A Systematic Review of Transformational leadership upon vital organizational aspects: An Imitation of Meta Analysis methodologies of PRISMA and Meta Essentials

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Abstract

It has been very important to understand the changing dimension of leadership. Modern business world is facing too many issues. The continuous economic issues had made leadership styles as a very important concern. Transformational leadership distinguishes itself from the rest of the previous and contemporary theories, on the basis of its alignment to a greater good as it entails involvement of the followers in processes or activities related to personal factor towards the organization and a course that will yield certain superior social dividend. Present research includes a systematic literature review of 66 research articles. The statistical parameter selected for the study is correlation among transformational leadership and vital aspects of organization. Researchers have found that 12 core studies based upon transformational leadership, Innovative work behavior and organizational performance has significant relation (Combined Effect Size r 0.54). With the help of Forest Plot, it can be seen that the published articles have significant correlation among variables.

Keywords: *Transformational Leadership, Organization, Meta essentials, PRISMA.*

I. INTRODUCTION

Transformational leadership style has been appreciated by many authors and researchers. Human resources are very important part of organizations. Management now focuses upon the cordial relationship with employees. James MacGregor Burns (1978) first presented the idea of transforming leadership in his descriptive research. This term is currently utilized in authoritative brain research also. As per Burns, transforming leadership is a cycle wherein "leaders and supporters help each other to progress to a more significant level of morale and motivation". Burns identified with the trouble in separation among the board and leadership and asserted that the distinctions are in attributes and practices. He set up two ideas: "transforming leadership" and "value-based leadership". As per Burns, the transforming approach makes a huge change in the existence of individuals and associations. It updates discernments and qualities and changes the assumptions and desires of workers. Not at all like in the conditional methodology, it did not depend on a "compromise" relationship, yet on the leader's character, qualities and capacity to roll out an improvement through model, explanation of an invigorating vision, and testing objectives. Transforming pioneers are admired as they are an ethical model of running after the advantage of the group, association, and additionally local area. Burns conjectured that transforming and conditional leadership was totally unrelated styles. Conditional pioneers generally don't take a stab at social change in the association however they work in the current culture while ground breaking pioneers can attempt to change the authoritative culture. Major elements of transformational leadership are as follows:

1. Individualized Consideration – how much the leader goes to every follower's requirement, goes about as a mentor to the follower, and pays attention to the follower's interests and needs. The leader gives compassion and backing, keeps correspondence open, and places difficulties before the followers. This additionally incorporates the requirement for regard and praises the singular commitment that every follower can make to the group. The followers have a will and yearnings for self-advancement and have natural motivation for their assignments.

2. Intellectual Stimulation – how much the leader challenges suppositions, faces challenges, and followers' thoughts. Leaders with this style animate and support imagination in their followers. They support and foster individuals who think freely. For such a leader, learning is a worth and unforeseen circumstances are viewed as

freedoms to learn. The followers pose inquiries, ponder things and sort out better ways of executing their errands.

3. Inspirational Motivation – how much the leader expresses a dream that is engaging and moving to followers. Leaders with inspirational motivation challenge followers with exclusive expectations, convey good faith about future objectives, and give significance to the job that needs to be done. Followers need to have a solid feeling of direction in case they are to be spurred to act. Reason and which means give the energy that drives a gathering forward. The visionary parts of leadership are upheld by relational abilities that make the vision reasonable, exact, incredible, and locking in. The followers will put more exertion in their undertakings, they are energized and hopeful with regards to the future and put stock in their capacities.

4. Idealized Influence – Provides a good example for high moral conduct, ingrains pride, gains regard and trust. As an advancement instrument, ground breaking leadership has spread currently in all areas of western social orders, including administrative associations.

Over the years many studies have been done on the same issue because of the wide application of the concept. Lots of organizations have seen the success with the help of transformational leadership. Different aspects like innovation, creativity, employees' effectiveness and performance were corelated with transformational leadership. Understanding the path of effect of multi factors enables us to manage the organization. But the issue arises when different study shows different relationship magnitude with different factors. In some studies, the transformational leadership has high corelation with innovative work behaviour in others there may be less effect of transformational leadership on peoples. So, the solution lies in meta-analysis. Based upon the earlier studies researcher have conducted further analysis. The problem statement for the study has been considered as, '**A Systematic Review of Transformational leadership upon vital organizational aspects: An Imitation of Meta Analysis methodologies of PRISMA and Meta Essentials**'

II. LITERATURE REVIEW

To understand the different organizational aspects the researchers have conducted extensive research. For executing any research and avoiding duplication of research an extensive literature review is required. The review is based on exploratory, implying that the specialist looks for new bits of knowledge of another marvel, discovers 'what's going on' and looks for new experiences into the space. The review is subjective commonly as the analyst intends to foster an understanding of a complicated marvel. **George C.Banks (2016)** found that (1) the relationship between authentic and transformational leadership is large in magnitude, suggesting construct redundancy (ρ = .72); (2) neither AL nor transformational leadership add noticeable incremental validity beyond the other construct; (3) AL has a lower relative weight than transformational leadership for the outcomes of follower satisfaction, follower satisfaction with the leader, task performance, and leader effectiveness; and (4) AL demonstrates dominance over transformational leadership when predicting group or organization performance and organizational citizenship behaviors.

Gyensare, M. A., Kumedzro, L. E., Sanda, A., & Boso, N. (2017). examine how employee engagement and affective commitment mediate the relationship between transformational leadership and voluntary turnover intention. **Pradhan, R. K., Panda, M., & Jena, L. K. (2017).** examine the role of transformational leadership in psychological empowerment in Indian retail industry. **Tayal, R., et al (2017),** empirically examine the association between transformational leadership and employee acceptance to change while establishing the mediating effects of innovative behaviour and the moderating effect of the use of information technology (IT) on this association.

Research Gap: Based upon the literature review at first level, researchers have found that scope and research gap as to conduct a meta-analysis for the relationship among the transformational leadership and innovative work behaviour.

III. RESEARCH METHODOLOGY

Based upon the problem statement, objective and research gap following hypothesis is developed:

$_1H^0$: There is no significant relationship between transformational leadership and Innovative work behaviour

$_1H^a$: There is significant relationship between transformational leadership and Innovative work behaviour

The research will be based upon the meta-analysis. A contextual investigation approach was picked to accomplish the reason. In order to identify relevant studies for this systematic review analysis, and in accordance with procedures in other meta-analysis studies the following steps were undertaken. First, a search

using keywords such as "Leadership" or "Transformational Leadership" or "Innovative work behaviour" etc. As a result, more than 317 articles were identified, published between 2007 and 2017. Second, a manual search was conducted for the articles relevant to mergers in India were selected. In 1976, one of them, Gene Glass, coined the term 'meta-analyses to refer to "the statistical analysis of a large collection of analysis results from individual studies for the purpose of integrating the findings" (Glass 1976, p 3).

The PRISMA framework or Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA), is a set of guidelines or steps developed by Moher, (2013). These steps are useful for systematic literature reviews, critical literature analyses and meta-analyses. PRISMA is used mostly in medical and pharmaceutical researches, however, in recent years the use of PRISMA is also done in management studies and other non-medical studies. There are a few important things to note while formulating PRISMA. The PRISMA is based on the 27-item quality checklist broadly divided into:

- Title,
- Abstract,
- Introduction,
- Methods,
- Results,
- Discussion and,
- Funds (Moher, 2013).

It is not mandatory to use all the checklist items; however, the inclusion and exclusion criteria are mostly based on the checklist items. The main role of the PRISMA checklist is to identify the quality of the papers identified using search strategies and databases. In addition, the flow chart of PRISMA is based on 4 stages:

1. Identification,
2. screening,
3. eligibility and,
4. included.

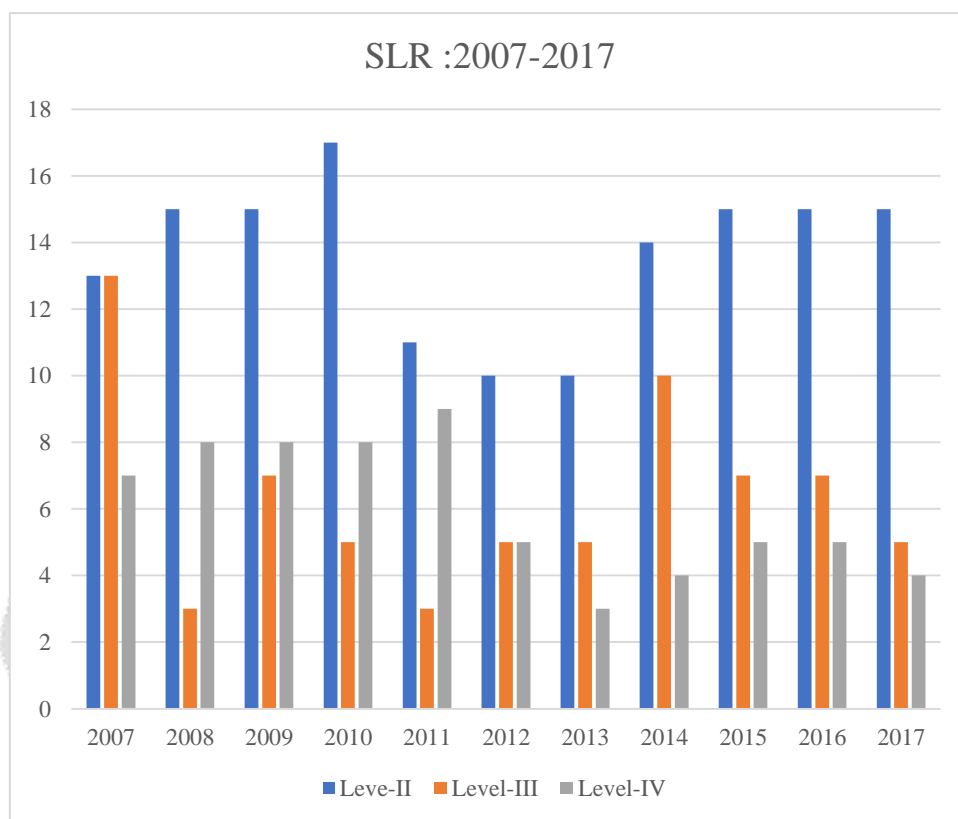Researcher has used a mix of PRISMA techniques and correlation templet of meta essentials.
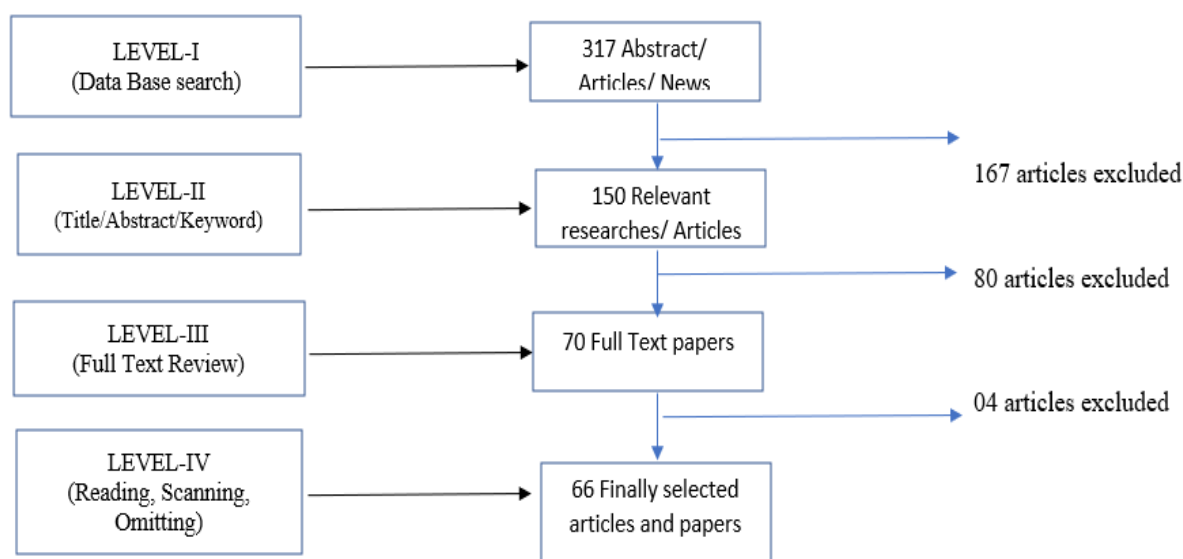
Fig 3.1: Systematic Review Flow Chart

Table-3.1: Number of Articles Used for Review

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Level-II	13	15	15	17	11	10	10	14	15	15	15	150
Level-III	13	3	7	5	3	5	5	10	7	7	5	70
Level-IV	7	8	8	8	9	5	3	4	5	5	4	66

Fig-3.2: Number of Articles Used for Review (Y): Year-wise (X)

Meta-Essentials, a set of workbooks for meta-analysis. The workbooks, as well as this manual are licensed under the Creative Commons Attribution-Non-Commercial-Share A like 4.0 International License. It is developed by Erasmus Research Institute of management. Meta-Essentials is a set of workbooks that facilitate the integration and synthesis of effect sizes from different studies and provide figures, tables, and statistics that might be helpful for interpreting them. Meta-Essentials generates ("overall" or "meta") statistical information regarding a set of studies of the same phenomenon based on the statistical information from each separate study.

IV. ANALYSIS AND FINDINGS

Researchers have selected 12 valid studies form the literature. The inclusion criteria were the presence of innovative work behavior in the study. The researchers do not find any study that shows any type of negative correlation among the innovative work behavior. The minimum correlation among the selected variables is 0.38. It also some publication bias in the selected studies. Further to test the hypothesis correlation templet of meat essentials have been used. forest plot shows that overall effect size for the selected studies is 0.54. If the correlation value among two factors is above 0.400 to 0.600 the relation among the variables can be considered as statistically significant. So, the present study shows that the correlation among the variable is moderate. Thus, the null hypothesis gets rejected and it can be said that, "There is significant relationship between transformational leadership and Innovative work behaviour"
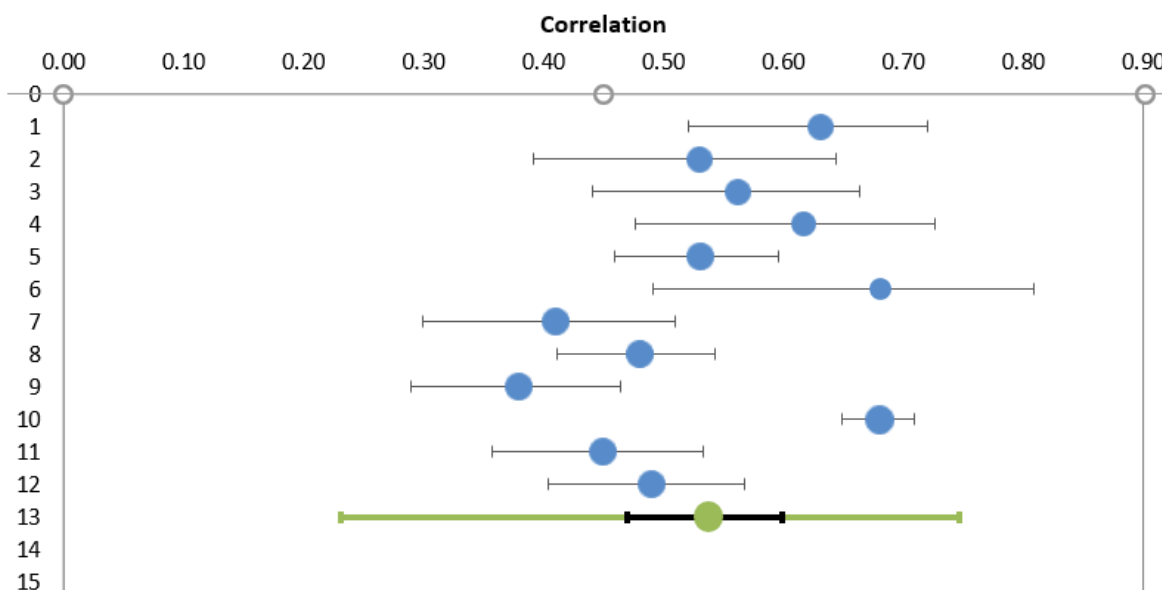
Fig 4.1: Correlation Forest Plot and effect size

Meta-analysis model		#	Study name	Correlation	CI Lower limit	CI Upper limit
Model	Random effects model	1	Darshan, G. (2011)	0.63	0.52	0.72
Confidence level	95%	2	Wang, P., & Zhu, W. (2011).	0.53	0.39	0.64
		3	Samad, S. (2012).	0.56	0.44	0.66
Presentation		4	Khan, M. J., Aslam, N., & Riaz, M	0.62	0.48	0.73
Sort By	Entry number	5	Hoon Song, J., Kolb, J. A., Hee Le	0.53	0.46	0.60
Order	Ascending	6	Noruzy, A., Dalfard, et al (2013)	0.68	0.49	0.81
		7	Abbasi, H., & Hunbal, H. (2013)	0.41	0.30	0.51
Combined Effect Size		8	Ghadi, M. Y., Fernando, M., & Ca	0.48	0.41	0.54
Correlation	0.54	9	Jaiswal, N. K., & Dhar, R. L. (2015	0.38	0.29	0.46
Confidence interval LL	0.47	10	Katou, A. A. (2015).	0.68	0.65	0.71
Confidence interval UL	0.60	11	Raj, R., & Srivastava, K. B. (2016)	0.45	0.36	0.53
Prediction interval LL	0.23	12	Gyensare, M. A., Kumedzro, L. E.	0.49	0.40	0.57
Prediction interval UL	0.75	13				
		14				
Z-value	14.50	15				
One-tailed p-value	0.000	16				
Two-tailed p-value	0.000	17				
		18				
Number of incl. subjects	4061	19				
Number of incl. studies	12	20				
		21				
		22				
Heterogeneity		23				
Q	99.14	24				
p_Q	0.000	25				
I^2	88.90%	26				
$T^2 (z)$	0.03	27				
$T (z)$	0.16	28				

Table 4.1: Combined Effect Size calculation

V. CONCLUSION

Scholarly discussion has arisen on when transformational leadership is especially powerful in advancing representative results. While scarcely any examinations showed a positive connection between transformational leadership and innovative work behavior, other hypothetical and observational work recommends that the impact of transformational leadership on representative results is probably going to be more mind boggling than recently suspected, dependent upon a large group of variables. To start with, transformational pioneers may now

and again adopt an order strategy, they regularly look for supporters' investment by featuring the significance of collaboration in performing aggregate undertakings, giving the chance to gain from shared insight, and appointing to devotees the power to execute any vital activity for compelling execution. many researchers have found that devotees with a transformational pioneer were more fearless and adopted more basic and autonomous strategies toward their work than supporters in a benchmark group. Extrapolating this understanding to innovative work behavior, we recommend that transformational leadership might be particularly helpful for improving innovative work behavior in representatives who work in high undertaking independence work climate. Second, regardless of whether representatives are characteristically persuaded might be an essential condition for transformational leadership to advance innovative work behavior in representatives working in high errand independence work environment. Third, despite the fact that pioneers can generously affect the work climate of their adherents they are limited by many components inside associations, for instance, the principles and guidelines of the association, HRM arrangements, and hierarchical and group environments. These can all generally impact a supporter's feeling of mental strengthening and natural inspiration free of leadership. In the current review, we subsequently center around mental strengthening a characteristic inspiration that might be generally free of transformational leadership and contend that they might be significant arbitrators of the impact of transformational leadership on innovative work behavior. Subsequently, we expect to help settling this discussion by examining how a representative mental strengthening and inborn inspiration mutually moderate the commitment of transformational leadership to worker innovative work behavior. Mental strengthening is a mental state living inside people, mirroring a functioning direction towards a work job. Individuals who are enabled are bound to show imaginative behavior exhibits that individual independence is a center attribute of inventive individuals, and propose that innovative accomplishment may increment when associations support independence. contended that inherent inspiration is not quite the same as mental strengthening. Inherent inspiration is the subsequent will and energy that drives behavior, while the sensations of ability are intellectual assessments of the unique situation and of oneself. These assessments become, the more stimulated one is relied upon to be. Inherent inspiration impacts representatives' perception, behavior and feeling, in this manner influencing their work execution. At the point when a singular's behavior is managed by inborn inspiration, his/her activities show greater solidness and ingenuity and better execution. Researchers have tries to conduct a systematic review and meta-analysis in the context of transformational leadership and Innovative work behavior. Accordingly, a Meta SEM can be conducted to know the variation of variables among many other factors of leadership.

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