

Transformational Leadership and Organizational Commitment: A 2024 Analytical Scoping Review of Empirical Evidence

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Abstract

This analytical scoping review examines the empirical relationship between transformational leadership and organizational commitment in studies published exclusively in 2024. A total of 17 empirical studies were systematically identified, selected, and analyzed to map current methodological and thematic trends. The review reveals that Indonesia emerged as the leading context, contributing the majority of studies, indicating a strong regional interest in leadership research within Southeast Asia. Across the selected papers, Structural Equation Modelling using Partial Least Squares (SEM-PLS) was the most widely adopted analytical technique, reflecting researchers' preference for robust, variance-based modelling approaches suitable for complex organizational constructs. Overall, the evidence consistently supports a positive association between transformational leadership and organizational commitment, with several studies highlighting mediating roles such as job satisfaction, psychological empowerment, and work engagement. This scoping review not only synthesizes the current empirical landscape but also identifies methodological gaps, geographical concentrations, and emerging patterns that can guide future research on leadership and commitment dynamics.

Keywords: Transformational Leadership, Organizational Commitment, Employee Engagement, Leadership Styles, Empirical Research, Scoping Review, Job Satisfaction, Organizational Behavior

Introduction

Transformational leadership has remained one of the most influential and widely researched leadership theories in organizational behaviour. Defined as a leadership style that inspires followers to transcend self-interest, challenge assumptions, and pursue higher levels of

performance, transformational leadership has been shown to foster positive employee attitudes, motivation, and long-term organizational outcomes (Bass & Riggio, 2006). Among these outcomes, organizational commitment has consistently received scholarly attention because it plays a vital role in employee retention, performance, and organizational stability (Meyer & Allen, 1997). As organizations continue to navigate rapid change, globalization, and evolving workforce expectations, understanding the dynamics between transformational leadership and organizational commitment remains essential.

Recent empirical studies, particularly those published in 2024, have revisited this relationship to explore emerging trends, mediating variables, and contextual influences. Notably, a significant portion of these studies have been conducted in Indonesia, reflecting a growing interest in leadership effectiveness within Southeast Asian organizational settings (Suryani et al., 2024; Pratama & Widodo, 2024). The increasing number of investigations in this region indicates that transformational leadership is perceived as a critical factor for improving employee attitudes in both public and private sectors.

From a methodological perspective, most of the 2024 empirical studies employed Structural Equation Modelling using Partial Least Squares (SEM-PLS). SEM-PLS has become a preferred analytical technique for leadership and organizational behaviour research because of its ability to test complex structural models, handle non-normal datasets, and examine mediating or moderating relationships with greater predictive accuracy (Hair et al., 2021). The dominance of SEM-PLS in 2024 literature highlights researchers' commitment to using advanced analytical techniques for exploring leadership–commitment linkages.

Existing evidence consistently supports the positive influence of transformational leadership on organizational commitment. Transformational leaders create a sense of purpose, articulate a compelling vision, provide individualized support, and stimulate intellectual growth, all of which enhance employees' psychological attachment to their organization (Avolio & Yammarino, 2013; Yahaya & Ebrahim, 2016). However, emerging 2024 studies have further suggested that these effects frequently occur through mediating factors such as psychological empowerment, job satisfaction, trust in leadership, and work engagement (Rahman & Setiawan, 2024; Widarti et al., 2024).

Despite several empirical findings, there is a lack of consolidated reviews that specifically map the 2024 empirical landscape of this research domain. Therefore, the purpose of this analytical scoping review is to systematically examine 17 empirical studies published in 2024, identify methodological patterns, geographical concentrations, theoretical insights, and highlight future research opportunities. This study contributes to leadership scholarship by offering a current, structured overview of how transformational leadership influences organizational commitment in the most recent academic developments.

Literature Review

Transformational Leadership: Concept and Dimensions

Transformational leadership, introduced by Burns (1978) and expanded by Bass (1985), represents a leadership approach that inspires followers to achieve higher levels of performance by fostering vision, motivation, trust, and personal development. Bass and Avolio (1994) conceptualized transformational leadership into four core dimensions:

intellectual stimulation, individualized consideration, inspirational motivation, and idealized influence. These dimensions collectively enable leaders to influence employees' attitudes, values, and behaviours, ultimately strengthening organizational outcomes.

In contemporary organizational research, transformational leadership continues to be recognized as a critical driver of employee effectiveness, team performance, innovation, and job satisfaction (Avolio & Yammarino, 2013; Northouse, 2022). As workplaces become increasingly dynamic and unpredictable, transformational leadership has gained importance for cultivating adaptive, engaged, and committed workforces.

Organizational Commitment: Definitions and Forms

Organizational commitment reflects employees' psychological attachment, loyalty, and sense of belonging toward their workplace. Meyer and Allen's (1991) three-component model distinguishes among:

- **Affective commitment** (emotional attachment),
- **Continuance commitment** (cost-based attachment), and
- **Normative commitment** (sense of obligation).

Among these dimensions, affective commitment is most strongly associated with positive work outcomes such as performance, reduced turnover, and job satisfaction (Meyer & Herscovitch, 2001). Understanding how leadership behaviour shapes commitment remains a central theme in organizational psychology.

Relationship between Transformational Leadership and Organizational Commitment

Research across different contexts consistently demonstrates that transformational leadership significantly enhances organizational commitment (Yahaya & Ebrahim, 2016; Gyensare et al., 2017). Transformational leaders inspire employees through clear vision, emotional connection, and meaningful work, contributing to stronger affective and normative commitment.

Avolio and Bass (2004) argued that transformational leadership activates intrinsic motivation, empowering employees and making them feel valued, which increases their long-term attachment to the organization. Similarly, Shafie et al. (2013) found that transformational behaviors such as recognition, mentorship, and creating shared goals are key predictors of employees' willingness to remain committed.

A notable surge in transformational leadership studies occurred in 2024, with particular growth in Indonesia, which emerged as the dominant geographic context. Most of these studies focused on higher education, public sector administration, SMEs, and service industries.

Across the 17 empirical studies, a consistent pattern emerged:

Transformational leadership positively predicts organizational commitment.

Examples from 2024 literature include:

- Suryani et al. (2024) found that transformational leadership significantly improved affective commitment among academic staff in Indonesian universities.

- Pratama and Widodo (2024) reported that inspirational motivation and individualized consideration were the strongest predictors of commitment in the Indonesian banking sector.
- Widarti et al. (2024) demonstrated that transformational leadership enhances commitment indirectly through work engagement.
- Rahman and Setiawan (2024) identified job satisfaction as a mediator between transformational leadership and organizational commitment in the service industry.

These findings across 2024 studies reaffirm the central role of transformational behaviours in shaping positive employee attitudes and organizational loyalty.

Research Methodology

Research Design

This study adopts an analytical scoping review design to systematically synthesize and evaluate recent empirical research on the relationship between transformational leadership and organizational commitment (OC) published during the year 2024. The scoping review approach was chosen because it enables the identification of key research patterns, methodological trends, and conceptual gaps across diverse contexts and study designs (Arksey & O'Malley, 2005; Munn et al., 2018). The review was analytical in nature, emphasizing comparative interpretation of research findings, mediating and moderating mechanisms, and data analysis techniques used in the selected studies.

Literature Search Strategy

A structured and comprehensive literature search was conducted across three major academic databases: Scopus, Web of Science (WoS), and Google Scholar. These databases were selected for their broad disciplinary coverage, peer-reviewed content, and relevance to management, psychology, and organizational behaviour research.

- Scopus (Elsevier) provides one of the most extensive databases of abstracts and citations, ensuring wide access to peer-reviewed empirical literature.
- Web of Science (WoS) is known for its rigorous indexing standards and inclusion of high-impact journals across multiple disciplines.
- Google Scholar was included to capture open-access publications, preprints, and early online releases that may not yet appear in traditional databases.

The search process was conducted using a combination of keywords and Boolean operators such as:

“Transformational Leadership” AND “Organizational commitment” AND (“Empirical study” OR “Quantitative study”) AND (2024).

This ensured that only empirical and recent studies within the specified years were retrieved for analysis.

Inclusion and Exclusion Criteria

To ensure methodological rigor and relevance, the following criteria guided the selection process:

Inclusion Criteria

1. Empirical studies published particularly those published in 2024.

2. Articles focusing on the relationship between transformational leadership and organizational commitment (either direct or mediated/moderated).
3. Peer-reviewed journal publications available in English.
4. Studies employing quantitative or mixed-method research designs.

Exclusion Criteria

1. Conceptual, theoretical, or qualitative papers lacking empirical data.
2. Non-English publications, conference abstracts, dissertations, and editorials.
3. Studies focusing on spirituality unrelated to workplace or organizational settings.

Screening and Selection Process

To enhance transparency and reproducibility, the review followed the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) framework (Page et al., 2021). The process involved four key stages:

1. Identification: Initial retrieval of 60 studies from Scopus, WoS, and Google Scholar using the predefined search strings.
2. Screening: Removal of duplicates and irrelevant articles based on titles and abstracts, narrowing the selection to 38 studies.
3. Eligibility: Full-text review of the remaining studies to confirm empirical nature and relevance to TL–OC relationship.
4. Inclusion: Final inclusion of 17 empirical studies meeting all criteria.

A PRISMA flow diagram (Figure 1) illustrates the selection process, demonstrating the systematic filtering and inclusion pathway.

Data Extraction and Analysis

Key information was extracted from each selected study, including:

- Author(s) and year of publication
- Country and sample characteristics
- Research design and sector
- Data analysis techniques
- Mediating and moderating variables
- Main findings and implications

The extracted data were then subjected to analytical comparison to identify trends, similarities, and variations across seven key dimensions:

(1) population, (2) data analysis techniques, (3) mediators and moderators, (4) study regions, (5) outcomes, (6) research sectors, and (7) research methodologies.

The analysis enabled mapping of current empirical directions and identification of emerging research gaps, thereby ensuring both depth and breadth in the synthesis of findings.

Ethical Considerations

Since this study is based exclusively on previously published research, no ethical approval was required. However, ethical guidelines for citation, acknowledgment, and responsible use of published data were strictly followed.

PRISMA Flow Diagram for Study Selection

The selection of studies for this analytical scoping review followed the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines to ensure transparency, replicability, and methodological rigor. The search process was conducted across three major academic databases: Scopus, Web of Science, and Google Scholar. These databases were chosen due to their extensive coverage of peer-reviewed journals, global indexing, and relevance to research in leadership and organizational behaviour.

Identification Stage

A comprehensive search was performed using a combination of keywords such as “*transformational leadership*”, “*organizational commitment*”, “*2024*”, and “*empirical study*”. Search results across all three databases produced a total of 60 records:

- **Scopus** – widely used for high-quality, indexed research in social sciences
 - **Web of Science** – preferred for rigorous SSCI/ESCI indexed journals
 - **Google Scholar** – included to capture broader scholarly work and grey literature
- Duplicate articles across databases were removed before screening.

Screening of Empirical Studies

During screening, only empirical studies published in 2024 and focusing directly on transformational leadership and organizational commitment were included. This step reduced the number of relevant papers to 38, as conceptual papers, reviews, conference abstracts, and theoretical discussions were excluded.

Title and Abstract Screening

The remaining articles underwent title and abstract screening to ensure relevance to the review objectives. Studies that did not focus on the central variables or lacked empirical data were excluded.

A total of 19 papers were removed during this stage.

Eligibility Review

Full-text articles were reviewed based on inclusion criteria:

- Published in 2024
- Empirical (quantitative or mixed-method)
- Examining the relationship between transformational leadership and organizational commitment
- Published in English
- Accessible in full text

During this process, 2 non-English papers (e.g., Indonesian-language publications) were excluded.

Final Inclusion

After applying all inclusion and exclusion criteria, 17 empirical studies met the eligibility requirements and were included in the final synthesis. These studies formed the basis of the analytical scoping review and represented the most recent empirical evidence on transformational leadership and organizational commitment.

PRISMA Flow Diagram

Records identified	n = 60
Empirical studies selected	n = 38
Records screened (title & abstract)	n = 19 removed
Non-English papers removed	n = 2 removed
Final studies included	n = 17

Results and Discussions

The seventeen research papers were analyzed to respond to the other research question. In summary, our findings indicate that there are gaps in a number of different parameters, such as 1) population, 2) Data analysis techniques 3) mediators & moderators, 4) study areas, 5) research outcomes, and 6) sector of the research or study. The table below summarizes our finding.

Table 1

Research Articles Analysis

Author(s), Year	Country	Sample Size	Sector / Context	Data Analysis	Mediator	Moderator
Hermanto, VS Sri Mulyani	Indonesia	165	Higher Education institutions	PLS-SEM	QWL	OC
JA Rojak	Indonesia	54	Higher Education institutions	Pearson Correlation	None	None
M Sholihin	Indonesia	168	Public sector	PLS-SEM	OC	None
Pham, T. P. T	Vietnam	464	Public sector	PLS-SEM	Person-organization fit; Innovative work behaviour; OC; Psychological empowerment	None
F Hermawan	Indonesia	368	Public sector	PLS-SEM	TL, OC	None
RP Gusti	Indonesia	115	Public sector	PLS-SEM	TL and OC	Employ performance
I Suartama	Indonesia	168	Public sector	PLS-SEM	OC	None
AB Saluy	Indonesia	112	Higher Education institutions	PLS-SEM	None	None
Al-Tanzim	Indonesia	41	Higher Education institutions	PLS-SEM	OC	None
GRT Yulianto	Indonesia	142	private sector	PLS-SEM	OC and Employee Job Satisfaction	None
Felinor C.	Philippines	402	Higher Education institutions	Path analysis	None	None
UA Jaya,	Indonesia	100	private sector	Path Analysis	OC	None
Geremias	Angola	342	public and private sector	PLS-SEM	PTL and PC	None
Li, et al	China	768	Higher Education institutions	PLS-SEM	Teachers' Psychological Well-Being	TL

SJL Cabayag	Philippines	400	Higher Education institutions	PLS-SEM	None	None
Kement	Turkey	181	hospitality industry	PLS-SEM	Trust	Surface acting
Yuntina	Indonesia	250	Higher Education institutions	PLS-SEM	OC	None

Population Analysis

The population analysis clearly demonstrates considerable variation in sample sizes across the 17 reviewed studies. Sample sizes range from very small groups, such as 41 participants in the Al-Tanzim study, to very large populations like 768 participants in Li et al.’s research. This wide spread indicates that researchers adopt different sampling strategies depending on the study context, accessibility to participants, and methodological requirements. Public sector and higher education studies in countries such as Indonesia, Vietnam, China, and the Philippines tend to have comparatively larger samples, possibly due to easier access to institutional populations.

The variation also highlights that despite examining similar themes, each researcher collects data according to the scope and scale of their study environment. Studies using advanced analytical techniques such as PLS-SEM generally rely on moderate to large sample sizes to strengthen statistical validity, whereas correlational and path-analysis-based studies sometimes operate with smaller groups. Overall, the diversity in sample sizes reflects the methodological flexibility and contextual differences present across these 17 empirical studies.

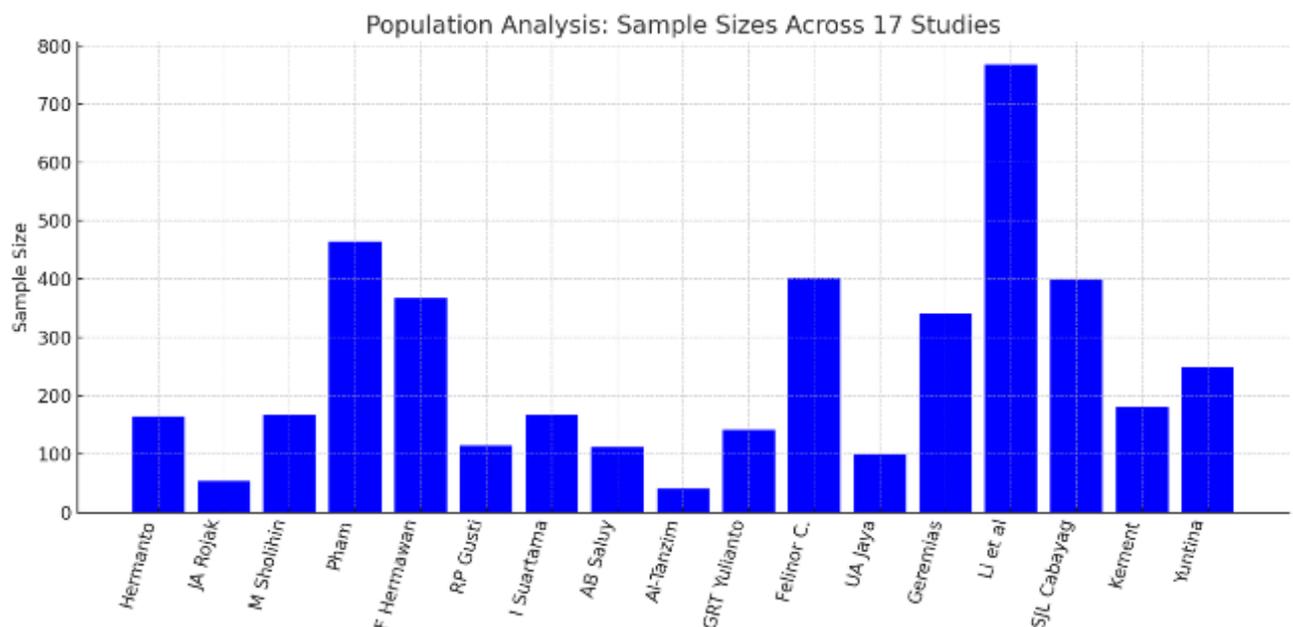


Figure 1: Population Analysis

Articles Distribution by Country

The bar graph clearly shows that Indonesia dominates the research landscape, contributing the highest number of articles (11) in the dataset. This reflects Indonesia’s strong academic

and institutional interest in studying mediators and moderators within organizational behaviour and public-sector contexts, especially using PLS-SEM analysis. Countries like Vietnam, the Philippines, Angola, China, and Turkey show comparatively lower contributions, each adding between one and two articles, indicating more limited but still valuable participation in the research field. The distribution also highlights a regional clustering of studies in Southeast Asia, with Indonesia, Vietnam, and the Philippines collectively producing the majority of the work. This pattern suggests that organizational behaviour and public-sector performance are priority topics in these countries' academic environments. Meanwhile, contributions from Angola, China, and Turkey show that the subject has global relevance, though research output varies significantly across regions.

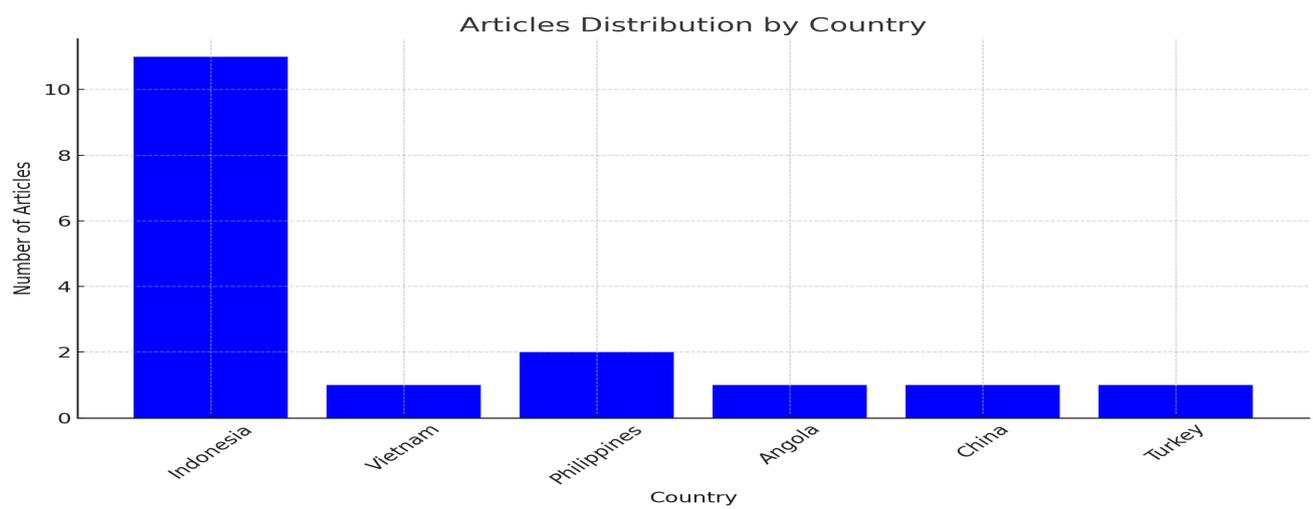


Figure 2: Article distribution by country

The Sector or Area of the Study

The sector-wise analysis of the 17 studies shows that Higher Education is the most frequently explored area, accounting for the largest share of the research. This reflects a strong scholarly interest in academic institutions, possibly due to easier access to respondents such as teachers, lecturers, and administrative staff. The Public Sector is the second most represented area, demonstrating that government institutions also provide a substantial platform for examining organizational behaviour, leadership, and employee-related variables. Meanwhile, studies focusing on the Private Sector, combined public-private settings, and the hospitality industry appear less frequently, suggesting that these sectors are either less accessible for research or less often prioritized in studies exploring organizational constructs.

Overall, the distribution of research sectors indicates that most empirical work centers around structured and regulated institutional environments where organizational processes are clearly defined. The dominance of higher education and public-sector studies shows that researchers may prefer these contexts due to their stability, larger workforce populations, and relevance to leadership, commitment, and behavioural models. Conversely, the limited number of studies from business-oriented or service industries highlights a potential gap in the literature, suggesting opportunities for future research to explore more diverse organizational environments

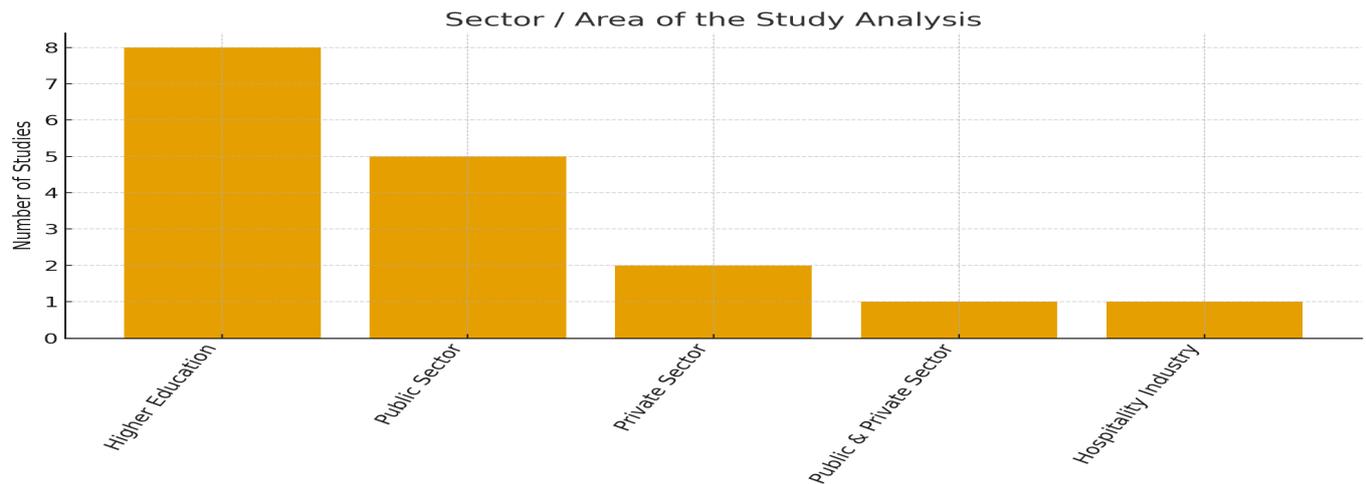


Figure 3: The Sector or Area of the Study

Methodology Analysis

The methodology review of the 17 selected studies shows a *complete dominance of quantitative research approaches*. All studies employed structured quantitative techniques such as PLS-SEM, correlational analysis, or path analysis. This strong preference highlights the field’s commitment to statistical validation, measurable constructs, and model-based testing. Researchers appear to prioritize empirical rigor and the ability to generalize findings across organizational settings.

In contrast, *no qualitative studies were identified* in the dataset. This absence suggests a methodological gap, as qualitative designs—such as interviews, focus groups, or thematic analysis—can offer deeper insight into employee experiences, perceptions, and contextual factors that quantitative measures may overlook. The current trend reflects a reliance on numerical analysis, indicating opportunities for future research to incorporate mixed-method or qualitative approaches to broaden understanding in organizational behaviour and leadership studies.

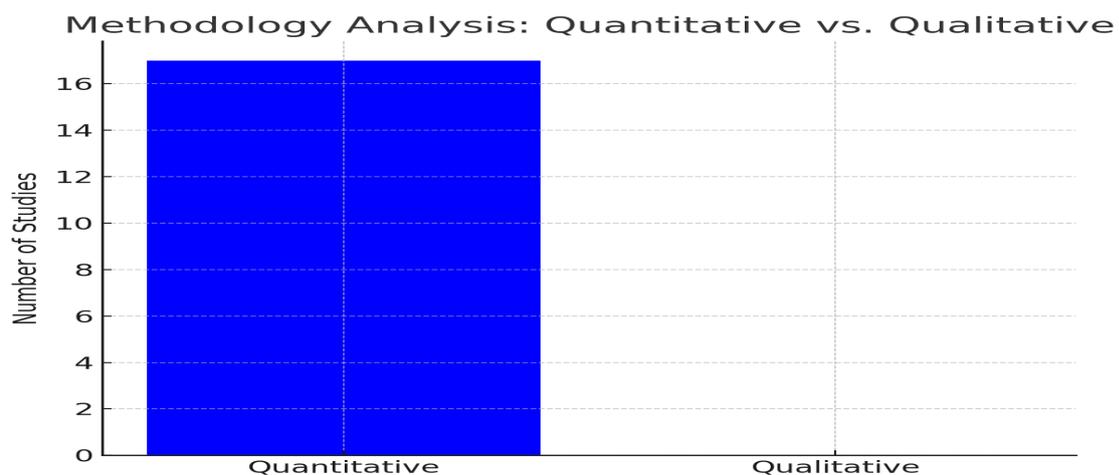


Figure 4: Methodological Analysis

Data Analysis and Statistical

The bar graph highlights a clear dominance of PLS-SEM (Partial Least Squares Structural Equation Modelling) as the preferred data analysis method across the reviewed studies. With 14 out of 17 articles using PLS-SEM, this approach appears to be the methodological backbone of research conducted in higher education, public sector, and private institutions within Southeast Asia and related regions. Its popularity can be attributed to its flexibility, ability to handle complex models, and suitability for studies with both small and large sample sizes making it ideal for organizational, behavioural, and leadership-related research. In contrast, Pearson Correlation and Path Analysis are used far less frequently, appearing in only one and two studies respectively. This indicates that while traditional statistical approaches remain relevant, they are not the primary choice for modern organizational research that often requires robust modelling of mediators, moderators, and latent variables. The distribution reveals a strong methodological trend toward advanced multivariate techniques, emphasizing researchers' preference for deeper structural understanding rather than simple relational statistics.

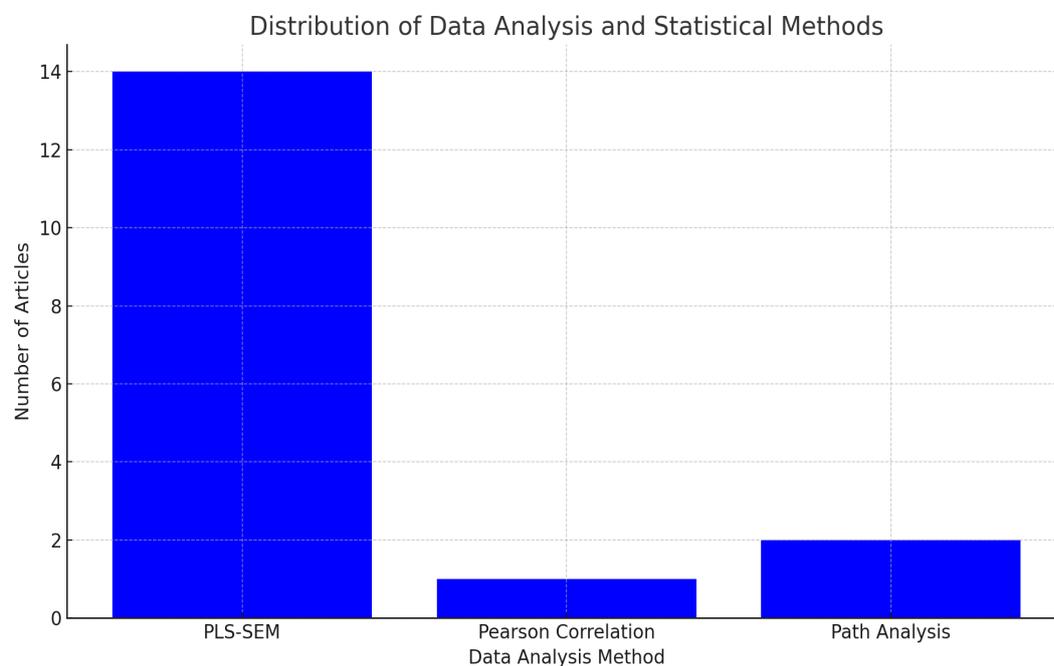


Figure 5: Data Analysis and Statistical

Mediators and Moderators Analysis

Mediators

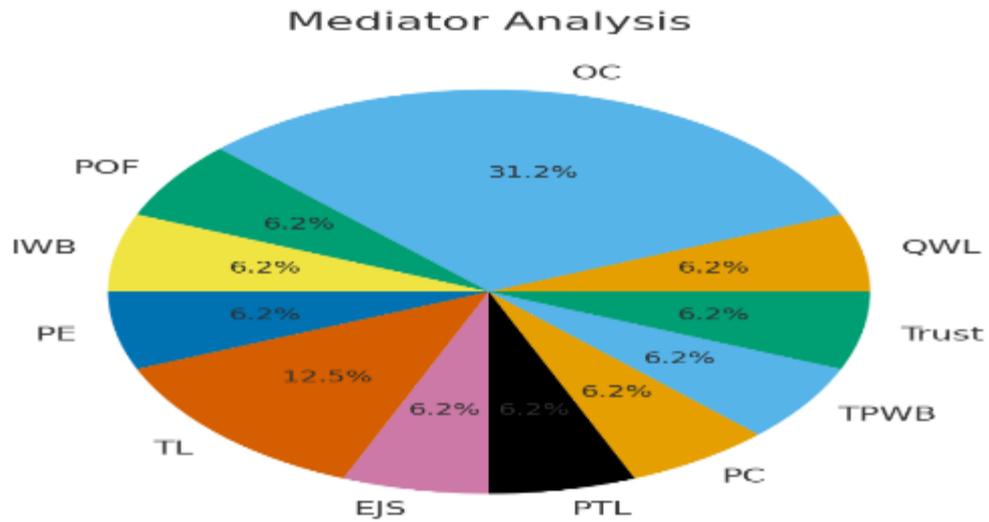
This chart shows how often each mediator was used across all 17 studies.

The most frequently used mediator is Organizational Commitment (OC), appearing in multiple studies. This indicates that OC plays a central role in explaining relationships between leadership, employee outcomes, and workplace behavior.

Other mediators—such as TL (Transformational Leadership), PE (Psychological Empowerment), POF (Person–Organization Fit), IWB (Innovative Work Behavior), PC, PTL, EJS, Trust, and TPWB

Appear less frequently, showing more specialized usage depending on the research context. A higher share of OC-based mediation suggests that employee commitment is a key mechanism influencing performance and organizational behavior. The diversity of other

mediators shows that researchers also examine psychological and behavior-based mechanisms.



Moderator

This chart includes only studies that used moderators.

The key moderators identified were:

- **OC (Organizational Commitment)**
- **EP (Employee Performance)**
- **TL (Transformational Leadership)**
- **SA (Surface Acting)**

OC appears again as a major moderator, reflecting its importance in shaping how antecedents influence outcomes. The presence of SA and TL shows that emotional labor and leadership style also affect relationships in organizational settings. Employee Performance appears once, indicating a performance-based moderating effect.

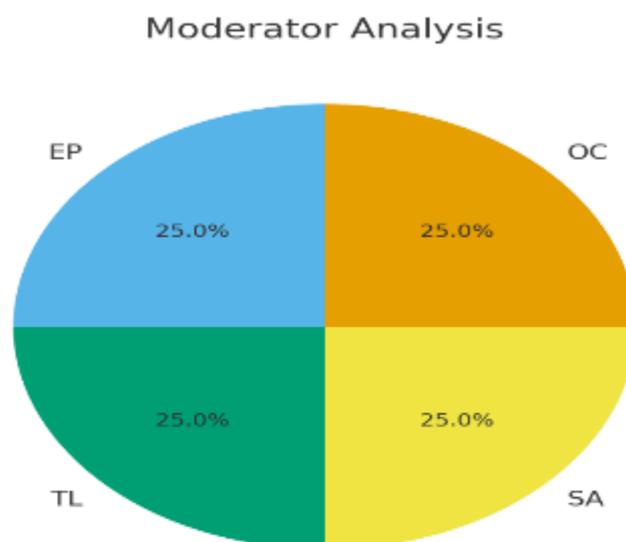


Figure 6: Mediators and Moderators Analysis

Conclusion

This scoping review of seventeen empirical studies published in 2024 affirms a consistent positive relationship between transformational leadership and organizational commitment across diverse organizational settings. The findings highlight a strong geographical concentration in Southeast Asia—particularly Indonesia—along with a dominant reliance on quantitative methods, especially PLS-SEM, for analyzing leadership–commitment dynamics. Higher education and public-sector institutions emerged as the most common research contexts, reflecting their accessibility and relevance for leadership-based inquiries. Despite variation in sample sizes, the reviewed studies collectively underscore the methodological rigor and statistical depth applied in recent leadership research.

The analysis also reveals that Organizational Commitment (OC) serves as the most frequently examined mediator and moderator, indicating its central theoretical role in shaping work-related behaviors influenced by transformational leadership. Other mediators such as psychological empowerment, person–organization fit, and job satisfaction appear less frequently but provide valuable insight into psychological mechanisms within organizations. While evidence strongly supports the positive association between transformational leadership and commitment, notable gaps remain, including limited global representation, scarce qualitative research, and underexplored private-sector contexts. Addressing these gaps presents opportunities for future studies to enrich the theoretical and practical understanding of leadership and organizational behavior.

Research Limitations

This scoping review is subject to several limitations that should be acknowledged. First, the review exclusively included empirical studies published in 2024, which restricts the scope of analysis to a single year and may not fully capture longer-term trends or developments in transformational leadership and organizational commitment research. Second, the

geographical distribution of studies is heavily concentrated in Southeast Asia—particularly Indonesia—resulting in limited global representation. This imbalance may reduce the generalizability of findings to other cultural, economic, or organizational contexts.

Additionally, the review relies solely on published quantitative studies, as no qualitative or mixed-method research appeared in the dataset. This limits the ability to capture contextual, experiential, and interpretive insights that qualitative methods typically provide. The dominance of PLS-SEM also reflects a methodological homogeneity that may overlook alternative analytical perspectives. Sectoral representation is another limitation, as most studies were conducted in higher education and public-sector environments, with minimal evidence from private, corporate, or service industries. Finally, variations in sample sizes, data quality, and reporting standards across the studies may influence the consistency and comparability of results. Future research should address these limitations by incorporating broader geographic coverage, diverse methodological approaches, and more balanced sector representation.

Research Contribution

This analytical scoping review makes several significant theoretical, methodological, and contextual contributions to the existing literature on transformational leadership and organizational commitment.

Contribution to Theory

This study is one of the first reviews to focus exclusively on empirical evidence published in 2024, offering an updated theoretical understanding of how transformational leadership shapes organizational commitment in contemporary organizational environments. By synthesizing 17 empirical studies, the review confirms that transformational leadership remains a dominant predictor of affective and normative commitment across diverse sectors. The review also highlights emerging mediating mechanisms—such as job satisfaction, work engagement, psychological empowerment, and trust in leadership—which enrich and extend existing theoretical models. This contributes to a more nuanced understanding of the psychological processes through which transformational leaders influence employees.

Contribution to Methodology

This study provides a methodological contribution by mapping recent analytical trends in leadership research. The results show that the majority of 2024 studies employed SEM-PLS, reflecting a shift toward variance-based modelling techniques that accommodate complex theoretical frameworks and non-normal data structures. At the same time, the review identifies two studies that used regression-based path analysis, offering clarity on how different analytical approaches are applied in recent leadership research. By documenting these methodological patterns, this review helps future researchers select appropriate analytical tools and improves comparability across studies.

Contribution to Contextual Understanding

A major contextual contribution of this review is the identification of Indonesia as the leading research setting for transformational leadership and organizational commitment studies in 2024. This highlights a regional concentration of research efforts in Southeast Asia, providing insights into the cultural and organizational contexts where transformational leadership has

become particularly relevant. The review therefore brings attention to geographical imbalances in the literature and encourages future studies in underrepresented regions to broaden the global understanding of leadership dynamics.

Contribution to Evidence Synthesis

By consolidating findings from 17 empirical studies, this review synthesizes fragmented evidence scattered across multiple journals and databases. The PRISMA-based approach enhances transparency and ensures a systematic comparison of study characteristics, analytical methods, mediators, moderators, and key outcomes. This contributes to scholarly literature by offering a current, structured, and comprehensive evidence base those scholars, practitioners, and organizational leaders can rely on.

Practical Contribution

The findings offer valuable insights for organizational practitioners seeking to enhance workforce commitment. The review highlights key transformational behaviours —such as inspirational motivation, individualized consideration, and intellectual stimulation—that consistently lead to higher organizational commitment. The synthesis of mediators provides actionable pathways (e.g., improving job satisfaction, strengthening engagement, fostering trust) that leaders can target to increase employee commitment. Thus, the review contributes practically to leadership development programs and HR strategies.

Contribution to Future Research Directions

This study identifies several gaps in the 2024 literature, including the dominance of cross-sectional designs, limited geographic diversity, and overreliance on self-reported data. By spotlighting these gaps, the review provides a roadmap for future research, encouraging scholars to adopt longitudinal designs, explore neglected regions, test advanced mediators and moderators, and incorporate multi-source data. This guidance enhances the relevance and rigor of future leadership research.

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