Canada, the United States. Fourth, based on previous literature, no research simultaneously explores the antecedents of transformational leadership in public, private and academic sectors in eastern and developing countries.

4.1.2 Mediation Variables in Antecedents of Transformational Leadership

The mediating variable, also known as the intervening or mediator variable, links the independent and dependent variables. As an intermediary, the mediating variable serves as a link that explains the relationship between other variables, such that the relationship between the two variables would not exist without the mediating variable. The previous literature search revealed several studies that examined mediating variables in elucidating the antecedents of transformational leadership.

A positive self-concept or belief in oneself is one of the suggested mediating variables and the leader characteristic that is most consistently identified. A positive self-concept has been associated with general leadership roles and transformational leadership in particular (Oliver, 2011). Ross and Offermann (1997) previously established a significant positive correlation between self-confidence and transformational leadership in naval officers. Meanwhile, psychological research indicates that self-perception, or a broad global assessment of oneself, develops gradually due to feedback from experience, environment, and others, most notably parents (Shavelson et al., 1976). (1985; Litovsky & Dusek; 2003; Kim & Chung). Even when socioeconomic status is controlled, there is a significant relationship between family function and transformational leadership mediated by self-concept. When parents provide a stimulating and supportive environment for their children, they develop more positive overall self-concepts, later linked to transformational leadership characteristics in adulthood. Trepanier

(2012) emphasises two factors that contribute to the perception of transformational leadership, namely self-efficacy and autonomous motivation.

The research on the mediating role of autonomous motivation and self-efficacy in the relationship between high-quality job relationships and transformational leadership provides insight into how social factors influence transformational leadership behaviour. Managers who believe their management skills are effective are more likely to believe they are acting in the organisation's best interests and its members. These findings corroborate prior research demonstrating a positive correlation between self-efficacy and leadership (Chemers et al., 2000; Fitzgerald & Schutte, 2010).

Jin's (2016) subsequent research proposed a mediating variable in its model of transformational leadership antecedents. Moderator variables include leader job satisfaction and affective organisational commitment. According to US research on full-time managers, those who enjoy their jobs more are perceived as more transformational by their subordinates. Affective organisational commitment explains why leaders experience increased job satisfaction and engage in transformational leadership. Passionate leaders are more committed to the organisation and thus more transformational. According to these findings, affective organisational commitment predicts transformational leadership.

CQ and its subcomponents, their relationship to personality, and transformational leadership focused on Crown's (2019) research. The data show that CQ affects transformational leadership, but only CQ behaviour affects personality types. Doci (2020) recently examined the role of time pressure in the emergence of transformational leadership behaviours and the mediating role of state core self-evaluations.

They result from more in-depth research and the search for causal relationships between the main variables, influence, and dependent variables (transformational leadership). Various mediating variables sourced from previous studies, it appears that each researcher proposes and tests different mediating variables to find the antecedents of transformational leadership. The literature review shows that the antecedent area of transformational leadership research is still very open, especially when looking at the relationship between the main variables.

4.1.3 Moderating Variables in Antecedents of Transformational Leadership

The presence of a moderating variable, also known as a contingency variable, in a study creates a variable that can either strengthen or weaken the direct relationship between the independent and dependent variables. Moderating variables affect the nature or direction of the relationship between variables, whether positive or negative, and can be quantitative data such as weight, age, or qualitative data such as socioeconomic status (economy class, gender).

A search for moderating variables in the antecedent area of transformational leadership revealed that, within the limits and criteria established in the literature review, only one study proposed and tested moderating variables in the antecedent area of transformational leadership, namely Boomer (2004). In this research, the moderating variable is peer leadership behaviour. Peer influence is entirely consistent with reasoned action theory. Ajzen (1988) stated that

someone is more likely to engage in a behaviour if they believe that other people, particularly influential people around them, believe they should. Peer influence appears to be under-researched empirically, making Boomer et al.'s (2004) study one of the first to document leadership outcomes associated with this type of peer behaviour.

Although this study has promising results and some strengths, such as a large multi-organisational sample, there are at least two limitations. First, the research design is cross-sectional, which makes interpretation in a causal direction tentative. Second, the studies conducted are still limited to the context of business organisations. Boomer revealed that other possible variables are still antecedents of transformational leadership, such as variables born from academic contexts and popular literature.

5. CONSEQUENCES

Consequences are antecedents opposite. Unlike an antecedent, a consequence is an effect that occurs after a behaviour. Consequences are the events that occur immediately after an action. Consequences are important because they influence a person's decision to continue or stop a behaviour. The next section will describe a systematic literature review on transformational leadership's consequences. The screening process yielded 60 articles. The articles were analysed and mapped.

As an independent variable, transformational leadership has been in so many studies conducted examining the consequences of transformational leadership. Some of these studies include the influence of transformational leadership on job satisfaction (Kim et al., 2012; Rothfelder & Ottenbacher, 2012; Spitzbart, 2013; Misra & Srivastava., 2018; Puni et al., 2018; Escortell et al., 2020) on employee performance (Jyoti & Bhau, 2015; Musa et al., 2018; Goswami et al., 2016; Rita et al., 2018; Ugwu, 2019; Jnaneswar and Ranjit; 2020) and individual/employee creativity (Jyoti & Dev, 2015; Çekmecelioğlu & Özbağ, 2016; Suifan et al., 2018).

Based on the literature study, the three variables, job satisfaction, employee performance, and individual creativity, have become the most widely proposed dependent variables and then tested. In addition to these three variables, several other variables related to the consequences of transformational leadership that have received considerable attention from researchers are organisational effectiveness (Erkutlu, 2008; Dabke, 2016; Ali et al., 2020) and work engagement (Ghadi et al., 2013; Gözükarar & Şimşek, 2015; Goswami et al., 2016). The majority of previous studies have revealed how crucial transformational leadership is at the individual, team, and organisational level, each of which is shown by the results of transformational leadership testing on the dependent variables.

6. CONTEXTS

A study can be interpreted in a variety of ways. In research, context can take the form of location, subject area, geography, or culture. Among the numerous contexts, one could argue that location is the most prominent variation in a study. Thus, one of the research context's

critical functions is to guide the extent to which a study’s findings can be generalised to other contexts.

The research on transformational leadership can be classified into three broad contexts, namely public, private, and academic, which are further described as follows:

Table 1: Context of Transformational Leadership Research

No	Context	Researcher and Year
1	Public	Nusair et al., (2012); Muterera et al., (2018); Donkor et al., (2021); Ashikali & Groeneveld (2015); Jun, (2017); Rita et al., (2018)
2	Private	Erkutlu, (2008); Kim et al., (2012); Sharma et al., (2012); Rothfelder et al., (2012); Choudhary et al., (2013); Spitzbart, (2013); İşcan et al.,(2014); Mitchell et al., (2014); Zareen et al., (2015); Rao & Abdul., (2015); Jyoti & Dev., (2015); Dabke, (2016); Çekmecelioğlu & Özbağ, (2016); Widiyanto & Harsanto, (2017); Suifan et al., (2018); Chen, et al., (2019); Carreiro & Oliveira, (2019); Xie,(2020); Escortell et al., (2020); Zhu et al.,(2011); Ghadi et al., (2013); Ke et al., (2013); Goswami et al., (2016); Han et al., (2016); Nguyen et al., (2017); Boamah et al.,(2018); Puniet al., (2018); Chung & Li, (2018); Faupel & Süß, (2019); Afriyie et al., (2019); Afsar et al., (2019); Boukamcha, (2019); Kim et al., (2019); Luo et al., (2019); Jain et al., (2019); Jnaneswar & Ranjit, (2020); Puni et al., (2020); Islam et al., (2020); Endriulaitienė & Morkevičiūtė., (2020); Ali et al., (2020);
3	Academic	Krishnan, (2008); Dumay & Galand, (2012); Jyoti & Bhau, (2015); Nasra & Heilbrunn, (2016); Musa et al., (2018); Zeinabadi & Rastegarpour, (2010); Gözükara & Şimşek, (2015); Al-Husseini & Elbeltagi, (2018); Supermane, (2019); Ugwu, (2019); Velarde et al., (2020); Lambrecht et al., (2020);
4	Public - Private	Franke & Felfe, (2011); Misra & Srivastava, (2018)

Based on Table 1, the dominance of transformational research in the context of private (private) organisations can be seen, followed by academic (schools), public and public-private. This makes simultaneous research between the three organisational contexts very important. Furthermore, based on studies in the literature of the nine studies on the antecedents of transformational leadership, the majority were conducted partially according to their respective contexts. For example, research by Trépanier et al. (2012) and Crowne (2019) was conducted in the academic sector, then research by Boomera et al. (2014) and Dóci (2019) was conducted in the private sector. Meanwhile, despite Oliver’s (2011) longitudinal study with a sample of 106 leaders and Jin et al.’s (2016) research with a sample of 339 leaders from various industry backgrounds, both of them still cannot fill the gap to conduct a study on the antecedents of transformational leadership in three contexts simultaneously, namely in the private, public, and academic contexts. In fact, when viewed partially, none of the research on the antecedents of transformational leadership has explored in depth the context of public organisations

Sun’s (2017) research, which compared antecedents in two country contexts, namely the United States and China, discovered that some antecedents were common to both, while others

appeared to be country-specific. One implication of these findings is the importance of researching diverse country contexts. Additionally, Sun (2017) suggests that future research should focus on identifying antecedent settings that are culturally neutral or culturally specific. Additionally, Krishnan's (2008) research in various sectors, including services and manufacturing, enables generalization of the findings beyond the education sector in which the study was conducted. This demonstrates that, in addition to filling gaps in the three private, public, and academic sectors concurrently, future research on the antecedents of transformational leadership conducted in a regional or country context, such as a developing country or region, or with a particular culture, can assist in revealing the other sides of transformational leadership.

7. APPROACH

A review of the literature on transformational leadership, including the antecedents and consequences, reveals that the quantitative approach dominates in terms of quantity and appears to be the primary choice and sole researcher in analyzing this topic. Indeed, a review of 60 research articles reveals that no single study employs a method other than a quantitative approach when examining the impact or consequences of transformational leadership. Furthermore, based on the criteria in the literature review, it also shows that since Bass (1995) published an essay investigating the possibilities of the antecedents of transformational leadership, practically there are almost no studies that purely use a qualitative approach in exploring the possible antecedent's transformational leadership. Various studies on the antecedents of transformational leadership are still dominated by research with a quantitative approach, such as that conducted by (Boomer et al., 2004; Barbuto; 2005; Gregory et al., 2011; Oliver et al., 2011; Trepanier et al., 20212). ; Jin et al., 2016; Crowne 2019; Doci et al., 2020).

The lack of reputable qualitative research has undoubtedly affected the development of transformational leadership concepts, both theoretically and practically. This is undoubtedly a strategic consideration in developing the concept of transformational leadership, given the possibility that the diversity of approaches used will compensate for each other's shortcomings through the strengths inherent in each approach choice. On the other hand, this situation creates an opening for future research into the antecedents of transformational leadership. As Bass (1995) stated, it is critical to understand the antecedents of transformational leadership to avoid focusing exclusively on variables that are reliable and have valid measurements. Additionally, because the concept of leadership is so inextricably linked to the existence of humans as social beings with emotional dimensions, the qualitative approach is considered capable of elucidating the antecedents of transformational leadership more deeply.

8. CONCLUSIONS AND FUTURE AGENDA

In comparison to the other styles of leadership that exist and develop today, transformational leadership is frequently referred to as a major milestone or a new era. When it comes to discussing transformational leadership, there are at least three primary areas of concern: (1) the

conceptualisation of transformational leadership, (2) the impact or consequences of transformational leadership, and (3) the antecedents of transformational leadership.

Based on prior research, numerous studies have examined the impact or consequences of transformational leadership at the individual, team, and organisational levels. As a result, the review of the literature should focus on the antecedents of transformational leadership. Two research gaps in transformational leadership have been identified, both contextually and methodologically, based on the previous literature review.

Historically, research has been dominated by studies conducted in western countries (Europe and America) and subsectors of each sector (private, public, and academic). Second, when it comes to the methodology used to dissect the antecedents of transformational leadership, quantitative studies have dominated research on the antecedents of transformational leadership for four decades. This study indicates that there are still gaps in the research area, particularly regarding the antecedents of transformational leadership. As a result, immediate measures to close existing gaps must be taken. Future research is expected to take novel approaches to close gaps or disconnections in the existing body of knowledge. Additionally, it is expected to address three major issues, including the following: (1) identifying and analysing why leaders use transformational leadership styles; (2) identifying and analysing how transformational leadership is implemented in eastern and developing countries; and (3) identifying and analysing how transformational leadership is implemented in eastern and developing countries. Additionally, it should investigate the novelty of transformational leadership in eastern and developing countries' private, public, and academic sectors.

Systematically, future research is expected to propose four novelties that simultaneously show the urgency for this research to be carried out immediately. The novelty in question is described as follows:

- 1) Future research should examine the antecedents, particularly those that influence leaders' use of transformational leadership styles. As is well known, the reality of existing variables is part of a larger picture. By focusing on antecedent variables, future research can help refine a larger picture of transformational leadership. Further research will benefit the field of transformational leadership by expanding the body of knowledge. Provide current input and references to human resource professionals, especially those responsible for developing programs involving adjustments, modifications, and developments related to transformational leadership.
- 2) One can see positivism in the discussion of transformational leadership, especially in the antecedents. Surviving the current paradigm gap is the interpretivism paradigm. The interpretivism paradigm is also expected to reveal new aspects of transformational leadership that other paradigms have not revealed to comprehend transformational leadership's antecedents. Exploring the antecedents of transformational leadership necessitates a strong focus on emotional aspects. The research highlighting the interpretivism paradigm's importance should be translated into qualitative problem-solving

methods. In-depth fieldwork using flexible qualitative methods should yield novel insights that impact the organisation, literature, practitioners, and society.

- 3) Future research should examine the antecedents of transformational leadership in public, private, and academic organisations. A literature review revealed that most research on the antecedents of transformational leadership has tended to be conducted in segments within each sector. Indeed, the dearth of research on the antecedents of transformational leadership in the public sector appears to have distanced the public sector from transformational leadership. Indeed, exploration across multiple sectors, particularly the three highlighted above, is critical, as it is possible that a method, method, or adjustment successfully applied to one sector can be carried over and successfully applied to other types of organisations/sectors. In the reverse direction, success in one sector does not always imply that success can be replicated or duplicated in other sectors (no one size fits all).
- 4) Conduct additional research in developing and eastern countries in the future. Most research on transformational leadership is done in western countries, specifically in Europe and America, which have a strong affinity for individualistic cultures. Although it is undeniable, the concept of transformational leadership originated in western countries four decades ago. However, the collective values that exist, are ingrained in, and continue to grow in most eastern countries' cultures can contribute to practical applications that are compatible with or appropriate for eastern and developing countries' circumstances.

Finally, it is hoped that additional research on the antecedents of transformational leadership will be conducted in developing and eastern countries and the three sectors simultaneously (public, private, and academic). Additionally, a qualitative approach is recommended to investigate further and explore the factors that motivate leaders to engage in transformational leadership. In exploring the antecedents of transformational leadership through a qualitative approach and diverse contexts, these two things are expected to make theoretical and practical contributions to the literature, practitioners, organisations, and society.

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