

Transformational Leadership Effect on Organizational Performance in Ethiopia Public Sector: Systematic Literature Review

Kebede Asefa¹, Shashi Kant^{*1} & Kenenisa Lemi Debela²

¹ College of Business & Economics, Bule Hora University, Ethiopia

² Jimma University, Ethiopia

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Abstract: The knowledge on constructivism in the style of transformational leadership as it pertains to organizational performance was thoroughly reviewed to produce the current study. It studies the function of transforming leadership and investigates a number of problems that may arise in organizations under such circumstances. A systematic review and subsequent thematic content analysis were thoroughly reviewed, and the best materials that matched them were then carefully picked out and included in order to achieve a conclusion. The outcome highlights the need for managers to use a transformational leadership style to put into practice cutting-edge tactics for employee empowerment so they can navigate the environment of rapid change and perform to their full potential. A conceptual qualitative framework based on PRISMA was constructed and advised for functionalism of personalized transformational leadership style to involve stakeholders in amicably avoiding recalcitrance. Forest Plot and Funnel Plot were used to check the combined effect size and publication bias. This strategy can assist transformational leadership managers in identifying opportunities during this crisis and assisting them in drawing important conclusions about how to address problems and foster a healthy culture. This paradigm can assist a transformational leader in managing stakeholders' expectations and benefit both academics and practitioners by working collaboratively to solve anticipated challenges.

Keywords: Transformational leadership style, Functionalism, Organization Performance, Systematic Literature Review.

1. Introduction

The goal of advancing global trade through connectivity and leadership development has hastened economic globalization in recent years (Aman & Umer, 2022). This growth has also generated increasing domestic and global market competitiveness, which has further pushed business owners to recruit and retain highly trained workers (Zeb et al., 2023). Many firms rely on their employees

* Corresponding S. Kant: skant317@gmail.com

to maintain a competitive advantage in the market (Purwanto et al., 2021). They are therefore directly related to how well they control and employ their transformational leaderships (Khan et al., 2018, Wakjira et al., 2023). A few of the responsibilities that fall under the purview of the transformational leadership style are employee benefits administration and leadership planning (Amoako-Asiedu & Obuobisa-Darko, 2017). A few of the responsibilities that fall under the purview of the transformational leadership style are providing transformative leadership (Belrhiti et al., 2020). It consists of transformational leadership practices and guidelines designed to boost productivity, employee engagement, and organizational performance (Asefa & Kant, 2022; Khan et al., 2018).

Managers can create plans and hire qualified staff while also helping people discover fulfilling jobs with possibilities for career progression through effective transformational leadership (Alade, 2022). The major objective of transformational leadership is to raise employee and organizational performance by investing in HR. To ensure that the right number of people with the necessary skills is available when needed, transformational leadership style requires undertaking a systematic analysis of transformational leadership requirements (Chukuigwe, 2022; Yadete et al., 2023). Determine the number of employees an organization has, their types, how to use their resources, and how to retain and grow their workforce by using transformational leadership techniques (Endedlu, 2022; Dereso et al., 2023). A company's level of performance might have an impact on its productivity (Adula & Kant, 2022; Al-Hakimi et al., 2023). As a result, productivity is the rate at which work is produced, along with the degree of success and outcome, all of which directly affect profitability and turnover (Karunakaran & Temam, 2022).

This study investigates the potential literature review of how performance of a organization is influenced by the transformational leadership style. The final component of a transformational leadership style is staffing, which includes determining, acquiring, and allocating additional resources in addition to employing the appropriate number of qualified personnel for a company (Kemboet al., 2021). Coordinating the operations transformational leadership within an organization, employee's commitment also improves (Negeri et al., 2023).

2. Statement of the Problem

A lot of attention has been paid in the literature of organizational studies to examine the determinants of organizational performance, due to the importance of the subject in reflecting the growth path for any organization, and the implications of these studies on the competitiveness of the organization and its organizational effectiveness (Al-Hakimi et al., 2022; Saleh & Al-Hakimi, 2022). One of the most important problems companies around the world face to improve their performance today is the acute absence of the right leadership (Asefa & Kant, 2022; Gelaidan et al., 2023). The problem of a lack of leadership can be attributed to a number of factors that provided the native populace with greater opportunity to thrive (Kembo et al., 2021). Some of the problems the designers of

transformative leadership identified in older work include the following: High management consistently diverts funds meant for their own profit (Adula & Kant, 2022, Tufa & Kant, 2023).

The rate of worker turnover is increasing as a result of ineffective leadership (Karunakaran & Temam, 2022; Gobena & Kant, 2022; Yadete & Kant, 2023). One problem affecting commercial businesses is the dearth of transformative leaders as a result of poor management (Kant & Tufa, 2022; Alade, 2022). A company's workforce, which consists of the individuals that enable productivity, must be well-planned in order for transformational leadership to be effective leaders (Amoako-Asiedu & Obuobisa-Darko, 2017; Kant & Asefa, 2022). According to Kembo et. al., (2021), one of the main ways transformative leaders generate profits is through an expensive and time-consuming hiring process. According to Kant and Adula (2022), selecting the right employees enables a business to take full advantage of its possessions, augmented overall presentation, and decrease training and growth chances.

Based on the above, this study aims to conduct a meta-analysis of the literature on the effect of transformational leadership on Organizational Performance with PRISMA.

3. Methodology

To accomplish the aforementioned objectives, a systematic review of the literature based on bibliographical citations and literature of previously published work has been carried out. The search strategy was carried out using the PRISMA method. For this search, pertinent bibliographic citations were collected from publications by reputable publishers like Sage, Taylor and Francis (Routledge), Springer, and others.

3.1. PRISMA

The flow diagram, which is also known as a flowchart or flow chart, is often the first graphic in your systematic review's results section. A PRISMA flow diagram illustrates the reviewers' method for locating published data on the subject and their decision-making process for whether to include it in their review (Kant et. al., 2023).

The PRISMA flow diagram's 4 stages

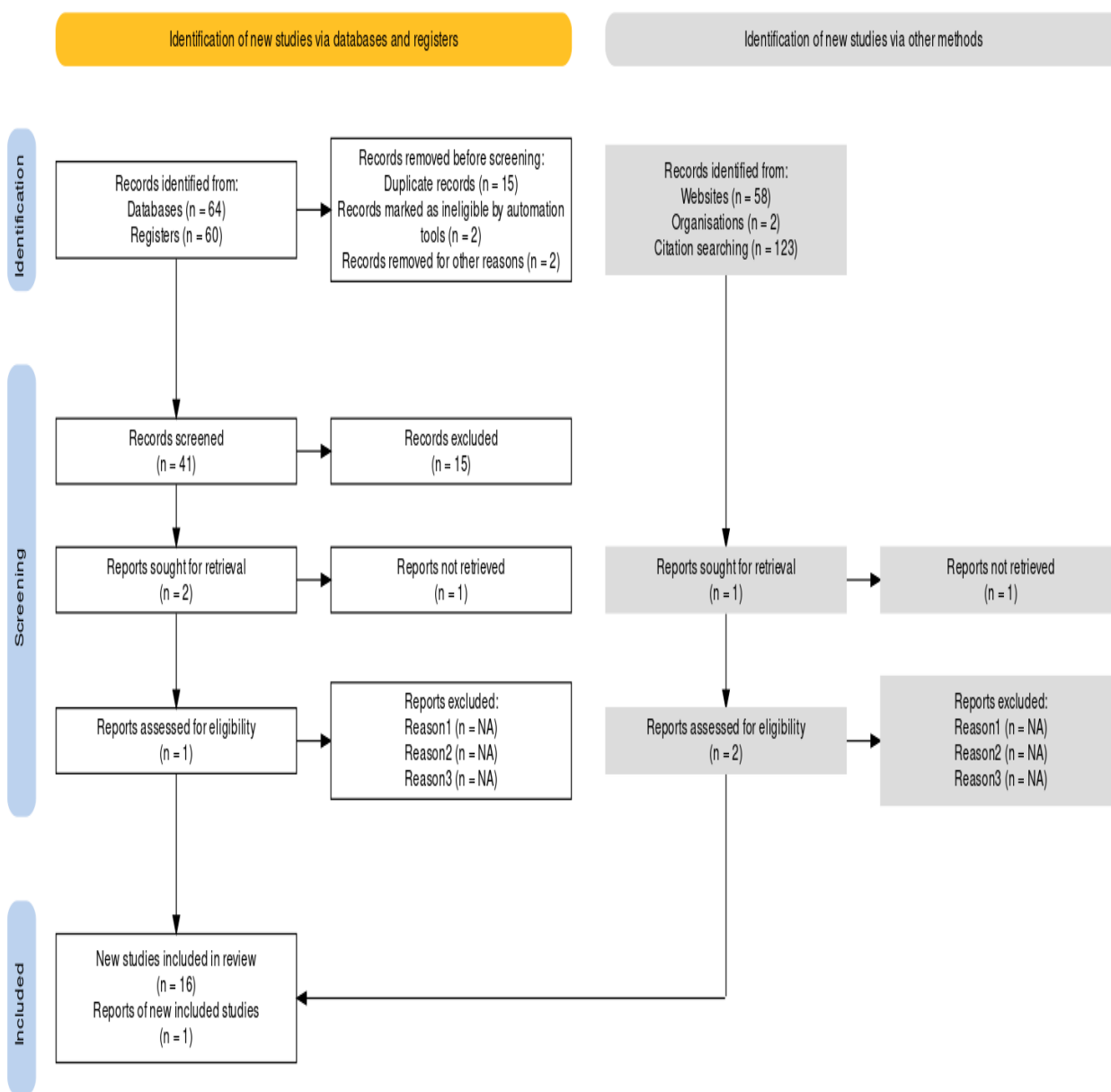
- I. The flow diagram breaks the task down into 4 stages:
- II. Choosing the papers to be reviewed
- III. reading and evaluating the articles
- IV. Deciding if the investigations are eligible.

Researchers conduct the searches they devised in the abstract and citation databases you chose in the first stage (e.g., Google Scholar, Scopus). Keep track of how many results the search produced. Each

database provides unique instructions on how to look for relevant keywords and how to combine them for a successful search. This indicates that the search method used by the researchers varied slightly among databases (Adula et. al., 2023a,b).

A Google Scholar electronic search turned up grey literatures, including published documents. Moreover, websites, white papers, and newspapers were looked into. The references from relevant articles were used in other searches, which led to a snowball effect. The search and inclusion approach and the PRISMA method is used in PRISMA diagram to indicate the standards for document inclusion and research short listing.

Figure 1: PRISMA, 2023



Source: PRISMA, 2023

The use of checklists like PRISMA is expected to improve the reporting quality of systematic reviews and significantly increase transparency in the selection of publications for systematic reviews.

The PRISMA Declaration has appeared in numerous publications. Several publications that disseminate research on transformational leadership refer to PRISMA in their instructions to writers, and some of them even demand that authors adhere to it. For journals that have previously endorsed QUOROM, the PRISMA Group suggested that PRISMA should take its place. Current assessments of the degree to which the PRISMA Declaration has been incorporated into top transformation leadership journals' instructions to authors. In a sample of 146 periodicals that publish systematic reviews, the PRISMA Declaration was mentioned in the guidelines for authors.

The PRISMA Statement was mentioned in the directions to writers for 27% of the 146 systematic review journals that made up the sample; it was mentioned more frequently in general and transformation leadership articles (50%) than in specialized transformation leadership articles (25%). These findings demonstrated that, despite considerable progress over time, journals' adoption of PRISMA principles is still insufficient. Lastly, 17 studies were used by the authors for systematic and meta analysis.

3.2. Meta-analysis: Forest Plot

A forest plot, also called a blobbogram, is a graphical representation of the estimated outcomes from several scientific investigations that focus on the same issue, as well as the overall outcomes. In order to create the forest plot shown below, all pertinent studies on transformational leadership that address the same issue were compiled, one common statistic was found, and it was then displayed on a single set of axes. By doing this, you can quickly evaluate the research's findings and compare them all in one place. The study's vertical line will cross it when the null result is contained within the 95 percent confidence interval. This suggests that the study's findings are equivalent to the null value and that there was no statistically significant difference.

Table 2. Effect Size

Sr.	Study name	Partial Correlation	CI Lower limit	CI Upper limit	Weight
1	Aman & Umer (2022)	0.70	0.50	0.90	4.31%
2	Purwanto et. al. (2020)	0.65	0.49	0.81	5.96%
3	Tigist (2021)	0.85	0.45	1.25	1.30%
4	Zeb et al., (2022).	0.70	0.64	0.76	14.48%
5	Khan et. al. 2018	0.60	0.46	0.74	7.33%
6	Amoako-Asiedu &Obuobisa-Darko (2017)	0.72	0.62	0.82	9.86%
7	Belrhiti et. al. (2020)	0.68	0.58	0.78	10.07%
8	Alade (2022)	0.76	0.68	0.84	12.57%
9	Chukuigwe (2022)	0.45	0.27	0.63	4.88%
10	Endedlu (2022).	0.55	0.46	0.64	10.97%
11	Karunakaran& Temam (2022)	0.68	0.56	0.80	8.55%
12	Kembo et. al. (2021)	0.70	0.60	0.80	9.74%

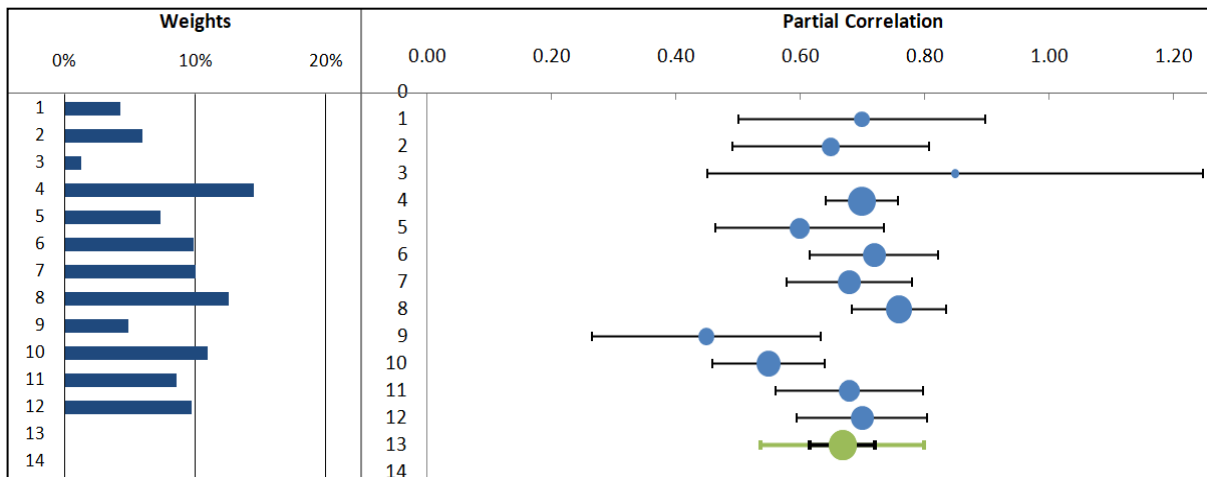
Table 1. Systematic Literature Review on Transformational Leadership

S no.	Author(s)	Objectives of the study	Methodology	Research Findings	Limitation/Research Gap
1	Aman & Umer (2022)	To understand the connection between organizational commitment and the leadership style that public servants perceive.	To accomplish its objectives, the study heavily relies on quantitative methods. Data were gathered through an online survey in order to test the research hypotheses.	There is a strong correlation between organizational commitment and leadership styles. Motivation did not demonstrate a relationship between "transformational leadership" and a person's dedication to the organization.	The importance of teaching public managers how to create an environment at work that encourages high levels of commitment is another major theme in this document. They will have a negative effect on public official recruitment and training if they are not addressed. Public managers should employ transformational leadership standards.
2	Purwanto et. al. (2020)	In order to better understand how the Health Center or Puskesmas in Pati, Central Java, performs, this study compares the effectiveness of transformational and transactional leadership styles.	The 120 research participants were 120 employees and staff, and the data was gathered by randomly selecting participants to receive an electronic questionnaire.	The effectiveness of the workforce is positively and significantly influenced by transformational leadership.	The number of samples used was insufficient, and the sample does not correspond to the intended audience. The health center is the only location where this study's subject is. Structural Equation Model (SEM) is used in this study's data analysis, and using Key Performance from work performance will strengthen the results' validity.
3	Tigist (2021)	Influence of leadership styles (transactional and transformational) on organizational performance in Ethiopia.	Descriptive statistical technique was used for data analysis.	transformational leadership style is the most influential style on organizational performance followed by laissez-faire leadership styles	As only eight departments partaken in this study, future researcher could enlarge the number of zonal departments.
4	Zeb et al., (2022).	In Pakistan's health sector, this study investigates the effect of leadership styles on worker performance.	The study's methodology was a regression research design. The current study is quantitative in nature.	The study's findings also revealed that the impact of transactional leadership on workplace performance was not as strong as that of transformational leadership.	This study used convenience sampling, which adds to its limitations because results can only be cautiously extrapolated to a larger population.
5	Khan et al., (2018) .	Symmetrical and asymmetrical relationships	Questionnaires served as the instruments for gathering	In the study's quantitative methodology approach,	The impact of other combinations besides transformational leadership and CSR and

		exist between transformational leadership, CSR, organizational innovation, and performance.	data in the study's quantitative methodology approach.	questionnaires were the instruments used to collect data.	their effects on innovation and performance should be carefully examined in the future.
6	Amoako-Asiedu & Obuobisa-Darko (2017)	to investigate how organizational commitment to leadership practices and subordinate job performance mediates these effects.	It was done using a structural equation modeling analysis.	A structural equation modeling analysis was used to complete it.	Only state-owned businesses in Ghana are the subject of this study, and it was cross-sectional in nature, so the causal relationship may not necessarily be captured.
7	Belrhiti et al. (2020)	Investigating the underlying mechanisms and environmental factors that may affect a leader's ability to affect the "public service motivation" of healthcare professionals.	Embedded case study design.	By reducing role ambiguity and job pressure and increasing the perception of organizational support, transformational leadership can improve the intrinsic motivation of employees..	It focused only on private sectors.
8	Alade (2022)	Organizational performance and behavior in a few chosen organizations in Nigeria.	The survey's design and analysis are based on primary data collected from respondents using a structured questionnaire.	More than either autocratic or laissez-faire leaders, those with democratic and transformative traits are responsible for performance differences.	The three leadership philosophies of transformational, autocratic, and laissez-faire were the only ones discussed.
9	Chukuigwe (2022)	Study topics include organizational effectiveness and leadership style.	Qualitative investigate was used	An organization's leadership style is influenced by the environment; business organizations are best served by transformational leadership.	Suitable headship styles were not recognized
10	Endedlu (2022).	The study looked into how the leadership style affected the cooperative bank of Oromia's organizational performance.	Research design were used were Quantitative research approach and explanatory	The agreement level was tended by the mean score of each type of leadership: transformational, autocratic, and democratic. Significant correlation exists between each independent variable and the dependent variable.	It only listening carefully on non public banks.
11	Karunakara n& Temam (2022)	To understand how different leadership philosophies affect employees' productivity and job satisfaction in southern Ethiopia's public sectors.	Data analysis were used by use of descriptive and inferential statistics	The most prevalent type of leadership among the leaders was transformational leadership. Regression analysis results revealed that the performance and job satisfaction of employees were	The study used only quantitative research design

				positively impacted by democratic leadership style in a statistically significant way.	
1 2	Kembo (2021)	The goal of this study was to empirically explore the impact of principals' leadership philosophies on the institutional effectiveness of primary teacher preparation programs in Kenya's Lake Victoria Region.	Research design were used were Quantitative research approach and explanatory	Principals of PTTCs in Kenya's Lake Victoria Region exhibited fewer laissez-faire and autocratic leadership philosophies. The laissez faire leadership style was least present. Showed how the laissez faire and autocratic leadership styles had a negative impact on the performance.	Only quantitative research design was applied

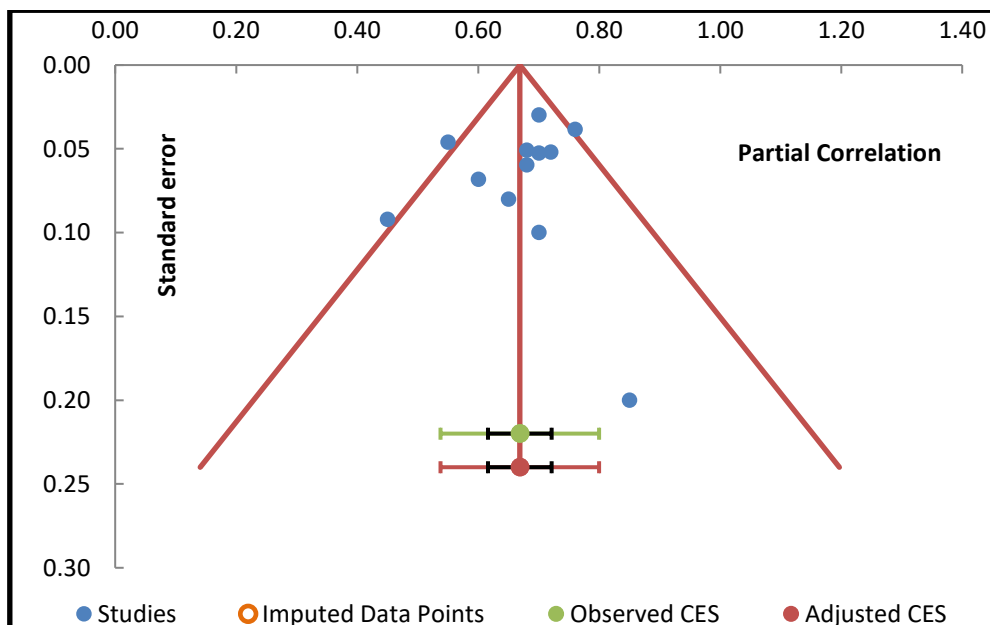
Figure 2. Forest Plot



3.3. Funnel Plot for Systematic Literature Review

The researchers utilized a funnel plot to check a systematic review for publication bias, systematic heterogeneity, and other biases in reporting. These biases result from either the selective reporting of research findings or the omission of data from unpublished sources.

Figure 3. Funnel Plot



In a systematic review, a funnel plot is used to check for publication bias, other reporting biases, and systematic heterogeneity. These inaccuracies are caused by either selective reporting of research results

or the omission of information from unpublished sources (missing studies) or missing outcomes. In the 95 percent confidence intervals around the summary treatment effect, a summary effect estimate [1.96 standard error] and a summary effect [estimate + (1.96 standard error)] were displayed for each standard error on the vertical axis.

The funnel plot, for instance, is depicted in Figure 3 as essentially a representation of the magnitude of the research effect in relation to its precision. For continuous data, the effect size is frequently expressed as a mean difference or standardized difference; for dichotomous or event-like data, it is frequently expressed as a relative. Idealized dispersion due to sample variance should appear as a pyramid or an upside-down funnel on the plot in figure 3. The funnel plot in Figure 3 displays the wide range of standard errors that were considered for the research and used for the log scale. The studies would all lie on a horizontal line if the standard errors had the same size.

4. Conclusion

This review examined the trends in studies on the topic over the last four years to ascertain how comments on writing about transformational leadership has changed and is currently developing. The research we've looked at indicates that evaluative commentary is a crucial and typical practise in transformational leadership in today's organisations. It is also clear from this that there are many different aspects of transformational leadership studies, and these are continuously being explored and researched for the greatest good of scholars in the area as well as society at large. Yet, the debate regarding corrective vs. evaluative literature reviews in transformational leadership continues, as shown by the evaluated research and the writing on the topic. Since it focuses on motivating academics to write more effectively, this topic of research in transformational leadership is significant. It is critical to support researchers in becoming better writers and in understanding the need of developing as independent writers in today's society, where research resources are decreasing and the liberal arts are losing patronage.

5. Limitations

Meta-analyses can be abused if the distinction between a patient seen in the clinic and those included in the meta-analysis is not taken into account, similar to how systematic reviews can be misleading, pointless, or even destructive when data are handled improperly. Selective outcome reporting, inadequate blinding, attrition bias, and selection bias are just a few examples of bias risks. Inconsistency, such as clinical or statistical heterogeneity, and uncertainty may also exist, which could result in Type I and Type II errors. Unsuitable or inadequately targeted study topics, resistance to numerous reviewers, the exclusion of grey literature, and a lack of information sources are a few of these difficulties. Limitations include bias risks like biased reporting of results, insufficient blinding, attrition bias, and selection bias.

6. Future research Agenda

Contributors to the systematic literature review provide concise summaries of the most important studies on transformational leadership in order to fill in the gaps that still need to be filled by additional research. A thorough review of the literature on transformational leadership points out the benefits and drawbacks of the research, outlines the main intellectual boundaries of the field, and describes the current and future research goals and methods. The present study provides a clear and thorough overview of the knowledge on transformational leadership currently accessible to novice researchers. Additionally, a thorough analysis of the literature reveals areas of transformational leadership research that still require attention.

Compliance with Ethical Standards

The working college and the author's university, "Bule Hora University," in Oromia, Ethiopia, strictly adhered to the ethical standards for the research activity. The "Department Graduation Committee" (DGC), which is presided over by the college dean, for Bule Hora University's college of commerce and economics in Ethiopia, evaluated the study. The study participants were informed that the information would only be used for academic research, and they gave their consent before it was shared with them. It demonstrates that the principles set forth in the Declaration of University were adhered to.

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