TRANSFORMATIONAL LEADERSHIP IN HUMAN RESOURCE MANAGEMENT: A BIBLIOMETRIC ANALYSIS OF ACADEMIC RESEARCH ON ITS IMPACT AND ORGANIZATIONAL IMPLICATIONS

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Abstract

The present study offers a thorough bibliometric analysis of scholarly literature pertaining to the subject of "Transformational Leadership in Human Resource Management". The objective of this study is to examine the influence of transformational leadership within the context of human resource management (HRM) and its consequences for organizations. By employing a bibliometric methodology, a comprehensive dataset comprising peer-reviewed articles, conference papers, and other scholarly publications was compiled through data collection from diverse academic databases. The analysis elucidates the trends and patterns observed in the research, encompassing aspects such as the frequency of publications, growth patterns, and the extent of collaboration among authors and institutions. The study focused on the identification and comprehensive analysis of key themes and sub-topics pertaining to the concept of transformational leadership within the field of Human Resource Management (HRM). Moreover, the present study examines the spatial distribution of scholarly research and underscores the areas that have made the most noteworthy contributions. The results of this study illustrate the escalating fascination with transformational leadership in the field of human resource management (HRM) over time, suggesting its expanding significance in the realm of organizational leadership methodologies. This study investigates the effects of transformational leadership on different human resource management (HRM) functions, including employee motivation, job satisfaction, and performance. It aims to provide insights into the beneficial impact of transformational leadership on organizational outcomes.

Keywords: Transformational Leadership; Human Resource Management; Organizational Implications

JEL Classification: Y80, A10, N01

INTRODUCTION

Effective leadership has emerged as a crucial determinant of organizational success and the sustenance of a competitive edge in the rapidly evolving and dynamic realm of business (Eisenbeiss, 2012; Northouse, 2018). Transformational Leadership is a leadership style that has received considerable attention due to its capacity to inspire positive change and enhance organizational performance (Bass and Riggio, 2006; Siswanto *et al.,* 2020). The

leadership approach in question has undergone thorough examination and application in diverse academic fields, most notably in the realm of Human Resource Management (HRM). Transformational Leadership is distinguished by its capacity to inspire and enable followers to surpass their personal constraints and attain outstanding levels of performance (Al Basyir *et al.,* 2020; Uhl-bien *et al.,* 2007). Leaders who exemplify this leadership style foster an environment that promotes and nurtures creativity, innovation, and a collective vision among their subordinates (Denhardt and Denhardt, 2011; Hermawanto *et al.,* 2022). Transformational leadership is widely acknowledged within the field of Human Resource Management (HRM) as having a significant influence on various aspects of employee dynamics, including motivation, job satisfaction, and overall performance. Consequently, the overall success of an organization is believed to be greatly affected by the presence and effectiveness of transformational leadership.

The relationship between transformational leadership and Human Resource Management (HRM) is characterized by dynamism and complementarity, playing a crucial role in cultivating a favorable and efficient organizational culture (Jumady and Lilla, 2021; Muafi and Johan, 2022). The concept of transformational leadership, which centers on the ability to inspire and motivate individuals to attain exceptional results, exhibits a strong correlation with the fundamental values and principles of Human Resource Management (HRM). Transformational leaders foster personal and professional growth and development among employees through the promotion of intellectual stimulation and individualized consideration (Bastari *et al.,* 2020; Nurtjahjani et al., 2022). This aligns with the commitment of Human Resource Management (HRM) to employee training and career advancement. Furthermore, the motivational inspiration and idealized influence exhibited by leaders play a significant role in effectively communicating and reinforcing the mission, vision, and values of the organization, thereby fostering a sense of unity and commitment among employees. HRM practices are essential in their contribution to the support of transformational leadership through the facilitation of talent acquisition, retention, and development. The human resource management (HRM) approach places significant importance on the recruitment of individuals who demonstrate the potential for personal and professional development, while also ensuring that their values align with those of the organization (Caillier, 2015). This approach is in line with the principles of transformational leadership, which prioritizes the cultivation and empowerment of followers. Furthermore, the performance management and reward systems implemented by HRM have the potential to strengthen transformational leadership behaviors, thereby fostering a continuous motivation and inspiration among leaders towards their teams. The combined utilization of transformational leadership and HRM effectively enhances the development of a productive and cohesive workplace, cultivating employee

involvement and ultimately facilitating the achievement of organizational objectives.

In spite of the existence of multiple studies that have examined the implications of transformational leadership in the field of human resource management (HRM), it is crucial to develop a comprehensive comprehension of the collective research patterns and their organizational consequences. This understanding is essential for informing future studies and facilitating the implementation of effective organizational practices. Bibliometric analysis is recognized as a valuable tool for conducting a systematic review and analysis of the extant academic literature pertaining to the subject matter.

The primary objective of this study is to perform a comprehensive bibliometric analysis of scholarly literature concerning the topic of "Transformational Leadership in Human Resource Management." This study aims to provide comprehensive insights into the growth and distribution of research publications over time and across different regions by utilizing data obtained from reputable academic databases. This analysis aims to shed light on the influential research and potential gaps in the exploration of key themes and sub-topics related to transformational leadership in HRM, thereby contributing to the academic understanding of this field. This research seeks to explore the multifaceted aspects of transformational leadership in the context of Human Resource Management (HRM), with the objective of clarifying its influence on different HRM functions and its wider consequences for organizations. Gaining a comprehensive understanding of the impact of this particular leadership style on employee motivation, job satisfaction, and performance can yield valuable insights for organizations aiming to improve their leadership strategies and optimize their overall organizational results.

METHOD

The primary purpose of the bibliometric evaluation is to evaluate the current empirical literature to identify potential research gaps and identify knowledge gaps (Tomaszewska & Florea, 2018). The bibliometric analysis classifies data using quantitative methods, generates a representative summary, and is considered as a valuable way for measuring the performance of journals, institutions, authors, and research areas (Cresswell et al., 2003). To assess the impact of publications, authors, and journals, the researcher used VosViewer software to study several bibliometric indicators, such as some publications, total citations, citations per article, major journals, most relevant universities, and most influential countries.

Furthermore, the information was gathered utilizing the Scopus data search engine (Scopus Database). The initial search identifies publications with titles, abstracts, or keywords linked to policy research: (TITLE-ABS-KEY (human resource management) AND TITLE-ABS-KEY (transformational leadership)) AND (LIMIT-TO (SUBJAREA , "BUSI")) The Scopus database has the most abstracts from diverse peer-reviewed literature, including scientific journals, literary pieces, books, and international conference proceedings (Aspers and Corte, 2019). Despite the fact that the database contains numerous

studies, the researcher filtered them so that this study only focused on papers (Article Journal, Conference Paper, Conference Review, and Review Article) published and indexed in Scopus related to Financial Sustainability in Indonesia.

RESULT AND DISCUSSION
Understanding Transformational Leadership

In order to analyze research themes pertaining to transformational leadership within the SCOPUS literature, a search was conducted on July 22nd, 2022 using the keyword "transformational leadership" in the category Title-Abs-Key. This search yielded a total of 4,209 articles. The initial filtration process involved the identification of open-access and English articles, resulting in the acquisition of 284 journals published within the last decade. The subsequent filtration process involved the utilization of categories based on journals and conference proceedings, which yielded a total of 90 articles. Following the completion of an analysis of the abstracts, it was determined that only seven articles met the criteria necessary to address the research questions.

Transformational leadership is a leadership style that goes beyond limitations and is applicable in a wide range of sectors, demonstrating its adaptability and efficacy in different organizational settings. Transformational leaders in the corporate sector play a crucial role in inspiring and motivating employees to engage in innovative practices, adapt to changing circumstances, and attain elevated levels of performance. By cultivating a culture of continuous improvement and fostering competitiveness, these leaders contribute significantly to the overall success and growth of the organization. Within the realm of education, transformational leaders play a crucial role in establishing a collective vision aimed at achieving high levels of academic achievement. These leaders empower both educators and students to unlock their maximum capabilities, while fostering an environment conducive to effective learning (Nurjanah *et al.,* 2020). Transformational leaders in the healthcare industry motivate healthcare professionals to deliver care that is both compassionate and centered around the needs of the patient. This ultimately results in enhanced patient outcomes and increased effectiveness within the organization. Within the realm of non-profit organizations, transformational leaders play a pivotal role in mobilizing volunteers and stakeholders, uniting them under a shared social objective (Santoso *et al.,* 2019). This leadership approach cultivates a sense of unwavering devotion and allegiance to the organization's overarching mission. Furthermore, within the realm of public administration, transformational leaders play a crucial role in facilitating constructive transformation through active involvement of both citizens and employees, fostering a collective commitment to public service and fostering a culture of responsibility. The versatility of transformational leadership in various sectors highlights its significance in fostering favorable organizational results,

motivating individuals, and facilitating collective achievements in a wide range of professional contexts.

Transformational leaders in various sectors demonstrate several common key characteristics, including visionary thinking, authenticity, and charisma. These qualities empower them to inspire followers and initiate organizational change (Yuliana, 2022). The individuals effectively communicate a persuasive vision that elicits a strong response from others, inspiring them to collaborate towards common goals and objectives. The authenticity and transparency exhibited by individuals within an organization contribute to the establishment of trust and credibility, thereby facilitating open communication and cultivating a positive organizational culture (Murni and Akbar, 2019). Moreover, leaders who exhibit transformational qualities across various sectors exhibit the capacity to modify their leadership approach in order to effectively address the distinct challenges and intricacies inherent in their respective industries. In the context of the corporate sector, transformational leaders often prioritize innovation and creativity as key drivers for product development and market competitiveness. In contrast, the healthcare sector places emphasis on patient care and safety, fostering a culture that promotes ongoing improvement of practices among healthcare professionals and the delivery of services that prioritize the needs and well-being of patients.

Transformational leadership is a crucial factor in promoting employee engagement and commitment, as it motivates followers to surpass their individual interests and actively contribute to the achievement of organizational objectives. The heightened sense of purpose and empowerment experienced by individuals can result in several positive outcomes within the workplace, including increased job satisfaction, decreased turnover rates, and improved overall performance. Nevertheless, it is imperative to acknowledge that the concept of transformational leadership is not devoid of its inherent difficulties. Maintaining elevated levels of motivation and dedication among subordinates can pose challenges, necessitating leaders to consistently modify and innovate their strategies. Furthermore, it is important to consider that the efficacy of transformational leadership can be impacted by various factors, including organizational culture, employee attributes, and external environmental circumstances.

The utilization of VosViewer for analysis reveals a noteworthy association between transformational leadership, human resource management (HRM), and organizational cultures, forming a mutually beneficial relationship that exerts a substantial impact on the success and effectiveness of an organization (Figure 1). Transformational leaders are of great significance in shaping the organizational culture due to their visionary and inspirational approach. The promotion of a collective sense of purpose, values, and goals is undertaken to cultivate a constructive and unified culture that is in line with the mission of the organization. Transformational leaders empower employees to cultivate their skills and talents by placing significant emphasis on intellectual stimulation and individualized consideration. This approach fosters a culture of continuous learning and growth within the organization.
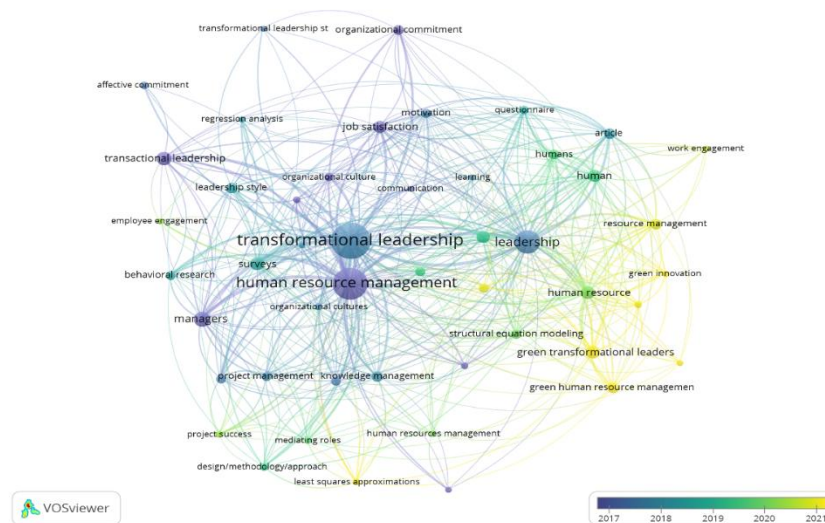
Figure 1. Co-Ocurance Visualization

Source: VosViewer (2023)

Understanding Human Resources Management

Human Resource Management (HRM) is a comprehensive and interdisciplinary organizational theory that encompasses the strategic and operational management of an organization's most valuable resource - its human capital. The concept of Human Resource Management (HRM) is founded on the principle that employees play a central role in determining the success of an organization, and that effectively managing and developing them is essential for attaining organizational goals. Human Resource Management (HRM) places significant importance on the synchronization of human resource practices with the broader business strategy. This entails ensuring that HR initiatives are seamlessly incorporated into the organization's mission, vision, and goals.

Fundamentally, Human Resource Management (HRM) encompasses a diverse array of activities, such as the recruitment and selection of personnel, the provision of training and development opportunities, the implementation of performance management systems, the administration of compensation, and the management of employee relations (Ahammad *et al.,* 2020; Molina-Azorin *et al.,* 2021). The theory acknowledges the importance of attracting and retaining highly skilled individuals who possess the appropriate competencies and values as a crucial factor in attaining a sustainable competitive advantage. Furthermore, the field of Human Resource Management (HRM) places significant emphasis on the ongoing development of employees in order to augment their knowledge and skills, thereby facilitating individual growth and bolstering organizational effectiveness. In addition to attending to the routine operational aspects, Human Resource Management (HRM) also encompasses a broader range of concerns,

including organizational culture, diversity and inclusion, and employee well-being (Mohiuddin *et al.,* 2022). The theory recognizes the importance of cultivating a positive and inclusive workplace atmosphere as a crucial factor in promoting employee engagement and dedication, ultimately leading to the achievement of organizational objectives.

As organizations undergo ongoing transformations, the field of Human Resource Management (HRM) theory likewise undergoes adaptations to effectively respond to evolving business environments and emerging complexities (Drory and Vigoda-gadot, 2010). The guiding principles of fairness, equity, and ethical practices inform its approach, with the objective of striking a harmonious equilibrium between the individual needs of employees and the overarching goals of the organization. Furthermore, the theory of Human Resource Management (HRM) places great importance on the use of evidence-based decision-making. This approach involves utilizing data and research to inform HR practices, with the aim of enhancing efficiency and effectiveness.

The recognition of the strategic importance of human resources by organizations has led to the evolution of HRM theory, which now encompasses a more proactive and strategic approach. The conventional administrative function of Human Resource Management (HRM) has undergone a broadening to encompass a strategic emphasis on talent management, succession planning, and workforce planning (Macke and Genari, 2019). The aforementioned transition signifies the recognition that proficient human resources practices can confer a competitive advantage in the recruitment, cultivation, and retention of exceptional personnel, which is imperative for the enduring prosperity of organizations. Furthermore, the theory of Human Resource Management (HRM) places significant emphasis on the crucial role of employee engagement and motivation in driving organizational performance. It acknowledges the correlation between employee engagement and their heightened dedication towards the organization's objectives, resulting in their willingness to exert additional effort to foster its triumph. Human Resource Management (HRM) places significant emphasis on implementing strategies that cultivate a favorable work atmosphere (Amrutha and Geetha, 2020). These strategies include the implementation of employee recognition programs, the provision of opportunities for professional development, and the establishment of policies that promote work-life balance.

Moreover, the theory of Human Resource Management (HRM) acknowledges the significance of diversity and inclusion in fostering organizational innovation and creativity. The incorporation of a wide range of perspectives and experiences can enhance the decision-making process and foster the creation of inventive solutions for intricate problems. Human resource management (HRM) plays a pivotal role in fostering inclusivity within organizations through the implementation of various strategies. These strategies encompass diverse hiring practices, diversity training initiatives, and the cultivation of an inclusive culture that appreciates and acknowledges individual differences (Papa *et al.,* 2020). With the ongoing advancement of technology,

the field of Human Resource Management (HRM) has incorporated digital tools and analytics to augment and improve HR practices. Human Resource Management (HRM) currently employs data-driven insights to inform recruitment decisions, identify employee development needs, and predict potential turnover risks. This approach enables organizations to make HR decisions that are more informed and effective.

Despite the considerable amount of existing research on Human Resource Management (HRM), there are still several gaps in the literature that require additional investigation and exploration (Huo *et al.,* 2020). A significant area of research that warrants attention is the relatively narrow scope of investigation regarding the effects of human resource management (HRM) practices on employee well-being and the attainment of work-life balance. Although there have been extensive investigations into the impact of HRM on organizational performance and productivity, there is a scarcity of research that delves into the effects of HRM initiatives, such as flexible work arrangements, employee assistance programs, and wellness initiatives, on employees' overall well-being and satisfaction.

Another area of research that remains unexplored pertains to the examination of HRM practices and their consequences within the framework of diverse and multicultural workforces. The significance of diversity and inclusion in achieving organizational success is widely acknowledged (Brannick and Levine, 2002). However, there is a dearth of comprehensive research that investigates the effective management and utilization of diverse talent through HRM practices. The examination of how human resource management (HRM) practices can be customized to accommodate a range of needs and experiences, while also fostering inclusivity, can yield significant knowledge for organizations that aspire to establish a work environment that is both diverse and inclusive (Garengo *et al.,* 2022). Additionally, it is imperative to conduct further longitudinal studies that monitor and analyze the enduring consequences of human resource management (HRM) interventions and practices. Numerous extant studies commonly adopt a cross-sectional design, thereby offering a momentary depiction of the impact of Human Resource Management (HRM) at a particular juncture. Longitudinal research provides a comprehensive comprehension of the evolution of HRM practices over time and their enduring impact on employee behavior, performance, and organizational outcomes.

Transformational Leadership in Human Resource Management

The research gaps that have been identified in the field of Human Resource Management (HRM) have substantial implications for the role of transformational leadership in the implementation of HRM practices. The utilization of transformational leadership has the potential to significantly contribute to the resolution and reduction of these disparities, thereby

augmenting the efficacy of human resource management endeavors and fostering favorable results within the organization.
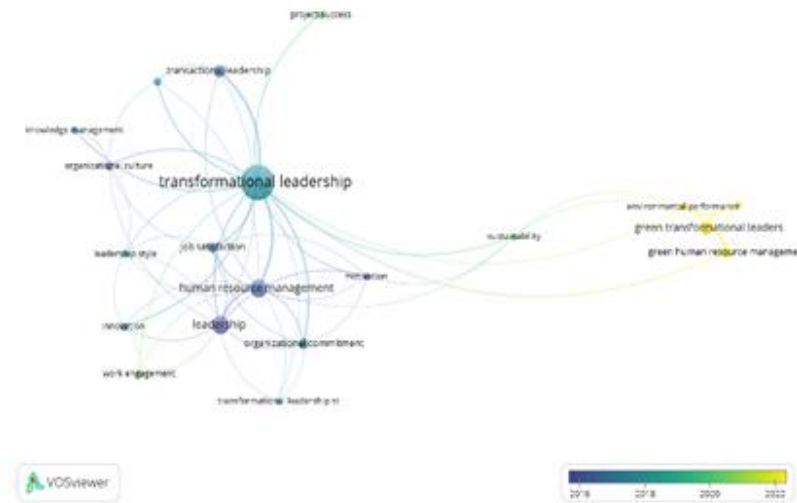

Figure 2. Co-Ocurance Visualization
Source: VosViewer (2023)

In relation to the existing knowledge gap concerning the influence of human resource management (HRM) practices on the well-being and work-life balance of employees, transformational leaders have the potential to advocate for employee-centric initiatives that prioritize the welfare and integration of work and personal life for their workforce. Transformational leaders have the ability to establish a culture that prioritizes care and support. This enables them to effectively align human resource management (HRM) practices with the needs of employees, thereby cultivating a sense of belonging and mitigating the negative effects of employee burnout and stress. Organizations have the capacity to proactively foster the adoption of adaptable work arrangements, extend mental health assistance, and furnish resources aimed at enhancing employee welfare.

Transformational leaders have the potential to serve as catalysts for change in fostering an inclusive and equitable work environment, addressing the existing research gap on human resource management (HRM) practices within diverse and multicultural workforces. Organizations have the ability to exemplify inclusive behaviors and facilitate diversity training programs in order to cultivate cultural competence within their workforce. Transformational leaders possess the capacity to inspire and motivate their followers, thereby enabling them to underscore the significance of diversity and cultivate a culture that places value on a wide range of perspectives. Consequently, this fosters a more inclusive approach to human resource management (HRM) that effectively caters to the distinct requirements of a diverse workforce. Furthermore, the existing knowledge deficit pertaining to the enduring consequences of HRM interventions can be effectively tackled through the

utilization of transformational leaders who embrace a strategic and future-oriented perspective when implementing HRM practices. Transformational leaders play a crucial role in ensuring the long-term effectiveness of human resource management (HRM) initiatives by articulating a compelling vision for the organization's future. This vision serves as a guiding force in the design and implementation of HRM strategies that are aimed at achieving sustainable impact. Organizations have the ability to advocate for the implementation of continuous evaluation and feedback systems in order to evaluate the long-term efficacy of human resource management (HRM) practices and subsequently make appropriate modifications based on empirical evidence and data.

In relation to the observed deficiency in the involvement of Human Resource Management (HRM) in the facilitation of innovation and creativity, it is posited that transformational leaders possess the ability to cultivate an environment that encourages ongoing learning and the generation of novel ideas within the organizational context (Lau *et al.,* 2017). Organizations have the ability to foster a cooperative and inclusive atmosphere that facilitates the exchange of knowledge and recognizes and incentivizes creative and forward-thinking ideas. Transformational leaders have the ability to foster an atmosphere in which employees are encouraged to take risks and explore novel ideas. This, in turn, enables human resource management (HRM) practices to actively enhance the organization's capacity for innovation.

Furthermore, the integration of transformational leadership principles into the realm of human resource management (HRM) strategies can exert a substantial impact on the levels of employee engagement and dedication. Transformational leaders demonstrate a remarkable ability to proficiently communicate a compelling vision and inspire individuals to fully embrace the goals and values of an organization. Transformational leaders have the capacity to cultivate a sense of purpose and significance among employees by integrating a forward-thinking leadership approach into human resource management (HRM) practices, including performance management and talent development (Brammer *et al.,* 2007). As a result, this can result in increased levels of employee motivation, loyalty, and a sense of personal commitment towards achieving organizational objectives. In addition, the application of transformational leadership has the capacity to address the current gap in research regarding human resource management (HRM) strategies in diverse work settings (Gardenswartz and Rowe, 2010). The cultivation of a comprehensive organizational culture that recognizes, appreciates, and values diversity is a means by which this objective can be attained. Transformational leaders display a significant level of emotional intelligence, enabling them to effectively exhibit empathy towards the diverse needs and perspectives of their subordinates. Transformational leaders possess the capacity to cultivate an all-encompassing environment wherein employees perceive a sense of worth and are empowered to offer their unique skills and perspectives. This is achieved

through the facilitation of open communication and acknowledgement of diverse contributions.

Furthermore, the application of transformational leadership can play a crucial role in addressing the discrepancy in understanding the long-term effects of interventions in human resource management. Transformational leaders possess the capacity to exert a constructive and inspiring influence, thereby guaranteeing that the implementation of human resource management (HRM) practices transcends mere short-term remedies and instead becomes an essential component of an organization's enduring strategic planning. Transformational leaders demonstrate the ability to effectively sustain and adapt human resource management (HRM) initiatives over a period of time by consistently highlighting the importance of HRM practices and their alignment with the organization's overall vision.

In relation to the facilitation of innovation and creativity, the involvement of Human Resource Management (HRM) can be instrumental. Transformational leaders, in particular, possess the capacity to act as catalysts in fostering a culture that promotes experimentation and embraces the acceptance of risks. The ability to inspire employees to participate in non-traditional thinking and challenge established conventions can cultivate a workplace culture that prioritizes innovation and offers rewards for original ideas. Transformational leaders possess the capacity to facilitate an ongoing cycle of enhancement and adjustment within an organization through the harmonization of human resource management (HRM) strategies with innovation objectives, as well as by cultivating a work atmosphere that motivates employees to actively pursue novel resolutions.

CONCLUSION

The incorporation of transformational leadership principles into human resource management (HRM) practices has the potential to have a substantial influence on several areas of research that currently lack sufficient attention. These areas include employee well-being, diversity and inclusion, the long-term effectiveness of HRM interventions, and the promotion of innovation and creativity. Transformational leaders possess the ability to cultivate a work environment that is characterized by positivity and empowerment. This, in turn, leads to heightened levels of employee engagement and commitment, ultimately resulting in the amplification of the overall effectiveness of human resource management (HRM) initiatives. In the pursuit of enhancing their HRM practices and effectively addressing intricate challenges, organizations recognize the significance of transformational leadership as a crucial tool to bridge existing gaps in research and cultivate a flourishing and innovative organizational culture.

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