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Jurnal Ilmu Pemerintahan

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Navigating political terrain: a comprehensive review of leadership theories in political science

Ibnu Asqori Pohan^{1*)}, Muhamad Takiyuddin Ismail², Sharifah Nursyahidah Syed Annuar³

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Abstract

Political science is increasingly focusing on the study of leadership factors in its field scope. Therefore, the primary objective of this article is to systematically analyze the use of leadership theories in scholarly publications of political science. This paper also underscores the lack of leadership theories or concepts in political science, offering insights to anyone interested in examining leadership in this academic discipline. This study introduces an alternative framework for analyzing leadership, specifically emphasizing political leadership. Thus, the question addressed in this study is: What leadership theories are applied to the study of political science? This study utilizes the systematic literature review approach, except for the Appraisal Quality stage, to examine political leadership theory and the notion of utilization as discussed in political science. The ROSE protocol is employed in this study due to its suitability for mapping and qualitative studies. Furthermore, PICo is used to formulate research questions in the context of this study. The results of this study, which involved the review of 75 papers, revealed the implementation of leadership theories and concepts in 15 distinct contexts or focus areas. The analysis of leadership in political science places significant emphasis on the dimensions of transformative and transactional leadership styles. Both leadership styles are frequently used in various research contexts. Overall, the prevalence of transformative and transactional leadership theories in political science can be understood as a reflection of the constraints political scientists face in comprehending the nature of leadership within a political context from a scientific standpoint.

Keywords: leadership theory, political leadership, transformative leadership, transactional leadership

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Introduction

Numerous cross-disciplinary scientific studies have made extensive use of leadership theories. The phenomenon of leadership is becoming increasingly dynamic and fascinating to observe in multiple contexts where it is exercised or operates. In an uncertain global situation, several scientists are focusing on leadership in critical crises (Gesser-Edelsburg & Hijazi, 2020; Mali et al., 2021; Montiel et al., 2021; Park & Chung, 2021; Sobral et al., 2020). The psychological approach has influenced leadership studies and theories (Dinh et al., 2014; Laustsen & Petersen, 2020). In business and management, leadership discussions also predominate (Dacin & Tracey, 2011; Effendi, 2003; Lewin, 2015; Seidel et al., 2019; Suaib et al., 2016). Aspects of leadership have emerged as a significant factor in various disciplines, including political science.

Leadership has yet to be the primary focus of the study of political science. According to Elgie (2015), The American Political Science Association has identified a comprehensive range of 46 fields of study within the domain of political science. However, it is noteworthy that these fields focus on something other than political leadership. A similar situation can be observed in The International Political Science Association and The European Consortium for Political Research, which encompasses over 50 areas of study within political science. However, it is noteworthy that political leadership needs to be examined in these areas. Similarly, leadership literature is more likely to omit the discussion of political leadership, focusing instead on the management aspects of leadership or leaders rather than the outcomes of elections. Leaders are primarily expected to fulfill the needs and expectations of the stakeholders associated with the organization or company; they are not expected to reconcile society's conflicting values, ideas, and interests. (Hartley & Bennington, 2011; Helms, 2012).

This article intends to map and demonstrate the pattern of leadership theory usage in published political science research. This paper also highlights the need for more theories or concepts of leadership in political science, providing valuable insights to readers and individuals interested in studying leadership within this discipline. This study presents an alternative framework or perspective for examining leadership, focusing on political leadership. This article employs a systematic review (SR) or systematic literature review (SLR). Higgins et al. (2011) She elucidated that the primary objective of a systematic literature review is to identify and consolidate pertinent research by employing structured, transparent, and reproducible methodologies at every stage of the process. Shaffril et al. (2021) Explained that SLR has distinctive and rigid guidelines for researchers to find quality literature for review. Using the SLR writing mechanism requires authors to study outside the current review through rigorous reference search methods, formulate appropriate 'search strings,' and formulate consistent inclusion and exclusion criteria. (Robinson & Lowe, 2015). The existing mechanism emphasizes transparency because all requirements must have arguments and justification. (Greyson et al., 2019).

In addition, SLR significantly emphasizes validity, causality, evidence, and impact. This concentration emphasizes the study of research design, analytical methodologies, and the establishment of causal relationships. By applying the SLR, the author exercises control over the review's quality by ensuring the validity of the evidence. (Lockwood et al., 2015). Further, evaluate the protocol, standards for publication, or established guidelines. The primary objective is to provide adequate guidance and ensure the researcher remains focused and adheres to the intended course of action. Additionally, this will enhance the review's methodological transparency. (Haddaway et al., 2018). SLR is necessary to ensure a more comprehensive examination of existing literature, making it difficult to determine the level of comprehensiveness achieved in the literature review. Moreover, the lack of transparency can present a significant challenge in studies that do not employ SLR methodologies. (Dixon-Woods et al., 2005).

However, previous studies regarding leadership emphasized and elaborated on leadership as an essential factor in certain situations and conditions (Gesser-Edelsburg & Hijazi, 2020; Mali et al., 2021; Montiel et al., 2021; Park & Chung, 2021; Sobral et al., 2020). Apart from that, there is also the use of leadership theory in various fields of science, such as psychology, business, and management (Dinh et al., 2014; Laustsen & Petersen, 2020; Dacin & Tracey, 2011; Effendi, 2003; Lewin, 2015; Seidel et al., 2019;

Suaib et al., 2016). This research attempts to fill the void in leadership studies, especially political leadership, by using SLR methodology because the use of SLR can answer the aim of this research, namely to map the use of political leadership theories and concepts in studies in political science. The mapping and identification of political leadership theories and concepts implemented by political science researchers still need to be more extensive and widely available. Thus, this research seeks to fill the existing scientific gap.

Research Methods

The authors of this study employed two search strategies. First, conduct advanced searches on Web of Science (WoS) and Scopus. They were second, using manual Google Scholar search techniques. In this study, researchers only focused on searching journals in the three databases and ignored different types of scientific work.

Shaffril et al. (2021) have observed that researchers from diverse scientific disciplines have formulated and constructed specialized standard reports aligning with their respective study areas. There are at least two rationales as to why each researcher necessitates the establishment of an individualized standard for reporting within their respective domain of expertise. There are two primary points to consider. Firstly, there is a growing demand among scientists and researchers from various fields beyond health studies for systematic literature review (SLR) articles. Secondly, disciplines outside health studies need help in adhering to or embracing the established reporting protocols from the health sciences. The two predominant protocols utilized in the context of SLR are the Preferred Reporting Items for Systematic Review and Meta-Analysis (PRISMA) and the Reporting Standards for Systematic Evidence Syntheses (ROSES).

The research questions of this study were formulated using the PICo framework. The PICo tool is a valuable resource for authors, assisting them in developing suitable research inquiries for conducting a comprehensive review. The three primary concepts that form the foundation of PICo are Population, Problem, Interest, and Context. (Shaffril et al., 2021). The review encompasses three primary aspects as outlined by the authors, drawing upon the concepts mentioned above: leadership (Population), the application of leadership theories (Interest), and political science studies (Context), which then guide them in formulating their primary research question. What theories of leadership are applied to the study of political science? The authors utilized the phrase search function and the Boolean operators "OR" and "AND" to combine keywords in their advanced search. This study used three main manual search methods: hand selection, backward tracing, and forward monitoring.

The process of systematic searching strategies comprises three primary stages: identification, screening, and eligibility assessment. The stages mentioned above are frequently employed in systematic reviews, meta-analyses, and other research methodologies to guarantee a thorough and impartial approach to collecting and assessing pertinent studies. (Shaffril et al., 2021). However, one more stage within the SLR process is quality appraisal. The exclusion of the quality appraisal process in this study is a limitation due to time constraints and the limited availability of experts to conduct the appraisal. Researchers extensively explore diverse sources, explicitly focusing on journals within the chosen database, to identify all possible studies pertinent to the research inquiry. The process employs a blend of keywords, controlled vocabulary, and additional search operators to encompass a comprehensive array of relevant publications. (Shaffril et al., 2021). Screening is the subsequent step undertaken

by researchers following the initial identification of studies. During the screening process, the authors comprehensively evaluate the obtained studies' titles and abstracts, intending to ascertain whether they satisfy the predetermined criteria for inclusion or exclusion. The purpose of establishing these criteria is to ensure that only studies with specific characteristics or parameters are deemed eligible for subsequent analysis. Eligibility Assessment: During this phase, a comprehensive evaluation is conducted on the complete texts of the studies that successfully passed the initial screening. This evaluation aims to ascertain their suitability for inclusion in the final analysis. Researchers thoroughly scrutinize the content of the investigations to demonstrate their devotion to the specified inclusion standards and their provision of pertinent data for the research question.

The identification process involves thoroughly searching for synonyms, related terms, and variations of the main keywords relevant to the study, namely leadership theory, political science perspective, and political leadership. This endeavor aims to expand the range of available databases that can be utilized to conduct a comprehensive search for relevant articles to include in the literature review. The selection of keywords was informed by the research question proposed by Okoli (2015). The procedure of identification encompassed the utilization of an online thesaurus, the examination of terms from prior studies, and the consideration of recommendations from Scopus. The authors enriched a comprehensive search query using various search techniques such as boolean operators, phrase searching, truncation, wild cards, and field codes. This search query was applied to the two primary databases, Scopus and Web of Science. (Table 1).

Table 1. The Search String

Database	Search String
Scopus	TITLE-ABS-KEY (("Leadership*" OR "Leader*") AND ("Leadership Theory*" OR "Leadership Approach*" OR "Leadership Concept*") AND ("Political Leadership*" OR "Governmental Leadership*" OR "Executive* Leadership*" OR "Transformational Leadership*" OR "Transactional Leadership*"OR "Democratic Leadership*"))
Web of Science (WoS)	TS= (("Leadership*" OR "Leader*") AND ("Leadership Theory*" OR "Leadership Approach*" OR "Leadership Concept*") AND ("Political Leadership*" OR "Governmental Leadership*" OR "Executive* Leadership*" OR "Transformational Leadership*" OR "Transactional Leadership*"OR "Democratic Leadership*"))
Google Scholar	("Leadership" OR "Leaderships" OR "Leader" OR "Leaders") AND ("Leadership Theory" OR "Leadership Theories" OR "Leadership Approach" OR "Leadership Approaches" OR "Leadership Concept" OR "Leadership Concepts") AND ("Political Leadership" OR "Political Leaderships" OR "Governmental Leadership" OR "Governmental Leaderships" OR "Executive Leadership" OR "Executives Leaderships" OR "Transformational Leadership" OR "Transformational Leadership" OR "Transactional Leadership" OR "Transactional Leaderships" OR "Democratic Leadership" OR "Democratic Leadership")

Source: processed by the author

As mentioned earlier, the databases possess attributes that render them suitable as primary databases for a systematic literature review. These attributes encompass advanced search functionalities, comprehensive coverage, rigorous article quality control measures, and a multidisciplinary orientation encompassing environmental

management studies. (Martín et al., 2018; Gusenbauer & Haddaway, 2020; Shaffril et al., 2021). As an additional database, Google Scholar was selected as the third database. According to Haddaway et al. (2018), Google Scholar can be a supplementary database during the systematic review procedure. Therefore, incorporating Google Scholar as an additional database aligns with their suggested approach. Furthermore, the selection of Google Scholars is contingent upon various favorable characteristics. On the other hand, orduña-Malea et al. (2017), Google Scholar has 165 million articles and journals. Google Scholar is also better than discovery tools at finding recognized intellectual substances derived from well-known publishers (Loan & Sheikh, 2018). The initial stage of the search yielded 9,914 articles from the three databases. The total number of papers will continue to be filtered in subsequent steps, as depicted in Figure 1.

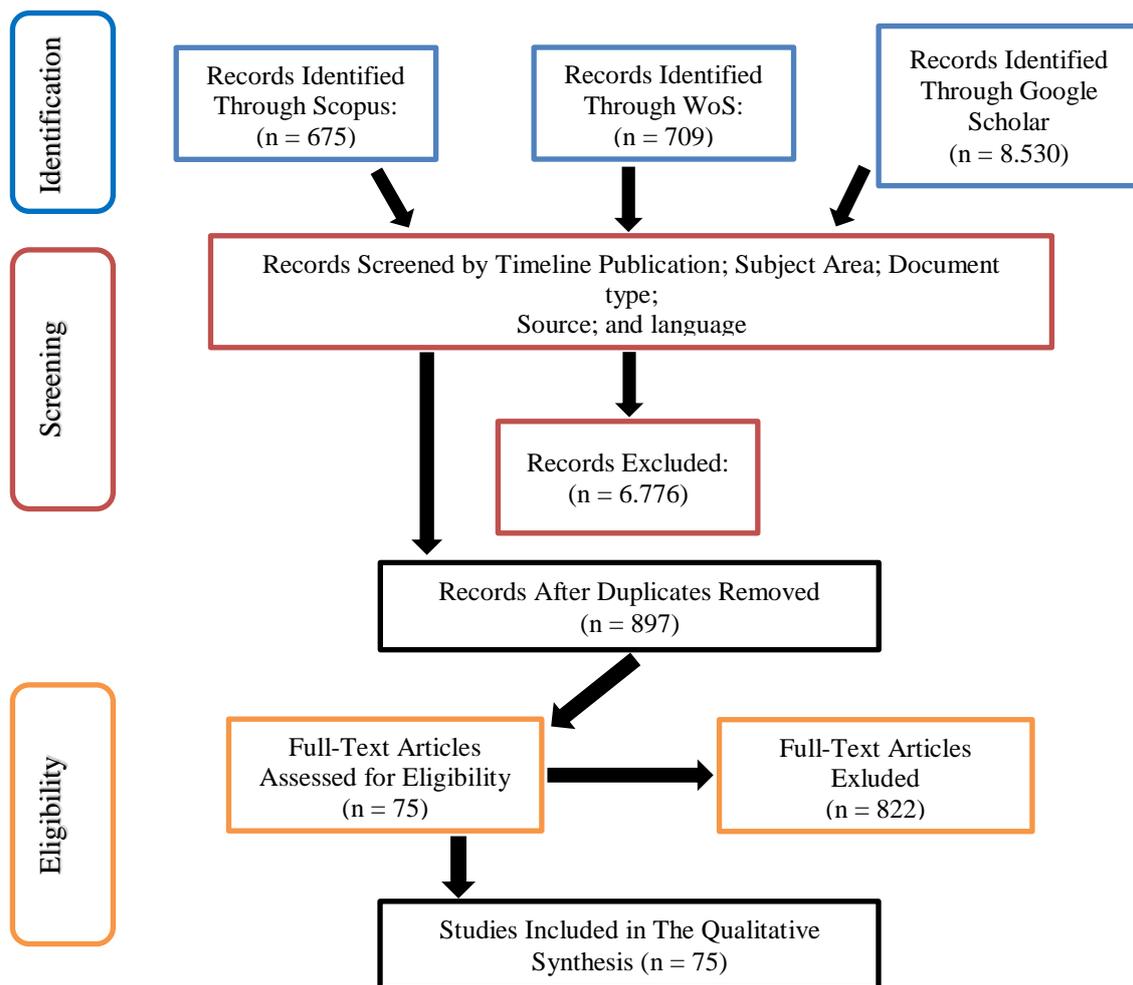


Figure 1. Flow Diagram Searching Strategies

Source: Moher D, Liberati A, Tetzlaff J, Altman DG, The PRISMA Group (2009)

The authors now apply exclusion criteria to the 9,914 papers obtained through the identification process. The 'timeline publication' is programmed using the advanced Scopus and WoS search systems' capabilities. The selected papers were published between 2018 and 2022 or within the last five years. The author believes that, over the past five years, a growing variety of articles have explored leadership theories for political and social Science studies. The following exclusion criterion is a subject area, with 'political science' being the applicable subject area. Then, the terms' document

type' and 'source type' are added as exclusion criteria. The specified 'document type' is the article, and the 'source type' is the journal used as the primary source in this SLR. The final criterion is 'language'; only English-written papers are reviewed. After applying these five exclusion criteria to the three databases during the screening phase, 3,138 articles met the criteria. After completing the screening stages, the authors performed a duplicate process on the 3,138 papers obtained from the initial process. The exact process revealed that 2,241 documents were identical. The remaining 897 papers will be forwarded to the subsequent procedure.

At the eligibility stage, the authors conducted the study collaboratively, without the involvement of external experts or research assistants. The writer starts reading one by one of the 897 papers filtered only in the title section for the first stage. At this stage, the writer also ensures that the existing papers are the study's results, not paper reviews and not chapter books; when it is assessed as unsuitable at this early stage, the author immediately removes it from the list of papers. If the author has doubts or questions, proceed with reading the abstract. The author ensures in this section that the article uses leadership theory and concepts, and then the discussion enters the area of political science discussion. After applying the eligibility criteria, the result was that the authors considered 75 papers eligible to be reviewed in this study.

Results and Discussion

The papers found that leadership theory is applied to 15 focal issues or contexts. Numerous political science authors and researchers interested in leadership devote more attention to the issue or topic of "leadership style" than other issues. The different notions of leadership have been extensively scrutinized and analyzed across diverse academic fields. In the present era, political science has increasingly focused on examining and investigating leadership factors within its scope. The primary objective of this article is to systematically analyze and illustrate the utilization of leadership theories in scholarly publications within the field of political science. This paper also underscores the shortage or inadequacy of leadership theories or concepts in political science, offering valuable insights to readers and individuals interested in examining leadership within this particular academic discipline. The present study introduces an alternative framework or perspective for analyzing leadership, specifically emphasizing political leadership. So, the question addressed in this study is: What leadership theories are applied to the study of political science? This study utilizes the systematic literature review approach, except for the Appraisal Quality stage, to thoroughly examine political leadership theory and the notion of utilization as discussed in political science. The ROSE protocol is employed in this study due to its suitability for mapping and qualitative studies. Furthermore, PICO is used to formulate research inquiries within the context of this investigation. The findings of this study, which involved the review of 75 papers, revealed the implementation of leadership theories and concepts across 15 distinct contexts or areas of focus. The observation of leadership style is highly prevalent. The analysis of leadership in political science places significant emphasis on the dimensions of transformative and transactional leadership styles. Both leadership styles are commonly retained in various research contexts. The prevalence of transformative and transactional leadership theories in political science can be understood as a reflection of the constraints political scientists face in comprehending the nature of leadership within a political context from a scientific standpoint. Six primary context and focus issues are national and institutional issues that receive equal attention: leadership in a crisis context, gender issues, local leadership, and public

policy. National leadership issues in a comparative dimension across several countries are all significant foci. This approach acknowledges the limitations of using a single research method and advocates for a mixed-methods strategy to deliver a more inclusive understanding of leadership in political science. The information is depicted statistically in figure 2 context and focus issue below.

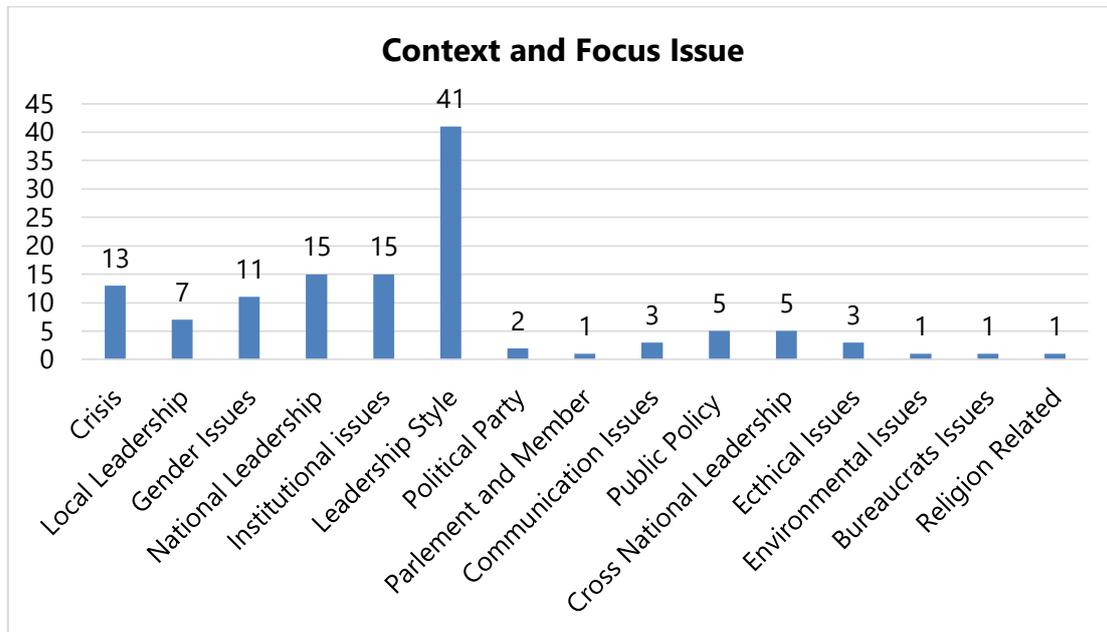


Figure 2. Context and Focus Issue
Source: statistical analysis of 75 periodicals

Qualitative research entails collecting and analyzing non-numerical data, such as interviews, observations, and textual analysis, to investigate complex phenomena and comprehend underlying motivations, attitudes, and behaviors. Quantitative research, on the other hand, entails gathering and analyzing numerical data using statistical techniques to identify patterns, relationships, and correlations. In leadership studies, utilizing a mixed-methods approach entails the integration of qualitative and quantitative methodologies to gather and analyze data, thereby facilitating a comprehensive understanding of the subject matter. This method can yield deeper insights by encompassing the breadth and depth of leadership concepts and theories in political science. The study employs a mixed-methods research design to comprehensively understand political science's diverse leadership theories and ideas. However, it does not appear to provide specific information about the proportion of qualitative versus quantitative research in each journal or elaborate on how these research methods are implemented. Overall, this mixed-methods approach can provide a more nuanced and comprehensive understanding of leadership in political science by combining the strengths of qualitative and quantitative research methods. It allows scientists to explore leadership phenomena's complexities while capturing broader patterns and trends.

Leadership style is the focus of most scholarly articles on leadership aspects in the study of political science. (Pike & Diamond, 2021; Sørensen & Torfing, 2019; Craig, 2021; Cwalina & Drzewiecka, 2019; Ofosu-Anim, 2022; Kalpokaite & Radivojevic, 2020; LaRocca & Groves, 2022; Islam et al., 2022; Barrigüete et al., 2022; Jong & Faerman, 2021; Changar & Atan, 2021; Corpuz et al., 2020; Brimhall & Palinkas, 2020; Hannah et al., 2020; Müller & Van Esch, 2020; Keulemans & Groeneveld, 2020; Kesgin, 2020; Groves, 2020; Nxumalo, 2019; Cho et al., 2019; Fourie & Höhne, 2019; Lin & Sun, 2018;

Hansbrough & Schyns, 2018; Muralidharan & Pathak, 2018; Changar & Atan, 2021; Smirles et al., 2020; Young et al., 2021; Bilal et al., 2020; Haque et al., 2020; Samanta & Lamprakis, 2018; Itzkovich et al., 2020; Pérezts et al., 2020; Nahavandi & Corbett, 2018; Mantzouranis, 2018; Fabac et al., 2022; Alvesson & Einola, 2019; Suppiah et al., 2018; Ford et al., 2021).

Interestingly, three articles directly link the term 'Political Leadership' to writing about 'leadership style. (Kalpokaite & Radivojevic, 2020; Ofosu-Anim, 2022; Torfing & Sørensen, 2019). In the meantime, several articles emphasize the discussion of 'leadership style' and use the term 'leadership style' directly in the studies they write. (Bilal et al., 2020; Changar & Atan, 2021; Cho et al., 2019; Cwalina & Drzewiecka, 2019; Günzel-Jensen et al., 2018; Kalpokaite & Radivojevic, 2020; Ofosu-Anim, 2022). There are many leadership styles, each of which considers numerous variables when applied to the various situations and circumstances in which leadership is present. Nonetheless, two leadership styles are well-known and identified in local, national, and international leadership.

Transformational and transactional leaderships in different types of research

'Transformational leadership' and 'Transactional leadership' have been extensively studied and investigated for various leaders and the context (situations and conditions) in which leadership takes place. Transformative leadership and transactional leadership are two leadership models that are often confronted. Transactional leadership emphasizes that leaders have a role in determining what the people they lead need to do to achieve common goals. Transactional leaders also focus on completing assigned tasks. Transactional leaders rely heavily on punishment and reward systems for their subordinates to motivate them to carry out responsibilities (Bass, 1990; Bass & Bass, 2008). In contrast, transformational leadership emphasizes that leaders must motivate followers to carry out their responsibilities beyond their expectations. Transformational leaders must be able to define, communicate, and articulate the organization's vision, and subordinates must recognize it. Transformational leadership articulates a vision of a realistic future, stimulates intellectually, and pays attention to the differences of subordinates. Thus, such a transformative leader has a solid transformational effect at all levels. (Bass & Bass, 2008).

Transformational Leadership

To facilitate comprehension of the presentation of results in this section, the author will first review the findings of applying transformational leadership theory to quantitative research, followed by qualitative research and mixed methods research. Muralidharan and Pathak (2018) and Cho et al. (2019) Employ transformational leadership theories for comparative studies comparing multiple nations. Muralidharan and Pathak (2018) The effects of the emergence of social entrepreneurship in 27 countries were compared based on data collected in 2009. They are using information from a survey conducted by Global Leadership and Organizational Behavior Effectiveness (GLOBE), the Global Entrepreneurship Monitor (GEM), and the Sustainability Society Foundation (SSF). Strong cultural antecedents are required for the emergence of a new form of social entrepreneurship in a given society. It will strengthen and preserve the continuity of the community even further.

The category of leaders with a transformational leadership style includes nations that have successfully influenced the social entrepreneurship community in their respective nations. Cho et al. (2019) wrote a research report comparing the correlation between leadership style and affective organizational commitment (AOC) among Korean and American employees, specifically emphasizing cultural factors. The study's findings revealed that the correlation between transformational leadership and AOC was more pronounced among employees in the United States compared to their counterparts in Korea. On the contrary, it was found that transactional leadership positively correlated solely with AOC in the context of Korean employees. The two studies conducted by Muralidharan and Pathak (2018) and Cho et al. (2019), it is evident that solid cultural elements indicate the transformation process of leaders with a transformational leadership model.

Ancarani et al. (2021), Keulemans and Groeneveld (2020) and LaRocca and Groves (2022) applied transformational leadership theory to hundreds of government employees or bureaucrats at different levels. Keulemans and Groeneveld (2020) explained that supervisory leadership for bureaucrats, one of the characteristics of transformational leadership, has a substantial and constructive impression on frontline bureaucrats. The same findings as Ancarani et al. (2021) support the positive influence of transformational leadership on 2,721 local government employees in Italy. The transformational leadership style possessed by their leaders fosters a positive attachment among bureaucrats at all levels, whether directly or indirectly. Jong and Faerman (2021) conducted an investigation that differed slightly from those of Ancarani et al. (2021), Keulemans and Groeneveld (2020), and LaRocca and Groves (2022), despite highlighting the performance of transformational leadership in government agencies or bureaucrat employees. Jong and Faerman (2021) examined the psychological strengthening of transformational and transactional leadership styles in government staff. Goal-oriented leadership significantly impacts government employees' psychological empowerment or fortification.

Similarly, but distinct from the investigation described above, Islam et al. (2022) and Groves (2020) applied transformational leadership theory to determine its effect on workers or followers by employing a formula or modeling, specifically Structural Equation Modeling (SEM) (Islam et al., 2022) and Moderated Mediation Model (Groves, 2020). In the context of developing a new model of transformational leadership theory interpretation, the two formulas are intended to demonstrate. The purpose of implementing SEM is to measure further transformational leadership's effect on shaping the winning behavior of workers and followers in the milieu of structural transformation (Islam et al., 2022). In the meantime, the Moderated Mediation Model tends to measure the performance outcomes of employees as a result of transformational leadership (Groves, 2020).

Suppiah et al. (2018) highlight the transformational leadership of Prime Minister Mahathir Mohamad, specifically analyzing Mahathir's communication of leadership to the Indian community in Malaysia based on a different type of investigation than the one described previously. Meanwhile, Lindani Nxumalo (2020) applies transformational leadership theory to the South African policy for implementing disability laws in the workplace. Transformative leadership assumes a crucial role in ensuring that the implementation of disability necessities in the office is by what policymakers have designed and agreed upon.

In addition, Fourie and Hühne (2019) juxtapose transformational leadership theory with Protestant doctrine or teachings on fallibility. In transformational leadership

theory, the expectancy that genuine leaders must be dependable is especially marked. Its emphasis on heroism indicates a conceptualization of leadership that contradicts the notion of human fallibility. The researcher presents the debate in philosophical or extra-leadership-scholarship-related dimensions and from beyond its traditional Anglophone locales. Hansbrough and Schyns (2018) Three empirical studies were conducted to test the concept of transformational leadership and determine why transformative leadership traits are observed in a subset of leaders and individuals but not in the majority. The examination is conducted by examining personality and implicit leadership theories.

Brimhall & Palinkas (2020). Hannah et al. (2020) and Lin & Sun (2018) Apply transformational leadership theory to mixed-methods research. Lin and Sun (2018) conducted a study to determine the significance of the association between power distance orientation, core self-evaluation (CSE), and leadership partialities in transformational leadership styles. Even more straightforwardly, Brimhall and Palinkas (2020) investigated whether transformational leadership strengthens the climate of inclusion in an urban hospital. An inclusive work environment in urban hospitals can increase worker productivity and job satisfaction. Such conditions may arise due to transformational leadership's significant role or influence. In a more complex study, Hannah et al. (2020) investigated subjective well-being (such as job satisfaction, life satisfaction, and positive affect) with transformative leader figures.

Transactional Leadership

Jong and Faerman (2021) use two leadership models, 'transformative' and 'transaction,' in conjunction with SEM as an analytical tool to examine the psychological impact of government employees. Similarly, In their study, Changar and Atan (2021) discuss the application of transformational and transactional leadership styles concerning the environmental and ethical scopes of Corporate Social Responsibility (CSR) within financial services companies based in the United Kingdom (UK). However, Jong and Faerman (2021) employ this framework in the context of government personnel. On the other hand, Changar uses this framework to analyze the environmental and ethical dimensions of Corporate Social Responsibility (CSR) within financial services firms operating in the United Kingdom (UK).

Meanwhile, Cho et al. (2019) Use transformational and transactional leadership styles to compare Korean and American employees. The study elucidates that the correlation between transformational leadership and AOC exhibited greater strength among American employees than their Korean counterparts. On the other hand, it is noteworthy that transactional leadership showed a solely positive correlation with AOC among Korean employees. Young et al. (2021) They conducted investigations employing only transactional leadership theory to predict the appearance and accomplishments of follower leaders. The researchers used a meta-analytical approach, drawing on social exchange and self-determination theory principles. They posited that transactional leadership has a sequential impact on follower performance, mediated by leader-member exchange (LMX) and psychological empowerment.

Alternative to 'escape' from transformational and transactional leadership styles domination

The exploration of transformational and transactional leadership styles has been extensively examined by scientists and scholars across various research methodologies, including qualitative, quantitative, and mixed methods, as evidenced by the literature in various academic journals. Within leadership research, the primary focus of inquiry

revolves around the intricate dynamics between the leader and their followers, which is examined through many perspectives. Transformative leadership is commonly linked to elements of change, enhancement, and principles that contribute to the generation of favorable advancements (Cho et al., 2019; Lin & Sun, 2018; Brimhall & Palinkas, 2020; Islam et al., 2022; Groves, 2020; Keulemans & Groeneveld, 2020; Ancarani et al., 2021). In contrast to the extensive analysis of transformative leadership, there is a relative lack of comprehensive investigation into the nature and effects of transactional leadership.

The present study focuses on two predominant leadership styles. The scope of observation primarily encompasses government workers or bureaucrats, with a specific emphasis on a single ministry sector within one or multiple countries (Muralidharan & Pathak, 2018; Cho et al., 2019; Cho et al., 2019; Ancarani et al., 2021; Keulemans & Groeneveld, 2020; LaRocca & Groves, 2022). Moreover, scholars must employ transformational and transactional leadership theories when examining the workforce within diverse organizational contexts (Islam et al., 2022; Groves, 2020; Brimhall & Palinkas, 2020).

Among the optimistic researchers who elaborate on the theory of transformational and transactional leadership, it has been found that there are researchers who question and criticize the idea of transformational leadership with religious doctrine in this context, specifically Protestant teachings (Fourie & Höhne, 2019). Fourie and Höhne (2019) raise questions about the inherent limitations of human beings in their ability to engage in self-transformation, let alone transform others. Meanwhile, Hansbrough and Schyns (2018) are sharper in criticizing and investigating if leaders' transformative ability exists, but why does this ability not occur in every leadership? Many leaders do not have transformative power for the people they lead, while few leaders have a large enough transformative drive to change the people and institutions they lead.

Discussions on contemporary leadership necessitate the audacity to transcend the predominant influence of the two prevailing leadership paradigms, namely transformative and transactional. The field of leadership studies should strive to conduct a more thorough analysis of leadership in different sectors, particularly politics, by exploring the underlying reasons behind a leader's classification as either transformative or transactional. Suppose we limit our inquiry to this classification and subsequently analyze the leader's transformational and transactional leadership aptitude. In that case, there is a shortage of comprehensive research exploring the developmental roots of leaders in these domains. Thus far, we have reached a state of impasse in the discourse surrounding the subject of leadership, particularly within the realm of politics, specifically political leadership.

Bennister (2016), Boin et al. (2012), and Helms and Femke (2017) present a novel and inclusive perspective on the study and analysis of leadership, particularly within the context of political leadership. According to scholarly sources, Banister (2016), Boin, 't Hart, & Esch (2012), the approach referred to as 'capital leadership' encompasses three primary factors: Skills, Relationships, and Reputation. One aspect that necessitates thorough elucidation within the skill factor is the proficiency of a leader's communication abilities. In addition to possessing practical communication skills, leaders must have the capability to articulate their policy or leadership vision. Establishing a clear direction for leadership and fostering a robust leadership character is essential. When evaluating a leader's aptitude, one crucial factor is their tenure or experience in governmental or leadership roles (Helms & Femke, 2017). The remaining two factors, Relationships and Reputation, can explain the caliber and extent of

leadership capital a leader holds. The importance of a leader's influence over both political allies and adversaries, the level of public approval and satisfaction with the leader and their policies, and the leader's bravery in decision-making and capacity to shape the positions of their party and coalition partners have been explored in various scholarly works (Bennister, 2016; Boin, 't Hart, & Esch, 2012; and Helms & Femke, 2017).

Utilizing the "capital leadership concept" or the "capital leadership index" offers a comprehensive framework for examining the leadership attributes of individuals, enabling a thorough understanding of significant and intricate leadership phenomena across diverse domains of human activity. The author presents alternative theories and concepts to address stagnation and explore the multifaceted nature of leadership, particularly within politics. This domain is characterized by intricate interactions between leaders and their followers or subordinates and horizontally between leaders and their counterparts at both formal and informal levels.

Conclusion

The study of political science has seen the application of two dominant leadership theories to understand the dynamics of governance and decision-making within political systems. Through exploring transformational and transactional leadership theories, scholars have gained insights into the behavior and effectiveness of political leaders across different contexts. Our study also discovered that these theories offer complementary lenses to analyze the relationship between leaders, supporters, and the socio-political environment. However, capital leadership emerges as a compelling alternative paradigm to the traditional transformational and transactional leadership theories. Our analysis suggests that capital leadership expands the conventional understanding of political leadership by recognizing the multifaceted nature of power and influence in contemporary societies. Therefore, it is essential to identify the depths and limitations of leadership theories in political science. It is because these theories suggest valuable understandings. Still, they might generalize the complexities of political leadership and be unable to fully explain the cultural, historical, and institutional factors that shape political behavior. Future research should continue to study the intersections between leadership theory and practice, engaging interdisciplinary approaches with diverse political contexts. Scholars can contribute to a more refined understanding of political leadership dynamics by incorporating psychology, sociology, economics, and other disciplines.

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