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Transformational leadership in educational management: Systematic review of the literature

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Abstract

The purpose of conducting a systematic review of the literature on transformational leadership in educational management is to provide a comprehensive overview of existing research in this field. Such a review helps to identify key themes, trends, and gaps in the literature, providing valuable information for future research and practice. By synthesizing and analyzing findings from multiple studies, researchers can gain a deeper understanding of the impact and effectiveness of transformational leadership in educational management. This systematic review aims to contribute to the existing knowledge base on this topic and provide evidence-based recommendations for educational leaders and policy makers. A bibliometric analysis was proposed to analyze details such as Year of Publication, Country of Origin of the publication, Area of Knowledge in which the published research is conducted, and the Type of Publication most frequently used by the authors of each paper published in high impact journals indexed in Scopus database during the period from 2019 to 2023. Among the main findings, it was possible to determine that, for the execution of the different research methodologies, the report of 357 scientific papers related to the study Transformational leadership in educational management, from public institutions in Latin America, was achieved.

Keywords: Leadership, educational management, effectiveness, educational leaders

Introduction

Transformational leadership in educational management is a concept that has gained a great deal of attention in the field of education. It is characterized by leaders who inspire and motivate their followers to reach their full potential and go beyond their own interests. (Sun and Lim, 2023).

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Transformational leaders possess certain characteristics such as charisma, intellectual stimulation, individualized consideration, and idealized influence. (Hellström et al., 2023). These leaders can create a positive and supportive environment that fosters growth, innovation, and collaboration among faculty, students, and other stakeholders in the educational environment. (Chang et al., 2023a). The literature on transformational leadership in educational management provides valuable information on the impact and importance of this leadership style in improving educational outcomes and fostering a positive school culture. (Tran et al., 2023).

Transformational leadership plays a crucial role in educational management by promoting student achievement, teacher development, and overall school improvement. Research has shown that schools led by transformative leaders tend to have higher levels of student engagement, academic achievement, and graduation rates. (Montenegro-Rueda and Fernández-Cerero, 2023). These leaders empower teachers by providing them with autonomy, support, and opportunities for professional growth, which in turn leads to greater job satisfaction and engagement. (Monteiro et al., 2023). In addition, transformational leaders create a shared vision and sense of purpose among members of the education community, fostering a collaborative and cohesive culture that promotes continuous improvement and innovation. (Chang et al., 2023b). Therefore, the importance of transformational leadership in educational management cannot be underestimated, as it has the potential to positively impact the entire educational ecosystem.

Various theoretical frameworks and models have been proposed to understand and implement transformational leadership in educational management. These frameworks provide guidance and strategies for leaders to effectively practice transformational leadership in the educational context. For example, the full-ranking leadership model, developed by Santos et al., (2023), is commonly used to analyze and evaluate transformational leadership behaviors in educational settings (Goatherds, 2023). Other models, such as the distributed leadership model and the instructional leadership model, emphasize the importance of shared leadership and educational support to improve teaching and learning. (Othman and Hamid, 2023). These frameworks serve as valuable resources for education leaders, helping them develop the skills and competencies needed to lead and manage educational institutions effectively. (Nguyen et al., 2023). By understanding and applying these models, leaders can create a positive and transformative impact on the education system as a whole. (Fauzi et al., 2023).

This systematic review of the literature on the introduction of transformational leadership in educational management highlights the importance and potential benefits of this leadership style in the field of education. The definition and characteristics of transformational leadership have been discussed, emphasizing the importance of inspiring and motivating educators to reach their full potential. Several theoretical frameworks and models of transformational leadership in education have also been explored, providing a comprehensive understanding of how this leadership approach can be implemented in educational settings. Overall, this review demonstrates the value of transformational leadership in improving educational outcomes and creating a positive

and empowered environment for both educators and students.

General objective

Analyze from a bibliometric approach, the characteristics in the volume of scientific production related to Transformational Leadership in educational management, registered in Scopus during the period 2019-2023 by Latin American and world institutions.

Methodology

This article uses a mixed-method approach that draws on quantitative and qualitative research techniques. On the one hand, a quantitative analysis of selected information from Scopus is carried out through a bibliometric approach of the relevant scientific production for the study of the performance of employees in Latin American public educational institutions.

On the other hand, some examples of research works published in the aforementioned area of study are qualitatively analyzed, from a bibliographic approach that allows characterizing the position of various authors on the subject in question. It should be noted that the entire search was performed by means of Scopus, which allowed to establish the referencing parameters mentioned in *Figure 1*.

Methodological design



Figure 1 Methodological design

Source: Authors.

Phase 1: Data collection

Data collection was executed from the Search tool on the Scopus website, where 357 publications were obtained from the choice of the following filters:

(TITLE (*transformational AND leadership*) OR TITLE (*education AND management*)) AND (EXCLUDE (PUBYEAR , 1984) OR EXCLUDE (PUBYEAR , 1987) OR EXCLUDE (PUBYEAR , 1988) OR EXCLUDE (PUBYEAR , 1989) OR EXCLUDE (PUBYEAR , 1990) OR EXCLUDE (PUBYEAR , 1991) OR EXCLUDE (PUBYEAR , 1992) OR

EXCLUDE (PUBYEAR, 1993) OR EXCLUDE (PUBYEAR, 1994) OR EXCLUDE (PUBYEAR, 1995) OR EXCLUDE (PUBYEAR, 1996) OR EXCLUDE (PUBYEAR, 1997) OR EXCLUDE (PUBYEAR, 1998) OR EXCLUDE (PUBYEAR, 1999) OR EXCLUDE (PUBYEAR, 2000)) OR EXCLUDE (PUBYEAR, 2001) OR EXCLUDE (PUBYEAR, 2002) OR EXCLUDE (PUBYEAR, 2003) OR EXCLUDE (PUBYEAR, 2004) OR EXCLUDE (PUBYEAR, 2005) OR EXCLUDE (PUBYEAR, 2006) OR EXCLUDE (PUBYEAR, 2007) OR EXCLUDE (PUBYEAR, 2008) OR EXCLUDE (PUBYEAR , 2009) OR EXCLUDE (PUBYEAR, 2010) OR EXCLUDE (PUBYEAR, 2011) OR EXCLUDE (PUBYEAR, 2012) OR EXCLUDE (PUBYEAR, 2013) OR EXCLUDE (PUBYEAR, 2014) OR EXCLUDE (PUBYEAR, 2015) OR EXCLUDE (PUBYEAR, 2016) OR EXCLUDE (PUBYEAR, 2017) OR EXCLUDE (PUBYEAR , 2018)) AND (EXCLUDE (LANGUAGE , "Dutch") OR EXCLUDE (LANGUAGE , "Lithuanian") OR EXCLUDE (LANGUAGE , "Malay") OR EXCLUDE (LANGUAGE , "Russian") OR EXCLUDE (LANGUAGE , "Serbian") OR EXCLUDE (LANGUAGE , "Turkish") OR EXCLUDE (LANGUAGE , "Arabic") OR EXCLUDE (LANGUAGE , "Persian") OR EXCLUDE (LANGUAGE , "Korean")) AND (EXCLUDE (SUBJAREA , "BUSI") OR EXCLUDE (SUBJAREA , "ENGI") OR EXCLUDE (SUBJAREA , "ENVI") OR EXCLUDE (SUBJAREA , "ECON") OR EXCLUDE (SUBJAREA , "MEDI") OR EXCLUDE (SUBJAREA , "DECI") OR EXCLUDE (SUBJAREA , "ENER") OR EXCLUDE (SUBJAREA , "PHAR") OR EXCLUDE (SUBJAREA , "NURS") OR EXCLUDE (SUBJAREA , "HEAL") OR EXCLUDE (SUBJAREA , "AGRI") OR EXCLUDE (SUBJAREA , "EART") OR EXCLUDE (SUBJAREA , "BIOC") OR EXCLUDE (SUBJAREA , "PHYS") OR EXCLUDE (SUBJAREA , "MATE") OR EXCLUDE (SUBJAREA , "CENG") OR EXCLUDE (SUBJAREA , "CHEM") OR EXCLUDE (SUBJAREA , "IMMU") OR EXCLUDE (SUBJAREA , "DENT"))

- Published documents whose study variables are related Transformational leadership in educational management, in public educational entities.
- Works published in journals indexed in Scopus during the period 2019-2023.
- Limited to Spanish-speaking countries.
- Without distinction in areas of knowledge.
- Regardless of type of publication.

Phase 2: Construction of analysis material

The information collected in Scopus during the previous phase is organized and subsequently classified by graphs, figures and tables as follows:

- Co-occurrence of Words.
- Year of publication.

leaders possess strong communication skills and can articulate their vision effectively, which helps inspire and motivate others to work toward common goals. (Shah et al., 2023).

The importance of transformational leadership in educational management cannot be underestimated. Research has consistently shown that transformational leadership has a positive impact on various aspects of educational institutions. For example, a study by Gálvez et al., (2022) found that transformational leadership is crucial for the effective fulfillment of management activities in educational institutions. (Heenan et al., 2023). Another study by Martínez Contreras et al. emphasized the importance of transformational leadership in recognizing the characteristics of leaders in educational institutions. (Matalaka and Zoubi, 2023). In addition, transformational leadership has been linked to better teacher management and the overall performance of educational institutions. (Montasser et al., 2023). Therefore, transformational leadership plays a vital role in shaping the culture, climate, and success of educational institutions. (Yusuf, 2023). Transformational leadership also plays a key role in promoting positive change within educational institutions. Leaders who take a transformational approach can inspire and empower their team members to embrace innovation and take risks. (Sjamsoeddin et al., 2023). By fostering a culture of continuous improvement and learning, transformational leaders encourage their staff to think creatively and develop new strategies to address challenges and improve educational outcomes. (Alamo, 2023). In addition, transformational leaders prioritize the development and growth of their team members, providing them with the support and resources necessary to improve their skills and knowledge. (Constantinides et al., 2023). This focus on individualized consideration and intellectual stimulation contributes to the overall success and progress of the educational institution. (Abusamra, 2023). In short, transformational leadership in education management has the potential to drive positive change and create a thriving learning environment for all stakeholders involved.

Distribution of scientific production by year of publication

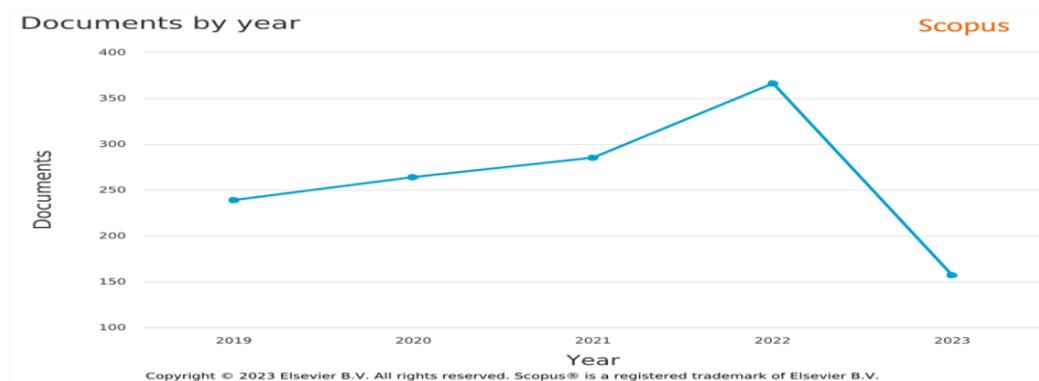


Figure 3 shows how scientific production is distributed according to the year of publication.

Figure 3 Distribution of scientific production by year of publication.

Source: Own elaboration (2023); based on data exported from Scopus

A comprehensive analysis of published articles on transformational leadership in education management reveals interesting trends and patterns in the year of publication. For example, a study conducted by Gálvez in 2022 examined the scientific distribution of articles on this topic and found a significant increase in publications in recent years. (Archibald, 2021). This suggests a growing interest in understanding and implementing transformational leadership practices in educational settings. In addition, the articles published by Pestana in 2009 and Cavagnaro in 2021 also contribute to the body of knowledge on the influence of transformational leadership in educational management. (Constantinides et al., 2023; Wang et al., 2023). The research literature on transformational leadership in educational management highlights the relationship between leadership style and various outcomes, such as teacher engagement and organizational effectiveness (Sun & Lim, 2023). It is evident that scholars and researchers have recognized the importance of transformational leadership in improving educational practices and outcomes. The continuous exploration and publication of articles on this topic contributes to the continuous development of effective leadership strategies in educational management. (Hellström et al., 2023). Analysis of the scientific distribution by year of publication of transformational leadership in educational management reveals several key findings. First, there has been a steady increase in the number of articles published on this topic over the years, indicating a growing interest and recognition of the importance of transformational leadership in educational management. Second, there is a clear trend towards more recent publications, suggesting that researchers are actively exploring and contributing to the field. Finally, the patterns observed in the year of publication highlight the need for continued research and exploration of transformational leadership in education management to better understand its impact and effectiveness in improving educational outcomes. Overall, this analysis provides valuable insights into the current state of research in this area and lays the foundation for future studies and advances in the field of educational management.

Distribution of scientific production by country of origin

Figure 4 shows how scientific production is distributed according to the nationality of the authors

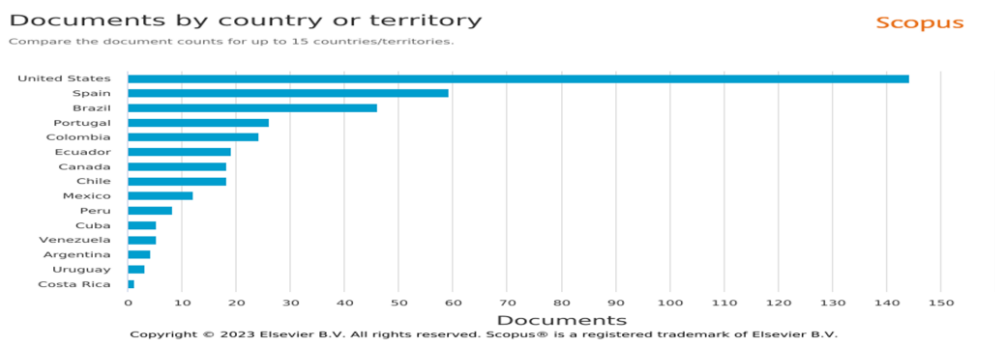


Figure 4 Distribution of scientific production by country of origin.

Source: Own elaboration (2023); based on data provided by Scopus

The scientific production on the subject of transformational leadership has been carried out by researchers from various countries. Studies have explored the characterization of transformational leadership in different contexts, such as managers of higher education institutions. (Garcia, 2022). This research has contributed to a deeper understanding of the dimensions and impact of transformational leadership. (Cenizo et al., 2017). However, when examining the distribution of scientific production by country of origin, it is evident that certain countries have produced a greater number of publications on the subject. For example, the United States has been identified as the country with the highest production of publications related to the study of managerial leadership. (Ruizz et al., 2017). This suggests that the United States has been at the forefront of research in this field, possibly due to its emphasis on leadership development and management practices.

In the field of research in public management, scientific production has also varied between different countries. The organizational models of public policies in science, technology and innovation have been explored, providing information on the profiles and approaches of the different states in the management of public resources (Marin, 2002). However, the distribution of scientific production in this field has not been homogeneous among countries. Certain countries have emerged as leaders in public management research, contributing a significant number of publications. The United States, for example, has been a leading contributor to the field of public management research, highlighting its commitment to understanding and improving public sector practices.

When comparing the scientific output of research on transformational leadership and governance across countries, it is evident that some countries consistently demonstrate a higher level of scientific impact. A study conducted on the largest producers of science between 2007 and 2019 identified nine countries that had a significant scientific impact during that period. (Navarro, 1997). These countries, which include the United States, have made substantial contributions to the literature on transformational leadership and governance. However, it is important to note that scientific output is influenced by several factors, including funding, research infrastructure, and academic collaborations. Therefore, the distribution of scientific production by country of origin must be interpreted in the context of these factors.

The distribution of scientific production by country of origin reveals interesting patterns in the fields of transformational leadership and public management. Research on transformational leadership shows significant input from countries such as the United States, Canada and the United Kingdom. On the other hand, research on governance is more evenly distributed across countries, with contributions from several regions, including Europe, Asia and North America. The comparison of scientific production between countries highlights the dominance of certain countries in specific areas of research. However, it also emphasizes the importance of collaboration

and knowledge sharing between countries to further advance the fields of transformational leadership and governance. Overall, this analysis sheds light on the global landscape of scientific production and provides insights into the strengths and diversity of research contributions in different countries.

Type of publication

In the following graph, you will observe the distribution of the bibliographic finding according to the type of publication made by each of the authors found in Scopus.

Documents by type Scopus

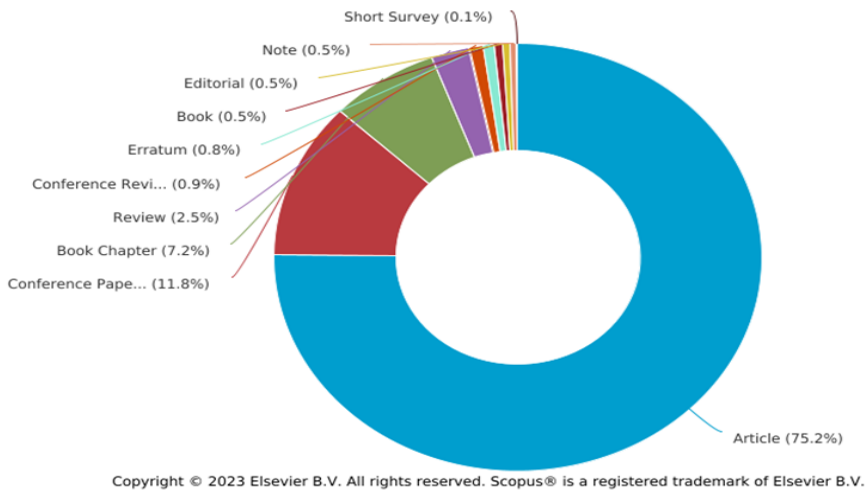


Figure 5 Type of publication

When researching transformational leadership and governance, there are several types of publications that can provide valuable insights. Academic journals are a primary source of academic research in this field. They contain peer-reviewed articles written by experts and researchers that explore different aspects of transformational leadership and its impact on public management. (Quispe et al., 2023). These journals provide in-depth analysis, theoretical frameworks, and empirical evidence to support their findings. Researchers can access a wide range of academic journals that focus specifically on leadership and public management, allowing them to keep up with the latest research and developments. (Puchoca and Trejo, 2023).

Research reports and white papers are another valuable source of information for studying transformational leadership and governance. These publications often present the results of research studies conducted by organizations, think tanks, or consulting firms. They provide practical insights, case studies and recommendations for implementing transformational leadership practices in the public sector. Research reports and white papers provide a comprehensive

overview of the current state of knowledge in the field and can be particularly useful for policymakers and practitioners. (Sánchez-Zuluaga et al., 2023).

Books and book chapters also play an important role in the study of transformational leadership and public management. They offer a more complete and in-depth exploration of the topic, often presenting a broader perspective and synthesizing various research findings. Books written by experts in the field provide a comprehensive overview of the theories, models, and practical applications of transformational leadership. Book chapters, on the other hand, are usually contributions by different authors, each of whom focuses on a specific aspect of transformational leadership and public management. (Samadhiya et al., 2023). These publications provide a more holistic understanding of the topic and can be valuable resources for researchers, students, and practitioners alike. (Al-Msary et al., 2023).

There are several types of publications that can be used to research transformational leadership and public management. Academic journals provide an in-depth and rigorous analysis of the topic, while research reports and white papers offer practical information and recommendations. Books and book chapters give a comprehensive overview of the topic and often present case studies and real-life examples. By using these different types of publications, researchers and practitioners can gain a complete understanding of transformational leadership and its application in public management.

Conclusion

Transformational leadership is a leadership style that has a significant impact on public management. This leadership approach is characterized by leaders who inspire and motivate their followers to reach their full potential and exceed their own expectations. (Chandra et al., 2023). Transformational leaders are known for their ability to create a vision, communicate it effectively, and empower their team members to work toward common goals. (Riveiro, 2023). In the context of public management, transformational leadership plays a crucial role in driving organizational change and facilitating the resolution of complex challenges. (Higuchi et al., 2023).

Transformational leadership in public management has several benefits. First, it fosters a positive work environment by promoting open communication, collaboration, and trust among team members. (Khaddam et al., 2023). This leads to increased employee satisfaction, engagement and productivity. (Catherine et al., 2023). Second, transformational leaders are effective at inspiring and motivating their teams, which can result in better performance and results. (Saldarriaga et al., 2022). Research has shown that transformational leadership positively influences the performance of organizations in various sectors, including public administration. (Carbone et al., 2022). In addition, transformational leadership has been linked to ethical responsibility and social impact, making it particularly relevant in the context of social enterprises. (Seminar and Mallcco, 2022).

In conclusion, transformational leadership has a significant impact on public management. Its

characteristics, such as inspiring and motivating team members, promoting open communication and empowering people, contribute to the success and effectiveness of public organizations. (Molano and Veintimilla, 2022). Transformational leaders play a crucial role in driving organizational change, fostering a positive work environment, and achieving desired outcomes. (Rosemary, 2022). Therefore, understanding and implementing transformational leadership principles in public management can lead to better performance, employee satisfaction, and overall organizational success.

The impact of transformational leadership on governance is significant and beneficial. Transformational leadership, characterized by inspirational motivation, intellectual stimulation, individualized consideration, and idealized influence, has been found to improve employee performance, job satisfaction, and organizational engagement in the public sector. By promoting a shared vision, empowering employees, and fostering innovation and creativity, transformational leaders can drive positive change and achieve organizational goals. In addition, transformational leadership has been shown to improve citizen satisfaction and trust in government, leading to more effective and efficient public services. Therefore, it is crucial that public managers adopt and cultivate transformational leadership behaviors to lead and manage their organizations effectively.

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