

The Leadership Style Effect on Telecommunication Industries: A Systematic Review

Misbahuddin¹, Mohammad Syamsul Maarif², Arif Imam Suroso³, Yunus Triyonggo⁴

¹²³⁴ School of Business, IPB University, Bogor, Indonesia, 16680

ABSTRACT

This study undertakes a comprehensive and systematic review of the influence of different leadership approaches within the telecommunication industry, a critical factor for organizational success. Using PRISMA systematic literature review methods, it analyzed 51 articles from four databases across 24 countries. Among 27 leadership styles, there are two of the most studied leadership styles namely transformational and transactional leadership. In addition, newer nine (9) leadership styles like strategic, agile, ambidextrous, level five, ethical, directive, participative, democratic, and smart leadership have gained attention. The research rigorously assesses how each style influences variables positively or negatively, focusing on the top five crucial aspects; organizational performance, employee creativity, organizational citizenship behavior, organizational culture, and employee performance. The telecommunications industry was chosen because of its rapid expansion, focus on technology, worldwide reach, and substantial economic influence. The industry's traits are closely associated with different styles of leadership. This study recommends further research on integrating transformational and transactional leadership to improve telecom project outcomes, while also exploring nine emerging leadership styles for their adaptability in the evolving telecom sector. This research managerial implication helps telecom leaders understand how different leadership styles work in various situations, leading to better decisions and more effective leadership. The Practical implication provides useful guidance to improve daily leadership, adapt to industry changes, and support development programs for future leadership.

ARTICLE INFO

Article History:
Received : 29-12-2024
Revised : 20-01-2024
Accepted : 05-02-2025
Published : 25-02-2025

Keywords:
Leadership Style
Organizational Performance
Telecommunication Industry
Transactional Leadership
Transformational Leadership

JEL: M12, L96, D23

*Corresponding Author E-mail:
mmisbahuddin@apps.ipb.ac.id



Copyright © 2025 Authors. This is an open access article distributed under the Creative Commons Attribution License (CC-BY-SA 4.0) which permits use, distribution and reproduction in any medium, provided the original work is properly cited & ShareAlike terms follow

INTRODUCTION

Nowadays, the telecommunications sector is a focal point for numerous researchers due to the evident impact of information and communication technology on global economic and societal development. The modern economy relies heavily on the telecommunications sector, a crucial strategic segment. In modern human life, telecommunications have evolved into a fundamental necessity. In the corporate world, it plays even more crucial functions (Mohanty, 2019). The event requires companies to prepare themselves for the globalized Industrial Revolution 4.0 era and the resulting disruption. Therefore, all corporate assets, especially human resources, which are vital assets of the company, must be optimized (Pracoyo, et.al., 2022). The issue of leadership can also be considered to enhance the entrepreneurial performance in family businesses (Wahyudi, et.al., 2021). Companies operating in the telecommunications sector understand that their most valuable assets are their employees (Patil and Chettarjee, 2014); leadership is one of the main aspects of human resources. Leadership has become a prominent area of study for researchers in organizations, as there is a growing recognition of the importance of leadership in the growth and advancement of organizations and nations. The underperformance of institutions has necessitated the evolution of leadership (Burns, 1978). Understanding the leadership style could improve the performance of the industry, especially in the case of video game producers (Loeis, et.al., 2023). The studies have identified a gap in the existing literature regarding managers' leadership styles in telecommunication companies. This is because most of the research on leadership styles is conducted in other industries, such as Information Technology (IT) firms, the academic sector, the banking sector, and airlines (Malik, et.al., 2016). The research requires exploring a quickly evolving telecommunication sector (fully deregulated, with global operations and intense competition); the goal is to recognize and analyze leadership traits in this context. By looking at the above phenomenon, this article aims to comprehensively review the current research on the effect of leadership styles on telecommunication industries. This study is essential for adding to the existing literature on leadership and organizations in this industry. In

specific, the Research Questions (RQ) of this study are divided into 4 RQ as follows:

RQ1: What leadership styles are prevalent, and what are their trends?

RQ2: Which variables are influenced by leadership styles?

RQ3: What is the impact of leadership style on dependent variables?

RQ4: Why were the telecommunication industry chosen as the research focus?

The structure of this Article consists of five (5) sections, the first is an Introduction that discusses the background of the study together with the research questions, the second section will present the literature review and the third section will be research method, the fourth section will provide the results and discussion of the findings. The final section will be the conclusion of the research.

LITERATURE REVIEW

2.1 Leadership Style

The leadership style comprises leaders' traits, skills, and behaviors when interacting with employees (Lussier and Achua, 2004). A manager's leadership style is a powerful method for guiding employees toward achieving organizational goals and objectives (Alzghoul, et.al., 2018). Inducing others to achieve specific goals is at the core of leadership. Effective leadership is essential for an organization to reach its objectives (Cavanagh, et.al., 2003). The concept of leadership carries varying interpretations for different individuals, leading to ambiguity in its meaning. The ambiguity arises from the multifaceted interaction among the leader, his subordinates, and the situation (Kreitner and Kinicki, 2004). There are many different interpretations and concepts surrounding leadership. Robbins described it as the capacity to guide a group in realizing a vision or a series of objectives (Robbins and Judge, 2009). The origin of this impact could be formal, like an individual's position of authority within the company, or an informal (unsanctioned) capacity to exert influence that emerges outside the formal structure of the company (Robbins and Judge, 2009). Great leaders must avoid the changes while minimizing losses (Organ, et.al., 2006). Kotter suggests that Leadership involves managing change. Leaders set the course by creating a vision of what lies ahead; they then unite individuals by sharing this vision and

motivating them to overcome obstacles (Kotter, 2000).

2.2 Telecommunication Industry

The telecommunications industry is very competitive and demands additional effort (Molino, et.al., 2019). The telecommunications industry is a contemporary sector that fosters development in economies and communities (Al-Mamary, et.al., 2015). Moreover, the telecommunication sector is well-known for facing environmental turbulence due to fast and irregular technological changes, demand/market, competition, and regulation. Hence, it is frequently called a high-speed sector (Eisenhardt, 1989). The most dynamic technologies currently are in the field of telecommunication. The change across all industries is being driven more exponentially by digital technology, especially in telecommunications, which significantly affects digital disruption (Wasono and Furinto, 2018). The industry participants are companies that leverage advanced technology and stand out for their ethical business practices, significant progress, and prospects (Ercin, 2020). The telecommunications industry in Indonesia is characterized by significant volatility, and research shows that the telecommunications industry currently operates in a highly competitive “Red Ocean” environment (Budisusetio, 2019; Nashiruddin, 2019)

RESEARCH METHOD

To achieve the objective, this research used the Systematic Literature Review (SLR) as a suitable approach to identifying the findings of previous scholars on specific research questions. The SLR is based on a shared set of principles driven by a research query and systematic methods (Gough and Richardson, 2018). We attempted to adhere to the PRISMA (Preferred Reporting Items for Systematic

Reviews and Meta-Analyses) guideline as closely as possible, as it is advised for transparent and enhanced reporting of systematic reviews across various research fields (Moher, et.al., 2009).

A comprehensive literature review was performed to identify relevant articles published in English between 2014 and Q1 2023. Beginning the review with the last ten years selection ensures that most of the related literature is still relevant. The search process involved utilizing the keywords Leadership and Telecommunication. Authors employed Boolean search AND to combine these two keywords in the search field. The procedure for gathering and analyzing data comprised four steps. In the initial step, 1471 articles from four databases (Emerald, ProQuest, ScienceDirect, and Google Scholar) were selected, filtering results using Boolean search OR considering the study objectives and appropriate keywords for relevance. After removing duplicates in step two, a total of 1386 articles remained. Subsequently, screening based on title and abstract reduced the count to 125 articles. The final step involved filtering full-text articles to exclude instances of 'Leadership' that did not pertain to Leadership Styles (e.g., business leadership, organizational leadership, market leadership, complex leadership). This refined the selection to 51 articles.

RESULT & DISCUSSION

This study employs a descriptive analysis to systematically review the impact of leadership style on telecommunication industries, focusing on the selected articles. The Table 1 describe the summary of the final articles includes information about the authors, years, journal title, country, methodology, leadership styles, and influence variables.

Table 1. The Summary of Articles

No	Authors (Year)	Journal title	Country	Methods	Leadership Style	Influence / dependence Variables
1	Bautista and Uy (2023)	Review of Integrative Business and Economics Research	Philippine	Quantitative SEM	Transformational Transactional Lassies faire	Organizational cultures Organizational performances

No	Authors (Year)	Journal title	Country	Methods	Leadership Style	Influence / dependence Variables
2	Zaabi et al.(2023)	Journal of Human Resource and Leadership	UEA	Qualitative Interview	Transformational	Employee performance
3	Qadir and Fatima (2023)	Journal of development and Social Sciences	Pakistan	Quantitative	Strategic	Sustained competitive advantage
4	Nguyen (2022)	Management Decision	Vietnam	Quantitative SEM	Transformational	Employee creativity
5	Yang (2022)	International Journal of Organizational Innovation	Taiwan	Quantitative SPSS	Transformational	Services quality perceived Organizational innovation
6	Sarfraz et al.(2022)	Plos One	Pakistan	Quantitative SEM-PLS	Level five	Organizational citizenship Behavior (OCB) Organizational dissent
7	Bawono et al. (2022)	WSEAS Transaction on Information Science and Applications	Indonesia	Quantitative Regression	Ambidextrous	Organization performance organizational Agility digital business model innovation
8	Pracoyo et al. (2022)	International Journal of Research in Business and Social Science	Indonesia	Quantitative SPSS	Transformational	Job satisfaction employee performance
9	Kaymakcı et al. (2022)	Current Research in Behavioral Sciences	Turkey	Quantitative SEM-PLS,	Transformational	The perceived - overqualification Innovative work behavior Turnover intention
10	Ahmad et al. (2022)	Journal Of Southwest Jiao tong University	Jordanian	Quantitative	Agile	Entrepreneurship
11	Pandurengan et al.(2022)	Serbian Journal of Engineering Management	Oman	Quantitative	Transformational	Employee performance Emotional intelligence
12	Mohamed (2021)	International Journal of Business and	Algeria	Quantitative	Transformational	Intra

No	Authors (Year)	Journal title	Country	Methods	Leadership Style	Influence / dependence Variables
		Technology Management				organizational knowledge Transfer Process
13	Gharib (2021)	International Journal on Humanities and Social Science	Oman	Quantitative	Ethical	Organizational discipline
14	Jacqueline and Nafula (2021)	International Academic Journal of Innovation, Leadership and Entrepreneurship	Kenya	Qualitative Quantitative	Directive Participative	Employee retention
15	Jowah and Alagha (2021)	Eurasian Journal of Business and Management	Palestine	Quantitative SPSS	Transactional	Acceptability by the employee
16	Hilton et al.(2021)	Management Research Review	Ghana	Quantitative	Democratic Transactional	Organizational performance
17	Saleem et al. (2020)	NUML International Journal of Business and Management	Pakistan	Quantitative SPSS	Ethical	Employee creativity Voice behavior
18	Profiroiu et al (2020)	Review of International Comparative Management	Japan	Qualitative Descriptive	Smart	Successful cognitive enterprise
19	Moghada m et al. (2020)	Journal of Management and Accounting Studies	Iran	Quantitative Regression	Transformational	Employee and administrators' satisfactions
20	Tian et al (2020)	Open Journal of Business and Management	Cameroon	Quantitative SEM PLS	Participative	Employees job satisfaction
21	Hesse et al.(2021)	Corporate Reputation Review	Germany	Qualitative Case Study	Transformational	Corporate influencer
22	Al-Dubai (2019)	Journal of Internet Banking and Commerce	Yemen	Quantitative SPSS	Transactional Transformational	Recruitment and selection Employee satisfaction
23	Kanwal et al. (2019)	Management Research Review	Pakistan	Quantitative SEM-PLS	Authoritative Transactional Laissez-Faire Transformational	Workplace ostracism.

No	Authors (Year)	Journal title	Country	Methods	Leadership Style	Influence / dependence Variables
24	Mihardjo et al. (2019)	Management Science Letters	Indonesia	Quantitative SEM-PLS	Digital	Business model innovation Customer experience
25	Rage (2019)	EPRA International Journal of Research and Development (IJRD)	Somalia	Quantitative	Transformational Transactional	Organizational performance
26	Prakasa et al (2019)	Advances in Economics, Business and Management Research	Indonesia	QuantitativeS PSS	Transformational	Digital maturity Organizational culture
27	Alzghoul et al. (2018)	Journal of Workplace Learning	Jordanian	Quantitative AMOS	Authentic	Workplace harmony Worker's creativity & performance
28	Wasono & Furinto (2018)	International Journal of Engineering and Technology	Indonesia	QuantitativeS EM-PLS	Digital	Innovation management Sustainable competitive advantage
29	Parashakti et al. (2018)	KnE Social Sciences	Indonesia (Telkom)	Quantitative SPSS, n=145	Motivating	Employee performance Work discipline
30	Al Maqableh and Noor (2017)	International Journal of Economics, Commerce and Management	Jordanian	Qualitative Critical Review	Servant	Organizational citizenship behavior (OCB)
31	Hussain et al. (2017)	Cogent Business and Management	Pakistan	Quantitative SEM	Transactional	Organizational creativity Knowledge sharing behavior
32	Sougui et al. (2017)	Galore International Journal of Applied Sciences and Humanities	Malaysia	Qualitative Systematic review	Transactional Transformational	Employee motivation
33	Wahid and Mustamil (2017)	Journal of Organizational Change Management	Malaysia	Quantitative SEM-PLS	Spiritual	Triple bottom line

No	Authors (Year)	Journal title	Country	Methods	Leadership Style	Influence / dependence Variables
34	Chege and Gakobu (2017)	International Academic Journal of Human Resource and Business Administration	Kenya	Quantitative Regression	Transformational Transactional Laissez faire	Organizational performance
35	Sanda and Arthur (2016)	African Journal of Economic and Management Studies	Ghana	Quantitative SPSS	Authentic Transactional	Employee creativity
36	Malik et al.(2016)	Pakistan Economic and Social Review	Pakistan	Quantitative	Democratic Autocratic Laissez faire	Organizational citizenship behavior (OCB)
37	Dar et al. (2016)	Peshawar Journal of Psychology and Behavioral Sciences	Pakistan	Quantitative Regression	Authentic	Work engagement Job stress
38	Pourmohammad and Rezai (2016)	International Journal of Management, Accounting and Economics	Iran	Quantitative	Autocratic	Innovation
39	Tepret and Tunab (2015)	Procedia - Social and Behavioral Sciences	Turkey	Quantitative SPSS	Employee oriented Production oriented Transformation oriented	Employee job satisfaction
40	Yıldırım and Birinci (2015)	Procedia - Social and Behavioral Sciences	Turkey	Quantitative SPSS	Transformational	Organizational culture Business performance
41	Shehada and Abu Dawod (2015)	European Journal of Business and Management	Jordanian	Quantitative Regression	Level five	Organizational citizenship behavior
42	Fong and Snape (2015)	British Journal of Management	Hongkong	Quantitative Anova	Empowering	Psychological empowerment Employee attitude behavior.
43	Kargas and Varoutas (2015)	Cogent Business and Management	Greek	Quantitative Regression Qualitative Interview	Cameron and Quin	Organizational culture

No	Authors (Year)	Journal title	Country	Methods	Leadership Style	Influence / dependence Variables
44	Mutahar et al. (2015)	International Journal of Economics and Financial Issues	Saudi Arabia	QuantitativeS EM	Transformational	Organizational learning Organizational performance
45	Seah and Hsieh (2014)	Journal of Asia Business Studies	Taiwan	Qualitative Case Study	Adaptive Entrepreneurship Autocratic Participation	Organizational (change, entrepreneurship, effectiveness, proactiveness) Turnover intentions
46	Sökmen and Sökmen (2014)	Baskent University, Ankara, Turkey	Turkey	Quantitative Regression Anova	Participative	Corporate innovation
47	Sheikh Ali and Ibrahim (2014)	International Journal of Academic Research in Management (IJARM)	Somalia	Quantitative SPSS	Transformational Transactional Lassies faire	Acceptance of leader
48	Malik et al. (2014)	International Journal of Trade, Economics Finance	Pakistan	Quantitative Regression	Path Goal	(Organizational innovation Employee creativity Employee adaptability
49	Khan et al. (2014)	Asian Journal of Business Management	Pakistan	Quantitative AMOS	Transformational Transactional Situational	Employee motivation
50	Muthuvel oo et al. (2014)	Asian Social Science	Malaysia	Quantitative Regression	Transformational Transactional Situational	
51	Ahmad et al. (2014)	Journal of Management Policies and Practices	Pakistan	Quantitative Regression	Transformational	

This study explores data from a wide geographical distribution of telecommunication industries across 24 countries, as shown in Figure 1. Most articles originate from Pakistan (n=9), followed by Indonesia (n=6), Turkey, and Jordan, each with four articles. Based on the dominant regions, the

number of articles by country is highest in Asia (9 countries with 25 articles) and the Middle East (9 countries with 17 articles), followed by Africa (5 countries with seven articles) and Europe (2 countries with two articles).

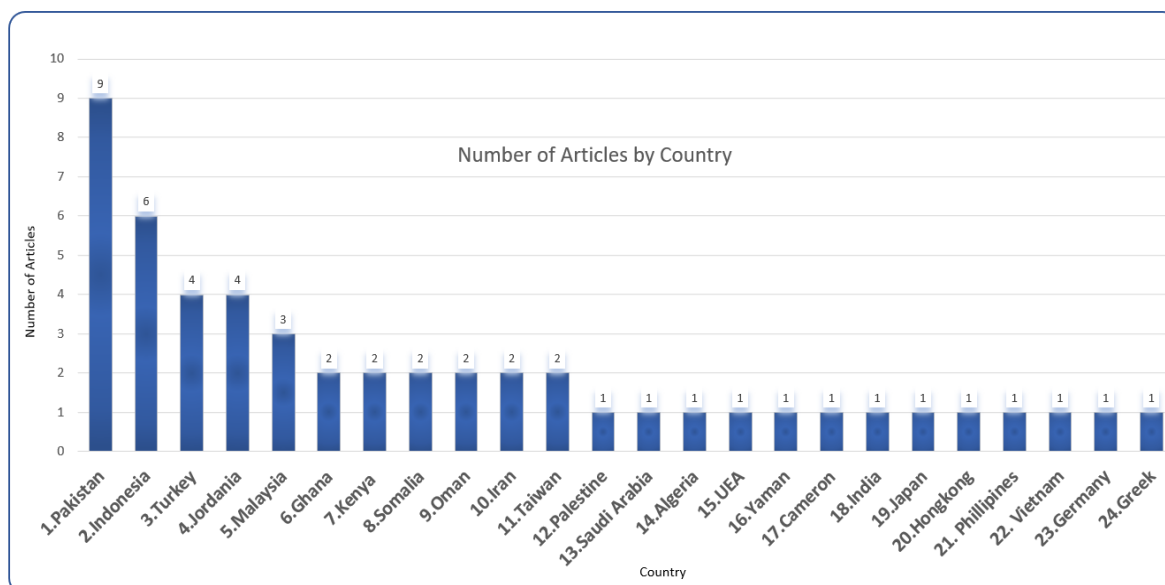


Figure 1. Geographical Distribution of Articles

4.1. Leadership Styles (the Most Popular and the Most Recent)

To address Research Question 1 (RQ1) concerning

the prevalent types of leadership styles and their trends, the analysis of 51 articles revealed discussions on 73 leadership styles categorized into 27 types, as illustrated in Table 2.

Table 2. Leadership Style

No	Leadership Styles	Quantity	Percentage
1	Transformational leadership	22	30%
2	Transactional leadership	13	18%
3	Laissez Faire leadership	5	7%
4	Authentic leadership	3	4%
5	Participative leadership	3	4%
6	Level five leadership	2	3%
7	Ethical leadership	2	3%
8	Democratic leadership	2	3%
9	Digital leadership	2	3%
10	Autocratic leadership	2	3%
11	Strategic Leadership	1	1%
12	Empowering leadership	1	1%
13	Employee oriented leadership	1	1%
14	Production oriented leadership	1	1%
15	Transformation oriented leadership	1	1%
16	Motivating leadership	1	1%
17	Authoritative leadership	1	1%
18	Path Goal leadership	1	1%
19	Cameron and Quin leadership	1	1%
20	Spiritual leadership	1	1%
21	Smart leadership	1	1%
22	Adaptive leadership	1	1%

No	Leadership Styles	Quantity	Percentage
23	Servant leadership	1	1%
24	Directive Leadership	1	1%
25	Situational Leadership	1	1%
26	Agile Leadership	1	1%
27	Ambidextrous Leadership	1	1%

The two leadership styles that are most widely discussed are typically compared to each other: Transformational leadership and Transactional Leadership. The standard tool for both leadership styles uses the Multifactor Leadership Questionnaire (MLQ) developed by Bass and Avolio (Bass and Avolio, 1996). Transformational Leadership focuses on relationships and uses four factors: charismatic, inspirational motivation, intellectual stimulation, and individualized consideration (Ruggieri, 2009). Transformational leadership was brought into organizational psychology by Burns as a leadership approach (Burns, 1978). He stated that transformational leaders inspire their followers to accomplish more, elevate their spirits, and empower them to attain the utmost outcomes. The transformational leader motivates and inspires employees, encouraging them to display positive behavior (Bass, 1999). Transactional Leadership involves leading by engaging in trade-off deals with subordinates to encourage participation (Pieterse, et.al., 2010). This approach relies on a reward system and management by exception supported by clear structures to assist employees in carrying out their duties. The idea of transactional leadership was initially introduced by Burns in 1978. He defined transactional leadership as involving most leadership

models that concentrate on the interactions between leaders and their followers. The transactional style relies on a system of rewards, impacting productivity as employees are expected to be paid based on their performance. The goal is to motivate employees to perform for rewards and acknowledge the hard workers who receive them. The incentive system might lead to discouragement among the workers as it prioritizes tasks over building interpersonal relationships. The transactional leadership approach is considered rigid because the leader oversees everything (Bucheli, et.al., 2010). It restricts employee innovation, is inflexible, and adheres strictly to the rules without much consideration for the current circumstances at that time. Table 3 reveals findings from a study conducted over the last four years, highlighting the well-known Transactional, Transformational, and Laissez-Faire leadership styles and identifying nine new ones. These include strategic leadership, agile leadership, ambidextrous leadership, level five leadership, ethical leadership, directive leadership, participative leadership, democratic leadership, and smart leadership. These emerging leadership styles signify the latest trends in leadership studies. Table 3 The trend of new Leadership styles based on the last four years.

Table 3. New Trend of Leadership Style

No	Leadership Style	Q1- 2023	2022	2021	2020	2019	2018	2017	2016	2015	2014
1	Strategic leadership	1									
2	Agile leadership		1								
3	Ambidextrous Leadership		1								
4	Level five Leadership		1							1	
5	Directive leadership			1							
6	Ethical Leadership			1	1						
7	Participative leadership			1	1						1
8	Democratic leadership			1					1		

No	Leadership Style	Q1-2023	2022	2021	2020	2019	2018	2017	2016	2015	2014
9	Smart Leadership				1						
10	Digital Leadership					1	1				
11	Authentic leadership						1		2		
12	Authoritative leadership					1					
13	Motivating team Leadership						1				
14	Autocratic Leadership								2		
15	Cameron and Quin Leadership									1	
16	Employee oriented Leadership									1	
17	Empowering Leadership									1	
18	Adaptive Leadership										1
19	Path-Goal Leadership										1
20	Production oriented leadership									1	
21	Servant Leadership							1			
22	Situational leadership										1
23	Spiritual Leadership							1			
24	Transformation oriented Leadership									1	
25	Laissez-Faire leadership	1				1		1	1		1
26	Transactional Leadership	2		2		3		3	1		2
27	Transformational leadership	2	5	1	2	4		2		2	4

4.2. The Influence / Dependent Variable

To tackle Research Question 2 (RQ2) concerning the variables influenced by leadership styles, this research explores leadership styles' impact on various aspects of the telecommunications sector. These aspects can be considered as the dependent variables of leadership styles. The study identified at

least 75 variables categorized into 49 types, as illustrated in Figure 2. The top five research studies examined the influence of leadership styles on variables such as organizational performance, employee creativity, organizational citizenship behavior (OCB), organizational culture, and employee performance.

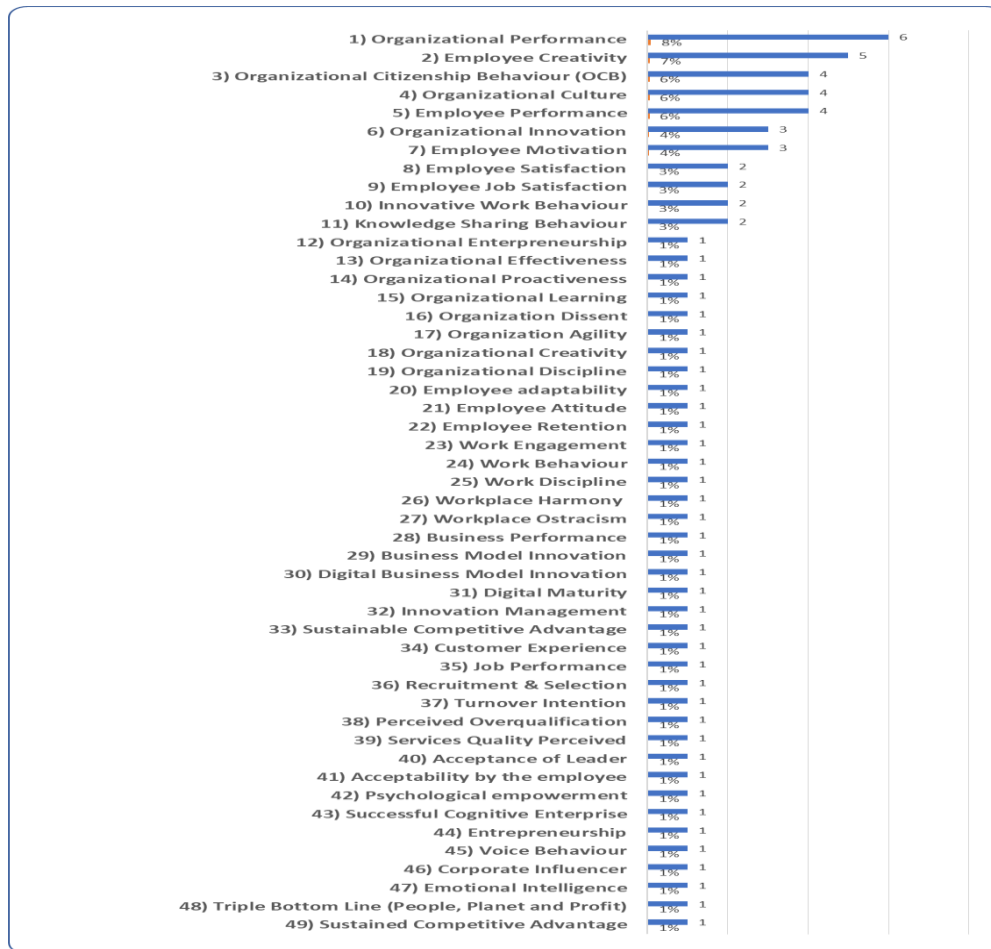


Figure 2. Variables Effect of leadership style

4.3. The Influence of Leadership Style on Dependent Variables

To investigate Research Question 3 (RQ3) on the influence of leadership style on dependent variables,

the correlation between Leadership and the variables is shown in the mind map in Figure 3.

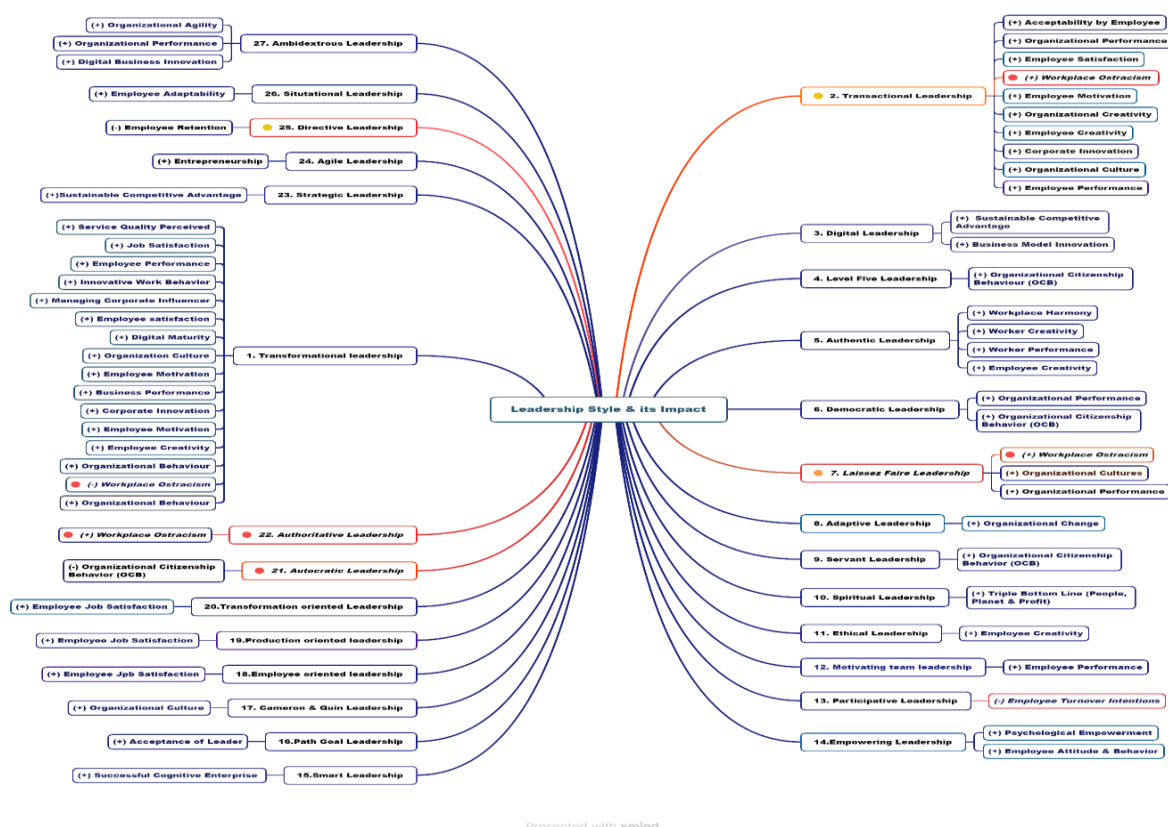


Figure 3. The Influence of leadership styles on dependent variables

Figure 3 shows that most leadership styles have a positive effect on the variables, except for some with contrary effects, as follows:

1. Transformational, Transactional, Laissez-Faire, and Authoritative Leadership negatively influence Workplace Racism. Increasing the prevalence of these leadership styles will decrease Workplace Racism. This means that fostering these leadership approaches is believed to contribute to a more inclusive and supportive workplace environment.
2. Participative Leadership has a negative influence on Employee Turnover Intention. Increasing the application of the participative leadership style will decrease Employee Turnover Intention. This means that by increasing the implementation of the participative leadership style, the intention of employees to leave their jobs is expected to decrease.
3. Directive Leadership has a negative influence on Employee Retention. Directive leadership is considered a negative style that can decrease employee retention. Directive Leadership, characterized by a more authoritative and

prescriptive approach, is perceived as unfavorable regarding retaining employees.

4. Autocratic Leadership has a negative influence on Organizational Citizenship Behavior. Autocratic leadership is assumed to be a negative style that can decrease Organizational Citizenship Behavior.

4.4. The Reasons Behind Choosing the Telecommunication Industry

To answer the last Research Question (RQ4) on why the telecommunication industry is chosen as the research focus, Figure 4 shows that most of the reasons are that the telecommunication industry is highly competitive. The second reason is that it is the fastest-growing industry. The reasons are its impact on the digital industry, its status as a technology-driven industry, its global organizational reach, and its role as the leading economic player. These reasons show that the telecommunication industry is an exciting research subject.

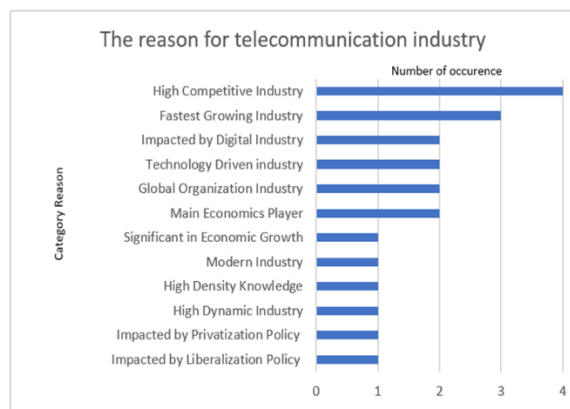


Figure 4. The Reason for the Telecommunication Industry

4.5. The Relationship between Telecommunication Industry and Leadership Style

Figure 5 summarizes and correlates the specific characteristics of the reason for the study on telecommunication, the top two leadership styles, and the newly researched leadership style.

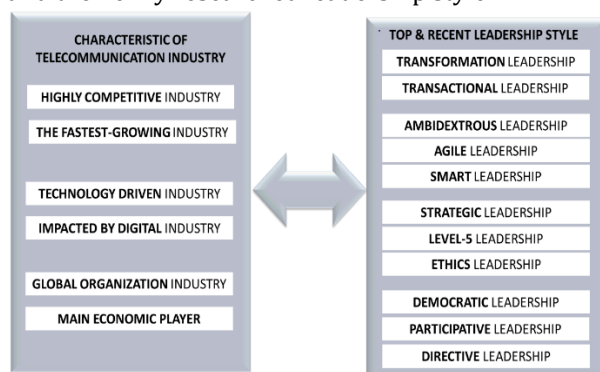


Figure 5. The characteristics of the Telecommunication Industry versus The Top and new leadership style

In general, the characteristics of the telecommunication industry can easily be associated with the newest types of leadership styles, as shown in Figure 5. These leadership styles are more commonly used due to their effectiveness in navigating the unique challenges of this industry. Highly competitive and the fastest growing in the Telecommunication industry, it is closely related to the transformational leadership style that emphasizes inspiring and motivating employees to achieve high-level performance and relevance with the measurement of the most studied variables, such as organizational and employee performance,

employee creativity, organizational culture, and OCB. Transactional leadership still has its place, especially in day-to-day operations and performance management. Ambidextrous, digital, and smart leadership can be associated with the nature of the technology-driven and digital industry. Ethical leadership is associated with the digital sector and global presence, as indicated by the increasing data privacy, cyber security, compliance, integrity, and transparency. The Strategic Leadership to capture the rapid growth for long-term goals and plans. The rest of Level 5, Democratic, Participative, and Directive leadership styles must closely manage the industry's highly competitive, rapid growth and main economic player.

CONCLUSION

This study aims to conduct a comprehensive literature review on the impact of leadership styles in the Telecommunication Industry, addressing a total of 4 research questions. Geographically, this research covers a wide area encompassing 24 countries, with the highest volume of literature originating from Pakistan, Indonesia, and Turkey. The distribution is predominantly from Asia, the Middle East, and Africa, while European representation is sourced mainly from Germany and Greece. The study is based on the last ten years, from 2014 to Q1 2023, with an average of 5 articles per year, indicating the latest research paper. Fifty-one papers originating from 48 journals were examined, with the highest number of articles found in the journals Management Research Review, Cogent Business and Management, and Procedia - Social and Behavioral Sciences.

Research on 73 leadership styles categorized into 27 discovered that transformational and transactional leadership are the most studied. In the last four years, research has emerged on nine new leadership styles: Strategic Leadership, Agile Leadership, Ambidextrous Leadership, Level Five Leadership, Ethical Leadership, Directive Leadership, Participative Leadership, Democratic Leadership, and Smart Leadership. The research examined how these different leadership approaches affected 75 different factors, grouped into 49 variables, the most frequently studied being Organizational Performance, Employee Creativity, Organizational Citizenship Behavior (OCB), Organizational Culture, and Employee Performance. Mapping the relationships between each leadership style reveals that the majority exhibit a positive influence, except

for Transformational, Transactional, Laissez-Faire, and Authoritative Leadership, which negatively influence Workplace Ostracism. Additionally, Participative Leadership negatively affects Employee Turnover Intention, Directive Leadership negatively influences Employee Turnover Retention, and Autocratic Leadership negatively influences Organizational Citizenship Behavior.

The research focuses on the telecommunication industry due to its high competitiveness, rapid growth, impact on the digital industry, position as a technology-driven sector, extensive global presence, and role as a leading economic player. The industry's nature is closely associated with the top two leadership styles and the nine most recent ones. Based on this study, a recommendation has been formulated to contribute to advancing organizations and professionals in this dynamic industry and enhance the existing knowledge literature on leadership. Given that the top two dominant leadership styles applied are Transformational and Transactional leadership and considering that the telecommunications industry predominantly engages in Project Management activities, it is strongly recommended to conduct further research specifically looking into the effects of these two leadership styles on Project Managers in the telecommunications sector. Further research should aim to uncover the influence of leadership style on

Project Performance, utilizing quantitative research methodologies for a more in-depth understanding. Additionally, a solid recommendation is to continue researching the most recently identified nine leadership styles, namely Ambidextrous Leadership, Agile Leadership, Smart Leadership, Strategic Leadership, Ethics Leadership, Democratic Leadership, Participative Leadership, Directive Leadership and Level Five Leadership.

Exploring these emerging styles will contribute valuable insights to the evolving landscape of the most recent leadership within the telecommunication sector, benefiting both practitioners and scholars in this field. This research has managerial implications that it equips leaders in the telecommunications industry with a better understanding of how different leadership styles function in various operational contexts. This understanding supports better decision-making in terms of team management, strategy alignment, and employee development, thus encouraging more adaptive and effective leadership practices. The practical implication is that the research offers actionable insights to improve day-to-day leadership skills, guide professionals in the face of industry changes, and improve team performance. This research is also a useful reference for training programs to align leadership development activities with current and future organizational needs.

REFERENCES

- Ahmad, F., Abbas, T., Latif, S., and Rasheed, A. (2014). Impact of transformational leadership on employee motivation in telecommunication sector. *Journal of management policies and practices*, 2(2), 11-25.
- Ahmad, H., Rami, H., Akhuirshaideh, D. A. A., Ghaith, M. M., Ghaith, Y. M., and Mustafa, H. (2022). Impact of agile leadership, information system, and empowerment on the organizational entrepreneurship in the zain telecommunication company. *Journal of Southwest Jiaotong University*, 57(5).
- Ali, A. Y. S., and Ibrahim, I. H. (2014). The impact of leadership style on corporate innovation: Survey from telecommunication industry in Somalia. *International Journal of Academic Research in Management*, 3(3), 233-241.
- Alzghoul, A., Elrehail, H., Emeagwali, O. L., & Al Shboul, M. K. (2018). Knowledge management, workplace climate, creativity and performance: The role of authentic leadership. *Journal of Workplace Learning*.
- Al-Dubai, M. M., & Gopalan, V. (2019). Mediating role of Leadership styles on the relationship between recruitment and selection and employee satisfaction among telecommunication employees. *Journal of Internet Banking and Commerce*, 24(2)
- Al-Mamary, Y.H., Shamsuddin, A., Hamid, Abdul, N. A., Al-Maamari, M.H, (2015). Issues related to employees at telecommunication companies in Yemen and the role of management information systems in solving it. *Int. J. Hybrid Inf. Technol.* 8 No (12), 377–390. doi: 10.14257/ijhit.2015.8.12.29.
- Al Maqableh, A. A. Y., & Noor, I. B. M. (2017). Antecedents of Organizational Citizenship Behaviour (OCB): A critical review and suggestion for future research in Jordanian telecommunication sector. *International Journal of Economics, Commerce and Management*, 5(11), 465-473.
- Bass, B. M., & Avolio, B. J. (1996). Multifactor leadership questionnaire. *Western Journal of Nursing Research*.
- Bass, B.M., (1999). Two decades of research and development in transformational leadership. *Eur. J. Work Organ. Psychol.* Vol 8 (1), 9–32.
- Bautista, M. P. J. T., & Uy, C. (2023). The Effects of Organizational Culture and Leadership Style on Organizational Performance in Times of COVID-19 Pandemic. *Review of Integrative Business and Economics Research*, 12(1), 175-194.
- Bawono, M., Gautama, I., Bandur, A., & Alamsjah, F. (2022). The Influence of Ambidextrous Leadership Mediated by Organizational Agility and Digital Business Model Innovation on the Performance of Telecommunication Companies in Indonesia during the Covid-19 Pandemic. *WSEAS Transactions on Information Science and Applications*, 19, 78-88.
- Burns, J.M. (1978), *Leadership*. Harper and Row, NewYork
- Bucheli, M., Mahoney, J. T. and Vaaler, P. M., (2010). Chandler's living history: The visible hand of vertical integration in nineteenth century America viewed under a twenty-first century transaction costs economics lens. *Journal of Management Studies*, 47(5), pp. 859-883.
- Budisusetio, D. H., Sule, E. T., & Febrian, E. (2019). Human capital strategy model for improving business unit performance, based on environmental turbulence, strategic leadership and organizational culture (A survey on unit business Indonesian telecommunication operator). *Journal of Entrepreneurship Education*, 22(4), 1-11.
- Cavanagh, G.F., Hanson, B., Hanson, K. and Hinojoso, J. (2003), "Toward a spirituality for the contemporary organization: implications for work, family and society", in Pava, M.L. and Primeaux, P. (Eds), *Spiritual Intelligence at Work: Meaning, Metaphor, and Morals*, Emerald Group Publishing Limited, pp. 111-138.
- Chege, M. E., & Gakobu, J. (2017). Influence of leadership styles on performance of telecommunication industry in Kenya. *International Academic Journal of Human Resource and Business Administration*, 2(4), 256-281.
- Dar, F., Bukhari, I., & Hamid, M. (2016). Relationship between authentic leadership, work engagement and job stress among employees of telecommunication organizations. *Peshawar Journal of Psychology and Behavioral Sciences (PJPBS)*, 2(2), 235-247.
- Eisenhardt, K. M. (1989). Making Fast Strategic Decisions in High-Velocity Environments. *Academy of Management Journal*, 32(3), 543–576. <https://doi.org/DOI: 10.2307/256434>
- Ercin, S. (2020), "Telecommunications", KPMG sectoral overview report. <https://home.kpmg/tr/tr/home/gorusler/2019/04/sektorel-bakis-2019-telekomunikasyon.html>
- Fong, K. H., & Snape, E. (2015). Empowering leadership, psychological empowerment and employee Outcomes: Testing a multi-level mediating model. *British Journal of Management*, 26(1), 126-138.

- Gharib, M. N. (2021). Ethical Leadership and Organisational Discipline: A Case Study on a Telecommunication Organisation in Oman, (19), 339-350.
- Gough, D., & Richardson, M. (2018). Systematic reviews. In *Advanced research methods for applied psychology*, 63-75. Routledge.
- Hesse, A., Schmidt, H. J., & Baumgarth, C. (2021). How a Corporate influencer co-creates brand meaning: the case of pawel dillinger from Deutsche Telekom. *Corporate Reputation Review*, 24(4), 191-204.
- Hilton, S. K., Arkorful, H., & Martins, A. (2021). Democratic leadership and organizational performance: the moderating effect of contingent reward. *Management Research Review*.
- Hussain, S. T., Abbas, J., Lei, S., Jamal Haider, M., & Akram, T. (2017). Transactional leadership and organizational creativity: Examining the mediating role of knowledge sharing behavior. *Cogent Business & Management*, 4(1), 1361663.
- Jacqueline, K. N., & Nafula, G. (2021). Leadership styles and employee retention in telecommunication industry in Kenya: A case study of Safaricom Limited, Nairobi. *International Academic Journal of Innovation, Leadership and Entrepreneurship*, 2(2), 206-229.
- Jowah, L. E., & Alagha, L. (2021). The impact of transactional leadership as a strategic imperative in project execution at a mobile company in the Gaza Strip, Palestine. *Eurasian Journal of Business and Management*, 9(2), 123-138.
- Kanwal, I., Lodhi, R. N., & Kashif, M. (2019). Leadership styles and workplace ostracism among frontline employees. *Management Research Review*
- Kargas, A. D., & Varoutas, D. (2015). On the relation between organizational culture and leadership: An empirical analysis. *Cogent Business & Management*, 2(1), 1055953.
- Kaymakçı, R., Görener, A., & Toker, K. (2022). The perceived overqualification's effect on innovative work behaviour: Do transformational leadership and turnover intention matter?. *Current Research in Behavioral Sciences*, 3, 100068.
- Khan, M. M., Sarwar, A., Malik, S. A., & Ahmad, M. (2014). Influence of transformational leadership on organizational innovation in telecommunication industry in Pakistan. *Asian Journal of Business Management*, 6(3), 138-145.
- Kotter, J.P. (2000), "What Leaders Really Do", *The Bottom Line*, Vol. 13 No.1
- Loeis, M., Hubeis, M., Suroso, A. I., & Dirdjosaputro, S. (2023). Leadership Types in Support of Creativity and Innovation Within Video Game Studios in Indonesia. *Jurnal Aplikasi Bisnis dan Manajemen (JABM)*, 9(2), 455-455.
- Lussier, R., & Achua, C. (2004). *Leadership: Theory, Application, Skill Development*. Minnesota: Southwestern.
- Malik, S. H., Aziz, S., & Hassan, H. (2014). Leadership behavior and acceptance of leaders by subordinates: Application of path goal theory in telecom sector. *International Journal of Trade, Economics and Finance*, 5(2), 170.
- Malik, S. Z., Saleem, M., & Naeem, R. (2016). Effect of leadership styles on organizational citizenship behaviour in employees of telecom sector in Pakistan. *Pakistan Economic and Social Review*, 54(2), 385-406.
- Mihardjo, L., Sasmoko, S., Alamsjah, F., & Elidjen, E. (2019). Digital leadership role in developing business model innovation and customer experience orientation in industry 4.0. *Management Science Letters*, 9(11), 1749-1762.
- Moghadam, M. H. V., Mohammadi, M., & Bazaey, G. A. (2020). Investigating effect of transformational leadership on employees' and administrators' satisfaction of telecommunication general department of district 3. *Journal of management and accounting studies*, 8(2), 24-30.
- Mohamed, C. H. A. A. B. A. N. E. (2021). The Role of Transformational Leadership in Intra-Organizational Knowledge Transfer Process: Empirical Study in Telecommunication Companies in Algeria. *International Journal of Business and Technology Management*, 3(2), 53-68.
- Mohanty, S. (2019). Restructuring and globalization of telecommunications industry. In *Handbook of Research on Corporate Restructuring and Globalization* (pp. 52-72). IGI Global.
- Moher, D., Liberati, J., Tetzlaff, and D. G. Altman. 2009. "The PRISMA Group Preferred Reporting Items for Systematic Reviews and Meta-Analyses: The PRISMA Statement." *BMJ* 339: b2535
- Molino, M., Cortese, C.G. and Ghislieri, C. (2019), "Unsustainable working conditions: the association of destructive leadership, use of technology, and workload with workaholism and exhaustion", *Sustainability*, Vol. 11 No. 2, p. 446.
- Mutahar, A. Y., Rasli, A. M., & Al-Ghazali, B. M. (2015). Relationship of transformational leadership, organizational learning and organizational performance. *International Journal of Economics and Financial Issues*, 5(1), 406-411.
- Muthuveloo, R., Kathamuthu, K., & Ping, T. A. (2014). Impact of leadership styles on employee adaptability

- in call center: A perspective of telecommunication industry in Malaysia. *Asian Social Science*, 10(7), 96.
- Nashiruddin, M. I. (2019). Creating competitive advantage in the turbulent business environment: Lesson learned from Indonesia telecommunication industry. *Buletin Pos Dan Telekomunikasi*, 17(1), 31-46.
- Nguyen, T. P. L., Nguyen, T. T., Duong, C. D., & Doan, X. H. (2022). The effects of transformational leadership on employee creativity in Vietnam telecommunications enterprises. *Management Decision*, 60(3), 837-857.
- Organ D. W. et al, (2006). *Organizational Citizenship Behavior: Its Nature, Antecedents, and Consequences*. Foundation for organizational science. A sage publication series.
- Pandurengan, V., Al, B. A. K., Al, S. N., & Jurčić, A. (2022). Structural equation modelling (SEM) to test emotional intelligence as a mediating variable between transformation leadership and employee performance: Telecommunication sector in Sultanate of Oman. *Serbian Journal of Engineering Management*, 7(1), 64-76.
- Parashakti, R. D., Haryadi, A., & Nashar, M. (2018). Effect of styles and leadership work discipline to employee performance (case study of PT. telecommunication Indonesia Tbk Dki Jakarta). *KnE Social Sciences*.
- Patil, B.S., Chettarjee, D (2014). Employee training practices for sustainability in telecom industry. *Int. J. Econ. Comm. Manage.* 2 No (2), 1–9.
- Pieterse, A. N., Van Knippenberg, D., Schippers, M., & Stam, D. (2010). Transformational and transactional leadership and innovative behavior: The moderating role of psychological empowerment. *Journal of organizational behavior*, 31(4), 609-623
- Pourmohammad, S., & Rezai, B. (2016). Determining the relationship between autocratic leadership and innovation in the telecommunication company of kermanshah city. *International Journal of Management, Accounting & Economics*, 2(2), 17-24.
- Pracoyo, N. A., Tubastuvi, N., Santoso, S. B., & Wahyuni, S. (2022). Determinants of employee performance: The mediating role of job satisfaction. *International Journal of Research in Business and Social Science* (2147-4478), 11(2), 144-156.
- Prakasa, Y., Raharjo, K., & Wiratama, I. D. (2020). Transformational Leadership and Digital Maturity. In 2nd Annual International Conference on Business and Public Administration (AICoBPA 2019) (pp. 224-229). Atlantis Press.
- Profiroi, C. M., Vlad, C., Sugiyama, K., Kokusho, K., & Tajiri, F. (2020). State-of-the-Art Technology Practices in Corporate Communications and Global Talent Operations–Building and Activating a Cognitive Enterprise (NTT Communications Case Study). *Revista de Management Comparat International*, 21(2), 136A-145.
- Qadir, F., & Fatima, T. (2023). Influence of Strategic Leadership on Sustained Competitive Advantage through the moderating Role of Facilitation Learning Climate in the Telecom Sector of Pakistan. *Journal of Development and Social Sciences*, 4(2), 167-178.
- Rage, M. D. (2019). Leadership Style on Organizational Performance at telecommunication companies in Mogadishu-Somalia.. *EPRA International Journal of Research and Development (IJRD)*, 4(3).
- Robbins Stephen & Judge Timothy, (2009), Thirteen's Edition. *Organizational Behavior*. Pearson Publications.
- R. Kreitner and A. Kinicki (2004), *Organizational behavior*, 6th ed. New York: McGraw-Hill.
- Ruggieri, S. (2009). Leadership in virtual teams: A comparison of transformational and transactional leaders. *Social Behavior & Personality: An International Journal*, 37(8).
- Saleem, H., Qureshi, M. A., & Iftikhar, U. (2020). Impact of Ethical Leadership on Employee's Creativity: Mediating Role of Voice Behaviour in Telecom Sector of Pakistan. *NUML International Journal of Business & Management*, 15(2), 110-125.
- Sanda, A., & Arthur, N. A. D. (2017). Relational impact of authentic and transactional leadership styles on employee creativity: The role of work-related flow and climate for innovation. *African Journal of Economic and Management Studies*, 8(3), 274-295.
- Sarfraz, R., Rathore, K., Ali, K., Khan, M. A., & Zubair, S. S. (2022). How level 5 leadership escalates organizational citizenship behaviour in telecom sector of Pakistan? Exploring mediatory role of organizational dissent. *Plos one*, 17(10), e0276622.
- Seah, M., & Hsieh, M. H. (2015). Impact of leader adaptability on organizational change and adaptation: the case of Savecom Communication. *Journal of Asia Business Studies*.
- Shehada, M., & Dawod, W. Y. A. (2015). The Relationship between Managers' Level-Five Leadership Style and their Employees' Organizational Citizenship Behavior in the Telecommunication Companies in Jordan.

- Sökmen A., & Sökmen, A. (2014). The Effect of Participative Leadership on Turnover Intentions. *Ankara Hacı Bayram Veli Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 16(1), 21.
- Sougui, A. O., Bon, A. T., Mahamat, M. A., & Hassan, H. M. H. (2016). The impact of leadership on employee motivation in Malaysian telecommunication sector. *Galore International Journal of Applied Sciences and Humanities*, 1(1), 59-68.
- Tepret, N. Y., & Tuna, K. (2015). Effect of management factor on employee job satisfaction: An application in telecommunication sector. *Procedia-Social and Behavioral Sciences*, 195, 673-679.
- Tian, H., Fonjong, B. B., Kongkuah, M., & Barfi, R. (2020). Impacts of job stress and overall compensation benefits on employees' job satisfaction with moderation effect of leadership: an empirical study in the telecommunication industry of Cameroon. *Open Journal of Business and Management*, 9(1), 44-73.
- Wahid, N. K. A., & Mustamil, N. M. (2017). Ways to maximize the triple bottom line of the telecommunication industry in Malaysia: The potentials of spiritual well-being through spiritual leadership. *Journal of Organizational Change Management*.
- Wahyudi, I., Suroso, A. I., Arifin, B., Syarief, R., & Rusli, M. S. (2021). Multidimensional aspect of corporate entrepreneurship in family business and SMEs: A systematic literature review. *Economies*, 9(4), 156.
- Wasono, L. W., & Furinto, A. (2018). The effect of digital leadership and innovation management for incumbent telecommunication company in the digital disruptive era. *International Journal of Engineering and Technology*, 7(2.29), 125-130.
- Yang, L. H. (2022). How transformational leadership contributes to perceived service quality by customers via the mediating effect of organizational innovation within Taiwan Telecommunication companies. *International Journal of Organizational Innovation*, 15(2).
- Yıldırım, N., & Birinci, S. (2013). Impacts of organizational culture and leadership on business performance: A case study on acquisitions. *Procedia-Social and Behavioral Sciences*, 75, 71-82.
- Zaabi, S., Kaabi, M., Falasi, R., & Ahmed, M. (2023). The Role of Leadership Style in Improving Employee Satisfaction and Performance in Etisalat. *Journal of Human Resource and Leadership*, 8(1), 8-24.