

"Advancing Knowledge on Managerial Training and Leadership Styles: Systematic Review Using the TCCM Framework"

Kareena Saini

Research Scholar, Department of Commerce, Maharishi Dayanand University, Rohtak

Dr. Seema Rathee

Head and Associate Professor, Department of Commerce, Maharishi Dayanand University, Rohtak

Abstract:

Purpose: This study focuses on the managerial training and managerial leadership relationship in order to build an understanding of the relation between the two, explaining conceptual connections and outlining the research direction. It responds to the lack of literature on the impact of managerial training on the leadership practices at the industry or cultural level by adopting a systematic review method, which incorporates the following elements: Theory (T), Context (C), Characteristics (CM) and Methodology (M).

Design/Methodology/Approach: The bibliometric and systematic literature review method was used to search for relevant literature published in the last 10 years (2015-2025) and themed according to the TCCM framework. The review was centered on the peer-reviewed journal articles that were of high quality and relevant to the topic. The methodology involves categorizing the empirical and non-empirical studies using quantitative, qualitative and mixed methods in different research designs.

Findings: The managerial training facilitates the emergence and growth of various leadership styles like transformational leadership, transactional leadership, authentic leadership, ethical leadership and servant leadership. Research indicates that training interventions improve skills needed for effective leadership. The styles of leadership are dynamic and affected by training; each style needs a different approach to developing. Individual, team, and organizational leadership outcomes and mediating and moderating factors of leadership effectiveness are highlighted.

Practical Implications: The results support practitioners in designing targeted managerial training programs in accordance with desired leadership styles and the organizational priorities. It is recommended that leadership development be continuous, experiential and feedback focused. The study will be supportive to the adaptation of training to the sectoral and cultural context for improved leadership outcomes.

Originality/Value: This review combines the concepts of managerial training and leadership in a multi-disciplinary perspective, which is not explored in the literature together. It provides a full picture of the theoretical and methodological developments and identifies key research gaps, thus setting the agenda for future research to build the knowledge base of leadership development.

Keywords: Managerial Training, Leadership Styles, Systematic Literature Review, Transformational Leadership, Authentic Leadership, Servant Leadership, TCCM Framework, Leadership Development, Organization Outcomes, Leadership Competencies.

Type of Paper: Review Paper

1. Introduction:

From the perspective of contemporary management studies, managerial training and leadership styles are known to be interrelated constructs, which are of central importance in the context of leadership development and organizational functioning. Managerial training involves learning and developing leadership skills, communication skills, and decision-making skills needed for managing as well as the technical skills being learnt. Leadership styles such as transformational, transactional, authentic, servant and ethical leadership offer explanations of how managers influence, direct and inspire people and teams (Piwowar-Sulej & Iqbal, 2023). The literature indicates that leadership styles are not static traits of a leader but rather a style of leadership that can change and be developed through training and experience. Systematic reviews prioritize the different styles used in practice and they also show how leadership traits, skills, and competencies are involved in directing managerial behavior (Furterer et

al., 2025). For example, authentic and ethical leadership has been paired with transformational and transactional approaches, as leadership theory has grown in response to current leadership challenges in management (Borde et al., 2024). Meanwhile, managerial training is one of the factors that have an impact on leadership development. Empirical studies have demonstrated that formalized management education and training leads managers to adopt certain leadership styles and to develop their leadership skills (Goodall, 2006). This implies that managerial training is a basis from which leadership styles can be nurtured, further developed and maintained. While there is existing research to draw on, there are important gaps. Researchers in the field of managerial training and leadership have largely addressed the topic of managerial training and the styles of managerial leadership as distinct fields of study, with little consideration for the impact of managerial training on the approaches to managerial leadership in different sectors and cultures.

The objective of this investigation was to overcome with a theory development, context, characteristics, and methodology (TCCM) framework (Paul & Rosado-Serrano, 2019; Rosado-Serrano, Paul, & Dikova, 2018; Singh & Dhir, 2019) the weaknesses of previous investigations, which evaluated literature between 2015 and 2025. But it was a most effective tool (Aaltonen, 2020) and it was used for internationalization reviews (Hao, Paul, Trott, Guo, & Wu, 2019; Paul & Rosado-Serrano, 2019) that gave us a multidisciplinary perspective on our understanding (Dabić et al., 2020; Gupta, Chauhan, Paul, & Jaiswal, 2020; Singh, Akbani, & Dhir, 2020).

2. Background and Literature Review

In modern organizational research and management, study and application of managerial training and leadership styles are significant. In the last few decades, training for managers has focused on cognitive development, social skills, and adaptive skills—skills that resonate with the broader cognitive, social, and emotional aspects of leadership (Day, 2001; Day et al., 2014).

One major theme in the literature is the classification of leadership styles and the differential consequences of these styles for training design. One of the most widely researched approaches is transformational leadership, which correlates with employee engagement, innovation, and team learning (Avolio & Bass, 1995; Judge & Piccolo, 2004) via meta-analytic and review evidence and is related to four transformational behaviors: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Complementary strands such as servant leadership, authentic leadership, ethical leadership, and domain-specific (safety) transformational leadership have become more relevant, focusing on follower development, ethic, and on context-specific outcomes, such as safety behaviour (Meuser et al., 2023; Fischer, 2023; Ghasemi et al., 2025).

Although transformational leadership is a style that has been well studied and acknowledged as one of the most effective leadership styles, empirical evidence is not unanimously supportive of this style. Servant leadership also focuses on employee wellbeing and on the ethical conduct of employees, but it does not necessarily guarantee immediate performance improvement, especially in organizations that are focused on results or performance (Eva et al., 2019). Furthermore, the depth of personal development and support needed to adopt values based leadership styles (such as authentic and ethical leadership) may mean that these styles are less likely to be responsive to short-term training interventions than behaviourally oriented styles such as transformational leadership. These discrepancies point to a context-specific effect of leadership styles, indicating that training design requirements are context dependent and must align with organizational goals and context.

There are methodological trends that show improvement as well as some consistent areas of concern. Although there is an increase in multi-level and mixed-method designs, many primary studies continue to use cross-sectional survey data and self-reported learning outcomes. In order to strengthen the causal inference, reviews recommend the use of randomized or quasi-experimental designs, multiple measurements over time, subordinate-rated and/or observer-rated behavioral outcomes, and objective performance measures (Day et al., 2014; Restivo et al., 2022).

Finally, managerial training as evidenced by the data in Scopus has proven to be a mediator in the relationship between managerial training and organizational outcomes, namely self-efficacy and team learning. The level of change is a function of program design, HR-fit (alignment and climate), and the fit of the tried and tested leadership style with organizational priorities. Further research should focus

on establishing the cumulative body of knowledge, with thorough, multi-level, and longitudinal studies, of the shapes, contexts, and components of training that are effective.

Research Questions:

RQ 1. Which leadership theories (e.g., transformational, servant, authentic) are most frequently connected with managerial training interventions?

RQ 2. What are the new research streams addressed in these articles?

RQ 3. What outcomes (individual, team, organizational) are associated with the intersection of managerial training and leadership styles?

RQ 4. What research designs (quantitative, qualitative, mixed-methods) are commonly used in managerial training and leadership style studies?

Methodology

We created the descriptive statistics for the current research by defining exact inclusion and exclusion criteria and listing the keywords to search in the most reputable databases in order to examine Research Question 1 (RQ1) regarding the leadership theories (such as transformational, servant, and authentic) that are most commonly associated with managerial training interventions.

In order to investigate Research Question 2 (RQ2) on the novel research streams included in these papers, we arranged the shortlisted studies according to themes identified from the content analysis results. We identify micro, meso, and macro-level (individual, team, and organizational) outcomes related to the confluence of leadership styles and managerial training for Research Question 3 (RQ3), finally, regarding RQ 4. We distinguish between empirical and non-empirical approaches in study designs (qualitative, mixed-methods, and quantitative) frequently employed in studies of leadership styles and managerial training.

Stage 1 – Planning of Review

A review protocol was created to provide an open, methodical, and repeatable procedure. Our research focused on how managerial training affects leadership styles. Articles unconnected to HRM and those that only addressed domain-specific problems in business, management, and social science were thus disqualified from the study. Furthermore, since peer-reviewed journals are considered the finest verified knowledge source, only full-length publications published in these journals were included in our review. Conference proceedings, book chapters, and editorials were not taken into account. Furthermore, stricter selection criteria were used, and only credible peer-reviewed journals with an ABDC 2022 ranking of B or higher were chosen.

Stage 2 - Conducting the review

The work employs the methodical search strategy described in particular review papers (Canabal & White III, 2008; Paul, Hermel et al., 2017; Tung & Stahl, 2018; Singh & Dhir, 2019; Singh et al., 2020). While internet databases like Google Scholar, SCOPUS, and Web of Science (WoS) were searched for pertinent material, the paper's primary database source was SCOPUS because it has 20% more articles indexed than WoS. All of the papers having the following terms in their titles, abstracts, or keywords have been shortlisted: "Management development" OR "leadership development" OR "managerial training" OR "management training" OR "executive training" The terms "leadership style" OR "leadership styles" were then added as a necessary condition to the title, abstract, or keywords. To get the original list of 270 articles, the other time periods and journal selection criteria listed in the preceding phase were also used.



Figure 1: Prisma Model

Source: Author's own creation

Stage 3: Analysis:

Our structural assessment included a thorough objective synthesis across several dimensions, including scoped context, variables, data, statistical methods, focal area, and theoretical framework (Canabal & White III, 2008; Keupp & Gassmann, 2009). The development of the subject of study is frequently overlooked in literature reviews as a crucial synthesis theme. We have taken a moderate approach, conducting subjective synthesis on a carefully chosen collection of publications and insights for further study, motivated by adherence to an appropriate TCCM framework (Paul, Parthasarathy, & Gupta, 2017).

We conducted a keyword analysis using the Vos viewer software, and the results allowed us to group the papers into three clusters according to leadership. The clusters' themes were "Leadership and management for Organizational Performance," "Leadership styles: behavioral and perceptual outcome," and "Leadership development and organizational behavior." To find research gaps and create ideas for future studies, these clusters were further examined using the TCCM framework (Paul & Rosado-Serrano, 2019).

Stage 4: Building propositions for future research

We found several gaps in the knowledge clusters about the theoretical frameworks, standard techniques, and research contexts after using TCCM analysis. At this point, the analysis was expanded to generate hypotheses centered on the level 1 and 2 thematic knowledge clusters to establish significant research goals.

Research agenda

As Paul and Rosado-Serrano (2019) recommended, we structured the knowledge gaps using the TCCM framework. In order to discover research gaps, this methodical approach divides the topic of study into four dimensions: theory development, context, characteristics, and technique. Each of these dimensions is then further examined based on an evaluation of the literature.

Theory (T):

This below table presents a consolidated overview of recent leadership research, examining the impact of various leadership theories—transformational, servant, situational, and emotional intelligence—on critical outcomes like motivation, job satisfaction, sustainability initiatives, and pro-environmental behaviors.

Table 2: Summary of the Theories used in the papers

Name of Theory	Independent Variable	Dependent Variable	Mediator/Moderator	Findings	Authors
	“Leadership dimension (inspirational motivation or intellectual stimulation)”	“Team task performance (objective) and team creativity (idea generation)”	“Overall team communication and trust in teammates (sequential mediators)”	“Different TL dimensions affect different outcomes: inspirational motivation is better for task performance, intellectual stimulation is better for creativity. Effects occur via improved team communication and trust.”	Boies, K., et al. (2015)

				“Most studies support the TL link, though results vary due to inconsistent EI measures; EI generally enhances TL behaviors.”	
				“CAE leadership style significantly influenced internal audit effectiveness; transformational and transactional styles were more effective than laissez-faire.”	
			“EI measurement approaches (moderator)”		
				“Qatari Women leaders show transformational behaviors but sometimes adopt an assertive /autocratic style due to a male-dominated context.”	
	“Transformational Leadership Effectiveness”				
					Kim, H., & Kim, T. (2017).
			“Organizational context (moderator)”		
	“Internal audit	“Emotional Intelligence (EI)”		“Only personal recognition (transformationa	Dal Mas, L. O., &

	effectiveness”			l) positively affected job satisfaction, commitment, OCB, and other dimensions showed no effect.	Barac, K. (2018)
			“Cultural and gender norms”		
				“Servant Leadership positively linked to mentoring; transformational, transactional, not significant: gender not a factor”	
	“Socially dynamic work environment”	“Mergers & Acquisition (M&A) integration and performance (employee satisfaction, engagement, Top Management Team (TMT) turnover, objective/subjective performance measures”			
				“Transformational leadership improved school performance; relational coordination mediated the relationship, but	

				employee trust did not mediate work alienation.”	
Transformational Leadership Theory		“Leadership behaviors of female managers”			
				“Transformational leadership positively affects food safety behavior directly and indirectly via intrinsic motivation and commitment.”	
			“Transformational Leadership Dimensions (Personal recognition)”		
		“Employee job satisfaction, affective commitment, organizational citizenship behavior (OCB)”	"Gender (tested, but non-significant)”	“Leadership styles strongly influence adoption of sustainability initiatives; gaps remain in customer-related outcomes and leader demographics research.”	
	“Leadership style (transformational: charisma, recognition, stimulation; transactional : rewards, management-by-exception)”				Sharif, K. (2019)

	"Leadership style"	"Environmental Transformational Leadership (ETFL) training intervention"			
			"Employee trust, Relational coordination (mediators)"		
		"Transformational leadership"			Hassi, A. (2019).
			"Intrinsic motivation and employee commitment (dual mediators); Leader Food Safety Orientation (LFSO) as moderator"		
	"School performance , Work alienation"				
			"Organizational culture, stakeholder"		
					Nduneseokwu, C. K., & Harder, M. K. (2023)
		"Food safety behavior of			

		employees (safer food handling practices)”			
	“Transformational leadership”				
					Fahy, A., et al. (2024)
		"Sustainability outcomes in tourism & hospitality"			
	"Leadership style and leader traits",				
					Liu, C., et al. (2024)
					Mahran, K., et al (2025)
	"Servant Leadership"	"Shared Leadership Development "	"Organizational Factors (control variables)"	"Servant leadership explained significant variance in shared leadership development in Sport for Development organizations."	Svensson, P. G.et al (2021)
				“Servant leadership has broad positive impacts for employees and organizations; the leaders least enact the community-focused	

				component; authors offer practical implementation steps and development suggestions.”	
			“Psychological processes (reciprocity/social exchange, role modeling/social learning, social identity, self-confidence)”		
		“Employee outcomes (well-being, trust, team functioning) and organizational outcomes (performance, community value)”		"Leadership styles strongly influence adoption of sustainability initiatives; gaps remain in customer-related outcomes and leader demographics research."	Meuser, J. D., & Smallfield, J. (2023)
	“Servant leadership behaviors /components (and participation in development program)”		"Organizational culture, stakeholder engagement"		
		"Sustainability outcomes in tourism & hospitality"			
Servant Leadership Theory					
	"Leadership style and leader traits"				Mahran, K., et al (2025)

	Emotional Intelligence Abilities and Leadership	Leadership Effectiveness , Organizational Outcomes	Emotional Intelligence	Emotional intelligence strengthens the effectiveness of transformational, visionary, and participative leadership styles and is linked to job satisfaction and organizational growth.	Băeșu, C., & Bejinaru, R. (2015)
	Style				
				"Leader EQ is associated with positive leadership behaviors, effectiveness, and well-being; potential dark side is noted, and calls for coherent frameworks."	
		"Leader outcomes (style, well-being, performance) "			
					Gerhardt, K., et al (2025)
	"Leader EQ",		"Stress, relational/emotional processes"		
Emotional Intelligence Theory					
	"Transformational Leadership"	"Innovative Work Behavior (IWB)"	"Basic Psychological Needs	"Transformational leadership positively influenced autonomy and competence needs; competence fully mediated the	Messmann, G., et al (2021)

				relationship between transformational leadership and IWB.",	
			Satisfaction (Autonomy, Competence, Relatedness)"		
				“Significantly more ETFL behaviors were observed after the intervention.	
			“Autonomous motivation as underlying mechanism linking ETFL and PEBs”	Following training, autonomous motivation increased and pro-environmental behaviors significantly improved.”	
Self-Determinati on Theory				“Leadership significantly impacts environmental sustainability; leader motivations drive engagement in green practices; differences noted between individual leader and collective leadership effects.”	

					Nduneseokwu, C. K., & Harder, M. K. (2023)
	“Leaders' ETFL behaviors, Subordinates' autonomous motivation, Subordinates' pro-environmental”	“Environmental Transformational Leadership (ETFL) training intervention”	“Motivations (intrinsic/extrinsic), leadership style as mediators”		
					Yang, D., et al (2025)
	“Leader attributes (values, demographics, leadership style)”	“Organizational environmental sustainability outcomes (green innovation, employee behavior, strategy)”			
	“Turnover intention”	“Authentic leadership”	“Organizational commitment (mediator)”	“Authentic leadership enhanced organizational commitment, which reduced turnover intention among hospitality employees.”	Ausar, K., et al. (2016)
				“Peak wilderness experiences fostered self-awareness, core values, transparency, leading to intentions aligned with authentic leadership.”	

Authentic Leadership Theory					
			“Developmental readiness (moderator)”		
					Van Droffelaar, B., & Jacobs, M. (2017)
	“Intentions to change leadership behavior”	“Wilderness experiences”			
	Transformational, Transactional, Laissez-faire leadership styles	Employee Attitude, Performance Outcomes	None specified	Transformational leadership strongly predicts employee performance and satisfaction; the laissez-faire style has adverse effects, and the transactional style is sometimes linked to job satisfaction and identification.	Asrar-ul-Haq, M., et al (2016)
				“Both personal characteristics and career context predict leadership; proactiveness, risk-taking, and social skills are key traits. Gender shows no major effect, while directive leadership aligns with career-contextual variables and egalitarian leadership stems	

				from personality traits.”	
				“Constructive leadership enhanced innovation and well-being; leadership styles influenced project success and employee resilience depending on context.”	
	“Leadership Behavior”				Clark, K. D., & Waldron, T. (2016).
		“ Personal Characteristics: Gender, Risk-taking propensity, Proactiveness, Social skill”			
		“ Career Context:- Job level, Number of subordinates	“Not explicitly tested, but job conditions may influence leadership type”		
		, Time spent with others			
Transactional Leadership Theory		, Job demand (time pressure)”			
		"Employee Well-Being, Project Success"			
			"Innovation Climate, Self-Efficacy, Contextual Factors"		Cheung, C.et al (2023)

	"Leadership Styles (Transformational, Exchange, Corrective, etc.)"				
Social constructivist theory & systemic theory	"Participation in leadership development program"	"Subjective experiences (knowledge, self-awareness, EI, leadership skills)"	"Community of learning, interaction, experiential learning"	"Leadership development enhanced knowledge, reflection, emotional intelligence, and team-building."	Abdulla, A., et al. (2023)
Social Exchange Theory (SET)	Leader attributes/styles (people-focused, collaboration-driven, future-oriented, integrity, vision)	Perceived leader effectiveness; agency adaptability and creativity (practitioner-evaluated outcomes)	Cultural cluster (Anglo) context as background moderator; soft skills emphasized as core across regions	Integrity, vision, and inspiration were top attributes; collaborative and performance-oriented styles were considered most effective; findings were consistent across the US/UK/and Australia, with some nuanced differences.	Patwardhan, P., et al.(2021)
			"Two-way Communication (Mediator)"	"Both servant and transformational leadership enhance engagement; two-way communication mediates the servant leadership–engagement link but not the transformational leadership–	

				engagement link.”	
	“Servant Leadership, Transformational Leadership”	“Work Engagement”			
				Post-pandemic leadership in Germany is more humane-oriented, empathetic; emergence of 'coaching leader'; subjective perceptions lag behind objective practices.	
			Followers’ sensemaking, cultural orientations.		Rabiul, M. K, et al. (2022)
	Crisis context (COVID-19, work-from-home)				
		Leadership practices & expectations			
					Mahadevan, J., et al (2025)
"Role Congruity Theory, Gynandrous Leadership",	"Social context, personal behaviors, leadership styles"	Career success of female CEOs",	"Self-acceptance, self-development, self-management",	"Female CEOs succeed by actively shaping careers, embracing feminine and masculine traits (gynandrous leadership), overcoming stereotypes, and	Athanasopoulou, A., et al. (2018)

				developing authentic styles."	
Complete Range Leadership Model, Leader – Member Exchange (LMX)Theory, Perceived Organizational Support (POS) Theory	Transformat ional and Instrumental Leadership	Employee Performance, Company Performance	None (but psychological traits and context	Transformational leadership strongly affects employee performance; instrumental leadership is also significant when considered alone. Both leadership types are less significant for financial/compa ny outcomes in startups.	Chammas, C. B.,et al (2019)
			discussed)	“Transformational leadership positively influences respect, proactivity, and IWB; respect and proactivity mediate these relationships.”	
				“Low-quality leader–member exchange and poor diversity management harm health, satisfaction, and retention during organizational change”	
			“Respect (Mediator), Proactivity (Mediator)”	“Developmental leadership is strongly linked to job satisfaction and instrumental leadership.”	

	“Leadership Styles (Transformational, Transactional, Avoidant)”	“Respect, Proactivity, Innovative Work Behavior (IWB)”			Martens, R. (2020).
			“Leader–Member Exchange (Quality), Diversity Management (Moderator)”		
	“Leadership Style (Authoritarian vs. Participative), Diversity Management”	“Employee Health, Job Satisfaction, Retention”			
			“Individual leadership profiles (moderator)”		Vito, R., & Sethi, B. (2020).
	“Performance, Job satisfaction”				
		“Developmental leadership, Instrumental leadership”			Börjesson, M., et al (2025)
	Managerial Leadership Styles (Directive, Persuasive, etc.)	Organizational Performance (Manager/employee outcome)	Manager biographical traits (Education, Experience, Field of Study)	No difference in style based on gender; education, experience, and field of study moderate the use/effectiveness of specific styles.	Afshari, J., et al. (2017)
			“Follower competence & commitment (moderator)”	“SLT principles supported when leader and follower ratings of competence/commitment are	

				congruent; congruence predicts effectiveness.”	
		“Leadership style (directive vs supportive)”			
	“Leadership effectiveness”				
Situational Leadership Theory (Hersey & Blanchard)					Thompson, G., & Glasø, L. (2018).

Source: Author’s own creation

Context(C):

A co-occurrence and keyword analysis was conducted using VOS viewer, which facilitated the construction of a network and overlay visualization. This analysis revealed three distinct clusters representing key research themes. The first cluster, denoted in red, comprised five items: authentic leadership, behavior, job satisfaction, leadership development, and outcomes. This cluster was conceptualized under the “Leadership Development and Organizational Behavior.” The second cluster, shown in green, included behavior, perceptions, transactional leadership, and transformational leadership, reflecting the theme “Leadership Styles: Behavioral and Perceptual Outcomes.” The third cluster, highlighted in blue, consisted of leadership, management, performance, and work, encapsulating the theme “Leadership and Management for Organizational Performance.” Following this thematic categorization, the reviewed literature was systematically examined and mapped according to these clusters, thus identifying the principal research streams and their corresponding focal areas within the broader domain of leadership studies.

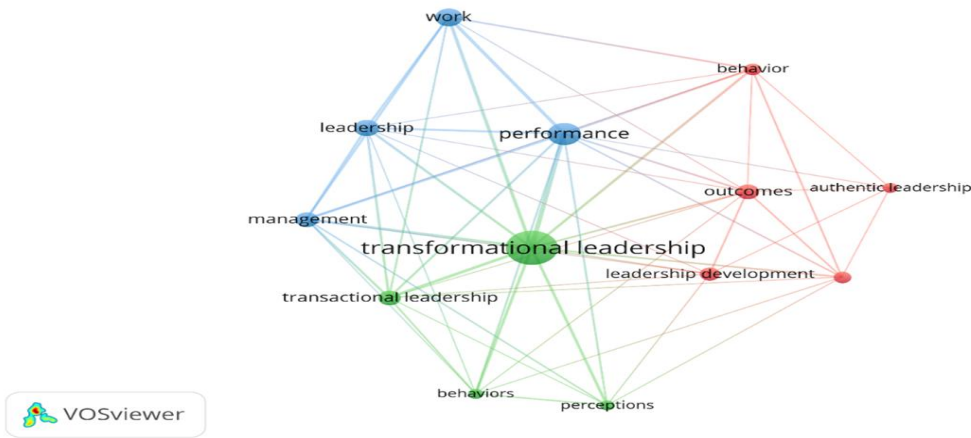


Figure 2: Network and overlay visualization of themes using VOS viewers

Source: Author’s own creation

Table 3: Research stream addressed in the papers

Research stream addressed	Focus /issue addressed	Author's name and year
Leadership Development and Organizational Behavior	Female CEO career trajectories, self-acceptance, self-development, self-management, gendered barriers, implications for HR and leadership development	Athanasopoulou, A., et al. (2018)
	Characteristics and development of global university presidents, leadership preparation, leadership style, and executive team dynamics	
	Impact of low-quality leader–member exchange and poor diversity management on job satisfaction and retention during organizational change.	
		Liu, L., et al. (2020)
	Leadership and employee well-being in the AEC industry, focusing on leadership behaviors, styles, and their impact on employee well-being and organizational performance.	
	Systematic development and pilot evaluation of an online career-oriented people management training program for line managers in healthcare.	
	Systematic review of emotional intelligence and its relationship with leader outcomes (styles, behavior, well-being, performance)	
		R Vito, R., & Sethi, B. (2020).
	Systematic review of leadership’s impact on environmental sustainability initiatives in tourism/hospitality; transformative, servant, ethical, authentic, spiritual, inclusive leadership; links to green outcomes and interventions.	
		Cheung, C., et al. (2023)
		van Leeuwen, et al. (2024)
		Gerhardt, K., et al. (2025)
		Mahran, K., et al. (2025)
Leaders ' Leaders: Behavioral-Behavioral and Perceptual Outcome	Experimental effects of transformational leadership (inspirational motivation, intellectual stimulation) on team performance, communication, trust, and creativity.	Boies, K. et al. (2015)
	Identifying critical leadership styles (directive, relationship-oriented) in green building projects.	

	Systematic review of emotional intelligence and its relationship with transformational leadership, including measurement challenges and research debates.	
	Moderating role of transformational leadership in mitigating workplace bullying, interaction with job autonomy, and emotional demands.	Zhao, X., et al. (2016)
	Effects of chief audit executives' transformational, transactional, and laissez-faire leadership on internal audit effectiveness.	
	Influence of transactional and transformational leadership styles on job satisfaction, affective commitment, and organizational citizenship behavior in Moroccan organizations.	Kim, H., & Kim, T.
		(2017).
	Impact of transformational and transactional leadership on proactive employee behavior and innovative work; mediation via respect and proactivity.	
	Impact of servant, transformational, transactional, and passive avoidant leadership styles on mentoring competencies and gender equity in academic leadership.	
		Tuckey, M. R., et al. (2017)
	Role of servant leadership in fostering shared leadership development in sport for development organizations.	
	Basic needs satisfaction as a mediator of transformational leadership's impact on innovative work behavior among teachers	
		Dal Mas, L. O., & Barac, K. (2018)
	Leader-facilitated emotion management and the moderating influence of leader gender and national culture on perceived effectiveness.	
	Impact of servant and transformational leadership, and two-way communication, on employee engagement in the hospitality sector (Bangladesh)	
		Hassi, A. (2019)
	Brand-specific transformational leadership as a level for mergers & acquisitions performance and integration in emerging markets (China)	
	Transformational leadership, intrinsic motivation, employee commitment, and food safety behavior in food services, focusing on the Chinese industry.	

		Martens, R. (2020)
		Sims, C., et al (2021)
		Svensson, P. G., et al.(2021)
		Messmann, G., et al.(2022)
		Richard, E. M., et al. (2023)
		Rabiul, M. K., et al. (2022)
		Mao, D., et al.(2024)
		Liu, C.et al.(2024)
“Leadership and Management for Organizational Performance”	Analysis of effects of leadership styles (autocratic, democratic, delegating, situational) on government organizational performance.	Bhargavi, S. & Yaseen, A. (2016)
	Association between top management leadership styles (consideration, initiating structure) and business unit performance, organizational commitment, through controls (Australia).	
	Influence of Chinese traditional philosophies (Confucianism, Taoism, Legalism) on expatriate leadership behavior and adaptation in an intercultural context	
		Sophia Su & Kevin Baird, (2017)
	Influence of Chinese traditional philosophies (Confucianism, Taoism, Legalism) on expatriate leadership behavior and adaptation in an intercultural context	
	Modern leadership styles in Industry 4.0 and their organizational impact	
	Review of leadership and employee well-being in the architecture, engineering, and construction industry; impact on performance and innovative capacity	
		Lin, L., et al (2018)
	Thematic review on the impact of leaders and leadership (especially transformational and sustainable leadership) on organizational environmental sustainability, green innovation, and employee behavior.	
		Michel, J. W., et al (2020)

		Cinnioglu, H. (2020)
		Cheung, C., et al (2023)
		Yang, D., et al (2025)

Source: Author’s own creation

Characteristics:

Leadership research is categorized across four levels of study, each providing a unique perspective and focus. At the micro-level, research analyzes individuals and their leadership styles, traits, and psychological factors, exploring effectiveness and behavior in personal contexts (Popli, S., & Rizvi, I. A.,2017; Kim, H., & Kim, T.,2017; Afshari, J., et al., 2017; and Thompson, G., & Glasø, L. 2018).; Hassi, A., 2019. Al-Khasawneh et al., 2021; Messmann, G., et al., 2022; and Rabiul, M. K., et al., 2022). Meso-level studies expand scope to groups and organizations, focusing on how leadership interacts with team dynamics, organizational structures, and work environments, influencing outcomes such as performance, well-being, and trust (Băeșu, C., & Bejinaru, R.,2015; Boies, K., et al.,2015; Bhargavi, S. & Yaseen, A.,2016; Abdulla, A., et al, 2023, van Leeuwen et al.,2024). Macro-level studies further broaden the lens to organizational, industry-wide, or national phenomena, investigating the influence of leadership on large-scale concepts like sustainability, cultural legacies, and institutional characteristics (Cinnioglu, H.,2020; McCann, L., & Mollan, S.,2022; Richard, E. M., et al,2023; Mao, D., et al, 2024; and Yang, D., et al,2025). Multi-level (cross-level) studies synthesize these approaches, examining the interplay and combined effects of leadership across individuals, groups, and organizational contexts—such as training, emotional intelligence, and community development (Asrar-ul-Haq, M., & Kuchinke, K. P., 2016; Sharif, K.,2019; Meuser, J. D., & Smallfield, J.,2023; Liu, C., et al.,2024 and Mahadevan, J., et al,2025). This comprehensive stratification allows researchers to understand how leadership operates and impacts outcomes from individual behavior to institutional and societal levels.

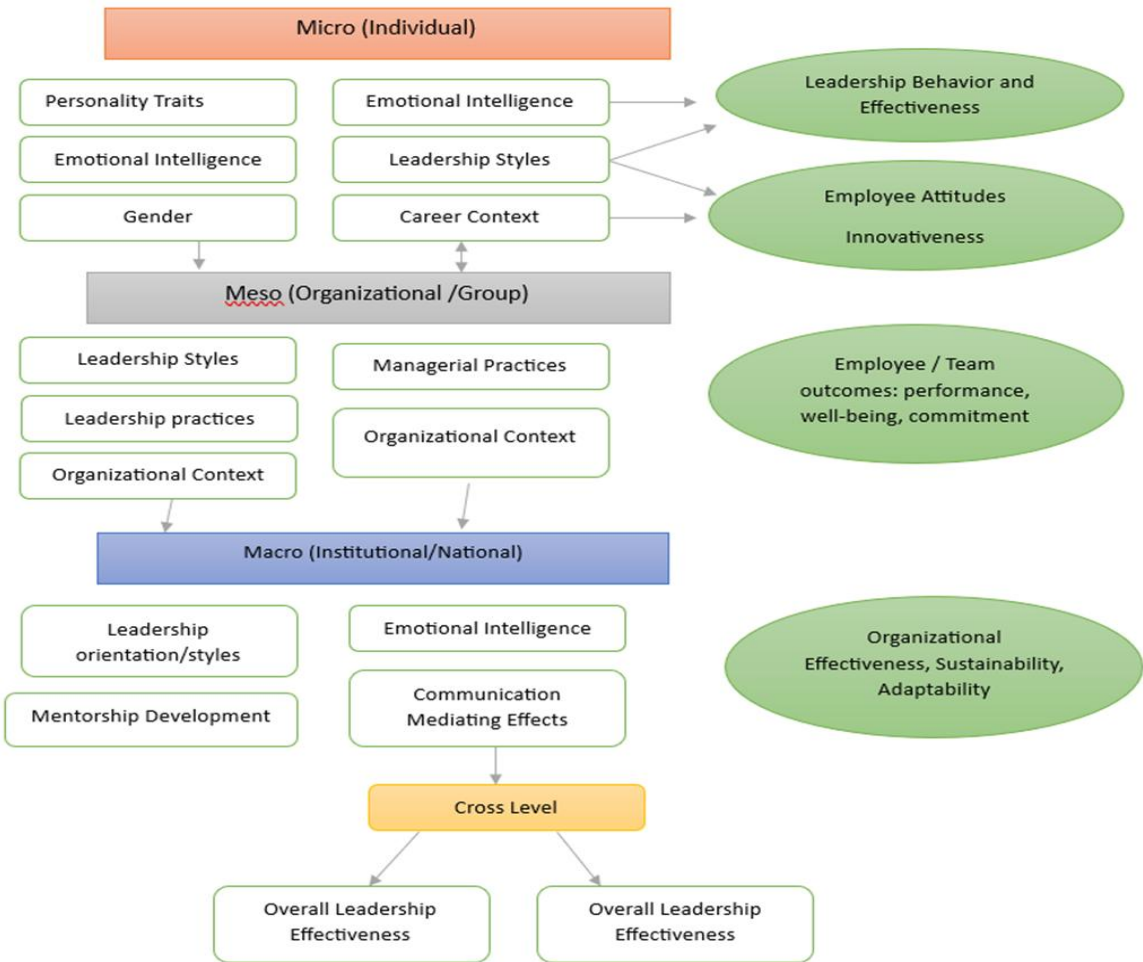


Figure 3: Diagrammatic Presentation of the Level of Studies

Source: Author’s own creation

The above diagram presents a multi-level framework of leadership, organizing key variables across individual (micro), organizational (meso), and institutional/national (macro) levels, along with their cross-level interactions. Individual traits and contexts influence leadership behaviors and follower outcomes at the micro-level. The meso-level highlights how leadership styles and organizational context impact team performance and employee well-being. The macro-level focuses on broader cultural and institutional factors that shape organizational adaptability and sustainability. Arrows indicate directional influences within and between levels, illustrating how leadership effectiveness emerges from interconnected, dynamic relationships across them. This framework integrates diverse leadership research into a cohesive conceptual model.

Methodology (M)

The table in the document primarily categorizes research methodologies by approach, clearly distinguishing between empirical and non-empirical methods. Empirical studies frequently utilize quantitative techniques such as surveys, regression analysis, structural equation modeling (SEM), multilevel modeling, factor analysis, and experimental designs, including field experiments and pre-post interventions. Many entries also report using mixed-methods approaches, combining quantitative surveys with qualitative interviews, and advanced methods such as Partial Least Squares SEM (PLS-SEM), hierarchical linear modeling, and meta-analysis to synthesize data across multiple studies. Qualitative research approaches are represented through semi-structured interviews, thematic analysis, and collaborative qualitative studies, often analyzed using tools like NVivo or through conceptual and theoretical frameworks (Clark, K. D., & Waldron, T.,2016; Martens, R., 2020; Patwardhan, P. et al.,2021; Sims, C., etal,2021; Svensson, P.G. et al.,2021; Messmann, G., etal,2022; Nduneseokwu, C. K., & Harder, M. K.,2023). Non-empirical contributions involve literature reviews, conceptual model discussion, theoretical analysis, and historical or archival document review, emphasizing knowledge

synthesis rather than direct data collection (Athanasopoulou, A. et al., 2018; Liu, L. et al., 2020; Cinnioğlu, H., 2020; van Leeuwen et al., 2024). The table demonstrates comprehensive coverage of methodological approaches, ranging from statistically oriented empirical designs to in-depth qualitative analyses and conceptual explorations in the literature.

Table 5: Approach /Methods used in the study

Approach	Key Authors
Empirical	Şeşu, C., & Bejinaru, R. (2015), Aguinis, H., & Culpepper, S. A. (2015), Boies, K., et al. (2015), Cho, Y., et al., 2016, Clark, K. D., & Waldron, T. (2016), Tuckey, M. R., et al., 2017; Guerrero, E. G.,et al., 2018, Michelle R. Tuckey et al., 2017, Kim, H., & Kim, T. (2017), Popli, S., & Rizvi, I. A. (2017), Thompson, G., & Glasø, L. (2018), Dal Mas, L. O., & Barac, K. (2018), Hassi, A. (2019), Rabiul, M. K, et al. (2022)
Non-Empirical	Athanasopoulou et al., 2017, Cinnioğlu, H. (2020), Liu, L., et al., 2020, Liu, L., et al., 2020, van Leeuwen et al., 2024

Source: Author's own creation

Implications

The managerial trainings develop and shape various aspects of leadership styles such as Transformational, transactional, authentic, ethical, servant, and nuanced aspects thereof. The review, which was done following the TCCM framework (Theory, Context, Characteristics, Methodology), draws attention to the theoretical connections between training interventions and leadership outcomes, which are mediated by autonomous motivation and psychological empowerment, and moderated by contextual factors. There are several gaps in research identified, such as limited consideration of leadership traits; culture and leadership and limited consideration of the leadership orientation throughout the lifespan. With the COVID-19 pandemic we have

experienced recently, there is a need for training interventions that equip individuals with emotional intelligence and adaptive leadership skills in crisis management. There is a need to further test and validate digital and hybrid training approaches with a potential for scalable leadership development.

Future Research Agenda

Theory, Context, Characteristics, Methodology (TCCM) is the framework used. The framework TCCM (Theory, Context, Characteristics, Methodology) offers a systematic way to expand the research agenda for managerial training and leadership styles in the future. The aim of this agenda is to promote the development of leadership theory, the incorporation of context-specific understandings, the improvement of the profile of training programs and the methodological rigor to fill the gaps in the leadership training research literature.

Theory Directions

The future research should go beyond transformational and transactional leadership model and explore emerging models with a depth of emotional intelligence, servant leadership, ethical leadership etc. In addition, researchers need to determine mediators (such as autonomous motivation, psychological empowerment) and moderators (such as cultural values, gender) that influence the outcomes of leadership, and investigate the longitudinal progression of leadership style, especially in the context of globalization and the digital workplace.

Contextual Expansion

Contextual research is a key priority with research required in diverse cultures, sectors and crises. This involves testing leadership training and leadership style theories in healthcare, hospitality, manufacturing, and education, as well as analysing how leadership training is accepted and implemented, and how the socio-cultural environment, policies, and norms influence the implementation and effectiveness of leadership training. Research also needs to center on how to develop leaders during times of change, including digital transformation, or a global crisis such as a pandemic. Training Program.

Characteristics

A Training Program Characteristics Research should systematically identify the program characteristic (Duration, Modality, Pedagogy) that best supports the development of specific leadership style. The impact of tailor-made training materials reflecting cultural preferences and organization-specific requirements should be assessed; the assessment of experiential learning, mentoring, and feedback loops in conventional and e-training contexts should be conducted as well.

Methodological

Advancements Longitudinal, experimental and multi-level studies should be encouraged for future research to adequately test the causal and dynamic interactions between leaders and followers. To improve reliability, researchers need to use mixed-methods designs, use multiple sources of data from self, followers, peers, and organizational characteristics, and use sophisticated analytic methods such as SEM and hierarchical modeling. Comprehensive evaluation of digital and hybrid leadership training platforms is required to assess their actual impact on behaviour change for sustainable change.

Conclusion

The systematic literature review reaffirms the critical importance of managing training programmes in relation to promoting adaptive, ethical and emotionally intelligent leadership across a variety of sectors. Organizational culture, experiential learning, and leader-follower interaction help make this impact and application more potent and more effective as mediators and moderators of these leadership styles. There are, however, still several areas that have not been studied in-depth enough: customer-related outcomes, long-term impact measurement, diverse contexts (including crises) and leader demographic variables. Theoretical frameworks, contextual diversity, and methodologies should be further extended in future research to yield practical suggestions for policy and practice to enhance leadership effectiveness and organizational resilience as proposed in the TCCM research agenda. This comprehensive analysis emphasizes the importance of nuanced, contextually informed leadership development programs, guided by ongoing research addressing theoretical, contextual, and methodological complexities.

References:

- Aaltonen, P. H. M. (2020). Piecing together a puzzle—A review and research agenda on internationalization and the promise of exaptation. *International Business Review* 101664. <https://doi.org/10.1016/j.ibusrev.2020.101664>.
- Abdulla, A., Fenech, R., Kinsella, K., Hiasat, L., Chakravarti, S., White, T., & Rajan, P. B. (2023). Leadership development in academia in the UAE: Creating a community of learning. *Journal of Higher Education Policy and Management*, 45(1), 96-112.
- Afshari, J., Moein, Z., Afshari, F., Sharifi-Rad, J., Balouchi, A., & Afshari, A. (2017). A comparison of leadership styles with respect to biographical characteristics. *SA Journal of Human Resource Management*, 15(1), 1-7.
- Aguinis, H., & Culpepper, S. A. (2015). An expanded decision-making procedure for examining cross-level interaction effects with multilevel modeling. *Organizational Research Methods*, 18(2), 155-176.
- Al Amiri, N. S., Rahim, A., & Ahmed, S. (2020). Leadership styles and organizational knowledge management activities: A systematic review. *Journal of Workplace Learning*, 32(6), 405–426. <https://doi.org/10.1108/JWL-09-2019-0114>
- Ali, M., Iyiola, K., Alzubi, A., & Aljuhmani, H. Y. (2025). Using safety-specific transformational leadership to improve safety behavior among construction workers. *Buildings*, 15(18), 3340. DOI: 10.3390/buildings15183340
- Al-Khasawneh, A., Eyadat, H., & Elayan, M. (2021). The preferred leadership styles in vocational training corporations: A case study of Jordan. *Problems and Perspectives in Management*, 19(3), 545.
- Asrar-ul-Haq, M., & Kuchinke, K. P. (2016). Impact of leadership styles on employees' attitude towards their leader and performance: Empirical evidence from Pakistani banks. *Future Business Journal*, 2(1), 54-64.
- Athanasopoulou, A., Moss-Cowan, A., Smets, M., & Morris, T. (2018). Claiming the corner office: Female CEO careers and implications for leadership development. *Human Resource Management*, 57(2), 617-639.
- Atwater, L., & Brett, J. (2005). 360-degree feedback: Accuracy, reactions, and behavioral change. *Leadership & Organization Development Journal*, 26(5), 444–458. DOI: 10.1108/01437730510617664
- Ausar, K., Kang, H. J. A., & Kim, J. S. (2016). The effects of authentic leadership and organizational commitment on turnover intention. *Leadership & Organization Development Journal*, 37(2), 181-199.
- Băeșu, C., & Bejinaru, R. (2015). Innovative leadership styles and the influence of emotional intelligence. *The USV Annals of Economics and Public Administration*, 15(3), 136-145.
- Bailey, J., Guinan, P. J., O'Connor, G., & Shuttleworth, D. (2025). Structural and Psychological Empowerment in R&D Teams. *Research-Technology Management*, 68(2), 23-36.
- Bhargavi, S., & Yaseen, A. (2016). Leadership styles and organizational performance. *Strategic Management Quarterly*, 4(1), 87-117.
- Boies, K., Fiset, J., & Gill, H. (2015). Communication and trust are key: Unlocking the relationship between leadership, team performance, and creativity. *The leadership quarterly*, 26(6), 1080-1094.
- Bono, J. E., & Judge, T. A. (2004). Personality and transformational leadership: A meta-analysis. *Journal of Applied Psychology*. DOI: 10.1037/0021-9010.89.4.755
- Borde, S., Arora, A., & Kakoty, S. (2024). Linkages of organizational commitment and leadership styles: A systematic review. *European Journal of Training and Development*, 48(2/3), 267–289. <https://doi.org/10.1108/EJTD-09-2021-0151>
- Börjesson, M., Fors Brandebo, M., & Larsson, G. (2025). Developmental and instrumental leadership: interrelationship and individual profiles. *Leadership & Organization Development Journal*, 46(9), 16-30.
- Canabal, A., & White III, G. O. (2008). Entry mode research: Past and future. *International Business Review*, 17(3), 267–284.

- Castagnoli, R., Bu'chi, G., Coeurderoy, R. and Cugno, M. (2021), "Evolution of industry 4.0 and international business: a systematic literature review and a research agenda", *European Management Journal*, Vol. 40No. 40No. 40No.4, pp 572-589.
- Chammas, C. B., & Hernandez, J. M. D. C. (2019). Comparing transformational and instrumental leadership: The influence of different leadership styles on individual employee and financial performance in Brazilian startups. *Innovation & Management Review*, 16(2), 143-160.
- Cheung, C., Chih, Y. Y., Bowen, P., & Liao, P. C. (2023). Leadership and employee well-being in the architecture, engineering, and construction (AEC) industry.
- Cho, Y., Park, J., Ju, B., Han, S. J., Moon, H., Park, S., ... & Park, E. (2016). Women leaders' work-life imbalance in South Korean companies: A collaborative qualitative study. *Human Resource Development Quarterly*, 27(4), 461-487.
- Cinnioğlu, H. (2020). A review of modern leadership styles from the perspective of Industry 4.0. *Agile Business Leadership Methods for Industry 4.0*, 1-23.
- Clark, K. D., & Waldron, T. (2016). Predictors of leadership behavior in early career white-collar professionals: The roles of personal characteristics and career context. *Journal of leadership & organizational studies*, 23(1), 27-38.
- Cummings, G. G., et al. (2018). A systematic review of leadership styles and outcome patterns for the nursing workforce and work environment. *International Journal of Nursing Studies*, 85, 19–60. DOI: 10.1016/j.ijnurstu.2018.04.016
- Dabić, M., Vlačić, B., Paul, J., Dana, L. P., Sahasranamam, S., & Glinka, B. (2020). Immigrant entrepreneurship: A review and research agenda. *Journal of Business Research*, 113, 25–38.
- Dal Mas, L. O., & Barac, K. (2018). The influence of the chief audit executive's leadership style on factors related to internal audit effectiveness. *Managerial Auditing Journal*, 33(8/9), 807-835.
- Day, D. V. (2001). Leadership development: A review in context. *The Leadership Quarterly*, 11(4), 581–613. DOI: 10.1016/S1048-9843(00)00061-8
- Day, D. V., Fleenor, J. W., Atwater, L. E., Sturm, R. E., & McKee, R. A. (2014). Advances in leader and leadership development: A review of 25 years of research and theory. *The Leadership Quarterly*, 25(1), 63–82. DOI: 10.1016/j.leaqua.2013.11.004
- Dorn, S., Schweiger, B. and Albers, S. (2016), "Levels, phases and themes of coopetition: a systematic literature review and research agenda", *European Management Journal*, Vol. 34 No. 5, pp.484-500.
- Fahy, A., McCartney, S., Fu, N., & Roche, J. (2024). Investigating the indirect impact of transformational leadership on performance and work alienation: evidence from school principals navigating COVID-19. *Leadership & Organization Development Journal*, 45(5), 877-898.
- Fischer, S. A. (2023). Safety-specific transformational leadership: Behavioral characteristics and measurement. *Journal of Nursing Administration*, 53(11), 561–562. DOI: 10.1097/NNA.0000000000001344
- Furterer, S., Antony, J., Bhasin, S., Laureani, A., & Bhat, S. (2025). A systematic literature review to assess leadership's role, traits, skills, competencies, and styles for the design of Lean Six Sigma program success. *The TQM Journal*, 37(1), 1–23. <https://doi.org/10.1108/TQMJ-03-2023-0098>
- Gerhardt, K., Bauwens, R., & van Woerkom, M. (2025). Emotional Intelligence and Leader Outcomes: A Comprehensive Review and Roadmap for Future Inquiry. *Human Resource Development Review*, 15344843251342689.
- Ghasemi, F., Mahdinia, M., & Doosti-Irani, A. (2025). Safety-specific transformational leadership and safety outcomes at workplaces: A scoping review. *BMC Public Health*, 25, 2723. DOI: 10.1186/s12889-025-24044-w
- Goodall, A. H. (2006). Management training of physician executives, their leadership style, and care management performance: An empirical study. *Journal of Health Administration Education*, 23(4), 419–436. <https://pubmed.ncbi.nlm.nih.gov/16464139>
- Guerrero, E. G., Frimpong, J., Kong, Y., Fenwick, K., & Aarons, G. A. (2020). Advancing theory on the multilevel role of leadership in implementing evidence-based health care practices. *Health care management review*, 45(2), 151-161.

- Gupta, P., Chauhan, S., Paul, J., & Jaiswal, M. P. (2020). Social entrepreneurship research: A review and future research agenda. *Journal of Business Research*.
- Hao, A. W., Paul, J., Trott, S., Guo, C., & Wu, H. H. (2019). Two decades of research on nation branding: A review and future research agenda. *International Marketing Review*.
- Hassi, A. (2019). “You get what you appreciate.” Effects of leadership on job satisfaction, affective commitment, and organizational citizenship behavior. *International Journal of Organizational Analysis*, 27(3), 786-811.
- Hu, S., Välimäki, M., Liu, S., et al. (2024). Coaching to develop leadership of healthcare managers: A mixed-methods systematic review. *BMC Medical Education*, 24, 1083. DOI: 10.1186/s12909-024-06081-y
- Judge, T. A., & Piccolo, R. F. (2004). Transformational and transactional leadership: A meta-analytic test of their relative validity. *Journal of Applied Psychology*, 89(5), 755–768. DOI: 10.1037/0021-9010.89.5.755
- Judge, T. A., Bono, J. E., Ilies, R., & Gerhardt, M. W. (2002). Personality and leadership: A qualitative and quantitative review. *Journal of Applied Psychology*, 87(4), 765–780. DOI: 10.1037/0021-9010.87.4.765
- Keupp, M. M., & Gassmann, O. (2009). The past and the future of international entrepreneurship: A review and suggestions for developing the field. *Journal of Management*, 35(3), 600–633.
- Kim, H., & Kim, T. (2017). Emotional intelligence and transformational leadership: A review of empirical studies. *Human Resource Development Review*, 16(4), 377-393.
- Klein, A., Horak, S., Ahlf, H., & Nihalani, K. (2022). Influence of informal institutions on commitment to customer service in Confucian Asia. *Management Decision*, 60(9), 2455-2481.
- Lawrason, S. V. C., et al. (2023). Characteristics of transformational leadership development programs: A systematic review. *Leadership & Organization Development Journal*.
- Lin, L., Li, P. P., & Roelfsema, H. (2018). The traditional Chinese philosophies in intercultural leadership: the case of Chinese expatriate managers in the Netherlands. *Cross-Cultural & Strategic Management*, 25(2), 299-336.
- Liu, C., Ahmad, N., Jiang, M., & Arshad, M. Z. (2024). Steering the path to safer food: The role of transformational leadership in food services to combat foodborne illness. *Journal of Retailing and Consumer Services*, 81, 103958.
- Liu, L., Hong, X., Wen, W., Xie, Z., & Coates, H. (2020). Global university president leadership characteristics and dynamics. *Studies in Higher Education*, 45(10), 2036-2044.
- Luthans, F., et al. (2007). 360-degree feedback and coaching: Evidence and practice. *Human Resource Management Review*.
- Mahadevan, J., Stärkle, A., Bacher, L., Bernhardt, E., Burghardt, R., Hammer, M., ... & Schoss, T. (2025). Have German leaders become ‘sentimental’? A qualitative study of novel leadership practices and expectations since COVID. *International Journal of Cross-Cultural Management*, 25(1), 31-54.
- Mahran, K., Albarrak, H., Ibrahim, B. A., & Elamer, A. A. (2025). Leadership and sustainability in tourism and hospitality: a systematic review and future research agenda. *International Journal of Contemporary Hospitality Management*, 37(7), 2219-2242.
- Mao, D., Rao-Nicholson, R., Zhang, C., & Wang, Y. (2024). Leveraging brand-specific transformational leadership as corporate brand identity for M&A performance in an emerging market. *Industrial Marketing Management*, 120, 15-28.
- Martens, R. (2020). Leadership to lean. *IEEE Transactions on Engineering Management*, 69(4), 976-986.
- McCann, L., & Mollan, S. (2022). Placing Camelot: Cultivating leadership and learning in the Kennedy presidency. *Leadership*, 18(1), 120-139.
- Messmann, G., Evers, A., & Kreijns, K. (2022). The role of basic psychological needs satisfaction in the relationship between transformational leadership and innovative work behavior. *Human resource development quarterly*, 33(1), 29-45.

- Meuser, J. D., & Smallfield, J. (2023). Servant leadership: The missing community component. *Business Horizons*, 66(2), 251-264.
- Meuser, J. D., et al. (2023). Servant leadership: A community-focused approach. *The Leadership Quarterly*, 34(3), 101705. DOI: 10.1016/j.leaqua.2022.101705
- Michel, J. W., Tews, M. J., & Tracey, J. B. (2020). Validating effective managerial behaviors for the hospitality industry. *International Journal of Contemporary Hospitality Management*, 32(6), 2175-2193.
- Nduneseokwu, C. K., & Harder, M. K. (2023). Developing environmental transformational leadership with training: Leaders and subordinates' environmental behavior outcomes. *Journal of Cleaner Production*, 403, 136790.
- Nielsen, K., Tafvelin, S., von Thiele Schwarz, U., & Hasson, H. (2022). In the eye of the beholder: How self-other agreements influence leadership training outcomes as perceived by leaders and their followers. *Journal of Business and Psychology*, 37(1), 73-90.
- Patwardhan, P., Kerr, G., Patwardhan, H., Kelly, L., Habib, S., Mortimer, K., & Laurie, S. (2021). Ad Agency Leadership in the US, UK, and Australia: A Mixed-Method Analysis of Effective Attributes and Styles. *Journal of Advertising*, 51(2), 223–239. <https://doi.org/10.1080/00913367.2021.1891159>
- Paul, J. and Rosado-Serrano, A. (2019), “Gradual internationalization vs Born-Global/international new venture models: a review and research agenda”, *International Marketing Review*, Vol. 36 No. 6, pp.830-858.
- Paul, J., Hermel, P., & Srivastava, A. (2017). Entrepreneurial intentions—theory and evidence from Asia, America, and Europe. *Journal of International Entrepreneurship*, 15(3), 324–351.
- Paul, J., Parthasarathy, S., & Gupta, P. (2017). Exporting challenges of SMEs: A review and future research agenda. *Journal of World Business*, 52(3), 327–342.
- Piwowar-Sulej, K., & Iqbal, Q. (2023). Leadership styles and sustainable performance: A systematic literature review. *Journal of Cleaner Production*, 382, 134600. <https://doi.org/10.1016/j.jclepro.2022.134600>
- Popli, S., & Rizvi, I. A. (2017). Leadership style and service orientation: The catalytic role of employee engagement. *Journal of service theory and practice*, 27(1), 292-310.
- Rabiul, M. K., Yean, T. F., Patwary, A. K., & Hilman, H. (2022). Linking leadership styles and two-way communication to engagement: A study among the hospitality employees in Bangladesh. *International Journal of Hospitality & Tourism Administration*, 23(6), 1219-1241.
- Restivo, V., et al. (2022). Leadership interventions and outcomes: A systematic review. *Journal of Leadership & Organizational Studies*, 29(4), 423–440. DOI: 10.1177/15480518211063934
- Restivo, V., Minutolo, G., Battaglini, A., et al. (2022). Leadership effectiveness in healthcare: A systematic review. *Journal of Healthcare Management Studies*.
- Richard, E. M., Walsh, J. J., & Young, S. F. (2023). Leader-facilitated emotion management and perceived effectiveness: Moderating roles of leader gender and culture. *Human Resource Development International*, 26(1), 48-71.
- Rosado-Serrano, A., Paul, J., & Dikova, D. (2018). International franchising: A literature review and research agenda. *Journal of Business Research*, 85, 238–257.
- Santosa, I. S., et al. (2025). The role of leadership styles in shaping work engagement: Bibliometric analysis and systematic review. *Social Sciences & Humanities Open*, 12, 101757. DOI: 10.1016/j.ssaho.2025.101757
- Seth, H., Talwar, S., Bhatia, A., Saxena, A., and Dhir, A. (2020), “Consumer resistance and inertia of retail investors: development of the resistance adoption inertia continuance (RAIC) framework”, *Journal of Retailing and Consumer Services*, Vol. 55No.1,p.102071.
- Sharif, K. (2019). Transformational leadership behaviors of women in a socially dynamic environment. *International Journal of Organizational Analysis*, 27(4), 1191-1217.
- Shen, Q., et al. (2024). Fostering leadership development of nurse leaders: Mentorship and program design. *Journal of Nursing Management*, 32(4), 615–623. DOI: 10.1111/jonm 13845

- Sims, C., Carter, A., & Moore De Peralta, A. (2021). Do servant, transformational, transactional, and passive avoidant leadership styles influence faculty mentoring competencies? A study of a gender equity leadership development program. *Human Resource Development Quarterly*, 32(1), 55-75.
- Singh, S., & Dhir, S. (2019). Structured review using TCCM and bibliometric analysis of international cause-related marketing, social marketing, and firm innovation. *International Review on Public and Nonprofit Marketing*, 16(2-4), 335–347. <https://doi.org/10.1007/s12208-019-00233-3>.
- Singh, S., Akbani, I., & Dhir, S. (2020a). Service innovation implementation: A systematic review and research agenda. *Service Industries Journal*. <https://doi.org/10.1080/02642069.2020.1731477>.
- Singh, S., Akbani, I., & Dhir, S. (2020a). Service innovation implementation: A systematic review and research agenda. *Service Industries Journal*. <https://doi.org/10.1080/02642069.2020.1731477>.
- Singh, S., Dhir, S., Das, V. M., & Sharma, A. (2020b). Bibliometric overview of the Technological Forecasting and Social Change journal: Analysis from 1970 to 2018. *Technological Forecasting and Social Change*, 154, 119963. <https://doi.org/10.1016/j.techfore.2020.119963>.
- Su, S., & Baird, K. (2017). The role of leaders in achieving organizational outcomes. *Personnel Review*, 46(3), 593-607.
- Svensson, P. G., Jones, G. J., & Kang, S. (2021). The influence of servant leadership on shared leadership development in sport-for-development. *Journal of Sport for Development*, 10(1), 17-24.
- Tenschert, J., Furtner, M., & Peters, M. (2024). The effects of self-leadership and mindfulness training on leadership development: A systematic review. *Frontiers in Psychology*, 15, 1192331. DOI: 10.3389/fpsyg.2024.1192331
- Thompson, G., & Glasø, L. (2018). Situational leadership theory: a test from a leader-follower congruence approach. *Leadership & Organization Development Journal*, 39(5), 574-591.
- Tuckey, M. R., Li, Y., & Chen, P. Y. (2017). The role of transformational leadership in workplace bullying: Interactions with leaders' and followers' job characteristics in a multi-level study. *Journal of Organizational Effectiveness: People and Performance*, 4(3), 199-217.
- Tung, R. L., & Stahl, G. K. (2018). The tortuous evolution of the role of culture in IB research: What we know, what we do not know, and where we are headed. *Journal of International Business Studies*, 49(9), 1167–1189.
- van Droffelaar, B., & Jacobs, M. (2017). The role of wilderness experiences in leaders' development toward authentic leadership. *Leadership & Organization Development Journal*, 38(8), 1144-1156.
- van Leeuwen, E. H., Knies, E., van Rensen, E. L., Taris, T. W., van den Heuvel, M., & Lammers, J. W. J. (2024). The systematic development of an online career-oriented people management training for line managers of professionals: A pilot field intervention study. *Public Personnel Management*, 53(1), 61-84.
- Vito, R., & Sethi, B. (2020). Managing change: role of leadership and diversity management. *Journal of Organizational Change Management*, 33(7), 1471-1483.
- Wimmer, A., Buzady, Z., Csesznak, A., & Szentesi, P. (2022). Intuitive and analytical decision-making skills were analyzed through a flowchart, resulting in a serious game. *Journal of Decision Systems*, 31(sup1), 4-17.
- Yang, D., Crawford, J., Daugaard, D., & Jia, J. (2025). Environmentally sustainable leadership: A systematic literature review and future research agenda. *Australian Journal of Management*, 03128962251350335.
- Zhao, X., Hwang, B. G., & Lee, H. N. (2016). Identifying critical leadership styles of project managers for green building projects. *International Journal of Construction Management*, 16(2), 150-160.
- Zia, M. Q., Decius, J., Naveed, M., & Anwar, A. (2022). Transformational leadership promoting employees' informal learning and job involvement: The moderating role of self-efficacy. *European Journal of Training and Development*, 46(6/7), 543–563. DOI: 10.1108/EJTD-10-2021-009