

Transformational leadership strategies: A systematic review.

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ABSTRACT

Transformational leadership has positioned itself as the most suitable for guiding organizations through the transition processes brought about by the dynamism of the business environment. A systematic review following the PRISMA methodology was carried out for this article, which includes research published in the last five years in Spanish and English. Eighteen articles were selected from Scielo (9) and Scopus (9) out of a total of 31 publications. The literature reviewed highlights the need to opt for this style of leadership, mainly for the digital era, in order to foster innovation and keep the organization relevant and competitive.

Keywords: Transformational leadership, innovation, transformational leadership strategies.

INTRODUCTION

At the present time, there is a surge of innovation that motivates organizations to adapt to new transitions and develop an engaging value proposition to maintain relevance (Hoai et al., 2022). Furthermore, the labor market is confronted with challenges brought forth by the emergence of new generations, who tend to gravitate towards emerging markets and temporary employment opportunities, which in turn affects turnover rates. These circumstances have a deleterious impact on the costs associated with the selection, training, and performance of personnel, aspects that are confronted with the emphasis on creating competitive advantages and exploiting the limited hostile opportunities available (Urbano et al., 2022). In the context of social and economic crises, it is imperative for leaders to foster a positive work environment, characterized by trust and engagement (Vásquez et al., 2021).

Transformational leadership is a style of management that prioritizes the collective interest, thereby fostering awareness among workers of the value of their contributions (Alcazar, 2020). This leadership style is necessary in environments that require a change of approach due to slow and asynchronous innovation. This is exemplified by public sector organizations, which, due to their bureaucratic systems, tend to resist creative solutions and exhibit a reluctance to change (Hoai et al., 2022). In the event of such a change, the leader is able to direct their influence and power towards the dissemination of information, the facilitation of emotional engagement, the provision of guidance and the facilitation of discussion, all of which are conducted under the auspices of the same corporate vision (Eitan & Gazit, 2024). In this manner, employees transition from a focus on the company's mere survival to one of pursuing growth and achievement.

Another challenge for the industry is the digital transformation, which, although it benefits the market, forces companies to undergo an adaptation process that can fail up to 90% if they lack adequate management (Marcel et al., 2024). In this context, Dueholm et al. (2024) posit that business agendas require new competencies in leaders, emphasizing the capacity to transform strategic initiatives into novel work practices and the disposition to lead by example in the pursuit of change. Such an adjustment entails the implementation of the transformational leader as a response to the dynamics of the environment. This leader will be responsible for adapting employees with a proactive attitude, inspiring their potential, and preserving the company's objectives to ensure its competitiveness (Duan et al., 2022).

The rationale for adopting transformational leadership in a dynamic environment can be understood by contrasting it with the transactional leadership approach that has been prevalent for an extended period. This is clearly characterized by planning and achieving objectives, but the unhelpful side is its attachment to comply with regulations and have absolute control, which inhibits new ideas. In contrast, transformational leadership

builds a shared vision that sees the needs of employees and creates a learning climate to obtain results (Hariharan & Anand, 2022; Alcazar, 2020; Nguye et al., 2023). In accordance with Bass's (1985) theory, transformational leadership is comprised of four dimensions: idealized influence (transmitting values and purpose), consideration (considering the wants and needs of employees), intellectual stimulation (boosting creativity and enhancing capabilities), and inspirational motivation (presenting an attractive vision of the future and confidence in staff skills).

Recent studies have identified key functional strategies associated with this type of leadership, which are primarily focused on facilitating organizational change. In their 2023 study, Sharma and Lenka expand upon the concept of organizational unlearning, which involves the evaluation and elimination of outdated processes to facilitate the integration of new procedures. This is achieved through transparent communication and the encouragement of intrapreneurship, or the promotion of employees to take on additional responsibilities beyond their regular duties. Another strategy focuses on motivating employees to enhance their self-concept in order to ensure optimal performance. This is achieved by instilling confidence in their work and encouraging their presence even in critical situations, as absenteeism rates are also common. However, it is essential to ensure that their integrity is always maintained (Hauth et al., 2023).

The state of the art emphasizes the qualities of transformational leadership. In education, it influences the innovative behavior of teachers and motivates them to share knowledge and discuss ideas with colleagues, which denotes confidence in their own knowledge and the formation of profitable relationships (Sudibjo & Kanya Prameswari, 2021). The health sector was also studied in times of pandemic, where situational leadership was applied because they were not prepared; however, González et al. (2023) emphasize that it is more efficient to apply transformational leadership in hospital management to transmit and motivate team spirit, provide quality care and have decision-making capacity in order to respond to emerging changes. On the other hand, the influence of sex and gender in this type of leadership was analyzed, proving an inclination for feminine traits in congruence with transformational leadership, as it is reflected in personalized attention, intellectual stimulation and a more communitarian role (ChenChen & ShaoShao, 2022).

The demands of the business world require professionals with innovative vision and the ability to generate sustained growth while responding to changes in the environment efficiently. These aspects fall on transformational leadership, because through its inclination to overcome traditional practices to give way to new strategies, it produces rapid growth in the early stages of the company and in its maturity, it generates better performance and positioning (Dong, 2024). The relevance of this study is due to the exhaustive review of the most important strategies of transformational leadership today. Also, by exploring this concept, the main challenges that lead organizations to opt for this style of leadership and the benefits it brings were identified, which allows providing valuable recommendations for companies to implement it and not be harmed in the processes of change.

METHODOLOGY

In the present study, a systematic review was conducted in accordance with the PRISMA methodology guidelines. This approach enables the establishment of search criteria and the selection of high-quality documents in a transparent manner (Page et al., 2021). This tool ensures the value and significance of the systematic review conducted, which is characterized by its structure and process of evaluation and synthesis of the most compelling evidence on the research topic (Newman & Gough, 2020).

To obtain a comprehensive and current overview of pertinent literature, databases such as Scopus and SciELO were consulted during the search process. In accordance with the established inclusion criteria, articles published within the past five years, written in either Spanish or English, and addressing the subject of transformational leadership and its associated strategies in any business environment were considered. Studies published outside the specified time frame, those that were duplicative, or those that were deemed irrelevant were excluded from the analysis. The search terms included a combination of keywords, such as "transformational leadership," "transformational leadership strategies," and "benefits of transformational leadership in companies."

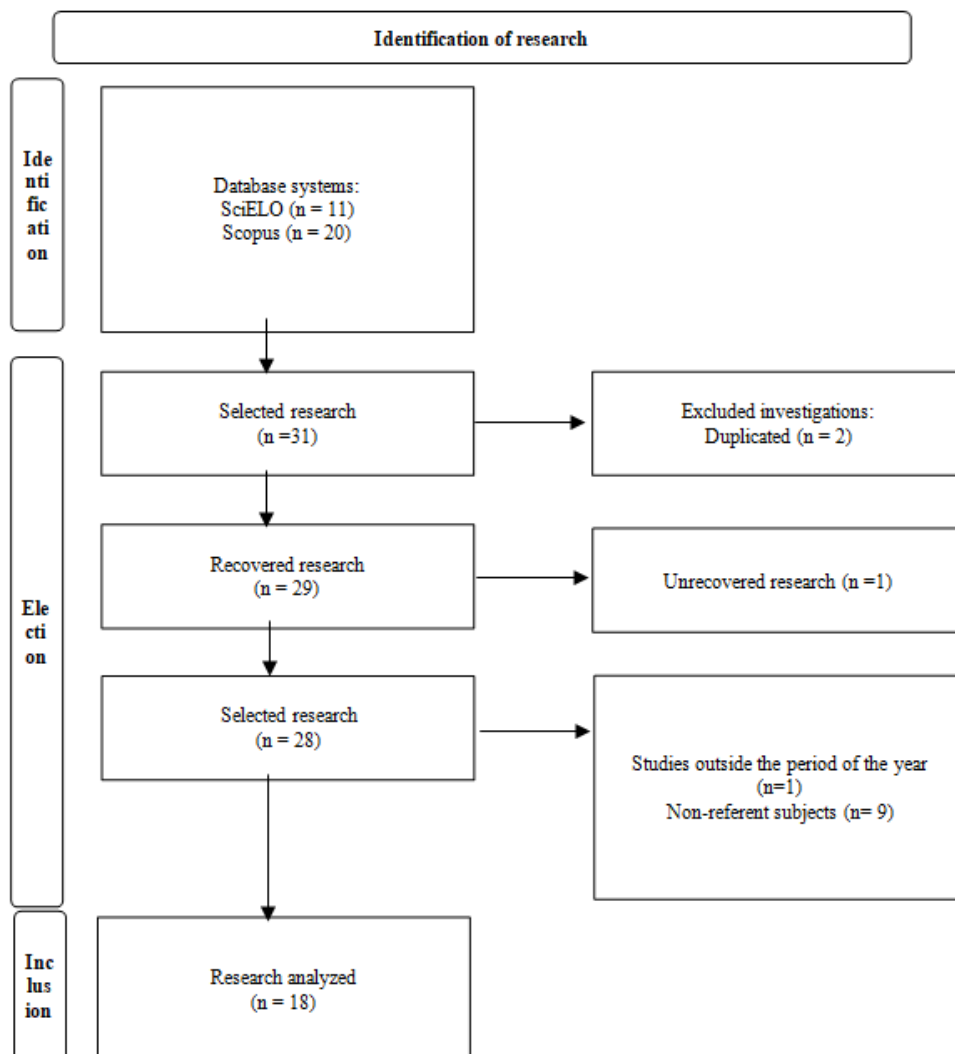


Figure 1: Selection flowchart

Table 1: Previous research

Cod	Author	Country	Title	summary	Database
1	Álamo, M. y Falla, D. (2023)	España	El liderazgo transformacional y su relación con las competencias socioemocionales y morales en futuros docentes.	Emphasis is placed on the socio-emotional aspect as an axis for leaders to gain support and guide them towards change through their empowerment.	SciELO
2	Alcázar, P. (2020)	Bolivia	Estilo de Liderazgo y Compromiso Organizacional: Impacto.	The effect of a transformational leader's actions on the level of staff commitment is studied, exploring the four dimensions proposed by Bass in 1985.	SciELO
3	AlNuaimi, B. et al. (2022)	Australia	Mastering digital transformation: The nexus between leadership, agility, and digital	Organizational agility is a strategy that emerges from transformational leadership to overcome	Scopus

			strategy	resistance to the digital age in rigid environments.	
4	Andrade, L., Bolaño, M., y Lopez, H. (2022)	Ecuador	Liderazgo y grupos generacionales: Caso de estudio en una entidad financiera.	The role of this leadership style is highlighted in terms of effectiveness, extra effort and satisfaction, but its relationship with new generations is also investigated.	SciELO
5	Brito, V. et al. (2020)	Brasil	Transformational leadership in nursing practice: challenges and strategies.	The study exposes the most common challenges faced in the implementation of transformational leadership.	SciELO
6	Dong, B. (2024).	Filipinas	Environmental dynamism's influence on firm growth: Transformational leadership and strategic flexibility insights.	Transformational leadership is discussed based on the organization's ability to grow and make that progress sustainable, especially with the dynamism of the environment.	Scopus
7	Duan, J. et al. (2022)	China	Connecting the dots: How parental and current socioeconomic status shape individuals' transformational leadership.	The qualities of a transformational leader not only keep staff motivated, but also contribute to the survival of the company in changing environments.	Scopus
8	Hoai, T., Quang, B., y Phong, N. (2022)	Vietnam	The impact of internal control systems on the intensity of innovation and organizational performance of public sector organizations in Vietnam: the moderating role of transformational leadership.	The research addresses transformational leadership as a suitable option to drive innovation in public sector companies.	Scopus
9	Islam, M., Furuoka, F., y Idris, A. (2021)	Indonesia	Mapping the relationship between transformational leadership, trust in leadership and employee championing behavior during organizational change.	Building trust through transformational leadership is a strategy that provides security to workers during organizational or structural changes.	Scopus
10	Marcel et al. (2024)	Indonesia	Toward Digital Transformation Adoption: A Conceptual Framework from Transformational Leadership Perspective.	The article presents the positive and negative components of transformational leadership within the framework of process digitalization.	Scopus
11	McCarthy, P., Sammon, D., y Alhassan, I.	Irlanda	The characteristics of digital transformation leadership: Theorizing the	The article exposes potential organizational thinking gaps that	Scopus

	(2024)		practitioner voice.	require a conversation with stakeholders to implement transformational leadership.	
12	Meurer, T., Wornath, C., y Hein, N. (2024)	Brasil	Turnover intention in family businesses: The moderating effect of the stewardship mechanism and transformational leadership.	The authors elucidate the effectiveness of transformational versus stewardship leadership strategies in reducing job turnover rates.	SciELO
13	Pham, T. et al. (2024)	Vietnam	The pathways to innovative work behavior and job performance: Exploring the role of public service motivation, transformational leadership, and person-organization fit in Vietnam's public sector.	Transformational leadership is explored in conjunction with motivation and balanced fit between work and person to promote innovative employee behavior.	Scopus
14	Quispe, S. et al. (2023)	Perú	Liderazgo transformacional en el clima institucional y el desempeño docente.	A leader is the mediator to build an optimal work environment that motivates workers to show their best performance.	SciELO
15	Schiuma, G. et al. (2024)	Italia	Transformative leadership competencies for organizational digital transformation.	The study focuses on identifying the effective competencies of a transformational leader in the context of the digital age.	Scopus
16	Tirado, I., y Heredia, D. (2022)	Perú	Liderazgo transformacional en la gestión educativa: una revisión literaria.	The need to incorporate transformational leadership in different management processes is addressed in order to control resources and direct the fulfillment of assigned tasks.	SciELO
17	Tomé de Godoy, M., y Mendoza, H. (2020)	Brasil	Adaptive Expertise: A study on the influence of self-determination and transformational leadership	This leadership style tends to motivate workers, but also to develop their sense of self-determination so that they believe in their ability to generate change in challenging environments.	SciELO
18	Vásquez, M., Inostroza, R., y Acosta, H. (2021)	Chile	Liderazgo transformacional: su impacto en la confianza organizacional, work engagement y desempeño laboral en trabajadores millennials en Chile	For this type of leadership to be effective, it first creates beneficial and trusting relationships that put employees first, so that they feel committed and take ownership of the company's goals.	SciELO

RESULTS

In the present study, 18 articles were identified from a total of 31 documents retrieved from the Scopus and Scielo databases. The articles in question contain a wealth of information pertaining to the implementation of transformational leadership in a multitude of corporate contexts, along with the corresponding strategies that are employed to guide employees.

Among the findings of the systematic review are the advantages of having a transformational leader who fosters stable relationships and facilitates the transition from traditional management practices to more innovative approaches. Furthermore, the shortcomings in the training of these leaders and the reluctance to embrace change, despite the clear shift towards Industry 4.0, are discussed.

DISCUSSION

The findings of the systematic review agree on existence of an unpredictable business landscape to which leaders have to adapt. Economic, technological and social challenges rewrite what it means to have a successful leader, who is a communicator, pragmatist, facilitator, sustainable and catalyst (Schiuma et al., 2024). It is true that organizational changes generate fear, disinterest and exhaustion, which is why transformational leadership is a style more in line with this process since it positively influences the confidence and behavior of followers (Islam et al., 2021). On the other hand, new generations have been closely associated with this type of leadership because they are more adaptable to change, innovative and think about growth. However, Andrade et al. (2022) state that its effectiveness is notable in terms of satisfaction and extra effort regardless of generation, but it requires openness at the beginning, which is more feasible with younger employees.

However, it has been stated that within framework of digital transformation, transformational leadership emerges as the best option, but Marcel et al. (2024) comment that it is not enough because a leader, after all, is a human who is exposed to exhaustion or to leading with narcissistic tendencies, so he must always complement his management with collaboration, control and business intelligence tools (McCarthy et al., 2024). In addition, agility is highlighted as a driving force to promote digital values and change belief systems to insert company into the era of industry 4.0. This is possible when the leader is able to see potential for change, the potential of personnel, to motivate and stimulate intellectually. The creation of healthy relationships with workers is crucial to encourage them to take risks and take opportunities (AlNuaimi et al., 2022).

One of the main strategies of transformational leadership is the empowerment of employees through the relationships of trust that are formed. As seen, the technical skills of the leader are not sufficient unless he or she also knows how to manage his or her emotions appropriately and recognize the feelings of others, especially in adverse situations (Álamo & Falla, 2023). Psychological empowerment contributes to another innovative strategy, with which innovative behavior and well-being are cultivated in environments with a traditional approach such as the public sector, where favoritism, abuse of power or corruption are common (Pham et al., 2024). Innovative management motivates through person-work balance and this adaptive experience leads to the employee's self-determination to be satisfied with his or her achievements and seek new challenges (Tomé de Godoy & Mendoza, 2020).

There is a lack of organizational stimuli to train leaders, along with inexperience in the field and resistance to leadership. From this, strategies linked to the dimensions proposed by Bass (1985) arise. For example, Brito et al. (2020) highlights leading by example, as well as attentive listening and establishing dialogue to build a democratic environment in which there is interest in the needs of the collaborator. On the side of intellectual stimulation, transformational leaders prioritize updating information according to the characteristics of staff and facilitate the understanding of content, while complementing it with the consideration strategy, which guides good performance through empathy and importance to diversity (Quispe et al., 2023). An adequate strategy generates a shared vision in which there is a mission of change and workers are inspired to trust in their abilities (Tomé de Godoy & Mendoza, 2020).

In addition to keeping employees satisfied and committed, transformational leadership allows for optimal fulfillment of assigned activities and control of resources to offer sustainable management, that is, not only functional for a short term (Tirado & Heredia, 2022). This leadership has been positioned as the most convenient by contemporary theories when weighing it against transactional leadership or *laissez faire* (absence of leadership), since it produces greater commitment by focusing not only on results, but on development of workers (Alcázar, 2020). Finally, applying this leadership reduces the intention of turnover in organizations, since commitment is governed by social ties based on trust between leader and worker (Meurer et al., 2024).

CONCLUSIONS

The dynamics of the contemporary business environment predisposes the implementation of transformational leadership to optimize employee performance and commitment during transitions. However, implementing this aspect means overcoming social, technological and economic challenges, redefining the concept of a successful leader.

This leadership style must be complemented with collaboration and control tools in order to prevent leader burnout. In this way, there is an alignment with resources and the ability to encourage trust and positive behaviors in staff, especially in times of transformation and uncertainty.

The search for results using only technical capabilities is inefficient if the leader does not have adequate emotional management. Within transformational leadership, the main strategy is the empowerment of the collaborator from the psychological level, considering their needs, motivating them and stimulating their intellectual development.

It is necessary to unlearn strategies that do not add up to bring new ones into the work environment, otherwise, innovation is hindered and that is the axis of transformational leadership. Innovative management encourages self-determination in staff to take risks because they trust in their potential and produce sustainable development. In addition, generational adjustment is crucial. Although this style is effective for all generations, openness to this change is more feasible in young workers, so leaders must be communicative and actively listen to the needs of everyone.

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