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"Entrepreneurship on Global Economics Development in the Era of Society 5.0"

A Bibliometric Analysis on Transformational Leadership**Muhammad Rizky Sadif^{1*}, Dewi Susita¹, Unggul Purwohed¹**¹Universitas Negeri Jakarta

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***Email:** muhammadrizkysadif_9917921033@mhs.unj.ac.id**ABSTRACT**

Transformational leadership is one of various styles in leadership. The leader, capable of identifying the changes that need to be made, creating a vision to guide the changes through inspiration and implementing them under group commitment. The role of a leader in exerting his/her influences is so important for supporting the company activities and achieving organizational goal. A comprehensive understanding of transformational leadership is still needed. Therefore, this article aims discover the topic of transformational leadership wich has Scopus Indexes and published during 2016 – 2021 around the world. The research method was conducted by using Harzing's Publish or Perish. The results of this study is information about total publication, trends, citations, institustions, countries as well as publisher which has a study about the topic.

Keywords : Bibliometric, Transformational, Leadership

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INTRODUCTION

In every organization that requires cooperation between people, a leader is needed. The most important component within the organization is the leadership aspect. Numerous leadership studies have been conducted, ranging from non-scientific to scientific in approach. According to non-scientific studies, leadership is innate and based only on practical knowledge, experience, and intuition. A person's capacity for leadership is viewed as a divine gift. As a result, people with special qualities are sought after who are considered qualified to become a leader.

There are numerous instances where subordinates perform subpar work due to incompatibility with the leadership style of their superiors. The superior's leadership style will have a significant impact on how well the subordinates work, which can ultimately lead the overall success of the organization.

(Burns, 2012) introduced the concept of transformational leadership in his essay in 1978, described as a meaningful and creative exchange between the leader and his followers intended to spur change and prompt a shift in the followers' own worldview. Transformational leadership refers to an approach in which leaders motivate followers to adhere to the goals and interests of the organization to outperform expectations (Buil et al., 2019). Whereas (Kim, 2014) states that transformational leaders have the ability to transform organizations through their vision for the future, and by clarifying their vision, they can empower employees to take responsibility in achieving that vision. Furthermore, according to (García-Morales et al., 2012), transformational leadership paradigm emphasizes emotions, values and the importance of leadership aimed at encouraging employee innovation.

It can be inferred from some of the aforementioned that transformational leaders have dimensions that are closely related to the dimension of leadership effectiveness, in which, among others, a leader will contribute to the achievement of organizational goals, increase the commitment of subordinates or followers on an ongoing basis, foster mutual respect and trust, and have an obligation to the relationship between superiors and subordinates.

Nevertheless, although most studies still utilize transformational leadership as a predictor at a general level, recent research has begun to use a quantitative diary design to investigate how a transformational leader acts on a daily basis. Such designs provide important information about how leaders can exhibit different behaviors on daily basis and, as a result, can capture the day-to-day dynamics of leadership behavior and its relationship with other work-related variables (Hetland et al., 2018).

Departing from the things previously mentioned, the research's goal is to examine and assess the growth of article publications as well as the advancement of scientific research on transformational leadership styles published between 2016 and 2021 (the last 6 years). The following list of research questions was created to direct this study:

- RQ1. What types of documents and their sources are frequently employed in the publication of articles?
- RQ2. Which language is most frequently used for publishing articles?
- RQ3. What areas are generally related to the study of Transformational Leadership?
- RQ4. What are the publication trends in the Transformational Leadership article each year?
- RQ5. Which nations have the most articles published?
- RQ6. Which institution has the most influential publications?
- RQ7. Who is the most prolific and effective writer?

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RQ8. Which publications produce articles the most frequently?

RQ9. What is the status of the latest article citation metric analysis?

RQ10. Which article has the highest number of citations and is the most widely read?

RQ11. Which author keywords are commonly used in article publishing?

The study uses bibliometric analysis, a quantitative method with the aim of reviewing articles and publication trends on the study of transformational leadership for 6 years (2016-2021). (Pritchard, 1969) claims that bibliometric analysis employs mathematical and statistical approaches to explore trends in document publication and various communication platforms. There are a total of 9 research questions put forward based on the purpose of the study and research questions to facilitate bibliometric analysis. The study's second section outlines its research methodology. Following a thorough examination of the methodology, the third section gives results from bibliometric analysis, including descriptive data and Vosviewer maps. The last part consists of conclusions, limitations, and prepositions for future research.

METHOD

Utilizing the Publish or Perish (Windows GUI Edition) software from Harzing, the documents and papers for this study were gathered and examined using a variety of selection criteria, including "SCOPUS," "2016–2021," and the term "Transformational Leadership."

The list of journals collected from the database is filtered to eliminate any potential for duplication. 200 articles from various journals were extracted from the Scopus database and stored in comma-separated values (.csv) and information system research (.ris) file types. Files (.csv) are analyzed using Microsoft Excel software, whereas files (.ris) will be analyzed using Harzing's Publish or Perish software (PoP) and VOSviewer. VOSviewer software is utilized to perform mapping visualization analysis on data (Eck & Waltman, 2014). While descriptive data was analyzed in Microsoft Excel, quote analysis was performed in Harzing POP.

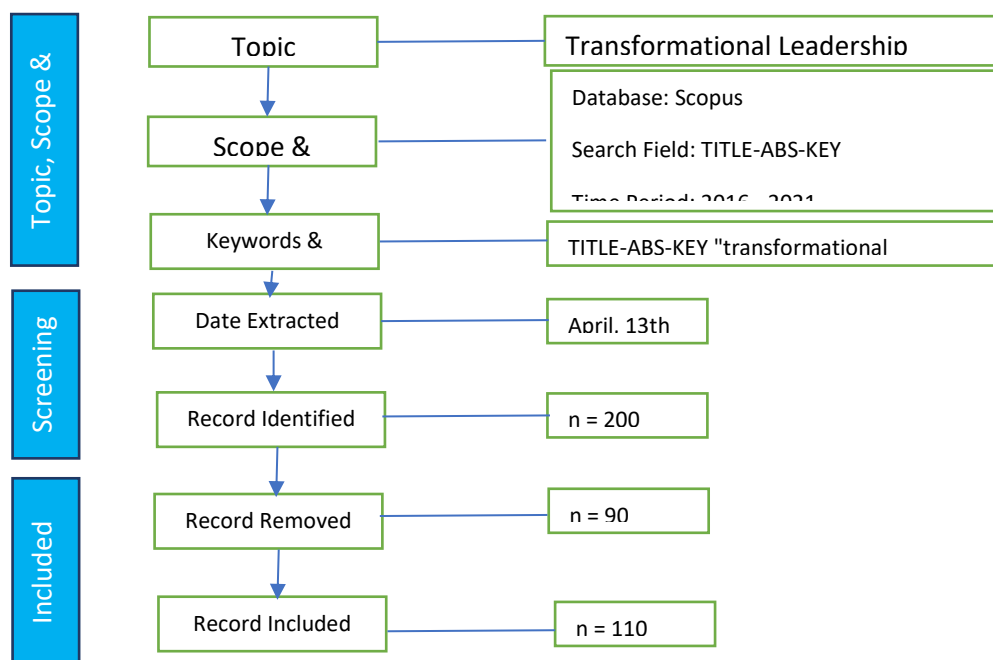


Figure 1. Search Strategy Flow Diagram.

Source: (Zakaria et al., 2021)

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RESULT

This section shows a description and visualization of the mapping results cumulatively until April 12, 2022, based on predetermined research questions as follows:

RQ1. What types of documents and their sources are frequently employed in the publication of articles?

The study only incorporated journal sources and article-type papers that dealt particularly with the search for TITLE-ABS-KEY ("Transformational Leadership" or "Transformational Leadership Influence"). Based on the descriptive analysis, only 200 documents of article type and journal sources were identified in the last 6 years, from 2016 to 2021.

RQ2. Which language is most frequently used for publishing articles?

All articles obtained from publications are 100% in English.

RQ3. What areas are generally related to the study of Transformational Leadership?

Table 1 reveals that the field of business, management, and accounting accounted for the majority of articles published, reaching 58.18% or 64 articles. Psychology came in second with 16.36% or 18 articles, followed by the field of nursing and health professions with 12.73% or 14 articles. Computer Science made up only 0.91% of the total contributions, or 1 paper. Between 1.82% and 3.64% of the overall article is derived from publications in different subject areas or academic disciplines. According to the results, transformational leadership approaches are frequently used in the business, management, and accounting disciplines; in fact, this is one of the most important management studies.

Table 1. Subject Area

No	Subject	Total of Publication	Percentage
1	Business, Management and Accounting	64	58,18
2	Computer Science	1	0,91
3	Education	2	1,82
4	Engineering	5	4,55
5	Environmental Science	4	3,64
6	Nursing and Health Profession	14	12,73
7	Psychology	18	16,36
8	Social Science	2	1,82
	Total	110	

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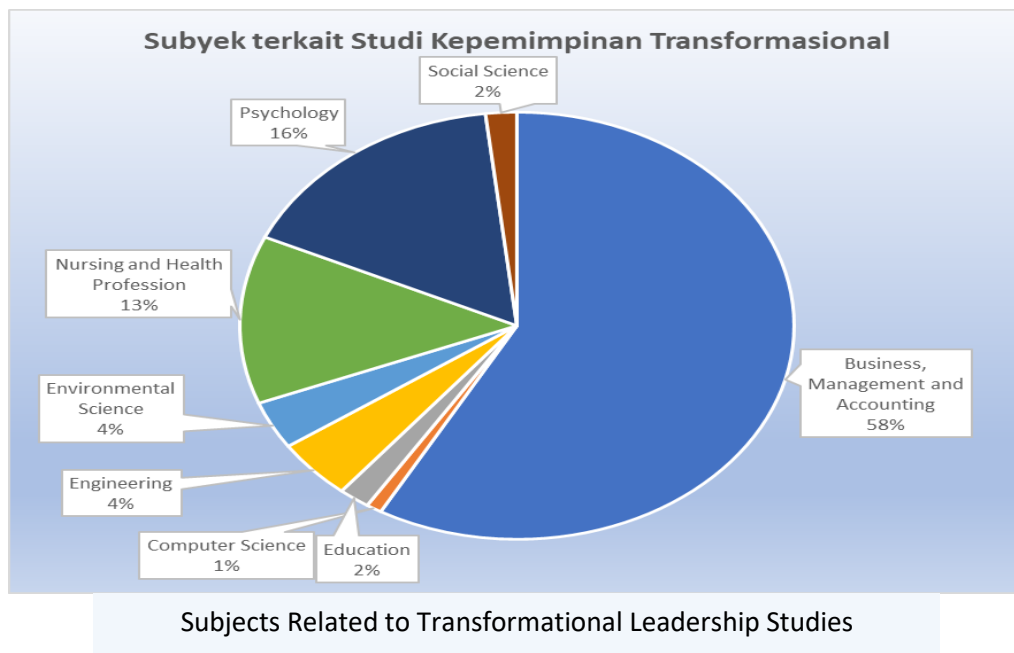


Figure 2. Percentage of Subjects Related to Transformational Leadership Studies

RQ4. What are the publication trends in the Transformational Leadership article each year?

Table 2 illustrates the statistical trends of transformational leadership publications over the past 6 years (2016–2021). According to this trend, the largest number of papers published was 41 in 2016, the lowest was 6 in 2020, and there were no articles published in 2021.

According to the number of citations, the topic of transformational leadership was cited the most in 2016, when it was cited 3671 times, followed by the number of citations in 2017 at as many as 2722 times, and in 2018 at as many as 2377 times. According to the pattern of studies, the studies on this topic is decreasing every year.

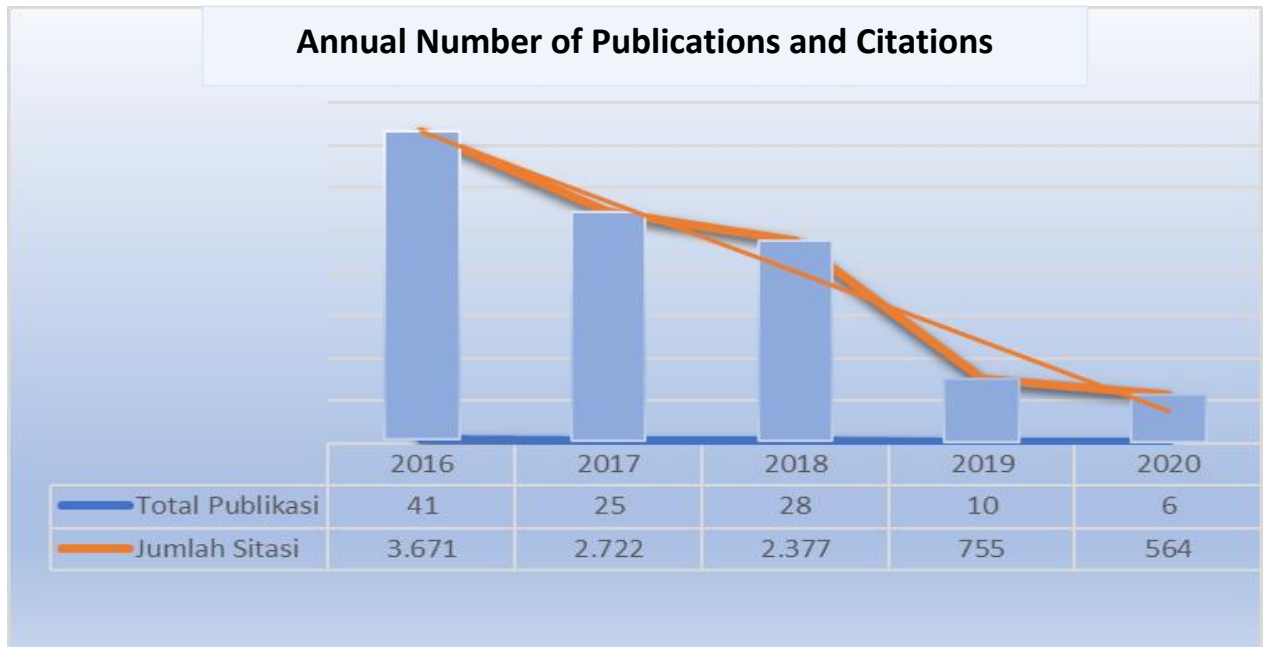
Table 2. Year of Publication

No	Year	Total of Publication	Total of Citation	Average Citations of Each Publications
1	2020	6	564	94
2	2019	10	755	76
3	2018	28	2.377	85
4	2017	25	2.722	109
5	2016	41	3.671	90

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Figure 2. Annual Number of Publications and Citations

RQ5. Which nations have the most articles published?

The top 25 nations that have made the most contributions to publications on transformational leadership are listed in Table 3. The top 25 nations that have made the most contributions to publications on transformational leadership are listed in Table 3. The table shows that the United States is the top contributor, with 31 articles published overall and 3647 citations, for an average of 117.65 citations per publication. China came in second place with 16 papers and 1133 citations, averaging 70.81 citations per publication.

Followed by the UK, with a total of 10 articles published and 811 citations and an average of 81.10 citations per publication. Meanwhile, India and Finland, with a combined publishing of 1 article, 49 citations, and an average of 49 citations per publication, are the countries with the fewest publications overall and citations overall.

Table 3. List of the Top 25 Nations in Terms of Publishing Contributions

NO	Country	Total of Publication	Total of Citation	Average Citations of Each Publications
1	USA	31	3647	117,65
2	China	16	1133	70,81
3	UK	10	811	81,10
4	Netherland	6	588	98,00
5	Canada	6	485	80,83
6	UAE	2	360	180,00
7	Germany	3	316	105,33
8	Hongkong	4	312	78,00

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9	Australia	4	311	77,75
10	Malaysia	3	290	96,67
11	Jordan	3	263	87,67
12	Spain	3	244	81,33
13	Sweden	4	234	58,50
14	Pakistan	3	175	58,33
15	Switzerland	1	152	152,00
16	Belgium	2	125	62,50
17	Turkey	1	123	123,00
18	Korea	1	86	86,00
19	Indonesia	1	84	84,00
20	France	1	77	77,00
21	Vietnam	1	61	61,00
22	Israel	1	57	57,00
23	Taiwan	1	57	57,00
24	India	1	49	49,00
25	Finland	1	49	49,00

RQ6. Which institution has the most influential publications?

In Table 4, The University of Exeter from the UK is the most influential with a total publishing of 4 articles and a total of 209 citations, ranking among the top 15 institutions or universities in terms of the number of articles published on transformational leadership. In second place is the University of California, with a total publication of 2 articles and a number of article citations as high as 185.

Table 4. Institutions with the Most Publications (and Are Therefore Influential)

No	University	Country	Total of Publication	Total of Citation
1	University of Exeter	UK	4	209
2	University of California	USA	2	185
3	University of Rochester	USA	1	554
4	California State University	USA	1	370
5	University of Connecticut	USA	1	272
6	Abu Dhabi University	UAE	1	256
7	University of Guelph	Canada	1	253
8	Durham University	USA	1	241
9	California State University Northridge	USA	1	213
10	Tilburg University	Netherland	1	159
11	University of Lausanne	Switzerland	1	152
12	University of Goettingen	Germany	1	150
13	The University of Jordan	Jordan	1	145
14	University of Alabama	USA	1	140
15	University of Windsor	Canada	1	136

RQ8. Which publications produce articles the most frequently?

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Table 5 shows the 15 publishers who most actively publish articles related to transformational leadership. The data reveals that Leadership Quarterly publishes the most (7 articles with a total of 789 citations and a citation/TTP value of 112.71), followed by a publisher in the field of safety science with 4 articles and a total of 215 citations and a citation/TTP value of 53.75. The Journal of Business Research has 4 publications with 351 citations, followed by the Journal of Applied Psychology, with 4 articles cited 339 times and a Citation/TTP value of 84.75.

From the table, it can also be seen that Elsevier journal publishers are the ones who publish the most articles containing topics related to transformational leadership which reached 20 articles with a total of 1722 citations. Then in second place is the publisher, American Psychological Association, which contributed 7 articles with a total of 587 citations. Third place went to SAGE publishers, who provided 7 articles with a total of 821 citations. The data also shows that other journal publishers are the ones who publish the most 20 articles with a total of 1722 citations on transformational leadership issues.

Table 5. The Most Active Publishers

No	Source	Publisher	Total of Publication	Citations	Total of Citation
1	Leadership Quarterly	Elsevier	7	789	112,71
2	Safety Science	Elsevier	4	215	53,75
3	Journal of Business Research	Elsevier	4	351	87,75
4	Journal of Applied Psychology	American Psychological Association	4	339	84,75
5	Journal of Management	SAGE	3	512	170,67
6	Journal of Occupational Health Psychology	American Psychological Association	3	248	82,67
7	Journal of Advanced Nursing	Wiley Online Library	3	160	53,33
8	Journal of Cleaner Production	Elsevier	3	191	63,67
9	Journal of Management Development	Emerald Insight	2	265	132,50
10	Tourism Management	SAGE	2	173	86,50
11	Group and Organization Management	SAGE	2	136	68,00
12	Annual Review of Organizational Psychology and Organizational Behavior	Annual Reviews	2	706	353,00
13	International Journal of Hospitality Management	Elsevier	2	176	88,00
14	International Journal of Environmental Research and Public Health	MDPI	2	111	55,50
15	British Journal of Management	Wiley Online Library	2	105	52,50

RQ9. What is the status of the latest article citation metric analysis?

From table 6, metric citations were analyzed using Harzing's Publish or Perish software by importing an extension file (.ris) or research information system and exporting

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from the Scopus database. Throughout the six-year period between 2016 and 2021, a total of 128 publications were published and then assessed. The total number of citations for the entire article is 11151, with the number of citations per year reaching 1858.50, and the number of citations and papers reaching 87.12, and the number of authors reaching 10089.

Table 6. Metric Citations

Metric Citations	Data
Publication Years	2016 - 2021
Citation Years	6 (2016 - 2021)
Papers	128
Citations	11151
Citations/Year	1.858,50
Citation/Paper	87,12
Citations/Author	10.089

RQ10. Which article has the highest number of citations and is the most widely read?

Table 7 shows that the article on the subject of transformational leadership that has received the most citations over a six-year period (2018 - 2021) is (Deci et al., 2017) "Self-Determination Theory in Work Organizations: The State of a Science," which has been cited 554 times and receives 110.80 citations annually. The article written by (Hoch et al., 2018) came in second place with 370 citations and a citation rate of 92.50 per year. (Dong et al., 2016) articles rank third with 273 citations and 54.40 citations per year.

Table 7. Top 20 Articles with the Most Citations

No	Authors	Title	Year	Cites	Cites Per Year	Cites Per Author
1	(Deci et al., 2017)	Self-Determination Theory in Work Organizations: The State of a Science	2017	554	110.80	554
2	(Hoch et al., 2018)	Do Ethical, Authentic, and Servant Leadership Explain Variance Above and Beyond Transformational Leadership? A Meta-Analysis	2018	370	92.50	370
3	(Li et al., 2012)	Enhancing employee creativity via individual skill development and team knowledge sharing: Influences of dual-focused transformational leadership	2017	272	54.40	272
4	(Singh et al., 2020)	Green innovation and environmental performance: The role of green transformational leadership and green human resource management	2020	256	128.00	256
5	(Banks et al., 2016)	A meta-analytic review of authentic and transformational leadership: A test for redundancy	2016	253	42.17	253
6	(Day et al., 2016)	The Impact of Leadership on Student Outcomes: How Successful School Leaders Use Transformational and Instructional Strategies to Make a Difference	2016	241	40.17	241
7	(Bedi et al., 2016)	A Meta-analytic Review of Ethical Leadership Outcomes and Moderators	2016	213	35.50	213

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8	(Aga et al., 2016)	Transformational leadership and project success: The mediating role of team-building	2016	159	26.50	159
9	(Antonakis et al., 2016)	Charisma: An Ill-Defined and Ill-Measured Gift	2016	152	25.33	152
10	(Montano et al., 2017)	Leadership, followers' mental health and job performance in organizations: A comprehensive meta-analysis from an occupational health perspective	2017	150	30.00	150
11	(Masa'deh et al., 2016)	A Jordanian empirical study of the associations among transformational leadership, transactional leadership, knowledge sharing, job performance, and firm performance: A structural equation modelling approach	2016	145	24.17	145
12	(Harms et al., 2017)	Leadership and stress: A meta-analytic review	2017	140	28.00	140
13	(Lord et al., 2017)	Leadership in applied psychology: Three waves of theory and research	2017	139	27.80	139
14	(Boamah et al., 2018)	Effect of transformational leadership on job satisfaction and patient safety outcomes	2018	136	34.00	136
15	(Gumus et al., 2018)	A systematic review of studies on leadership models in educational research from 1980 to 2014	2018	123	30.75	123
16	(Newman et al., 2018)	The effects of employees' creative self-efficacy on innovative behavior: The role of entrepreneurial leadership	2018	122	30.50	122
17	(Ng, 2017)	Transformational leadership and performance outcomes: Analyses of multiple mediation pathways	2017	121	24.20	121
18	(Yahaya & Ebrahim, 2016)	Leadership styles and organizational commitment: literature review	2016	120	20.00	120
19	(Buil et al., 2019)	Transformational leadership and employee performance: The role of identification, engagement and proactive personality	2019	119	39.67	119
20	(Wang et al., 2017)	Transformational leadership, adaptability, and job crafting: The moderating role of organizational identification	2017	118	23.60	118

RESULT AND DISCUSSION

A bibliometric analysis of transformational leadership stances offers significant and current knowledge on the most recent advancements in the field. In the 6-year period between 2016 and 2021, it showed that from all articles analyzed through filtration using Harzing's Publish or Perish software and after further selection, 128 related articles were obtained, all of which were in English. The number of citations in 6 years with the topic is 10,089 times. According to the analysis are presented, transformational leadership is also most frequently studied in Business, Management and Accounting-related subjects, then Psychology, and finally Nursing and Health Profession. In addition, it was discovered that the number of studies on the subject of transformational leadership decreased year over year between 2016 and 2021, with the maximum number of publications coming in 2016 at 41 and the lowest coming in 2021 at 6 publications.

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Most of the studies on transformational leadership were conducted in European and American countries compared to Asian countries, where related studies were most conducted in the United States with 31 publications, followed by China with 16 articles, and the United Kingdom with 10 articles. Meanwhile based on the institution, the University of Exeter from the United Kingdom is the most influential institution in the study of transformational leadership, with the most publications (as many as 4 articles) and the most citations (all of which are 209 times). However, when the number of citations is taken into account, the article from the University of Rochester in the United States, with an article entitled "Self-Determination Theory in Work Organizations: The State of a Science from Annual Reviews," is the most referenced, receiving 554 citations. Furthermore, Leadership Quarterly is the most popular publisher of studies related to this topic.

Based on the trend of studies related to the topic of transformational leadership, it appears that the trend is waning with time. This subject has most likely been explored so extensively in several studies that attention has been diverted to studies in other domains.

SUMMARY

Studies that explore topics related to transformational leadership were obtained solely from the Scopus database source. The information obtained related to sources, types of documents, number of citations, countries with the highest number of citations, the most publishers, and others are essential for science's evolution and development of the topic of transformational leadership.

As a limitation of this study, the database was obtained only from the Scopus database from 2016 to 2021. It is therefore advised to employ additional database sources and expand the time span of the study to obtain more comprehensive results.

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