

Transformational Leadership as a Driver of Organizational Change Management: A Systematic Review Paper

Amare Werku Ijigu (PhD)^{1*} and Abera Bayisasahu Nade (PhD)²

¹Assistant Professor of Business Leadership, Department of Management, Debre Berhan University, Debre Berhan, Ethiopia, ORCID: 0000-0002-0096-5019, Email: amarew.john@gmail.com

²Assistant Professor of Finance, Department of Accounting & Finance, Debre Berhan University, Debre Berhan, Ethiopia, ORCID: 0009-0006-4302-2447, Email: aberasasahu@gmail.com

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Abstract

It now becomes a norm that transformational leadership is arguably more demanded in these days. Understanding the connection between management of change and transformational leadership in 21st-century organization is the goal of this review study. The review used entirely secondary sources which are gathered from various journal articles and the latest leadership and change management books. This study examines quantitative empirical research on causal association between management of change and transformational leadership. 43 of the studies the author examined that were published between 2000 and 2024 satisfied the requirements for being quantitative studies. A thorough analysis of the literature on transformational leadership as a catalyst for change management was cited in the study. The examination of the papers provided insight into how different writers classify transformational leadership and change management. The research methods, study settings, and study variable of the reviewed publications were also highlighted in the review. Finally, based on the review, the author drawn the conclusion and proposed directions for future research.

Key words: *Transformational Leadership, Change Management, Quantitative Empirical Research*

***Corresponding Author:** Amare Werku Ijigu (PhD), DBU, Ethiopia, amarew.john@gmail.com

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1. Introduction

Since businesses are defined by a constantly shifting business environment, the primary focus of organizations in the twenty-first century is how to adapt to change (Burnes, 2004) that requires organizations constantly to improve their processes and operations (Herscovitch & Meyer, 2002). Arguably, this leads the organization to aware of change occurring in different industries and be receptive as well as adaptable to change, as change is pervasive (Bouckennooghe, Devos, & Van, 2009). Leadership is crucial in managing and responding to the conditions of the turbulent environment, strengthening the processes of globalization and the efforts of companies to change the organization, management structure, and technology base in order to maintain product quality, increase competitiveness, and meet the challenges of modern business (Alqatawenh, 2018). According to a significant research review by Armenakis and Bedeian (1999), transformational variables necessitate new employee behavior for effective change initiatives due to the effects of both internal and external environmental constraints. The main challenge that organizations are experiencing is the difficulty of managing change in organizations by properly aligning the appropriate leadership during the implementations of change tools (Alqatawenh, 2018). For instance, transformational leadership impacted employees reactions to towards organizational change (Faupel & Süß, 2018). Thus, for change to be well managed, it will require effective leadership that has to introduced and sustained (Gill, 2003).

This article's goal is to give a summary of the research on the connection between 21st-century management of change and transformational leadership. A full collection of all leadership references or a detailed description of specific studies are not possible due to the vast quantity and scope of the literature. Rather, general findings from descriptive and hypothesis-testing research will be presented, key issues and disputes will be recognized, and prominent ideas will be briefly described. Therefore, this review paper has tried to sum up a study that has been done on the association between management of change and transformational leadership. It entails the nature and the context of empirical research done during the 21st century.

Finally, the review of previous studies shed light to the current research on leadership literature in general, recognize transformational leadership as a driver particularly managing change in organizations. On the one hand, it offers a brief empirical demonstration of the connection between transformational leadership and change management. However, this study helps practitioners and scholars understand how management of change and transformational leadership interact in this fast-paced business world. It also provides insight into current research practices.

2. Review Methodology

To obtain scholarly articles and review papers this review entirely used secondary sources of data that are focused on the interaction among management of change and transformational leadership. These scholarly journals and review papers are obtained from different sources.

Research on the connection between transformational leadership and change management was reviewed using electronic searches of scholarly journal publications.

Database Sources: Google Scholar, PsycNET, Wiley Online Library, Research Gate, JSTOR, Emerald Insight, SAGE Publications, Taylor & Francis

Journals that are pertinent include: The Leadership Quarterly, Journal of Managerial Psychology, Journal of Applied Psychology, Journal of Organizational Change Management, and others

Search Criteria:

Keywords: transformational leadership, change management, organizational change, leadership styles

Time period: 2000 – 2024

Language: English only

Study type: Quantitative empirical studies using inferential statistics

Inclusion Criteria:

- Quantitative empirical studies
- Studies using inferential statistics
- Studies on transformational leadership
- Studies published 2000-2024
- English language publications

Exclusion Criteria:

- Non-quantitative studies
- Studies without inferential statistics
- Studies focused only on transactional leadership
- Studies focused only on charismatic leadership
- Studies focused only on visionary leadership
- Studies outside 2000-2024 timeframe

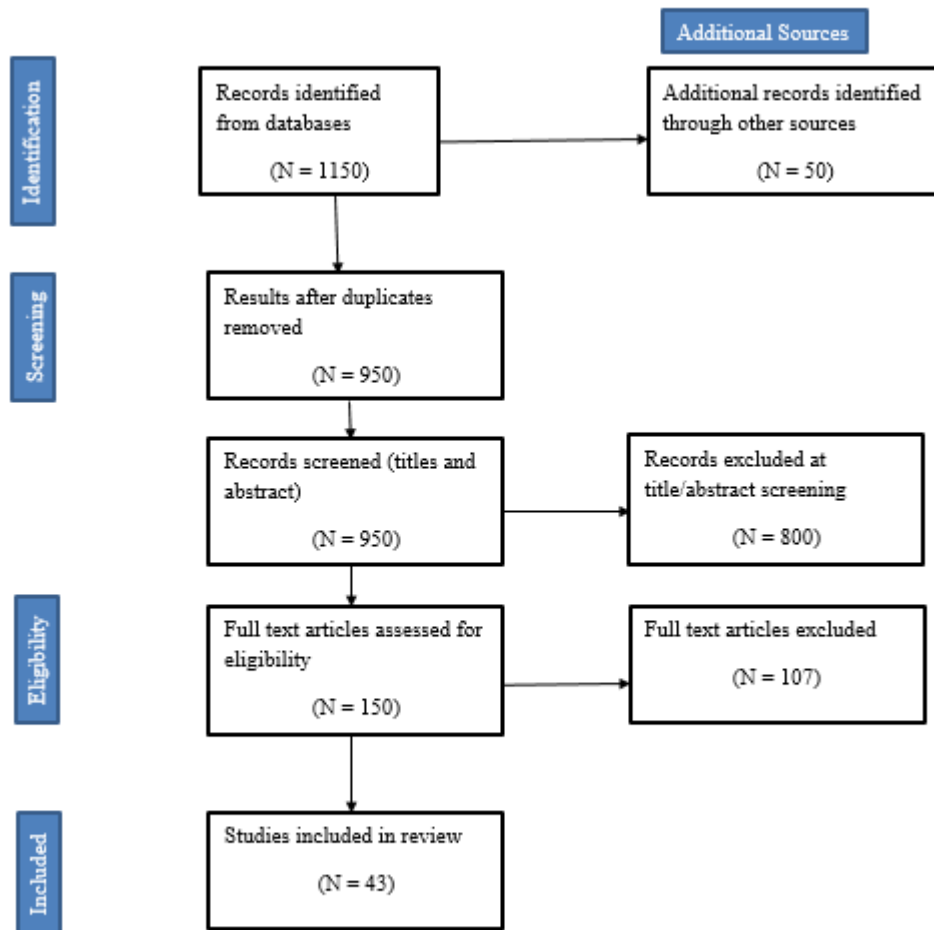


Fig. 1. PRISMA Flow Diagram

2.1 The Idea of Transformational Leadership

2.2 Evolution of Transformational Leadership

Modern leadership theory, especially that of transactional, charismatic, and visionary leadership, is closely linked to the concept of transformational leadership (Bass & Riggio, 2006; Harrison, 2018; Northouse, 2016).

The term transformational leadership and transactional leadership were first explained by James McGregor Burns in 1978 (Judge & Piccolo, 2004). Burns initially coined the contrasting concept of transactional leadership and transformational from a political leadership perspective (Anderson & Anderson, 2001). Subsequently, according to Bass (1985), transformative leadership mobilizes followers' resources and support for institutional reform by appealing to their moral convictions in an attempt to increase their knowledge of ethical issues. Finally, Burns also recognized other types

of leadership influence that are founded on respect for norms and customs as well as legitimate authority. Compared to influence based on inspiration or exchange, bureaucratic organizations place more emphasis on this type of influence (Bass & Riggio, 2006; Northouse, 2016).

In contrast to Burns, Bass expanded and improved transformational leadership, and more recent theories of transformational leadership focus on achieving organizational goals rather than societal reform or followers' moral advancement (Bass & Riggio, 2006). Bass (1985) asserted that although transformational and transactional leadership are two different leadership concepts, they do not preclude one another. Transformational leadership is characterized by inspiring followers to go above and beyond their initial expectations because they feel loyalty, respect, trust, and adoration for the leader. Many scholars view transformational leadership as an extension of transactional leadership (M. Bass & Riggio, 2006). But, the two concepts are different. According to Lussier and Achua (2010) "Transformational leadership serves to change the status quo by articulating to followers the problems in the current system and a compelling vision of what a new organization could be whereas, transactional leadership seeks to maintain stability within an organization through regular economic and social exchanges that achieve specific goals for both the leaders and their followers" (p. 348). Likewise, regardless of their differences, transformational leadership incorporates some of the basic components of charismatic and visionary leadership. For example, one indicator of transformational leadership is idealized influence as entails the charismatic aspects of leader whereas, inspirational motivation refers to visionary aspects of transformational leadership (Northouse, 2016).

Specifically, in terms of existence as a separate construct, Bass (1985) described idealized influence, intellectual stimulation, inspiring motivation, and individualized consideration are the four dimensions or indicators of transformational leadership are. It was observed that the new methods to transformational leadership differed from the previous ones. The charismatic acts of the leader that revolve around their values, beliefs, and sense of purpose are described under the first dimension, idealized influence (Avolio, Bass, & Jung, 1999; Bass et al., 2003). The second component is inspiring motivation, which includes tactics used by leaders to uplift their followers by taking into account the promising future and particular goals (Judge & Piccolo, 2004). Intellectual stimulation is the third dimension, where leaders inspire their people by emphasizing their goals and the promising future (Harrison, 2018). The final element of transformational leadership is individualized considerations, which includes the actions of the leader that help the followers feel satisfied by directing, encouraging, and attending to their unique needs (Bass & Riggio, 2006).

The phrase "transformational leadership" was defined essentially identically in earlier study, with the majority of academics concentrating solely on Burns and Bass's work. For instance, transformational leadership aims to motivate people to think methodically by first developing and communicating a vision (Hill et al., 2012). In a similar vein, Table 1 of this review confirmed that most individual research categorized transformational leadership using Bass's (1985) criteria,

which include idealized influence, intellectual stimulation, inspiring motivation, and individual consideration.

For example, according to renowned author Northouse (2016), transformational leadership is a system in which people band together and build a network that will raise the motivation levels of both leaders and followers. Thus, transformational leadership is defined for this review as the process by which leaders question the existing quo in order to encourage people to possess great performance with high moral standards, based on this and other definitions of transformational leadership given by other writers.

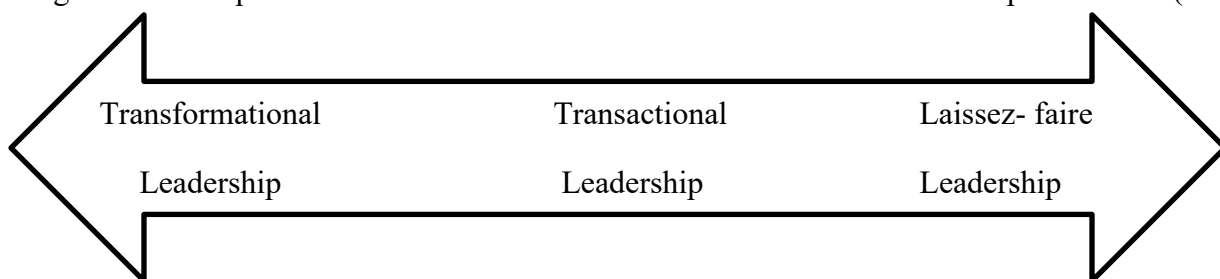
2.3 Model of Transformational Leadership

Although there are consistent correlations among them, most prior studies confirmed that although each of the components of the transformational leadership is conceptually distinct (Judge & Piccolo, 2004; Lowe et al., 1996). Thus, based on this point of view, scholars developed different models of transformational leadership (Bass & Riggio, 2006; Northouse, 2016). Therefore, these models of transformational leadership are described as follows:

2.3.1 Leadership Continuum as a model of transformational leadership

As the name implies, the first model of transformational leadership is called leadership continuum since transformational leadership arises from the leadership process. The leadership continuum model is the oldest model which was emerged based on the basic contrasting argument between Burns and Bass. On figure: 2 of the this section, as opposed to Bass who said that both transactional as well as transformational leadership are two separate concepts, Burns claimed that transactional as well as transformational leadership is found in a single continuum (Judge & Piccolo, 2004; Yammarino, 1993).

Fig.2. Leadership Continuum from Transactional to Laissez – faire leadership Northouse (2016)



2.3.2 Full-Range of Leadership Model

Bass and his colleague developed the influential Full-Range Leadership Model (FRL), which integrates nine distinct leadership elements drawn from transformational, transactional, and laissez-faire approaches to enhance leader effectiveness (Paredes, 2002).

Northouse (2016) explains that the Full Range Leadership (FRL) theory categorizes leadership styles into three primary types, each with associated scales. Transformational leadership comprises

four scales: attributed charisma (or idealized influence), behavioral charisma (also referred to as idealized influence), inspirational motivation, intellectual stimulation, and individualized consideration. Transactional leadership encompasses three scales: contingent reward, active management by exception, and passive management by exception. Laissez-faire leadership is measured by a single scale bearing the same name. Together, these nine scales form a comprehensive framework for analyzing diverse leadership traits and their application within organizations. Additionally, Bass contends that effective leadership draws upon both transformational and transactional competencies, ranked by how frequently they are employed: transformational leadership, followed by contingent reward, active management by exception, passive management by exception, and—least commonly—laissez-faire leadership (Paredes, 2002).

To sum-up, from the above discussions, it is true that transactional leadership led to the emergence of transformational leadership so that both leaderships are taken as one of the most widely studied by many researchers. Different authors define and explain transformational leadership based on the Burns then Bass's theoretical background. Similarly, all these definitions have strongly emphasized the importance of the fundamental components of transformational leadership. Different models of transformational leadership are developed by different authors in line with Bass's theoretical background. But also some authors insisted that transformational leadership is found in leadership continuum whereas some authors believe that transformational leadership integrated with other constructs through nine leadership scales that form full-range of leadership model.

3. An Overview of Change Management

Change management theory and practices are derived from many social science disciplines (Burnes, 2004). The driving force of the need for change in organizations is internal and external factors that (Cameron & Green, 2009) frequently regulate the processes and operations of the organizations. Because of this, businesses must always work to adapt their operations to a changing environment (Burnes, 2004). An integrated approach is essential for organizations seeking to foster systematic and positive transformation, eliminate impediments to change, and address its repercussions (Cameron & Green, 2009).

There are different forms of change based on different criteria. For instance, Cameron and Green, (2009) and Anderson and Anderson (2001) insisted that there are three types of organizational change which are: transitional change; developmental change; and transformational change. Whereas, Burnes (2004) broadly classified organizational change into two; that is an evolutionary and revolutionary change. Other scholars like Cameron and Green (2009) claimed that there are nine models or approaches to organizational change together with their metaphors whereas Daft (2010) defined the four main categories can be used to categorize strategic sorts of change: technological, product and service, strategy and structure, and cultural.

In conclusion, what once seemed unimaginable has now become commonplace, underscoring the imperative for change. Organizations currently function within a dynamic business environment that necessitates embracing organizational change. Given the diverse definitions, forms, and modes of organizational change, researchers and practitioners must explicitly articulate both the definitions and forms while carefully accounting for their distinctions.

3.1 Models of and Approaches to Organizational Change

Cameron and Green (2009) identify several theoretical frameworks for understanding organizational change, including Bridges' transition management, Beckhard and Harris's change formula, Nadler and Tushman's congruence model, Lewin's three-stage model, Bullock and Batten's planned change approach, Kotter's eight-stage process, Senge's systemic model, Stacey and Shaw's complex responsive processes, and Cornell's change management model. These approaches differ in their conceptual foundations and associated metaphors (Cameron and Green, 2009). In short, regardless of the different forms of change, change models are frameworks that can aid in the implementation of change as well as being important in identifying the cause of change.

4. Transformational Leadership as a Catalyst for Change Management: Empirical Evidence

Transformational leadership and change management rank among the most extensively researched subjects in leadership literature (Armenakis and Bedian, 1999; Judge and Piccolo, 2004). Accordingly, this review was undertaken to examine the relationship between transformational leadership and change management in the context of the 21st century, synthesizing empirical studies published between 2000 and 2024.

The empirical relationship within management of change and transformational leadership is presented in Table 1. Research indicates this association is mediated and moderated by numerous organizational factors. Moreover, direct investigations of the transformational leadership–change management nexus remain relatively scarce.

The mediating and moderating constructs that can regulate the association between management of change and transformational leadership have been considered in the majority of studies. Subsequently, commitment to change, school conditions, trust on a leader, team climate, justice perceptions, self-efficacy, leader-member exchange, team identity, team cooperation, work engagement, and valence are the mediators of transformational leadership and change management. Conversely, several moderating variables affect the relationship between transformational leadership and change management, including individual job circumstances, perceptions of a climate conducive to initiative, perceived bureaucratic culture, team potency, bureaucratic organizational structures, cohesion perceptions, and the frequency of change initiatives.

Accordingly, organizational fairness and commitment to change represent the most frequently examined mediating variables that regulate the relationship between transformational leadership and change management (Deschamps, Rinfret, Lagacé, & Privé, 2016; Hill et al., 2012; Michaelis, Stegmaier, & Sonntag, 2013; Wu, Neubert, & Yi, 2007; Zhao, Seibert, Taylor, Lee, & Lam, 2016). Conversely, perceived bureaucratic organizational culture and bureaucratic organizational structure constitute the most commonly studied moderating factors that influence this relationship (Abbasi, 2017; Voet, 2013).

However, Table 1 also reveals that nearly all prior research investigating the relationship between change management and transformational leadership has employed cross-sectional designs, capturing data at a single point in time. Furthermore, these studies span diverse organizational contexts, encompassing associations, small and micro enterprises, public and private sector organizations, healthcare services, educational institutions, and multinational corporations.

Table-1: Review of empirical study conducted in the relationship between transformational leadership and change management

Author(s)	Research Design (Time horizons)	Study Variables	Study Setting	Major Findings
Hill, Seo, Kang, and Taylor (2012)	Longitudinal	Communications about change, hierarchical distance, transformational leadership, and a dedication to change (Affective & Normative)	Government organizations	Over the course of a year, hierarchical distance and perceived communication regarding change emerged as significant predictors of both affective and normative commitment to change. The transformational leadership behaviors exhibited by direct managers demonstrated notable effects at Time 2, though they were not significant at Time 1.
Zhao et al. (2016)	Cross-sectional	Commitment to change, behavior and support for change, and transformational leadership	Hospitality company	Transformational leadership positively influenced commitment to change, thereby enhancing behavioral support for change initiatives. The study demonstrated the mediating role of commitment within the hospitality context.
Herold, Fedor, Caldwell, and Liu (2008)	Cross-sectional	Change-leadership behaviors, transformational leadership behaviors, Organizational commitment, job-level effect, and change commitment (control)	Telecom, Information technology, engineering consulting, Building and building products, and Banks	Relative to change-specific leadership approaches, transformational leadership demonstrated a stronger association with followers' commitment to change – especially when the change had substantial personal implications. Conversely, among non-transformational leaders, commitment was more closely tied to the application of effective change management techniques.
Seo et al. (2012)	Longitudinal	Affective experience, Behavioral responses to change,	Government agency (Transport area)	Employees' positive and negative affect at Time 1 significantly predicted their commitment to change and behavioral responses—including supportive, resistant,

		Transformational leadership, & commitment to change,		and constructive behaviors—at Time 2. Transformational leadership influenced employees' commitment and affective reactions during the initial phase, which subsequently shaped their later behavior.
Bommer, Rich, and Rubin (2005)	Longitudinal	Cynicism about organizational change, & Transformational leader behavior	Privately owned manufacturing firms	Employee pessimism regarding organizational change was often linked to transformational leadership actions. Over the course of nine months, the direction of causality consistently suggested that transformational leadership decreased employee cynicism about change.
Jordan, Werner, and Venter (2015)	Cross-sectional	Organizational culture, Transformational leadership, & Organizational change outcomes	Private intensive care units	Private intensive care units exhibited transformational leadership and a favorable organizational culture. The results of organizational change, organizational culture, and transformational leadership are all strongly positively correlated. Improvements were needed in the areas of intellectual stimulation and innovation.
Yu, Leithwood, and Jantzi (2002)	Cross-sectional	Commitment to change, School conditions, & Transformational leadership	Primary Schools	While transformational leadership had a small but significant impact on teachers' commitment to change, it had a high significant impact on mediating variables (school culture, change techniques, school structure, and environment). Particularly powerful benefits were seen in goal consensus-building and vision-creation techniques.
Michaelis, Stegmaier, and Sonntag (2013)	Cross-sectional	Innovation implementation behavior, Transformational leadership, Climate for initiative & Commitment to change	Multinational automotive corporation	Transformational leadership strongly correlated with followers' innovation implementation behavior, though this link was fully mediated by commitment to change. Followers' perceived climate for initiative also moderated this relationship.

Uddin (2013)	Cross-sectional	Transformational leadership, Trust in leader, & Organizational change	Banking sector	Through organizational trust as a mediator, transformational leadership significantly and favorably impacted emotional commitment to change. However, there was no discernible clear correlation between affective commitment to change and transformative leadership.
Abbasi (2017)	Cross-sectional	Transformational leadership, Change readiness, & Perceived bureaucratic structure	Public organizations	Employee readiness for change was positively impacted by transformational leadership. Nevertheless, the effect was erased when the model's bureaucratic structure was substituted. The notion that transformational leadership affects change readiness by shaping perceptions of bureaucratic structure was not supported.
Gil, Rico, Alcover, and Barrasa (2005)	Cross-sectional	Team performance, Team potency, Change-oriented leadership, Team climate, & Team satisfaction	Health care service	Change-oriented leadership positively influenced team happiness and performance. Team potency was found to significantly mediate the relationship between leadership and team outcomes.
Hechanova and Cementina-Olpoc (2013)	Cross-sectional	Commitment to organizational change, Change management practices, & Transformational leadership	Academic and Business organizations	Leadership support proved more critical for managing change in academic organizations than in corporate settings. Perceptions of effective change management mediated the relationship between transformational leadership and commitment to change within academic contexts.
Al-Qura'an (2016)	Cross-sectional	Organizational change ,(structural, technological, & people change),& Transformational leadership	Bank sector	At Jordan Ahli Bank, transformational leadership characteristics—encompassing idealized influence, intellectual stimulation, inspirational motivation, individualized consideration, and empowerment—

				exerted positive effects on change management across human, technological, and structural dimensions.
Voet (2013)	Cross-sectional	Transformational leadership, Types of change, Willingness to change, & Bureaucratic organizational culture	Public organizations	Government personnel' preparedness for both planned and emergent change was positively and dramatically impacted by transformational leadership. Change readiness can be explained by transformational leadership in 35.2% of cases.
Wu, Neubert, and Yi (2007)	Cross-sectional	Cohesion perceptions, Transformational leadership, & Justice perceptions, Cynicism about organizational change.	Petroleum company	Employee skepticism regarding organizational change was inversely correlated with transformational leadership. The association between skepticism about change and transformative leadership was mediated by informational and interpersonal conceptions of justice.
Chou (2014)	Cross-sectional	Transformational leadership, Self-efficacy, & Behavioral support for change	Private companies	Transformational leadership affected behavioral support for organizational change via affective commitment to change and self-efficacy. The study illuminated the process by which transformational leadership fosters change-supportive attitudes and behaviors.
Hamidianpour, Esmaeilpour, and Zarei (2016)	Cross-sectional	Resistance to change, Transformational leadership, and Cultural intelligence	Petrochemical Company	Managers' cultural intelligence significantly increased resistance to change both directly and indirectly via transformational leadership. In petrochemical settings, transformational leadership alone also significantly heightened resistance to change.
Carter, Armenakis, Feild, and Mossholder (2012)	Cross-sectional	Change frequency, Task performance, Transformational leadership, Relationship quality	Service organizations	Employee performance under ongoing incremental organizational change was favorably correlated with transformational leadership and relationship quality (LMX). The positive correlation between

		(LMX), & Organizational citizenship behavior		transformative leadership and results was mitigated by change frequency.
Deschamps, Rinfret, Lagace, and Prive (2016)	Cross-sectional	Organizational justice, Transformational leadership, & Self-determined motivation	Health care sector	Several facets of organizational justice fully moderated the beneficial effects of transformative leadership on motivation. Among healthcare managers, distributive justice had little effect on followers' motivation, but procedural and interpersonal justice had the biggest impact.
Boga and Ensari (2009)	Cross-sectional	Transformational leadership, Organizational change, & Perceptions of organizational success	Small to mid-size businesses	Perceptions of organizational performance were more significantly correlated with transformational leadership when the organization had large changes (many organizational adjustments) as opposed to minimal changes (few organizational adjustments).
Feng, Huang, and Zhang (2016)	Cross-sectional	Dual organizational change, Group innovative behavior, & Transformational leadership	Private companies	Transformational leadership significantly influenced group innovative behavior during simultaneous organizational change. Mediator variables are required to elucidate the relationship between transformational leadership and innovative behavior.
Oreg and Berson (2011)	Cross-sectional	Resistance intentions, Personal values, Dispositional resistance to change, & Transformational leadership	Public Schools	Employees' intentions to protest were negatively associated with leaders' transformational leadership behaviors. Transformational leadership attenuated the relationship between employees' dispositional resistance to change and their intentions to resist.
Paulsen, Maldonado, Callan, and Ayoko (2009)	Cross-sectional	Transformational leadership (Charismatic dimension), Team identity, Team cooperation, & Team innovation	R&D organizations	Charismatic leaders fostered team innovation by promoting cooperative strategies and enhancing team identity and commitment. Team identification and cooperation served as mediators in the relationship

				between charismatic leadership and team innovation within R&D teams.
Faupel and Suess (2018)	Cross-sectional	Work engagement, Transformational leadership, Valence, & Championing behavior	Various organizations and industries	Transformational leadership enhanced employee championing behavior during change through work engagement and valence. Additionally, it elevated employees' perceptions of change benefits and their overall levels of involvement.
Alqatawenh (2018)	Cross-sectional	Transformational leadership dimensions & Change management	Insurance companies	Transformational leadership attributes including idealized influence, inspirational motivation, intellectual stimulation, and empowerment were positively associated with change management in Jordanian insurance companies. All four dimensions proved effective within this industry.
Chou (2013)	Cross-sectional	Transformational leadership, Perceived organizational support, & Affective commitment to change	Farmers associations	Transformational leadership positively influenced followers' affective commitment to change. In farmers' associations, this relationship was significantly amplified by perceived organizational support.
Gorgani, Nasiri, Jafari, and Nazok (2014)	Cross-sectional	Transformational leadership (Cognitive, functional, & personal social), & Successful change management	Industrial companies	Successful change management in industrial businesses was favorably correlated with the cognitive, functional, and personal-social characteristics of transformational leadership. For change to be implemented successfully, the study emphasized the significance of certain transformational leadership qualities.
Ribeiro, Yücel, & Gomes (2018)	Cross-sectional	Transformational leadership, Affective commitment, In-role performance	Portuguese organizations	Through their faith in the leader, employees' affective commitment and in-role performance were positively predicted by transformational leadership.

Bednall, Rafferty, Shipton, Sanders, & Jepsen (2018)	Cross-sectional	Transformational leadership, Knowledge sharing, Innovative behavior	Australian organizations	The association between innovative behavior and transformative leadership was mediated by knowledge sharing; the ideal level of leadership intensity fluctuates.
Al-Tahitah, Muthaliff, & Abdulrab (2018)	Review paper	Transformational leadership, Readiness for change	Literature review	Through inspiration and vision articulation, transformational leadership has a tremendous impact on employees' preparedness for organizational change.
Faupel & Süß (2019)	Cross-sectional	Transformational leadership, Valence, Work engagement, Championing behavior	Various German organizations	Employee valence during transition is increased by transformational leadership, which improves job engagement and championing behavior.
Mahfouz, Awang, Muda, & Abidin (2019)	Cross-sectional	Transformational leadership, Employee commitment	Construction industry (Yemen)	Through inspirational motivation and idealized influence, transformational leadership dramatically increases employee engagement.
Thuy, Thi, Van, & Ngoc (2020)	Cross-sectional	Job satisfaction, Employee commitment to change, & Transformational leadership	Vietnamese organizations	Both transformational leadership and job satisfaction positively influence employee commitment to organizational change.
Dung & Hai (2020)	Cross-sectional	Job satisfaction, Commitment to organizational change, & Transformational leadership	Vietnamese companies	The association between transformational leadership and dedication to organizational change is transmitted through job satisfaction, which serves as a mediating mechanism.
Henricks, Young, & Kehoe (2020)	Longitudinal	Transformational leadership, Attitudes toward change, Trait-resistance	Australian organizations	Over time, transformational leadership counteracts trait-like resistance and helps the state become more change-ready.
Waisy & Wei (2020)	Cross-sectional	Transformational leadership, Readiness for change, Affective commitment to change	Iraqi universities	Affective commitment to change and transformative leadership are mediated by readiness for change.

Le & Le (2021)	Cross-sectional	Transformational leadership, Change capability, Organizational performance	Vietnamese enterprises	Organizational performance and transformative leadership are mediated by change capability.
Peng, Li, Wang, & Lin (2021)	Meta-analysis	Openness to change, Commitment to change, Readiness for change, & Transformational leadership	Multi-country analysis (30 studies)	All change reactions have high positive associations with transformational leadership; these correlations are larger in Western contexts than in Asian ones.
Meria, Prastyani, & Dudhat (2022)	Cross-sectional	Readiness to change, Work engagement, Transformational leadership, Self-efficacy	Indonesian organizations	While self-efficacy directly impacts preparedness, the relationship between transformational leadership and change readiness is mediated by job engagement.
Adiwijaya & Hayati (2023)	Cross-sectional	Transformational leadership, Organizational commitment, Readiness for change	Indonesian companies	Organizational commitment serves as a mediating factor in the relationship between transformational leadership and employee readiness for change.
Mekonnen & Bayissa (2023)	Cross-sectional	Transformational leadership, Organizational readiness for change, Transactional leadership	Healthcare professionals (Ethiopia)	Among health professionals, transformational leadership exerts a stronger influence on change preparedness than transactional leadership.
Jun & Lee (2023)	Cross-sectional	Organizational support for creativity, Transformational leadership, Innovative behavior, & Commitment to change	Korean organizations	Commitment to change mediates the relationship between transformational leadership and followers' creative activity.
Chukwuma & Zondo (2024)	Cross-sectional	Employee resistance to change, Transformational leadership (inspirational motivation),	Automobile industry (South Africa)	The inspirational motivation component of transformational leadership significantly reduces employee resistance to change.

5. Results and Discussion

The analysis found a strong positive correlation between transformational leadership and several change management outcomes. According to Harold et al. (2008), transformational leadership was more closely linked to followers' commitment to change than change-specific leadership strategies, particularly when the change had a big impact on employees' personal lives. Zhao et al. (2016) found that transformational leadership promoted behavioral support for change in hospitality businesses by having a favorable impact on commitment to change. Additionally, In Jordanian insurance firms, Alkatawehn (2018) discovered a favorable relationship between change management and transformational leadership traits such ideal influence, inspirational motivation, intellectual stimulation, and empowerment. In a similar vein, Al-Quran (2016) discovered that change management at Jordan Ahli Bank was positively impacted by transformational leadership traits in terms of people, technology, and structural elements. These results suggest that transformational leadership can be applied to a wide range of industries and forms of organizational change. These results suggest that transformational leadership can be applied to a wide range of industries and forms of organizational change.

Several mediating constructs were discovered to regulate the relationship between transformational leadership and change management. The mediator that has been studied the most is commitment to change. Michaelis et al. (2013) found a substantial correlation between transformational leadership and followers' innovation implementation behavior, but this link was entirely mediated by commitment to change. This outcome is in line with the findings of Hill et al. (2012), who discovered that over the course of a year, transformational leadership behavior significantly predicted affective and normative commitment to change. Organizational justice and trust are also crucial mediators. Wu et al. (2007) found that the negative relationship between transformational leadership and employee cynicism about organizational change was mediated by informational and interpersonal ideas of fairness. In a similar vein, Uddin (2013) discovered that organizational trust acts as a mediator between transformational leadership and affective commitment to change. These findings demonstrate the significance of perceived justice and trust in converting leadership acts into positive change outcomes. Two other significant factors are self-efficacy and work participation. Faupel and Suess (2018) demonstrated how transformational leadership enhanced employee champion behavior during change through work engagement and valence. Chow (2014) discovered that affective commitment to change and self-efficacy were two ways that transformational leadership affected behavioral support for organizational change. This research sheds light on the psychological processes by which transformational leadership cultivates attitudes and behaviors that promote change.

Numerous organizational and contextual factors affect the relationship between transformational leadership and change management. Perceived bureaucratic organizational culture and bureaucratic organizational structure were the most often researched moderating factors. Numerous organizational and contextual factors affect the relationship between transformational

leadership and change management. The most often studied moderating factors were perceived bureaucratic organizational culture and bureaucratic organizational structure. Voet (2013) found that government personnel's preparedness for both planned and emergent change was positively impacted by transformational leadership, with change readiness explained by transformational leadership in 35.2% of cases. However, Abbasi (2017) discovered that while employee readiness for change was positively impacted by transformational leadership, this effect was eliminated when bureaucratic structure was introduced as a moderator. Climate for initiative and team potency also serve as moderators. According to Michaelis et al. (2013), the association between transformational leadership and innovation implementation behavior was modified by followers' perception of the atmosphere for initiative. Gill et al. (2005) discovered that team competence significantly influenced the relationship between change-oriented leadership and team outcomes, underscoring the significance of collective efficacy in change implementation.

Significant trends in research methods were found in all of the studies that were reviewed. It was difficult to determine causal linkages and monitor changes over time because the great majority of research (around 85%) used cross-sectional designs that were carried out at a single moment in time. Few studies have employed longitudinal designs, which provide stronger evidence for causal inference (Hill et al., 2012; Seo et al., 2012; Bommer et al., 2005; Henricks et al., 2020). Numerous organizational contexts, including government organizations, medical facilities, educational institutions, the banking and insurance sectors, manufacturing firms, and multinational corporations, were the sites of the research. This variety suggests that change management and transformative leadership are closely related in various geographical and cultural contexts. Peng et al. (2021), in their meta-analysis of 30 studies across multiple countries, found that all change responses have high positive correlations with transformational leadership, with these correlations being larger in Western contexts than in Asian contexts.

6. Conclusion, Recommendation and Future Research Directions

According to earlier research, transformational leadership has a direct impact on a number of organizational outcomes, such as organizational culture, civic engagement, and performance (Podsakoff et al., 2000; Bass and Riggio, 2006). Transformational leadership as a catalyst for change management is examined in this review. According to the review, commitment to change, innovation implementation behavior, team satisfaction and performance, behavioral support for change, task performance and organizational citizenship behavior, and perceptions of organizational success are some of the desired individual, team, and organizational change outcomes linked to transformational leadership.

Additionally, empirical research has shown that the relationship between transformational leadership and management of change was significantly mediated by organizational fairness and commitment to change. The study also revealed that the perceived bureaucratic organizational structure had a significant influence on the relationship between change management and transformational leadership. This suggests that the relationship between change management and

transformational leadership is significantly influenced by a number of mediating and moderating organizational characteristics.

Beyond the previously discussed aspects, this review carries significant implications for the existing body of knowledge. First, the analysis revealed that since 2000, the majority of contemporary research has become more comprehensive, incorporating intervening variables—both mediating and moderating factors. These intervening conditions thus provide the most robust explanation for the relationship between transformational leadership and change management. Second, scholars have largely converged on a similar conceptualization of transformational leadership, drawing primarily from Bass's foundational work. Third, transformational leadership substantially enhances organizational change outcomes irrespective of the change type, indicating that it is essential for all organizations seeking to implement change successfully. In conclusion, the relationship between transformational leadership and change management remains valid and reliable across diverse global organizational contexts. Therefore, by employing great research methodologies for more in-depth and superior understanding, future researchers might blend empirical and theoretical study findings to develop more inclusive insights.

The development of transformational leadership skills within management teams must be a top priority for organizations hoping to execute effective change efforts. Evidence strongly suggests that leaders who demonstrate idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration are more likely to achieve positive change outcomes (Bass and Riggio, 2006). Training programs should focus on developing these four core dimensions of transformational leadership. Organizations should take initiative to increase employee commitment during the change process as commitment plays an important role as a mediator towards change. Leaders should explain the benefits of change to staff members, present a compelling change vision, and provide opportunities for staff members to participate in change projects (Yu et al., 2002). This strategy is consistent with research by Faupel and Suess (2018), who showed that transformational leadership improves employee advocacy behavior by increasing work engagement and promoting positive attitudes about change. Organizations should also consider the moderating effects of organizational culture and structure. According to research by Voet (2013) and Abbasi (2017), bureaucratic structure can make transformational leadership less successful. Therefore, companies with highly bureaucratic cultures may need to implement structural changes in order to foster transformational leadership and efficient change management. Justice perceptions and leadership trust should be encouraged because they play a significant mediating role in the relationship between transformational leadership and change results (Wu et al., 2007; Uddin, 2013). To foster trust throughout change projects, leaders must guarantee procedural fairness, communicate openly, and demonstrate consistency in both words and actions. Because they act as important mediators in the relationship between transformational leadership and change outcomes, justice perceptions and leadership trust should be promoted (Wu et al., 2007; Uddin, 2013). To build trust during change initiatives, leaders must ensure procedural fairness, speak honestly, and demonstrate consistency in both words and actions.

The review identified several gaps in the literature that need to be filled in future research. First, there is a strong need for additional long-term studies to explore the causal relationships between transformational leadership and change management outcomes. Henriques et al. (2020) emphasize that longitudinal designs are important to understand how transformational leadership gradually increases the adaptive capacity of an organization by overcoming trait-like resistance. Second, future research should directly examine the relationship between transformational leadership and change management rather than relying solely on mediating and moderating factors. Although indirect effects have been thoroughly examined in the body of current literature, fewer studies have focused on direct interactions (Podsakoff et al., 2000). Knowledge of both direct and indirect effects will provide a more comprehensive understanding of how transformational leadership affects change outcomes. Third, cross-cultural study is required to investigate the universality of the relationship between transformational leadership and change management. Peng et al. (2021) found that transformational leadership and change responses are more strongly correlated in Western contexts than in Asian contexts, suggesting that cultural factors may affect the effectiveness of transformational leadership. Future research should look at how cultural elements like power distance, individualism-collectivism, and uncertainty avoidance modulate this relationship. Fourth, other organizational elements that could alter or mediate the connection between transformational leadership and change management should be investigated by academics. More research is required on organizational learning capacity, psychological safety, and the quality of leader-member interactions, even if organizational fairness, trust, and commitment to change have all been thoroughly studied (Carter et al., 2012). Fifth, future research should adopt a mixed-method approach that combines quantitative surveys with qualitative interviews and case studies. This approach will assist identify context-specific factors that might affect this relationship and offer a deeper understanding of the ways in which transformational leadership affects results. Sixth, studies should look at how followership functions in the interaction between management of change and transformational leadership. Understanding how followers' traits, attitudes, and actions affect the efficacy of transformational leadership throughout transition would be beneficial for both theory and practice, even if the majority of the present work focuses on leader behaviors. Lastly, the negative aspects of transformational leadership in change management settings should be investigated in future studies. Although most research has concentrated on positive results, certain studies indicate that transformative leadership may have unfavorable effects in specific situations. A more balanced and nuanced view of transformational leadership's function in change management would result from knowing when and why it might be ineffective or destructive.

To improve the validity and generalizability of results, future studies should use more exacting methodological designs. In addition to reducing typical technique bias, multi-source data collection—which includes ratings from peers, supervisors, and subordinates—would produce more accurate evaluations of leadership behaviors and change results. Furthermore, causal conclusions about the impact of transformational leadership on change management would be

strengthened by experimental and quasi-experimental methodologies. Instead than depending only on self-report measures, researchers had to think about employing objective measures of change outcomes. In addition to subjective measurements, objective indicators like financial performance, productivity metrics, and implementation success rates would offer a more thorough evaluation of the efficacy of the change.

7. References

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