

A Comprehensive Systematic Literature Review and Sentiment Analysis on Studies of Leadership Types and Organizational Outcomes in the Last Two Decades (2000-2020) Found in Proquest and Ebscohost

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Abstract

This research is a systematic literature review that was conducted to investigate online materials on leadership types within the last 20 years (2000-2020) prior to the global Covid-19 pandemic from two major academic databases, ProQuest and EBSCOhost. The review aimed for a comprehensive analysis of the types of leadership that have been studied, identify the common themes and gaps in the literature and offer insights into how leadership has evolved over the past two decades. The review was performed by searching both ProQuest and EBSCOhost using a combination of keywords related to leadership and leadership types. Publications released between 2000 and 2020 in these two libraries, peer-reviewed, and written in English was the main criterion in the study. A total of 110 articles were identified to have studied about leadership in general. After screening for eligibility, 34 articles were included in the final review. The research revealed that the study of leadership types has evolved significantly over the past 20 years. Four main types of leadership were identified: transformational, transactional, authentic, and servant leadership. Transformational leadership was the most commonly studied type, followed by transactional leadership. Authentic and servant leadership were less studied but gained more attention in recent years. Numerous themes were also noted in the review, such as the significance of emotional intelligence, the significance of gender and diversity, and the influence of leadership on organizational success. The review also uncovered gaps in the literature and identified the trends in leadership concepts. The study also contributed in all possible little ways to fill in the gaps in sources of knowledge regarding leadership styles, evolution, and organisational outcomes. This study will be significant for policymakers wanting to support and enforce leadership principles that align with best practices effective in organizations. Furthermore, the academe can benefit from the findings useful in curricula in developing students to become good to great leaders and managers in the future.

Keywords: *Evolution of leadership, leadership types, organizational outcomes, systematic literature review.*

INTRODUCTION

A thorough approach to analysing a body of research on a subject or field is a systematic literature review (SLR). It involves a number of procedures, including as formulating the research question, coming up with a search strategy, selecting and analysing studies,

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acquiring data, evaluating the strength of the evidence, and summarising the results. The main goal of an SLR is to clearly and repeatedly identify, assess, and synthesise all the evidence relevant to a research topic (Zyl et al., 2020).

To conduct an SLR, it is important to follow established guidelines and frameworks. Data extraction is a crucial step in the systematic literature review (SLR) process. It involves systematically extracting relevant data from the included studies to provide a comprehensive understanding of the research question. The data extraction process typically includes extracting the study design, sample size, and outcomes. To ensure the reliability and validity of the extracted data, it is important to follow established guidelines or use appropriate tools for quality assessment (Hu et al., 2021; Ahmad et al., 2023).

After the initial search, the identified studies are evaluated for their relevance and quality. This requires sifting through the titles and abstracts of the studies, and then going through the full texts of the selected studies to determine their eligibility for inclusion in the review. The quality of the selected literature is evaluated using the established criteria (University of Reading, 2024).

In relation to the aforementioned work, the researchers did an SLR on leadership, its varieties, and its development from 2000 to 2020. The objective was to collect literature and comprehend the trends in leadership practise so that leaders and managers in organisations can follow these trends. According to Page et al. (2021), in reference to PRISMA 2020, the latest guidelines for systematic literature reviews aim to achieve comprehensiveness and lucidity of the process of reviewing literature.

These days, sentiment analysis is an approach that businesses use to improve customer experience. One may boost customer satisfaction by making adjustments once there is a better grasp of how clients feel about a company's goods and services. It is a method for locating and comprehending the emotions portrayed in writing by using computer software. This method has the purpose of investigating data from qualitative surveys, the social media, and other sources, such as consumer reviews and product feedback. Businesses can use this information to determine specific areas in which their products and services can be enhanced and to improved customer satisfaction. Customer experience can be improved by using sentiment analysis (Dovetail Research Pty. Ltd., 2023; Qualtrics, 2023).

In this study, the researchers used NVivo to conduct a sentiment analysis of text extracted from 34 articles screened from an original 110 leadership resource materials available in ProQuest and EBSCOhost e-libraries. Instead of only customers, the subjects were employees, students, managers, professionals, and other stakeholders of various companies and entities studied in the resources covered in this study.

Consistent with the main purposes of the systemic review of literature, this study achieved the following research objectives:

1. Identify the trends in leadership concepts sourced from literature covering two decades, from 2000 to 2020.
2. Contribute to fill the gaps in literature regarding leadership styles, evolution, and organisational outcomes.

REVIEW OF LITERATURE

The subject of leadership has been extensively studied in organizational and management studies. Over a century of research have been dedicated into the study of leadership. Both academics and professionals are still paying much attention to the study of this essential element in organizational dynamics. The primary objectives of this systematic literature

review include the examination of many forms of leadership, their development, and their impacts on organizational outcomes, specifically from the years spanning 2000 to 2020.

Types of Leadership

The literature review revealed that there are various types of leadership. Transformational, transactional, authentic, servant, and charismatic leadership were among the most frequently mentioned. Transformational leadership is a widely studied type of leadership that has a significant impact on followers' behavior and motivation (Sefidan et al., 2021). The capacity of transformational leaders to uplift and encourage their people is well acknowledged. They possess qualities such as charisma, vision, and effective communication skills (Afsar & Umrani, 2019).

According to studies, transformational leadership is effective in improving a range of outcomes. Furthermore, according to Misra and Srivastava (2018), transformative leadership has a favorable relationship with job satisfaction. On the other side, research has also demonstrated an inverse relationship between transformational leadership and intention to leave (Alsulami, 2019). This suggests that employees who perceive their leaders as transformational are less likely to have the intention to leave their organization.

Transformative leadership, as opposed to transactional leadership, has been found to have a greater impact on followers' motivation and conduct. According to Buil, Martinez, and Matute (2019), transformational leadership is crucial for inspiring and encouraging people to reach their full potential.

Transactional leadership is a leadership style that has also been extensively researched (Ma, 2018). Transactional leaders utilise rewards and penalties to compel their followers to follow rules and regulations. When there are clear duties and objectives, this leadership approach is most effective. The limitations of transactional leadership should be noted, though. According to Lingard et al. (2019), transactional leadership is a "prescription for mediocrity." This shows that encouraging exceptional performance and innovation inside a team or organization may not be possible by depending exclusively on transactional leadership.

A relatively recent field of study that has drawn a lot of interest recently is authentic leadership. True leaders are those who are authentic. It is important to note that authentic leadership is not without its limitations. Munyon et al. (2021) suggest that the positive effects of authentic leadership may be bounded by organizational politics. In political contexts, the effectiveness of authentic leadership may be diminished, highlighting the influence of contextual factors.

On the other hand, servant leadership has also grown in acceptance over the past few years. In the 1970s, Greenleaf launched it. It is characterized by leaders who put their followers' needs first and work hard to meet them. The modesty, empathy, and compassion of these leaders are commended. Greenleaf (1970) stressed the significance of leaders being servants to their subordinates. Servant leaders, according to Greenleaf, are motivated by a sincere desire to assist others and have a beneficial effect on their lives. They actively look for ways to help and strengthen their followers, placing their own needs second to those of their followers. Being humble and acknowledging their inferiority to their followers are characteristics of servant leaders. They are aware of their own shortcomings and willing to absorb new information. They can build strong relationships of trust and respect with their followers because of their humility (Greenleaf, 1970).

Research has shown that servant leadership has positive effects on various outcomes. For example, it has been linked to increased organizational citizenship behavior (Ehrhart, 2004), higher team potency and team effectiveness, and improved employee job

performance (Li et al., 2023). Servant leadership has also been associated with higher levels of trust and organizational commitment among employees (Miao et al., 2014).

Evolution of Leadership

The review also highlighted the evolution of leadership over the years. The shift from traditional leadership to more contemporary forms of leadership, such as servant and authentic leadership, was observed. The traditional leadership was characterized by a hierarchical structure, with top managers at the summit of the organizational hierarchy (Lee et al., 2019). This style of leadership was effective in the past, but it is less effective in today's fast-paced and complex business environment, especially with the generation gaps in the midst of the dynamics.

In recent years, there has been a significant change towards more contemporary forms of leadership, such as servant leadership and authentic leadership. The foundation of servant leadership is the notion that leaders should put their followers' needs first (Greenleaf, 1970). Authentic leadership, on the other hand, is based on the concept that leaders should be true to themselves and to their personal as well as professional values (Oh, Cho, & Lim, 2018). These contemporary forms of leadership are more effective today, where there is a greater emphasis on collaboration, teamwork, and employee empowerment.

Organizational Outcomes

The impact of leadership on organizational outcomes was also examined. There are observations from studies that effective leadership has a positive impact on employee satisfaction, motivation, and productivity. Transformational leadership has been found to be the most effective type of leadership in terms of its good effects on employee motivation and job satisfaction (Eliyana, Ma'arif, & Muzakki, 2019; Manopo, 2020; Skopak & Hadzaihmetovic, 2022). Referring to authentic leadership, it has also been found to have a favorable impact on employee engagement and organizational commitment (Wirawan, Jufri, & Saman, 2020).

Additionally, it was discovered that honest and transformational leadership stances have a major effect on organizational success. Higher levels of employee engagement and productivity are a result of transformational leaders' famed capacity to inspire and motivate their teams (Hariadi & Muafi, 2022). On the other hand, authentic leaders are renowned for their capacity to foster an environment of transparency and trust that increases organizational commitment and performance (Wirawan, Jufri, & Saman, 2020).

Gaps in Literature

There are still certain gaps in the body of knowledge regarding leadership styles, evolution, and organisational outcomes despite the abundance of available research. The dynamics of leadership in challenging situations is one of them. It is important to investigate how transformational leaders influence followers' personal growth and well-being, especially in extreme situations like military battle, even if there has been extensive study on the direct performance consequences of transformational leadership (LaRocca & Groves, 2021). This gap emphasises how crucial it is to comprehend how leadership affects difficult and stressful settings.

The impact of organisational context on leadership effectiveness is the following. An issue that needs more study is how the organisational context affects leadership (Ho, 2016). To fully comprehend how leadership styles interact with organisational elements like culture, structure, and change management to influence organisational outcomes, more research is required.

The function of leadership in digital transformation brought on by crises is another gap in the research. According to Bartsch et al. (2020), the Covid-19 pandemic has brought attention to the need for study on successful leadership behaviour in sudden and

unplanned organisational changes. Organisational success depends on leaders being able to guide service personnel in crisis situations and during digital transitions.

The connection between leadership philosophies and particular results is last but certainly not least. Despite the fact that there is evidence connecting leadership styles to patient, nurse, and organisational outcomes, further research is required to examine the precise mechanisms and processes by which these outcomes are influenced by leadership styles (Bailey et al., 2022). This discrepancy underlines the demand for a greater comprehension of the mechanisms and outcomes behind various leadership philosophies.

RESEARCH METHODOLOGY

This systematic review of literature provided a comprehensive analysis of the available research on types of leadership from the Year 2000 to the Year 2020. The study used a methodology, adhering to accepted standards and recommended practises in systematic reviews, to locate, evaluate, and synthesize the pertinent literature.

To locate pertinent studies, a thorough search method was created. Using a combination of keywords and carefully picked vocabulary terms, the search was carried out in electronic databases including ProQuest and EBSCOhost. Studies published in English between the years 2000 and 2020 were the only ones that were included in the search. The search was augmented by manually selecting pertinent items from reference lists.

The titles and abstracts of the chosen studies were independently reviewed by two of the three researchers, who served as the reviewers, using predetermined inclusion and exclusion criteria. For possibly pertinent studies, full-text papers were retrieved. Each study's eligibility for inclusion in the review was independently determined by two reviewers using predetermined standards. Any differences of opinion among the reviewers were settled through conversation or by a third reviewer.

The researchers independently extracted data using a predetermined data extraction form from the included studies. Study parameters (such as study design and sample size), intervention/exposure, end measures, and results were all included in the data extraction form. Any differences of opinion among the reviewers were settled through conversation or by a third reviewer, the third researcher. Then, AI (artificial intelligence) platforms, i.e., NVivo, word frequency generators, and word cloud generators were all used in the content analysis process. The reviewed literature were synthesized narratively and quantitatively, based on the heterogeneity of the included studies.

DISCUSSION OF FINDINGS

This method of reviewing various articles following an organized procedure has been widely used and is referred to as “systematic literature review of academic articles” (Tranfeld et al., 2003; Karim, I.U. & Rahman, I.U. (2017); Mariani et al., 2018).

Systematic Literature Review

The study consists of a systematic review of literature consisting of academic articles derived primarily from the ProQuest and EBSCOhost databases. The researchers reviewed the articles based on the following criteria: research topic area; conceptual, theoretical, or empirical; sources of data; type of data and size; method of data collection; techniques in data analysis; and significance to my present study. This methodology was chosen to investigate 110 academic articles from the literature database, those that are published materials that studied and reported about models, concepts, theories, and topics closest to organisational leadership and management. In doing so, the researchers aimed to find underpinning theories and models, albeit frameworks, that validate my consulting

approach that evolved through many years of consulting work. The authors paid special attention to frameworks that recently emerged during the last 7 to 10 years yet not ignoring those that came before them as published or with copyrights way back more than seven years or even more than ten years ago.

From the Year 2010 to the Year 2017, many related articles were published in ProQuest, numbering from 7 to 10 compared to some of the lowest from 1 to 3 articles during the few years covering the last two decades. See Figure 1 (Number of articles published or copyrighted for each year). It is also quite interesting to note that before the former, the Year 2003, Year 2004, and Year 2006 also had from 8 to 7 journal articles published related to organizational leadership and management models. The researchers purposely checked out these numbers to further investigate the availability and recency of modern approaches in the subject of my consulting business. The next step therefore was to turn the attention not only to recency and number of related articles but more especially the depth of discussion in those resource materials pertaining to my area of inquiry. This section therefore is dedicated to discussing the trends and best practices in corporate leadership based on the reviewed literature, sifted from the 110 published articles from the aforementioned source.

As the researchers skimmed through all the selected articles, it was deemed necessary to rate them from 1 through 5 that related closest to my field of study. The rating of 5 indicated the most related. The researchers therefore focused on these resource materials and separated them from those that were rated 1 through 4. Among the 110 selected articles, 34 related closest to leadership, management, organisation development many of which in the context of project management, knowledge management, and private enterprise. See Figure 1 and Figure 2.

It can be gleaned from the systematic literature review that during the recent two decades, the topics on leadership, management, organisation development, many of which, in the context of project management, knowledge management, and private enterprise had been written related to this study. However, the highest number of articles had been written in the Years 2004, 2006, 2010, 2012, 2013, 2014, and 2016, with the highest written in 2010. Nonetheless, there are pieces of literature that spoke about the topics in the previous four years. What follows is the exposition of these literature's relevance to my study. See Figure 1, Number of articles published or copyrighted for each year.

Historical Classification

Rooke and Torbert (2005) argued that psychologists who try to understand the development of leadership capabilities believe that leaders are effective because of their leadership beliefs, their personal characteristics, or approaches of managing organisations. This somehow contradicts my long-time notion that yearning managers should develop their management philosophy and leadership styles at a young age. These Harvard Business Review authors, continued by saying that it is in the way they logically process their environment and respond to the threats there are against their guarded territories (Rooke & Torbert, 2005).

Circa 2000 – 2006

In a world that was replete with chaos, the demand for effective management and leadership was commonplace at the turn of the century till halfway to the first half of the decade. In 2001, Wikipedia was created by Jimmy Wales and the controversial Larry Sanger (Sanger, 2001). Though the Y2K scares failed to inflict the anticipated colossal damage the year before, the dotcom bubble burst caused more harm to the global economy that was just recovering from the Asian crisis of 1997-1999 (Roubini, 2002).

The infamous attack on New York's World Trade Center twin towers triggered the invasion of Afghanistan by America and its allies resulting, in 3,000 casualties and deployed troops swelling to 100,000 by 2010 (Denton, 2004; Sorkin & Zukin, 2012).

Year 2002 saw the introduction of the Euro; the RNA, tiny genetic matters; the use of Guantanamo Bay for those convicted of terrorist crimes; the establishment of the International Criminal Court; another Enron-like collapse in WorldCom for \$3.8 billion fraud; and the world's worst oil spill in Spain, among others. SARS spread from Hong Kong to Asia, and then the rest of the world in 2003. Linden Lab in the US took off with its virtual world generating three quarters of a million users immediately (Barnicoat & Woolf, 2009).

Mark Zuckerberg launched Facebook in 2004 while a series of terrorist bombings occurred in Spain. In the same year, Michael Moore achieved fame with his Fahrenheit 9/11 film. Google went for IPO, while George Bush won his re-election. On the grimmer side, the great Sumatra earthquake resulted in the unfortunate demise of over 300 thousand people in 11 countries mainly due to the unprecedented giant tsunamis that hit Asian shorelines. And in 2005, YouTube established a foothold in cyberspace that featured, and there were more bombings in London and the unforgettable and unfortunate Hurricane Katrina, where close to 2,000 victims perished. Undoubtedly, these good and not-so-good life impacted global business that required a firmer and no-nonsense management and leadership styles (Barnicoat & Woolf, 2009).

Amidst these local and international events, Figure 1 refers to a systematic literature review, shortlisted 34 out of 110 pieces of literature, specifically those published or copyrighted from 2000 to 2006. In this systematic literature review, the theorists Egri and Herman (2001) reported about ecocentric leadership types whose mindsets welcomed change as they become more transparent compared to managers and leaders in the olden days. It was the dawn of espousing transformational type of leadership particularly for non-profit organization which was implicitly described in the preceding statement. On the other hand, the presumed opposite was transactional leadership, that was well suited for profit-based organizations. Mulligan (2001) supported this and further argued that there was link between sharing leadership and leaders' willingness to share knowledge as necessary ingredients to thriving enterprises.

Leadership models started germinating at the onset of global upheaval and fast-growing online connectivity. One of them was Timizi's (2002) 6-L framework exclaimed as a research and development model for exploring leadership concepts recognizing elements like having a vision, continuous learning, encouraging, and managing change.

Yet another model in organisational leadership and management was that of Wart (2004). The framework claimed that leadership was a cycle that started with internal and external scanning, objective setting, and dispensing leadership actions. This model further exercised a mental attention to tasks, people, and the firm. Leaders monitored their organisation's and their own performance to correct mistakes and act on them. Janis (2004) examined Bernard M. Bass' leadership theory within organisations that typically took structural forms for managing projects. In that concept, three significant findings were highlighted, namely: that the transformational style gave the best and satisfying results if worked on by management; the laissez-faire type led to adverse outcomes; and the transactional approach in leading organisations inversely related to both the previous styles.

Knowledge management was evident in how leaders led people. This what Viitala (2004) revealed in the study that used the Delphi method. There, managing shared information involved learning orientation, staging the right learning culture. Cobert (2004) did not question the practice of transformational models afore discussed. This article dug deeper and showed evidence of the positive achievements of this leadership style. This study indicated the leader was a mediator for favorable changes as this role influenced the subordinate's outlook. In addition, this style led to followers sharing their manager's

leadership approach also described to encourage support, creativity, focus on details, and forward-looking attributes, all for the good of the organisation.

Lakhani (2005) added more insights on the practice of transformational leadership. The author found out that there was a connection between vision and knowledge in business concerns in the USA, Malaysia, and India. It differed slightly however from the other models as this enquiry mentioned that the transactional type, aside from the transformational style, honed a positive attitude towards learning, staff and management interaction, positive reinforcements, and the certainty of effective leadership within the context of cultural diversity. The social action approach to leadership theory, was examined by Vincent (2006). This model explored the relationship between the perception of team members on leadership and actions on management of knowledge. True enough, there was a relationship between knowledge actions and leadership style.

In this era, from 2000 to 2006, a model that probably produced a differing, yet interesting outcome was one investigated on by McCartney and Campbell (2006). They argued that success or failure in people's tasks did not depend in any mix of management and leadership styles.

Circa 2008 – 2011

In Figure 2, a quarter of all the shortlisted number of articles published or copyrighted, the shortlisted pieces of related literature considered in this systematic literature review, includes those from Year 2008 to Year 2011. It is discussed in this section.

Through those years, Barack Obama, was sworn into office in 2008. Obama became the first non-white American president. In the same year, Google hit a trillion unique websites registered in its database. These developments were overshadowed by major events triggering global economic tsunamis topped by the Lehman Brothers' bankruptcy triggering another financial domino effect that wrought havoc on the world markets. Another sad story was the Myanmar's 146,000 unfortunate souls lost when Cyclone Nargis hit land. In 2009, Obama closed the Guantanamo prisons, while UK was hit by an economic recession (Barnicoat & Woolf, 2009). In 2010, Iceland's volcano, Mt. Eyjafjallajökull erupted and disrupted global tourism costing a \$200-million loss for the airline industry worldwide. In the same year, the massive fish death that floated ashore in many parts of the world cast mystery that remains unsolved, while major floods of biblical proportions started occurring in many parts of the globe and continued till Year 2011, causing damage to life and properties (Johnson, 2014).

Years 2008 to 2011 in Singapore saw the prison escape of Mas Selmast Kastari, alleged terrorist, justifying the launch of a massive hunt by the defence department in 2008. The year that followed cast a favorable light on the city state that reported economic with a growth of 20.4%. In 2011, the PAP again stood victorious in the general elections. The country also hailed the election of President Tony Tan taking over his predecessor of 12 years, President S.R. Nathan (BBC News, 2018).

Literature from 2008 to 2011 is enumerated in Figures 3 & 4, and Table 1, the shortlisted pieces of related literature considered in this systematic literature review. Cast against the mostly tumultuous yet with-a-glimmer-of-hope backdrop of local and world events, a very tall order for enterprise managers and organisational leaders to shape-up and toe the line for their respective business concerns was no significant from 2008 to 2011. Amagoh (2009) argued that the development of great leaders should be exhaustive, comprehensive, and systematic. O'Donnell (2010) seconded with emphasis on strength of leaders especially of projects as business became so complicated and competitive. Supporting these insights was Nienaber (2010) who stated that no less than 25 management and leadership concerns and factors are interrelated and even overlapped. This indicated that integration of such leadership traits and characteristics to confront the trying times in world economy and politics.

During those years, organisational leadership and management appeared to have sustained some of the frameworks and models observed the previous years. Jougulu (2010) who made a study on leadership and culture in two countries. He found out that leaders in different geographical contexts dispensed these two factors diversely. The study further revealed that the transactional approach was practised more in Malaysia. while Australian leaders subscribe more towards the transformational style. Moreover, in another study about leadership and culture, Rijal (2010) reported that the transformational style of leadership and an organization's corporate culture have influences that are positive for firms that are typically considered as learning organisations.

In this era, the introduction of servant leadership started appearing in some journal articles. Thompson (2010) chose servant leadership as a leadership style that catered to organisations with project management structures. The study proved that servant leadership made projects more successful in many cases.

Circa 2012 – 2014

In 2012, Xi Jinping became China's new president. It was also the same time then US President Obama visited Burma. He also met up with the opposition leader, Aung San Suu Kyi. Meanwhile, the US consulate in Benghazi, Libya, was attacked by domestic terrorists. On the side, the world hailed the London Olympics. (CBS News, 2013). In 2013, President Obama was re-elected; Pope Benedict XVI resigned his papacy; Kim Jong-Un, the 30-ish old leader commenced his threats against the democratic world; and Nelson Mandela, the man responsible for the emancipation of the South Africans ending years of apartheid, passed away (History.com, n.d.). In 2014, the Malaysia Airlines Flight 370 mysteriously disappeared and until this day remains strangely an unsolved mystery. It was also the year when the European Union started to slide into economic recession. Hong Kong was placed on the front pages with anti-Chinese-government protests. In India, Narendra Modi, the Governor of Gujarat, India, won the parliamentary elections. Prices of oil dived that year, while Ebola struck in West Africa, and ISIS (the Islamic State of Iraq and Syria) declared itself as an Islamic caliphate. Over at Eastern Europe, Russia captured the Crimea, Ukraine, in an unprecedented annexation since the fall of the USSR (United Soviet Socialist Republic) decades back (CFR.org, n.d.).

At the local front, in 2012, Singapore government ministers and the president had a massive pay cut in the midst of economic downturn. Complaining about low wages, Chinese bus drivers staged a labour strike, the first of its kind since the 1980's. It resulted in the strikers being deported back to China. Another similar event happened in 2013, when Indian migrant workers rioted after the death of one of their own. In 2014, as a proactive measure to curb massive money laundering, the Singapore government legalized bitcoins as digital currencies (BBC News, 2014).

As summarised in Table 1, the shortlisted pieces of related literature considered in this systematic literature review, leadership styles, corporate culture and knowledge management continued to be the major topic areas of literature ensuing the years from 2012 through 2014. Kim (2011) confirmed the use of organisational culture to mediate among middle managers and their subordinates. Furthermore, transformational type of leadership and management was linked with staff's learning development.

Using grounded theory, Stincelli (2012) inquired about informal leadership practices and traits in small firms. What came out to be significantly considered were professional competence, corporate structure, diversity of situations, and some leadership qualities. The latter included, among the many others, self-confidence in leaders, their abilities, knowledge, willingness, setting an example, their influence on people, encouragement abilities, innovative ideas, listening skills, taking opportunities, goal setting, and management effectiveness. It appeared that the times needed a comprehensive set of leadership capabilities and abilities in order to succeed in management. Braun, Avital, and

Martz (2012) added to those qualities, to include action-centeredness and team influence to be more significant more than performance. Specifically, such an action-oriented approach meant that the leader should have effective task management, exercise team efficacy cultivation, and support for team members' individual autonomy.

Baek (2012) suggested that in terms of leadership styles, both the transformational and transactional approaches could influence staff's organisational commitment more effectively. In congruence with this direction, Al-Hilali (2012) supported the idea that transformational leadership had a positive impact on organisational effectiveness. The latter as a leadership model could lead to higher job satisfaction. In turn, such high morale among staff produces extra effort in achieving the organisational objectives.

Analoui, Doloriert, and Sambrook (2013) affirmed that both the transactional and transformational styles of leadership improved knowledge management initiatives among organisational players. Stewart (2013) also presses the point that the transformational approach of leadership was correlated to certain learning dimensions. According to Stewart's study, there was a correlation between leadership ethics beliefs, and the practice of servant-style leadership. Guay (2013) reported that if the leader practised transformational leadership the right way, leadership effectiveness became a benefit to an enterprise. Philip (2013) provided a slightly different perspective in the aspect of positivity resulting in effective leadership.

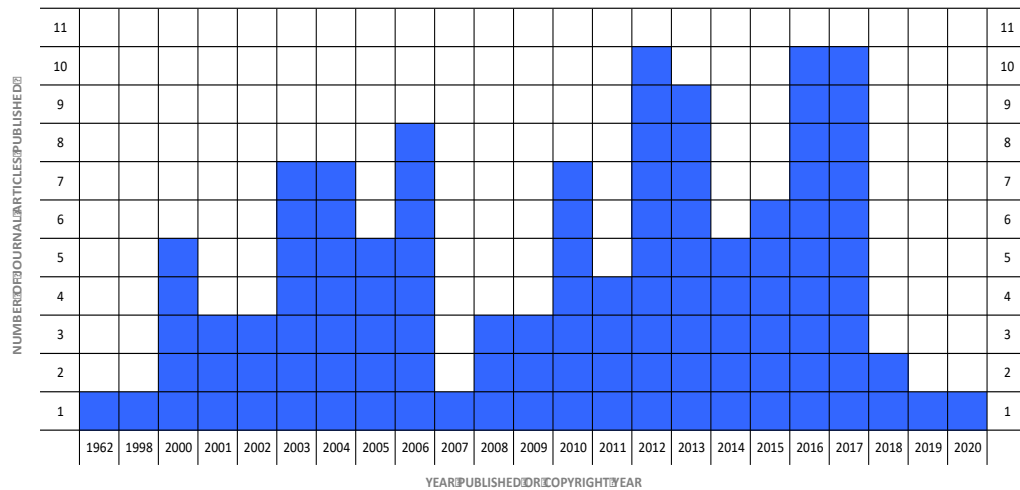


Figure 1: Number of articles published or copyrighted for each year

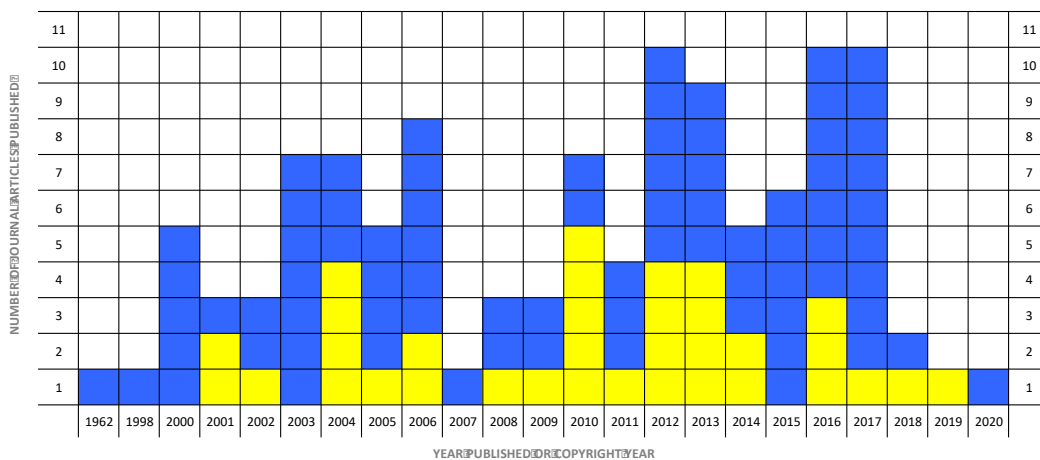


Figure 2: Shortlisted number of articles published or copyrighted for each year

Legend: Yellow colour – 34 shortlisted journal and newspaper articles

Blue + yellow colour cells – total of 110 initially selected journal and newspaper articles

Saeed (2014) studied the relationship between leadership styles and conflict management. It turned out in favour of transformational leaders who used this leadership style to successfully adapt to the organisational challenges that they faced. Drilling a little deeper, transformational leadership enabled compromise in conflict settlements. There was also mention that the laissez-faire styled leaders tended to avoid managing conflicts.

Finally, in the systematic literature review in this circa, Raisine (2014) recommended that contemporary organisations should have business executives with competencies in enabling subordinates and creating collaborations, supplemented with high emotional tolerance and social intellect.

Circa 2016 – 2019

There were elections and impeachments of world leaders in 2016. Donald Trump won the US elections shocking the world with anti-USA and pro-China policies. In the meantime, Rodrigo Duterte became the Philippine President, Also in the same year, South Korean President Park Geun-hye and President Dilma Rousseff of Brazil were impeached. The world was also threatened by unfavorable events like the Eastern Aleppo's collapse in the hands of the Russians, while North Korea conducted nuclear missile tests threatening world peace. In Europe, Britain voted for its exit from the European Union (Lindsay, 2016). North Korea's missile threats escalated in 2017 and continues to this day, while the world watched the ouster of Robert Mugabe of Zimbabwe, ending his 37-year in power. The Rohingya crisis that started the year before continued to be an international thorn in the flesh until today, affecting more than 400,000 minorities from Myanmar who claimed to have experienced, summary persecutions and rape. In the same year, the ISIS took over Iraq's second largest city. It was suspected than 40,000 lives were lost, and millions became refugees as results of the fighting. On a positive note, 2017 found the world economy growing after a decade of slump. In 2018, Trump was confronted with immigration issues while he and North Korean leader Kim Jong-un met for the first time in Singapore. Meanwhile, two retail giants, Sears, and Toys "R" Us declared bankruptcy, in light of the online business takeover that saw Apple and Amazon rise on the Internet boom. Facebook on the other hand faced court litigation due to data leaks and other similar public claims. In the background, climate change seemed to pester world leaders due to public uproar (History.com, n.d.). The world-famous Notre Dame Cathedral caught fire in 2019, destroying its iconic tower. Brexit (Britain Exit) pressed on to haunt both Britons and the rest of the world alike, while US and China plunged into a trade war, inflicting economic pains on many countries. Wildfires spread throughout the Amazon. Hong Kong's protests intensified, spiralling the Chinese state towards economic decline (Ahmad, 2019).

In 2016, the driverless taxi hit the road for the first time in Singapore. Halimah Yaacob became Singapore's first woman President in 2017 and was welcomed by hundreds of protesters due to allegations of anti-democracy in light of having no contenders in the presidential election (BBC News, 2018). In 2018, Heng Swee Keat, Singapore's finance minister was announced to be the future successor to Prime Minister Lee Hsien Loong. And finally, in 2019, the main problem that the world was facing, global climate change, became Singapore's major concern, allocating the gargantuan budget of S\$100 billion for the next five decades (Cheng, 2019).

Literature from 2016 to 2019 are shown in Table 1, the shortlisted pieces of related literature considered in this systematic literature review. At the backdrop of these global and local situations, Amar and Hlupic (2016) argued that excessive dependence on vertical leadership styles adversely affect knowledge germination, innovation and creativity making this model quite different from the more traditional non-open leadership styles. The first-time total quality management (TQM) matters were ever

mentioned, related to leadership styles among the shortlisted literature was in a study where the latter was included in TQM’s best practices. Other ingredients that influenced TQM in organisations were commitment that stems from good management, staff’s goal orientation, their cooperation and support, bonded relationship between management and staff, interpersonal relationships, process systems, sustained improvements, and the utilisation of accurate and relevant data (Sweis, Saleh, Dhiyat, Sweis, Saleh, & Diab, 2016).

Recognition of the emotional quotient, strong staff motivation, streamlined communications, and commendable interpersonal relations formed what Allen, Carpenter, Dydak, and Harkins (2016) called a leadership model for interpersonal projects. In addition to an ever-evolving set of concepts in organisational leadership was that one that had impetus on servant leadership. This was similar to Drayton's (2017) proposition that the practice of servant leadership was related to improved performance, empowerment, creativity, life quality, staff satisfaction with their jobs, emancipation from work burnout, desire to stick with the employer, and commitment to the firm that comes from within.

Transformational leadership won the favour of authors who found it to remain applicable for so many years particularly within the past decade, one that adopted to the changing times. Shafique and See (2018) attested to this. Their research looked into the changing perspectives in organisational leadership. It revealed that transformational leadership increased group outcomes and developed genuine team spirit. The study also emphasised that this leadership approach was fit for the times. And speaking of team environment, Allahar (2019) contributed to the literature with an integrated model of leadership for teams in emerging markets. The study reported increased productivity in team projects that welcomed a variety of leadership models including situational style and the recognition of good leadership with cultural diversity.

From the systematic literature review, using thematic analysis, there were glaring findings. As the researchers continued to review the various journal articles and other related literature and tabulated all the 34 out of the 110 articles initially identified to qualify for this study.

Table 1: Systematic Literature Review, Shortlisted 34 Out of 110 Pieces of Literature

No.	Article (author and title)	Year published or copyright	Research topic / objectives	Type of paper (conceptual / empirical)	Sources of data	Type of data and size	Data collection methods	Data analysis techniques	Framework, model or concept significant to this study
1	Allahar, H. (2019). An integrated model of team leadership for emerging economies.	2019	Team leadership in developing and emerging countries. Designing a team leadership model	Conceptual	Secondary published resources	Secondary data	Analysis of sourced secondary data.	Qualitative. Literature review	Leadership styles in project management teams, task forces, work units, committees, quality teams, improvement teams. Leadership models - leadership grid, situation leadership, organisational culture
2	Shafique, I., & See, B.L. (2018). Shifting organizational leadership perspectives: An overview	2018	Leadership models and styles. Ineffective leadership versus environmental demands.	Conceptual	Secondary published resources	Secondary data. Historical perspective	Analysis of sourced secondary data.	Qualitative. Literature review. Synthesis of characteristics, developments and leadership observations.	Transformational leadership increases productivity and team cohesiveness - a competitive edge suitable for the

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	of leadership theories.								current (2018) business environment
3	Drayton, T.D. (2017). The empowerment of privately owned service organization employees using perceived leadership style: A quantitative study.	2017	Relationship between perceived leadership styles, i.e., servant leadership, of supervisors and employees' perception of empowerment in USA's privately owned service organisations	Empirical	Privately owned service organizations: hair salons, boutiques, insurance agencies, consulting firms, barbershops, mechanical shops, and lawn services	Two hundred and fourteen (214) participants' responses to quantitative questions	Servant leadership questionnaire, employee empowerment questionnaire, Survey Monkey, emails	Quantitative. Correlation, SPSS Version 23.0	Transformational leadership, transactional leadership, servant leadership. Servant leadership correlated with improved employee performance, empowerment, innovation, quality of life, job satisfaction, reduced burnout, intention to stay with the company, and affective organizational commitment
4	Amar, A.D., & Hlupic, V. (2016). Leadership for knowledge organizations	2016	Leadership for managing knowledge workers	Conceptual	Publish articles	Extant review of literature	Qualitative survey	Literature review	Leadership of knowledge organizations is different from traditional organizations. Over-reliance on vertical leadership models among knowledge works undermines knowledge creation and creativity.

Complete Table 1: Systematic Literature Review, Shortlisted 34 Out of 110 Pieces of Literature: <https://www.schoolnetwork-sg.com/leadership-review-1> (Palaniappan et al., 2024).

In this analysis, four rounds of literature reviews were conducted. See Table 2. The first was that of taking the 110 related journal articles, newspaper clippings, and other written materials from EBSCOhost, an e-library which is among the most referred to sources of such resource materials. An arbitrary decision to select only those resource materials covering a little over the past two decades to explore the most recent as possible. The groupings of most recent resource materials were well indicated in the review of related literature of this study. Then, the 110 related literature were rated using a scale of 1 through 5, with 5 being the most related as perceived based on the themes of this study. To zero-in on a deeper analysis, those literature that had the rating of 5 on the scale were shortlisted, resulting in 34 journal articles and other literature adjudged closest to this dissertation's themes.

Table 2: Iterations on Word Frequency Queries

<u>Number of Reviewed Literature</u>	<u>Iterations</u>	<u>Number of Top Words</u>
110 related literature	4-letter word length	top 50 word frequency

110 related literature	16-letter word length	top 50 word frequency
34 related literature	4-letter word length	top 50 word frequency
34 related literature	16-letter word length	top 50 word frequency

Further to these two stages, a single iteration was exercised for the 110 related literature and the ensuing 34 related literature. The difference between the first iteration and the second was that in the first, in executing the top 50-word query and the corresponding word clouds, the minimum length was only 4 letters, whereas on the second iteration, the 16-letter minimum length query was executed. This was done to highlight a deeper word query because words that relate to theoretical matters tend to be longer, as concepts are termed more complex than mere facts. True enough, this observation was confirmed as is explained in the succeeding discourse.

Thanks to digital instruments that interpret qualitative data like NVivo, word frequency tables and world clouds are possible. NVivo is a software used to analyse qualitative text, voice, and a wide range of literature. Word frequency is the number of times a word appears in a text being analysed or mined. World cloud is a visual translation of a text’s word frequency however provides a deeper meaning by using colours and font sizes.

Round One: 110 Related Literature (4-Letter Word Length)

Using NVivo, a query was done for the software to list a word frequency. In this first iteration, the calibration used was (1) using stemmed words instead of exact words only; (2) minimum word length was 4 letters; and (3) top 50 words. Only the Top 50 words were observed to be most relevant to the study as the words that succeeded were either not frequently mentioned in the texts or irrelevant once like articles, conjunctions, prepositions, and the like.

From the word frequency table listing the most mentioned, albeit written, words in descending order from most frequently mentioned to the least (Table 3), "leadership" with its stemmed words, "leaders," "leading," and the rest of the words rooted from "lead", generated the highest frequency of 16.91% among the top 50 words. This was followed by the word, "organizing" including the stemmed word, "organizationally," "organizing," and so on, with 7.34% proportion of the whole lot. The word "management" and its stemmed words followed with 5.56%. This confirms that the journal articles, the relevant newspaper articles, and other research materials were chosen correctly to suit this present study about management and leadership styles related to my consulting work.

Table 3: Word Frequency on 110 Related Literature 4-Letter Word Length

Rank	Word with stems	Freq	Rel Freq	Rank	Word with stems	Freq	Rel Freq
1	leadership / leaders	48,566	16.91%	24	valuing	4,288	1.49%
2	management	15,959	5.56%	25	individuals	4,250	1.48%
3	organizing	13,095	4.56%	26	cultures	4,204	1.46%
4	studying	9,541	3.32%	27	results	4,147	1.44%
5	researching	9,525	3.32%	28	levels	4,134	1.44%
6	organization	7,974	2.78%	29	busy	4,066	1.42%
7	models	7,735	2.69%	30	theory	3,926	1.37%
8	changing	7,394	2.57%	31	processing	3,871	1.35%
9	effects	6,586	2.29%	32	learning	3,788	1.32%
10	transforms	6,569	2.29%	33	works	3,573	1.24%
11	permission	6,209	2.16%	34	informs	3,514	1.22%
12	style	5,841	2.03%	35	data	3,475	1.21%
13	using	5,806	2.02%	36	journals	3,415	1.19%

14	behaviour	5,774	2.01%	37	sharing	3,412	1.19%
15	performs	5,614	1.95%	38	differs	3,199	1.11%
16	knowledgeable	5,538	1.93%	39	copyright	3,169	1.10%
17	employees	5,453	1.90%	40	owner	3,097	1.08%
18	development	5,393	1.88%	41	reproduction	6,114	2.13%
19	follows	5,012	1.74%	42	questions	3,044	1.06%
20	projects	4,984	1.74%	43	prohibits	3,033	1.06%
21	teams	4,883	1.70%	44	providing	3,027	1.05%
22	relationships	4,568	1.59%	45	new	3,003	1.05%
23	participative	4,473	1.56%	46	significant	2,992	1.04%
				Total		287,233	100.00%

The words, “studying” and “researching” followed suit with an overall proportion of 3.32% each. These words appeared to be frequently mentioned in the texts of all the 110 related literature as those linked with the themes of leadership and management. The words "studying" and "researching" were followed by the words "changing," "effects," "transforms," "permission," "style," "using," "behavior," "performs," "knowledgeable," "employees," "development," "follows," "projects," teams," "relationships," participative," "valuing," "individuals," "cultures," "results," "levels," "busy," It should come as no surprise that these terms and their meanings have application to both leadership and management theory and practice.

Although the other words in the top 50 have the least bearing on management and leadership, they are nonetheless connected to the latter in some respects. "Owner," "Reproduction," "Questions," "Providing," "New," and finally "Significant" are at the bottom of the list. These have respective relative frequencies ranging from 1.04% to 1.08%. See Table 3 above.

The word cloud (Figure 3) indicates “leadership” as the most frequently written word in the 110 related literature. The colours that indicated the degree of association among the words revealed that the word, “organizationally” has the strongest association with “leadership”. Other words with a tangentially closer tie to the phrase "leadership" are "relationships," "performs," "individuals," and "levels." Although they have only a weak link to the word "leadership," the phrases "cultures," "employees," "results," "busy," "owner," "theory," "processing," "prohibits," and "ones" are nonetheless thought of as being related to it.

Round Two: 110 Related Literature (16-Letter Word Length)

A second word frequency query was done using NVivo. In this second iteration, the set of calibration used consisted of (1) with stemmed words instead of exact words only; (2) minimum word length was 16 letters; and (3) top 40 words only. The original aim was to list the Top 50 words; however, consolidating similar words that stemmed out of the main meaning of the ones on top of the list, I found it convenient to shortlist to a good 40 topmost frequently mentioned.

From the word frequency table listing the most mentioned, words in descending order from most frequently mentioned to the least (Table 4 at <https://www.schoolnetwork-sg.com/leadership-review-2> - Palaniappan et al., 2024), "transformational" and its stemmed words, generated the highest frequency of 80.89% among the Top 40 words. This was followed by the word, "responsibilities" with 4.07% relative frequency based on the total lot. The word "conceptualization" and its stemmed words followed with 1.47%.

The words with relative frequencies ranging from 0.09% to 1.47% consist of "conceptualization," "entrepreneurship," "operationalization," "internationalization," "institutionalizing," "organizational," "decentralization," "interdisciplinary," "multidimensional," "conscientiousness," "argumentativeness," "misunderstanding," "knowledge sharing," "servant leadership," "enthusiastically," "interconnectedness," "unpredictability," "counterproductive," and "regressive." These are all terms that have to do with leadership and management. They attest to the appropriateness of the journal articles, pertinent media items, and other research materials for my current study on management and leadership styles connected to my consulting job.

Access to further discussion of findings supporting the above discussions are in Table 4 through Table 6 as well as Figure 4 though Figure 6 are available at <https://www.schoolnetwork-sg.com/leadership-review-2> (Palaniappan et al., 2024).

Round Three: 34 Related Literature (4-Letter Word Length)

The third iteration of word frequency query was done again using NVivo. In this iteration, the calibration used was (1) with stemmed words instead of exact words only; (2) minimum word length was 4 letters; and (3) top 41 words only. The 41 top words was the result of grouping together very similar terms from the original Top 50 most frequent words from the derived word frequency. The difference of this round from the first two iteration is that the processes – word frequency and world cloud – were conducted on the shortlisted 34 literature. To recall from earlier discussions, this shortlist was necessary to further extract the study references that were rated 5 on the scale of 1 through 5 where 5 was the closes to the this present study. This was done to obtain a more reliable and stronger set of related literature akin to the topics of modern leadership and management, the main themes of this present research.

From the word frequency table listing the most mentioned words in descending order from most frequently mentioned to the least (Table 5, <https://www.schoolnetwork-sg.com/leadership-review-2> - Palaniappan et al., 2024), "leadership" with its stemmed word "leaders" indicated the highest frequency of 17.60% of the total frequency among the top 41 words. This was followed by the word, "organizing" including the stemmed word, "organization," with 8.12% relative to the whole lot of 41 words. The word "management" and its stemmed words followed with 5.09%. This confirms that the journal articles, the relevant newspaper articles, and other research materials were chosen correctly to suit this present study about management and leadership styles related to my consulting work. It was also noticed that these top words were not so different from the previous two iterations although they were calibrated in other ways, e.g., 110 instead of only 34 related literature that were reviewed.

Round Four: 34 Related Literature (16-Letter Word Length)

The last iteration in this systematic literature review process had the following calibration used, namely: (1) with stemmed words instead of exact words only; (2) minimum word length was 16 letters; and (3) Top 32 words which were originally aimed at Top 50 words just like those in the previous three iterations. From the 50 top words frequently written in the selected 34 literature, stemmed words were grouped together resulting in only 32.

NVivo was the software used in doing the systematic literature review, to check for the word frequency and word cloud to interpret the data, i.e., the 34 shortlisted literature review for the purpose of this study. Recall that the 34 were those that were rated 5 in the 5-point Likert scale where 5 ratings were the closest to the study of this research's theme on leadership and management.

CONCLUSION AND RECOMMENDATIONS

This section presents a summary of the major findings, achieving this study's research objective of identifying the trends in leadership concepts sourced from literature covering two decades, from 2000 to 2020. With these findings, it also exceeds the goal of contributing to fill the gaps in literature regarding leadership styles, evolution, and organizational outcomes. As such, it could have significance to provide some basis for policy, theory, practice, and further studies.

The comprehensive literature review's findings and their implications for leadership, management, and organisational practises offer insightful information. Here, the summary of the findings drawn from the data is discussed.

Conclusion

This study spanned the two decades in point, from 2001 to 2019, the systematic literature review. Due to the dynamic nature of the corporate world, the systematic review of literature made it possible to comprehend how leadership and management concepts have changed through time. By connecting world events to business and leadership difficulties, the review offered insightful historical context. Understanding how outside influences affect leadership practises was made much easier attributed to this framework or review.

Transformational leadership emerged as a key focus in the literature, indicating its relevance and adaptability to changing times. This suggests an evolving understanding of leadership in contemporary contexts. The review emphasized the relationship between leadership styles and knowledge management, highlighting the potential for effective leadership to facilitate knowledge sharing and organizational learning.

Servant leadership was identified as a significant concept, suggesting that researchers and practitioners should delve into its principles and effectiveness, especially in project management and team dynamics. Moreover, the influence of cultural diversity on leadership practices was noted in several articles, emphasizing the need for attention to cultural nuances when implementing leadership strategies.

Thus, the review also underscored how major global events, such as economic crises and political changes, affect leadership challenges. It was found out that researchers were encouraged to consider the impact of external events on leadership and organizational practices in their studies. Also, grounded theory, a qualitative research approach, was found useful in exploring emerging leadership concepts. Researchers interested in qualitative analysis were recommended to consider using grounded theory. The review likewise highlighted the evolving nature of leadership and management concepts in response to changing circumstances. Thus, acknowledging the need for continuous adaptation and learning in the dynamic business environment was deemed essential.

The results of the sentiment analysis of the sentences extracted from the 34 articles leave a generally positive sentiment among the numerous subjects from the reviewed literature. The study found that transformative leadership is flexible in response to changing conditions. Additionally, the study found that transformative leadership improves an organization's performance and sustainability, which contributed to the overall favorable impression of the tone and quality of the contents of the literature that was thoroughly analyzed.

Overall, the systematic literature reviewed was able to achieve the research objectives, namely to identify the trends in leadership concepts. The study also made every possible contribution it could, though small in ways, to filling up knowledge gaps related to leadership styles, organizational outcomes.

Implications of the Findings

At the onset, it is necessary to justify the implications through citing the evidences that stemmed from this study's statement of objectives, the process of achieving them, the discourse from analysing what resulted from the investigation, and the ensuing consultancy model explained earlier. Limitations to the study, however, provides the boundaries to prevent generalizations that might disqualify the valuable outcomes of this research from being considered as objective and scholarly contributions to the community of practice and body of knowledge.

The theme analysis from the 110 leadership-related literature chosen to explore the foundation for this study as extensively presented earlier, resulted in the word, "transformation" along with its stemmed words, "transformational" and "transform" prevailing in the word map. This indicates that, for almost two decades as covered by the publication years of the literature systematically reviewed, the body of knowledge recognizes that transformational leadership over-rules empirical practice of leadership and management in many part of the world. It is further defined with the associated terms relating transformational leadership to prevail over transactional leadership (Drayton, 2017) and observed among many others, to be enforced in organisations developing group cultures where entrepreneurship, knowledge, studying, learning, researching, participation, sharing, and relationships are valued. See Figure 6, Sequence of Data Gathered and Analysed at this link: <https://www.schoolnetwork-sg.com/leadership-review-2> (Palaniappan et al., 2024).

Recommendations

In light of the above findings, it is recommended that organizations should adopt transformational leadership style, emphasising collaboration, innovation, and employee involvement, in light of its well-documented efficacy. Promoting a culture of inquiry and knowledge sharing among employees is essential to improving decision-making and creativity. Organisations should foster cross-functional teams and knowledge sharing between departments because they understand the need of multidisciplinary collaboration in solving difficult problems. It is possible to greatly increase communication, decision-making, and general efficiency by embracing technological improvements and keeping leaders informed. Notably, organisational culture has a significant impact on how management and leadership are practised, thus it is crucial to promote an optimistic, inclusive culture that is in line with the objectives and core values of the company. Organisations can set themselves up for success in today's dynamic business climate, characterised by rapid change and fierce competition, by embracing transformational leadership, fostering a culture of cooperation, embracing technology, and nurturing a positive organisational culture.

In order to improve their leadership abilities, managers and leaders should be encouraged to pursue continuous learning, which includes keeping up with the most recent research,

attending pertinent training sessions, and looking for mentorship opportunities. Organisations must continually evaluate their management and leadership philosophies to make sure they are in line with their shifting objectives and needs. The promotion of ethical behaviour and ideals in all organisational operations, with a focus on ethical decision-making, is a crucial component of leadership. Additionally, when management and leadership styles change, it's critical to put employee engagement and well-being first. The success of an organisation depends on motivated and satisfied employees. It is advisable to keep abreast of new developments and research in the leadership and management domains if you want to remain relevant and effective in consulting work. The organization's overall performance and sustainability will be aided by this dedication to ethical leadership and constant improvement.

These recommendations should aid researchers and professionals in putting good leadership and management techniques into practise. The results place special emphasis on the development of important ideas, the supremacy of transformational leadership, a research-focused strategy, multidisciplinary considerations, the influence of organisational variables, and the impact of technology. These recommendations can help organisations successfully navigate the difficulties posed by contemporary leadership and management techniques. Furthermore, the call to action is directed at a variety of organizations, including policy-makers, consultants, businesses going through organisational changes and development, academia, and business owners, particularly in terms of assisting them in creating a leadership succession.

LIMITATIONS, SIGNIFICANCE AND FURTHER STUDIES

The following section discusses some limitations of the study and suggested further studies. Limitations cover literature scope, use of stemmed words, word length restrictions, among others. Some suggested studies that can spin off from this research include a longitudinal analysis of leadership trends, validation of rating criteria, and comparative leadership styles.

Study Limitations

The study's emphasis on a small number of 34 articles of related literature may not fully reflect the depth of research on leadership and management. A biased or insufficient grasp of the subject could come from this restriction. Stemmed words in word frequency analysis also may oversimplify the variety of terms and concepts associated with management and leadership. It might overlook complex contrasts and literary settings.

The study's thoroughness may be limited by the use of minimum word length limits (such as those of 4 and 16 letters), which may eliminate important insights and keywords that are included in shorter or longer phrases. Also, the study discusses utilising a Likert scale to score books, but it doesn't go into great length on the criteria for rating or the subjectivity of the ratings. This lack of transparency might make the hiring process biased. The study admits that the results might not be widely generalizable, which might limit the relevance of its conclusions to a wider context.

Furthermore, the study only includes works that were published between 2000 and 2020. Recent changes after this time range might not be covered because leadership and management principles could still change. Lastly, the reliance on the NVivo data analysis programme creates a potential constraint because the outcomes could differ depending on the software's settings and methods.

Significance of the Study

This study revealed significant gaps and new themes in the literature in addition to different leadership styles. It highlights the importance of facing concerns like emotional intelligence, gender parity, and the critical influence of leadership on achieving business

goals. The thorough review is a useful tool because it identifies these gaps. Policymakers can utilize its insights to create well-informed decisions about the values of leadership. Moreover, academics stand to gain from the findings as they provide perspectives for developing curricula to enable future leaders to effectively lead in a dynamic environment.

Suggested Further Studies

This study recommends additional research in the field of business leadership to deepen the comprehension of good leadership practices, guide better judgment, and develop ways for developing leaders. One can take into account the following topics to focus future research:

1. Longitudinal Analysis of Leadership Trends

By examining the development of management and leadership theories over a long period of time one may better grasp the effects of these theories to modern practices and gain a thorough picture of how leaders grow.

2. Leadership and Knowledge Management

In today's knowledge-driven economy it is crucial to examine the complex relationship between leadership styles and knowledge management. Organizational strategy decisions can be influenced by a thorough understanding of how different leadership styles affect innovation, organizational learning and information sharing.

3. Research on Ethical Leadership

Understanding how ethical leadership affects company culture, employee behavior and long-term success is crucial. Such studies may offer practical advice for promoting moral behavior in supervisors and managers which would ultimately improve corporate ethics.

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