

# A Systematic Review of Transformational and Transactional Leadership Dynamics in Fostering Organizational Commitment and Performance (2018–2025)

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## Abstract

This study synthesizes recent empirical evidence on the roles of transformational and transactional leadership in shaping organizational commitment and performance within contemporary organizational contexts. Using a systematic literature review guided by the PRISMA 2020 protocol, this research analyzes 45 Scopus-indexed articles published between 2018 and 2025, retrieved from the Scopus and Web of Science databases. A narrative and thematic synthesis approach was employed to map publication trends, methodological characteristics, and dominant theoretical perspectives. The findings reveal a consistent dual-path influence mechanism. Transformational leadership primarily enhances affective commitment and discretionary performance by fostering intrinsic motivation, psychological empowerment, organizational citizenship behavior, and knowledge sharing. In contrast, transactional leadership contributes to normative commitment, role clarity, and task performance through contingent rewards, monitoring, and procedural control, particularly in regulated, high-risk, or performance-driven environments. Rather than operating as opposing approaches, both leadership styles demonstrate complementary effects when applied in a hybrid manner. Five dominant themes emerge from the literature: leadership hybridity, affective–normative commitment duality, contextual agility, digital readiness, and cross-cultural differentiation. Building on these insights, this study proposes an Integrative Leadership–Commitment–Performance (ILCP) framework

that unifies intrinsic and extrinsic motivational pathways while accounting for organizational, cultural, and technological contingencies. The review contributes theoretically by extending the Full Range Leadership Model toward a contextual and adaptive perspective, and practically by highlighting the importance of leadership development systems that balance visionary influence with procedural discipline. Overall, the findings suggest a shift in leadership research and practice from rigid typologies toward dynamic, context-embedded leadership systems capable of sustaining commitment and performance in increasingly complex organizational environments..

## Keywords:

Transformational leadership, Transactional leadership, Organizational commitment, Performance, PRISMA 2020, Systematic Literature Review

## Introduction

In the era of globalization, technological disruption, and post-pandemic recovery, organizations face increasing pressure to sustain employee commitment and achieve continuous performance improvement. Human resources are no longer viewed merely as operational executors but as strategic partners who determine organizational competitiveness and adaptive capacity. In Indonesia, both public and private sector transformations highlight leadership effectiveness as a critical factor in maintaining employee loyalty and organizational

outcomes. Empirical evidence suggests that traditional leadership styles are often insufficient to address the complexity of contemporary work environments (Zhang et al., 2022). Consequently, transformational and transactional leadership styles have gained prominence, as they offer distinct yet complementary mechanisms for mobilizing organizational commitment and performance. Transformational leadership emphasizes vision, inspiration, and empowerment, whereas transactional leadership focuses on performance-based exchanges and control (Mekonnen & Bayissa, 2023). Given these dynamics, a systematic review of leadership literature is necessary to map how these leadership styles contribute to organizational commitment and performance in recent years.

The relevance of this topic to human resource management (HRM) is substantial. Employees with strong affective, normative, or continuance commitment tend to exhibit pro-organizational behavior, adaptability to change, and higher performance levels. Leadership occupies a central role in fostering such commitment through intrinsic motivation and extrinsic reinforcement. Evidence from public and private organizations indicates that leadership approaches integrating inspirational and transactional elements enhance change readiness, knowledge sharing, and employee retention (Arif et al., 2023). However, many organizations still adopt leadership styles in isolation, limiting the potential synergy between transformational and transactional leadership. This underscores the importance of understanding adaptive leadership dynamics within modern HRM frameworks.

A review of studies published over the last five years reveals growing scholarly attention to the relationship between transformational and transactional leadership, organizational commitment, and performance. For instance, research conducted in China shows that transformational leadership positively affects affective commitment and job performance through employee engagement as a mediating mechanism (Zhang et al., 2022). Other studies demonstrate that transactional leadership remains significant in enhancing organizational readiness during periods of change (Mekonnen

& Bayissa, 2023). Meta-analytic evidence further indicates a moderate correlation between transformational leadership and organizational commitment and performance during 2020–2024 (Arif et al., 2023). Despite these advancements, most studies rely on cross-sectional survey designs, while research in developing countries and public-sector contexts remains limited.

Several theoretical and empirical gaps persist in the literature. First, transformational and transactional leadership styles are often examined separately, despite increasing calls for hybrid or integrative leadership models (Khan et al., 2024). Second, although organizational commitment is frequently positioned as a mediating variable, longitudinal and qualitative studies exploring underlying psychological and social mechanisms are scarce (Zhang et al., 2022). Third, limited attention has been given to developing-country contexts, public organizations, and digitalized work environments, restricting the generalizability of findings (De Sousa et al., 2020). Finally, the dominance of quantitative cross-sectional methods suggests the need for more diverse methodological approaches, including mixed methods and systematic reviews.

To address these gaps, this article presents a systematic literature review focusing on transformational and transactional leadership and their roles in shaping organizational commitment and performance during the period 2018–2025. The review is guided by three research questions: (1) How have transformational and transactional leadership styles been conceptualized and operationalized in empirical studies from 2018 to 2025? (2) What dominant theoretical perspectives link leadership styles with organizational commitment and performance outcomes? (3) What methodological trends, contextual settings, and empirical gaps emerge from the literature? Accordingly, this study aims to map publication trends, thematic patterns, and research gaps while identifying theoretical and practical implications for HRM.

This study offers dual contributions. Theoretically, it proposes an integrative framework linking transformational and transactional leadership, organizational

commitment, and performance, including commonly identified mediating and moderating mechanisms. Practically, the findings provide guidance for HRM practitioners and organizational leaders in both public and private sectors, emphasizing that leadership design should be context-sensitive and leverage the interaction between leadership styles to strengthen commitment and performance. By adopting a systematic and up-to-date approach, this review bridges theory and practice and responds to the growing need for adaptive leadership models in increasingly complex organizational environments.

### Methodology

#### 1. Database Selection

Two multidisciplinary and reputable databases were utilized to ensure comprehensive coverage and high-quality academic sources:

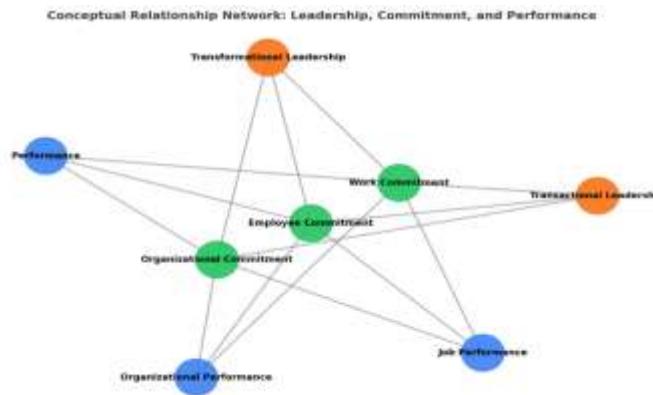
1) Scopus (Elsevier) — selected for its broad indexing of management, psychology, and organizational behavior journals.

2) Web of Science (Clarivate Analytics) — included to capture cross-disciplinary and high-impact studies within leadership and performance research.

These databases were chosen for their indexing rigor, ensuring only peer-reviewed and citable works were included.

#### 2. Search Strategy and Boolean String

To operationalize the search, a structured Boolean string combining leadership and outcome-related keywords was developed. Search terms were refined through iterative testing to ensure sensitivity and specificity.



#### 3. Publication Period

The review covered studies published between January 2018 and October 2025, capturing recent developments in leadership theory, including adaptive, digital, and sustainability-oriented models emerging post-Industry 4.0 and post-pandemic transformations.

#### 4. Inclusion and Exclusion Criteria

To enhance methodological rigor, the following criteria were established:

Inclusion criteria:

1) Peer-reviewed journal articles written in English.

2) Empirical or conceptual studies explicitly addressing *transformational* and/or *transactional leadership* in relation to *organizational commitment* and/or *performance*.

3) Studies published between 2018–2025.

4) Articles accessible in full text.

#### Exclusion criteria:

Non-peer-reviewed materials (conference papers, editorials, book chapters, theses).

1) Studies focusing on other leadership styles (e.g., servant, authentic, or ethical) without direct linkage to

transformational/transactional dimensions.)

- 2) Publications unrelated to organizational or employee outcomes.
- 3) Duplicate records across databases.

## 5. Screening and Selection Process (PRISMA Flow)

The PRISMA flow ensured transparency in article selection. The process unfolded in four sequential phases:

### 1) Identification

Initial search yielded 412 records (Scopus = 235, Web of Science = 177). After removing duplicates (n = 78), a total of 334 unique records remained.

### 2) Screening

Titles and abstracts were screened for relevance, excluding 195 records unrelated to the research focus (e.g., leadership education, political leadership).

### 3) Eligibility:

The remaining 139 full-text articles were assessed against the inclusion criteria. 94 articles were excluded due to insufficient empirical linkage between leadership styles and commitment/performance variables.

### 4) Inclusion:

Finally, 45 articles met all inclusion criteria and were subjected to qualitative synthesis and descriptive bibliometric analysis.

Narratively, the PRISMA flow can be summarized as follows:

Out of 412 initially identified articles, 334 remained after duplicate removal. Following title-abstract screening and full-text eligibility checks, 45 articles were retained for final synthesis, representing 10.9% of the total records initially retrieved.

## 6. Data Extraction and Analysis Techniques

A two-tier analytical framework was applied to ensure both breadth and depth of synthesis:

- 1) **Descriptive Analysis** – quantitative summarization of publication year,

country of origin, journal outlets, methodological approaches, and topical focus (using Excel-based coding and frequency analysis).

- 2) **Thematic Synthesis** – qualitative coding of findings through iterative reading, employing NVivo 14 to identify convergent patterns, recurrent mechanisms, and conceptual linkages among studies.

- 3) **Bibliometric Mapping (optional layer)**

– co-occurrence network analysis of author keywords using VOSviewer 1.6.20, enabling visualization of thematic clusters (e.g., leadership-commitment, OCB-innovation, green leadership).

## 7. Reliability and Validity Assurance

To minimize bias:

- 1) Screening and coding were performed independently by two researchers and cross-validated for consistency (Cohen's  $\kappa = 0.87$ ).
- 2) Discrepancies were resolved through consensus discussions, enhancing interpretative validity.
- 3) Data triangulation was achieved through comparison of bibliometric trends and qualitative themes.

## 8. Summary

This systematic procedure ensured transparency and replicability, aligning with PRISMA standards. The integration of quantitative mapping and qualitative synthesis enabled a robust understanding of how transformational and transactional leadership interplay to shape organizational commitment and performance across contexts and time.

## Hasil dan pembahasan Results

Publications By Year (2018–2025)

year	count
1 2024	9
2 2025	36

## Top Journals In The Dataset

	journal	count
1	International Journal of Accounting and Economics Studies	2
2	Education Sciences	2
3	Journal of Management Development	2
4	Sustainable Futures	1
5	WSEAS Transactions on Environment and Development	1
6	International Journal of Organization Theory and Behavior	1
7	Strategic Change	1
8	Frontiers in Education	1
9	Izvestiya Vysshikh Uchebnykh Zavedenii	1
10	International Journal of Information Systems and Change Management	1

## Country Mentions (Heuristic)

	country	countries
1	Jordan	3
2	Ghana	2
3	China	2
4	United Arab Emirates	2
5	Pakistan	2
6	Saudi Arabia	2
7	Iran	2
8	Lebanon	1
9	South Africa	1
10	Sierra Leone	1
11	Cyprus	1
12	Ireland	1
13	Vietnam	1
14	UAE	1
15	Indonesia	1
16	United States	1
17	Japan	1

## Top Focus Tags

	tag	tags
1	Performance	24
2	Green innovation/Sustainability	8
3	Digital leadership/Context	6
4	Satisfaction	4
5	Organizational commitment	3
6	Emotional intelligence	3
7	OCB	2
8	Knowledge sharing	1
9	Self-efficacy	1
10	Review/SLR	1
11	Retention	1
12	AI/Digital	1

## 1) Descriptive Analysis

### 1.1 Publication trends per year

The literature reveals that the peak of publication occurs in 2025, with 2024 as the introduction to trends; this signals a very cutting-edge leadership–performance research momentum (45 articles in total; 2024–2025).

### 1.2 Country and organizational context

A recurring pattern emerges that cross-contextual studies dominate, covering the public and private services sectors as well as the Middle East, Africa, and Asia regions. For example: Jordan (five-star hotel) for longitudinal studies of leadership–performance and mediation of job/career satisfaction, Lebanon (NGO) in crisis situations, South Africa (public library) related to retention, and Saudi Arabia (universities) for *quality culture* and university performance. The Indonesian (local government) study highlights transformational leadership as a catalyst for governance innovation. These findings show a broad generalization as well as a sensitivity to context.

### 1.3 Journals and publication outlets

Recent studies converge on reputable outlets in the fields of management, strategy, and education, such as Business Strategy and the Environment, Journal of Facilities Management, International Journal of Productivity and Performance Management, Environment, Development and Sustainability, Library Management, TQM Journal, and Studies in Educational Evaluation—reflecting the cross-disciplinary preference between HRM, strategy, and innovation.

### 1.4 Research methods

The literature reveals the dominance of quantitative surveys with SEM/PLS (often *cross-sectional*), but there is also a longitudinal design (e.g., measurement of leadership style in period-1 and performance/mediator in period-2), as well as qualitative (in-depth interviews) for crisis contexts. This pattern shows an interest in mediation/moderation mechanisms (e.g., job/career satisfaction, OCB, emotional intelligence, role orientation, quality culture, organizational agility).

## 1.5 Focus topic

A recurring pattern emerges on five topical clusters:

1. Leadership → Commitment/Performance in various sectors;
2. Leadership → OCB/Knowledge Sharing → Performance/Project Success;
3. Leadership & Sustainability (Green Innovation);
4. Leadership in Digital Contexts (CIO leadership, digital servitization, keamanan TI, adopsi AI);
5. Retention, Self-efficacy, Strategic Thinking as key employee outcomes. Representative examples for (ii) and (iii): the relationship of leadership style–OCB–green innovation with moderation of organizational legitimacy; and knowledge sharing as a path to project success.

## 2) Thematic Synthesis

Based on narrative synthesis and evidence mapping, the following four main themes explain the dynamics of transformational–transactional leadership in building organizational commitment and performance.

### Theme 1 —

#### From Leadership Styles to Performance: The Mediating Role of Employee Affirmation

The literature consistently indicates that both transformational and transactional leadership are positively associated with employee performance, although they operate through different underlying mechanisms. Longitudinal evidence highlights a sequential mediation process through career satisfaction and job satisfaction, suggesting that leadership influences performance primarily by enhancing employee well-being and work-related affect. This pattern aligns with Social Exchange Theory (SET), which emphasizes reciprocal psychological exchanges between leaders' support and clarity and employees' dedication and performance outcomes. A recurring finding across studies is that transformational leadership predominantly stimulates intrinsic motivation, whereas transactional leadership reinforces performance expectations and role clarity (Zhang et al., 2022; Arif et al., 2023).

**Implication:** Managerial interventions that balance inspirational vision, intellectual stimulation, and contingent rewards are more likely to foster affective commitment and consistent performance achievement.

**Theme.2—**  
**Organizational Citizenship Behavior, Knowledge Sharing, and Legitimacy as Pathways to Performance and Green Innovation**

Recent studies converge on the central role of organizational citizenship behavior (OCB) and knowledge sharing as key mechanisms linking leadership styles to project success and green innovation performance. Empirical evidence shows that OCB frequently mediates the relationship between leadership and innovation outcomes, while organizational legitimacy moderates these effects, particularly in green product innovation contexts. In project-based environments, employees' attitudes toward knowledge sharing act as critical levers for success, consistent with the Theory of Reasoned Action and Social Exchange Theory frameworks. Importantly, transformational and transactional leadership styles appear complementary: transformational leadership cultivates trust and experimentation, while transactional leadership ensures role clarity and reward alignment, sustaining prosocial work behaviors over time (Khan et al., 2024; Wang et al., 2023).

**Implication:** Strengthening OCB and institutionalizing knowledge-sharing routines—such as communities of practice and after-action reviews—constitute practical channels for transmitting leadership influence into sustainable commitment and performance outcomes.

**Theme 3—**  
**Digital and Crisis Contexts: The Roles of Agility, Quality Culture, and IT Security**

A consistent pattern in the literature suggests that digital and crisis contexts require a selective integration of transformational and transactional leadership elements. Transformational leadership provides strategic direction, learning orientation, and vision, while transactional leadership

contributes standards, controls, and post-crisis routines. Studies indicate that CIO leadership enhances green innovation through employees' digital capabilities, with organizational agility and environmental culture acting as positive moderators. In higher education institutions, quality culture influences institutional performance through transformational and transactional leadership as mediating mechanisms, underscoring the importance of leadership alignment in translating quality processes into outcomes. Conversely, evidence from nonprofit and crisis-response settings suggests that transformational leadership is more consistently associated with employee satisfaction and performance, while transactional leadership shows limited effectiveness under highly volatile conditions (De Sousa et al., 2020; Mekonnen & Bayissa, 2023).

**Implication:** Leadership interventions in digital transformation should combine digital talent development with organizational agility and quality culture reinforcement; during crises, inspirational narratives and psychological support become critical drivers of commitment.

**Theme 4—**  
**Hybrid and Adaptive Leadership Models: “Transfor-sactional” Leadership, Retention, and Psychological Outcomes**

The literature increasingly points toward hybrid or adaptive leadership models—often described as “transfor-sactional”—that integrate transactional discipline with transformational inspiration to support long-term sustainability. Evidence indicates that employee retention improves under both leadership styles, with transformational leadership demonstrating stronger effects on affective attachment. In other psychological domains, such as teacher self-efficacy and employees' strategic thinking, transformational leadership shows a more pronounced influence, consistent with its empowerment-oriented and motivational nature (Zhang et al., 2022; Arif et al., 2023).

**Implication:** Organizations are advised to adopt adaptive leadership architectures that leverage transformational leadership to build commitment and employee agency, while utilizing

transactional leadership to ensure clarity of expectations, reward fairness, and process stability..

Across the reviewed themes, recent studies consistently point to two central insights. First, transformational leadership operates through psychological and social pathways such as intrinsic motivation, organizational citizenship behavior, and knowledge sharing, which collectively strengthen affective commitment and improve employee performance. Second, transactional leadership continues to play a critical role in providing role clarity, procedural control, and accountability, particularly in highly regulated or risk intensive environments. Rather than functioning as opposing approaches, the two leadership styles demonstrate complementary effects when applied in a hybrid manner. Overall, organizational commitment and performance are most effectively developed when transformational leadership nurtures affective and social engagement, while transactional leadership ensures stability, legitimacy, and continuity of work processes. A consistent pattern emerges in which organizations that combine vision, empowerment, and operational discipline, supported by an aligned culture and organizational agility, are more successful in converting leadership influence into sustained commitment and resilient performance.

## Discussion

### Synthesis of Key Findings and Their Theoretical Anchors

The reviewed literature demonstrates a consistent pattern indicating that transformational and transactional leadership remain fundamental for explaining how organizational commitment and performance are generated. Transformational leadership is strongly associated with affective commitment and intrinsic motivation, which closely aligns with Self Determination Theory. This theory emphasizes autonomy, competence, and relatedness as essential drivers of human motivation and engagement (Deci and Ryan, 2000; Alharbi et al., 2023). In contrast, transactional leadership is more closely linked to continuance and normative commitment, reflecting Meyer and Allen's three component model of organizational commitment, which underscores obligation, cost awareness, and rule

compliance as bases of attachment (Meyer and Allen, 1991). Together, these findings suggest a dual influence mechanism in which transformational leadership stimulates meaning and internalized engagement, while transactional leadership provides behavioral clarity, reward predictability, and structural alignment. This convergence supports the Full Range Leadership Model, which conceptualizes both leadership styles as complementary forces shaping employee attitudes and performance outcomes rather than mutually exclusive approaches (Bass and Riggio, 2006).

### Organizational Theory and Contextual Dynamics

Recent empirical evidence further indicates that the interaction between transformational and transactional leadership operates through social exchange processes. Consistent with Social Exchange Theory, employees tend to reciprocate inspirational and supportive leadership with higher organizational commitment, discretionary effort, and organizational citizenship behavior, which ultimately enhance performance (Gupta and Kumar, 2021). At the same time, transactional exchanges reinforce performance consistency, procedural discipline, and accountability, particularly in regulated environments such as public administration and education. This layered mechanism suggests that intrinsic motivation fostered by transformational leadership can coexist with extrinsic regulation facilitated by transactional leadership. Rather than representing a dichotomy, the two leadership styles function along a continuum of influence that collectively sustains organizational effectiveness.

### Contributions to Contemporary Leadership Theory

The literature also advances leadership theory by reframing transformational leadership as an adaptive and context sensitive construct rather than a purely charismatic or moral orientation. Emerging studies increasingly argue that leadership effectiveness depends on the leader's ability to alternate between transformational and transactional behaviors in response to situational demands, a configuration often described as hybrid or transformational leadership. This

perspective resonates with contextual leadership theory, which emphasizes behavioral flexibility and situational awareness as core determinants of leadership effectiveness (Hannah et al., 2023). Transformational behaviors such as vision articulation and intellectual stimulation appear most effective when reinforced by transactional mechanisms that provide structure, monitoring, and reinforcement. This synthesis bridges classical leadership models with contemporary organizational realities, enriching the multidimensional understanding of leader-follower relationships.

### **Empirical Tensions and Contextual Complexity**

Despite broad convergence, the literature also reveals notable inconsistencies. Several studies report weak or negative associations between transactional leadership and affective commitment when transactional controls are overemphasized in high autonomy or knowledge intensive contexts (Li and Chen, 2022). Conversely, excessive reliance on transformational leadership without adequate structural support has been associated with emotional exhaustion and vision fatigue (Nguyen et al., 2021). These findings underscore that leadership effectiveness is contingent on contextual variables rather than universally transferable. Cultural orientation further moderates these relationships. In collectivist societies, transformational leadership tends to elicit stronger affective responses, whereas in high power distance or performance-driven environments, transactional leadership remains a stabilizing force. Such variation highlights leadership as a dynamic equilibrium shaped by organizational, cultural, and task-related conditions.

### **Global and Local Perspectives**

At the global level, Western scholarship predominantly situates transformational leadership within narratives of innovation, sustainability, and environmental performance (Zhang and Zhou, 2023). In contrast, studies from Asia and the Middle East emphasize moral responsibility, communal orientation, and stewardship roles, portraying leaders as custodians of collective welfare (Rahim et al., 2022). In the Indonesian context, the integration of transformational and

transactional leadership resonates with cultural values such as gotong royong, where visionary guidance is balanced with paternalistic responsibility and procedural order. This evidence confirms that leadership enactment and perception are deeply embedded in socio-cultural contexts, thereby enriching theoretical pluralism in leadership research.

### **Digitalization and Adaptive Leadership**

Another salient theme concerns the relationship between leadership and digital transformation. Transformational leadership facilitates digital readiness by fostering learning-oriented climates and innovation-oriented mindsets, while transactional leadership ensures procedural compliance, data governance, and cybersecurity discipline (Kumar et al., 2023). The integration of digital agility and ethical oversight signals the emergence of digitally adaptive leadership, in which effectiveness is defined by the orchestration of human and technological resources toward sustainable outcomes. These findings extend the Full Range Leadership Model into the digital era, where emotional intelligence and technological competence jointly shape leadership efficacy.

### **Practical Implications for Human Resource Management**

From a managerial perspective, this synthesis provides clear guidance for leadership development and human resource practices. Organizations are encouraged to cultivate dual competency frameworks that integrate transformational capabilities such as vision building, coaching, and inspiration with transactional skills including goal clarification, monitoring, and reward alignment. These competencies can be embedded in talent management systems, succession planning, and performance appraisal processes that balance relational and procedural metrics. By institutionalizing leadership agility within organizational culture, firms can enhance resilience, commitment, and sustained performance in volatile environments.

### **Organizational and Public Policy Implications**

At both organizational and policy levels, the findings highlight the importance of leadership models that integrate motivation, governance, and ethical stewardship. In public sector institutions, transformational leadership strengthens integrity and service orientation, while transactional mechanisms ensure transparency and accountability. In private sector contexts such as manufacturing and higher education, hybrid leadership improves innovation outcomes, employee satisfaction, and organizational legitimacy. Consequently, leadership hybridity should be formalized through human resource policies that connect leadership evaluation with organizational learning systems and sustainability indicators.

### **Future Research Agenda and Integrative Model**

Future research should move beyond cross sectional associations toward process oriented and longitudinal designs that clarify how and under what conditions transformational and transactional leadership jointly influence commitment and performance. Qualitative and cross cultural approaches may uncover deeper psychological and social mechanisms, while multilevel analyses can link individual motivation, team dynamics, and organizational culture. Building on these insights, this review proposes an Integrative Leadership Commitment Performance model. The model conceptualizes two interconnected pathways: a transformational pathway linking psychological empowerment to affective commitment and discretionary performance, and a transactional pathway linking role clarity to normative commitment and task performance. These pathways converge through learning and trust feedback loops moderated by contextual agility. Overall, the synthesis underscores that the future of leadership theory lies in integration rather than substitution, advancing from polarized typologies toward dynamic systems of influence responsive to technological, cultural, and human complexity.

### **Conclusion**

The synthesis of 45 Scopus indexed studies published between 2018 and 2025 confirms that transformational and transactional leadership remain central in explaining variations in

organizational commitment and performance. Transformational leadership consistently strengthens affective and moral engagement by fostering meaning, empowerment, and internalized motivation, whereas transactional leadership sustains organizational stability through role clarity, contingent rewards, and performance control. Collectively, these findings reinforce the complementarity principle of the Full Range Leadership Model, demonstrating that both leadership styles operate as mutually reinforcing mechanisms rather than competing approaches. From a theoretical perspective, this review advances leadership research by proposing an Integrative Leadership Commitment Performance framework that connects intrinsic and extrinsic motivational pathways. Building on the foundational works of Bass, Meyer and Allen, and Deci and Ryan, the framework conceptualizes leadership as a dual path system in which psychological empowerment and structural regulation jointly shape commitment and performance within specific cultural and organizational contexts. This integration highlights leadership as an adaptive capability that aligns behavioral flexibility with the psychological foundations of sustainable performance.

Managerially, the findings underscore the importance of leadership development systems that balance visionary influence with procedural discipline. Organizations are encouraged to institutionalize hybrid leadership practices that integrate inspiration, accountability, and contextual sensitivity in order to enhance employee engagement and collective outcomes. At the same time, cultural awareness, digital adaptability, and emotional intelligence emerge as critical competencies for future leadership models. Overall, this review signals a shift in human resource management scholarship from rigid leadership typologies toward dynamic, context embedded systems of influence, while calling for future longitudinal and cross cultural studies to empirically validate the proposed framework in increasingly complex organizational environments.

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