



Administrative skills and transformational leadership: a bibliometric review

Habilidades administrativas y liderazgo transformacional: una revisión bibliométrica

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Abstract

Today's organizations require leadership models that respond to current demands, recognizing managerial skills and transformational leadership as key tools for those who play the strategic role. In this way, the present study is developed in order to describe scientific production around the research topic "Administrative skills and transformational leadership in Colombia". At the methodological level, it is mentioned that a bibliometric review study is developed, which was carried out using the Scopus metasearch engine, obtaining a group of 392 documents, after having filtered by the areas of knowledge related to the subject, such as the administration areas and economy, the key terms used were "transformational leadership" OR "management skills" AND Colombia, and the search was limited to the years 2012-2022. Among the results it is mentioned that the most prevalent type of document are scientific articles with 82%, the highest production on the research topic was presented in 2021 with 80 papers, one of the journals with the highest index of impact is Management Studies and one of the authors with the highest H index was Contreras F. with an indicator of 3 points, along with Naranjo-Valencia J.C. and Salgado E. Once the results have been obtained, it is concluded that scientific production has increased significantly in recent years, directly related to the innovation of leadership processes in organizations in Colombia, leaning towards a transformational model that has shown significant impacts demonstrated by scientific evidence.

Keywords: Process innovation; leadership innovation; transformational model; leadership tools.

Resumen

Las organizaciones de hoy en día requieren de modelos de liderazgo que respondan a las exigencias actuales, reconociendo las habilidades directivas y el liderazgo transformacional como herramientas clave para quien funge el rol estratégico. De esta forma, el presente estudio se desarrolla con el objeto de describir la producción científica alrededor del tema de investigación: "Habilidades administrativas y liderazgo transformacional en Colombia". A nivel metodológico, se menciona que se desarrolla un estudio de revisión bibliométrica el cual se realizó utilizando el meta-buscador Scopus, obteniendo un grupo de 392 documentos, después de haber filtrado por las áreas del conocimiento afines al tema, como lo son las áreas de administración y economía, los términos claves utilizados en el idioma inglés fueron "transformational leadership" OR "management skills" AND Colombia, y se delimitó la búsqueda de los años 2012-2022. Entre los resultados se menciona que el tipo de documento que más prevalece son los artículos científicos con un 82%, la producción más alta sobre el tema de investigación se presentó en el año 2021 con 80 trabajos, una de las revistas con el mayor índice de impacto es Estudios Gerenciales y uno de los autores con mayor índice H, fue Contreras F. con un indicador de 3 puntos, junto a Naranjo-Valencia J.C. y Salgado E. Una vez obtenidos los resultados se concluye que la producción científica ha aumentado de forma significativa en los últimos años, ello directamente relacionado a la innovación de los procesos de liderazgo en las organizaciones en Colombia, inclinándose hacia un modelo transformacional que ha mostrado impactos significativos demostrados por evidencia científica.

Palabras Clave: Innovación de los procesos; innovación de liderazgo; modelo transformacional; herramientas de liderazgo.

INTRODUCTION

Every organization, regardless of the sector to which it belongs, needs a leadership that promotes personal development to facilitate cohesion between people and their adaptation to the new tasks or roles required, that seeks effective solutions to conflict situations and that knows how to generate climate of motivation, a purpose for each of those involved in the different activities through trust and the promotion of admiration and loyalty towards their figure (Rozo-Sánchez et al., 2019). In addition, Rojas et al. (2020) comment that in recent years, leadership has been conceived as an overlapping of influences in which both leaders and collaborators play a fundamental role. This point of view focuses on the relationship that the leader can form with his followers and subjects for whom he is responsible. Modern leadership models must recognize the importance of human talent as a key part of business success. (Fernández, et al., 2022)

Several modern models can be framed within this relational paradigm, among them, the best known is the transformational leadership model. Said leadership model (Muliati, et al., 2022), in accordance with Barrios (2020), consists of having the ability to envision changes and develop action plans and strategies to face them effectively and self-motivated, promoting the growth and development of skills, attitudes, values of the stakeholders and organic performance improvement.

About transformational leaders, Alcázar (2020) explains the following about his results: “they also care about the progress and development of their employees. These types of leaders are also concerned with the intrinsic motivation, values, and development of employees. As a result, subordinates feel trust, admiration, loyalty, and respect for transformational leaders” (p.107). In simple terms, the transformational leader is the one who innovates for generating motivation in his subordinates, putting the interests of the organization above their own, and prioritizing the common good above everything else, or, understanding that the common good is the best way to secure their own good.

Navarro (2019) affirms that transformational leaders influence the interrelationships with the other members of their group or team, stimulating changes in an organized manner and seeking the collaboration of all the personnel of the organization. In the same order of ideas, the company represents the environment in which it operates, and the followers are important individuals whom they consider to be subjects of permanent interaction and who must motivate and encourage them to achieve the proposed objectives through proactive action.

From this context, Saldaña et al. (2019) that the impact of transformational leadership on the members of the organization occurs because the followers identify both with the manager and with the vision, objectives, and organizational values. Therefore, Summa (2020) is used to remember that the leader must have the quality of informing, guiding, and orienting the follower so that they identify with the values that drive the achievement of the organizational vision. In this order, these leaders must have the ability to generate shared ideas, foster a collaborative spirit and establish a consensus on the values that should give style to the organization.

For his part, Castro (2022) explains that business reality is a dynamic and continuous process of adaptation to a changing environment where competition and the technological factor require action plans that ensure survival in a globalized market. In this area, transformational leadership can help achieve goals and objectives at the organizational level. It should be noted that transformational leadership has the person as its goal and in terms of management it has a great participation in the achievement of the objectives, that is, when

assuming a leadership role, the factors and qualities that intervene in the productivity of the collaborators. worked on. employees for their performance within the organization.

According to **Navarro (2019)**, any process proposed within the organization must be constantly regenerated with new ideas, leaving obsolete and mechanical projects that do not consider the contribution of new technologies. According to this, it is relevant to have entrepreneurial leaders who advance the company, the staff and even the staff, strengthening the vision and mission, based on a set of values that are established with the corporate culture, generating an organizational climate optimum. for making decisions that contribute to success in the competitive market. (**Pimentel-Laurens et al., 2023**)

Sandoval and Barrera (2022) add that, over time, transformational leadership has been one of the most important leaderships at the organizational level, since it promotes well-being, positive changes, and innovation in the different institutions, generating commitments in the staff that works. within them, well-being at work and liking towards the acting leader. They also point out that leaders must have knowledge and studies on leadership as the main actors and axes of the organization, as well as support and help their employees to achieve the proposed goals. Transformational leaders must remove obstacles to job growth, increasing opportunities for personal satisfaction in job performance and reducing unnecessary effort.

Now, it is also important to consider what **Hincapié et al. (2018)**, who point out that the current market requires companies to be flexible and for this it is necessary to adopt continuous improvement mechanisms within their processes to be more productive and sustained over time. In this context, there is a growing interest in research to understand how transformational leadership contributes to continuous improvement.

By virtue of all the above, the need arises to investigate how and at what level transformational leadership and other administrative skills have been studied to date within the organizations that make life within the territory of the Republic of Colombia, for which in the following pages, an exploration of the literature on the subject is used, using statistical tools as the main point of support. There are several questions to answer prior to the start of the review, but among them are which and how many authors have studied the topic of transformational leadership and administrative skills in Colombian organizations to date, which are the years and periods of greatest scientific production.

In the area and what are the key points that are touched on in each of the research works found using the corresponding tools, as well as the type of documents produced through them. In this way, the methods and models of scientometric measurement allow the development of precise studies on the intellectual production presented in written products on the topics of interest. (**Castro et al., 2022; Samper et al., 2022**)

The purpose of this research is to specify a clear overview of the progress to date of the necessary tools and knowledge related to transformational leadership and administrative skills in Colombian organizations to serve as a basis for future research aimed at exploring solutions to problems and related innovations. It is intended that future researchers not only know in depth what knowledge already exists around transformational leadership, but also what is missing or in which there are more deficiencies from the point of view of scientific research. The following sections express the answers given by the review already mentioned to the questions already established.

METHODOLOGY

To carry out this bibliometric study, first of all, the key words or terms to be used were determined to achieve the best results in the retrieval of information, once it was verified that the terms were appropriate, this by using search strategies, such as the use of synonyms, Boolean operators and filters by areas of knowledge related to the field of research and by languages, the following search equation was chosen: (ALL (“transformational leadership”) OR ALL (“management skills”) AND ALL (Colombia)) AND PUBYEAR > 2011 AND (LIMIT-TO (SUBJAREA , “BUSI”) OR LIMIT-TO (SUBJAREA , “ECON”) OR LIMIT-TO (SUBJAREA , “ENGI”)) AND (LIMIT- TO (LANGUAGE , “English”) OR LIMIT-TO (LANGUAGE , “Spanish”)), the results of this were 392 research papers found, including articles, books, book chapters and summaries, belonging to administrative sciences and economics.

These results obtained were subsequently downloaded from Scopus in a file in csv format, which was analyzed using the statistical program RStudio, this allowed the generation of tables and maps of co-citation networks between authors, documents and sources, bar graphs and circulars were created with the Excel program.

RESULTS

Laws of bibliometrics

Productivity of the authors or Lotka’s Law

To establish the part with which men of different qualities contribute to the progress of science, **Lotka (1926)** established: “the foundations of the inverse square law by stating that the number of authors who make n contributions in each scientific field is approximately $1/n^2$ that of those who make a single contribution, and that the proportion of those who make a single contribution is about 60%”.

On the other hand, **Urbizagástegui (1999)** explains Lotka’s Law in this way: “is simply the description of the quantitative relationship between authors and articles produced in a certain field and in a certain period and tries to show that in the production of articles there is an unequal distribution” (p. 125), and also highlighting that within this inequality “most of the articles are concentrated in a small proportion of highly productive authors, who, in relation to small producers, have a negative regression of equal to 2”. (p. 125) Lotka’s Law applied can be appreciated in **table 1**, and its function in **figure 1**.

Table 1: Lotka’s law. Own elaboration (2023)

No. Written documents	No. Authors
1	1016
2	68
3	10
4	4
6	1
Total writs*:1204	Total: 1099

*Note: The total number of writings is obtained by multiplying the number of authors by the number of documents written.

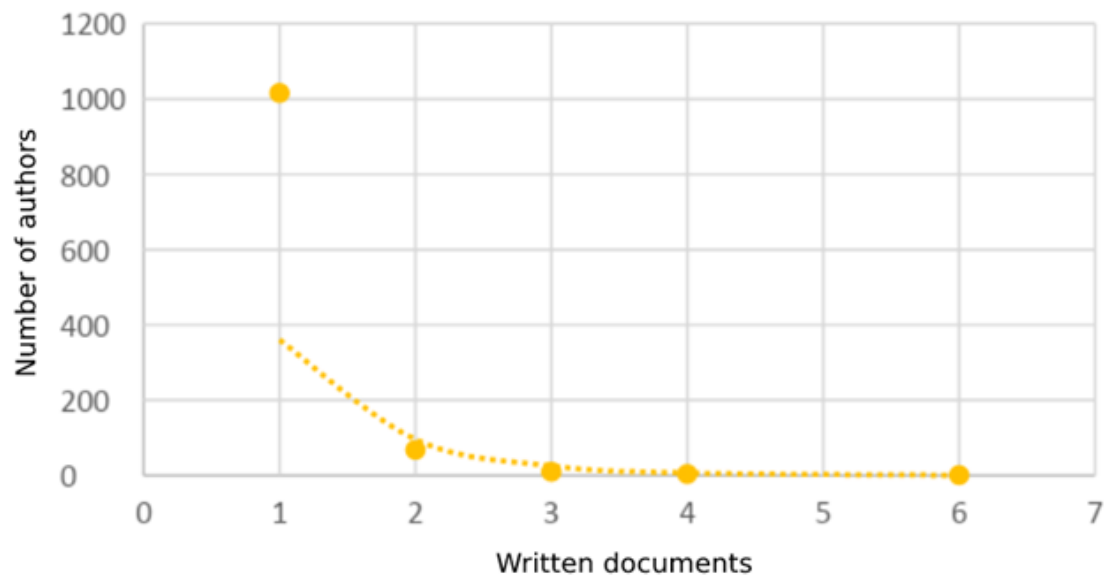


Figure 1. Lotka's law function. Own elaboration (2023)

As seen in table 1, 1099 researchers were found who produced 1204 articles, which when related to the logarithmic representation shown in figure 1, indicates that, with respect to the research topic, a small group of authors maintains the largest number of contributions and consolidate themselves as the ones that produce the most. 84.3% of the authors identified in this case have contributed to the study area, 11.3% two and 4.3% from 3 to 6 published works. Although Lotka's law is complied with, research in this area of study is characterized by many transient authors (95.6% with two or fewer contributions). *Law of dispersion of scientific literature or (Bradford's Law)*

Table 2: Numbers of research papers and published journals. Own elaboration (2023)

Accumulated from grouped sources	Accumulated frequency of articles	Accumulated from grouped magazines	Accumulated frequency of articles
1	19	12	98
2	33	13	102
3	45	14	106
4	54	15	110
5	62	16	113
6	68	17	116
7	74	18	119
8	80	19	122
9	85	20	125
10	90	21	128
11	94	22	131

According to this law, 33.41% of the analyzed works (392) in the study discipline "Administrative skills and transformational leadership in Colombia" are gathered in only 22 journals, as can be seen in table 2, from which the four most representative are: Venezuelan Management Magazine, Management Studies, Innovate and Spaces. In general, it is stated that Bradford's Law is fulfilled because most of the articles or research works are gathered in a small number of journals.

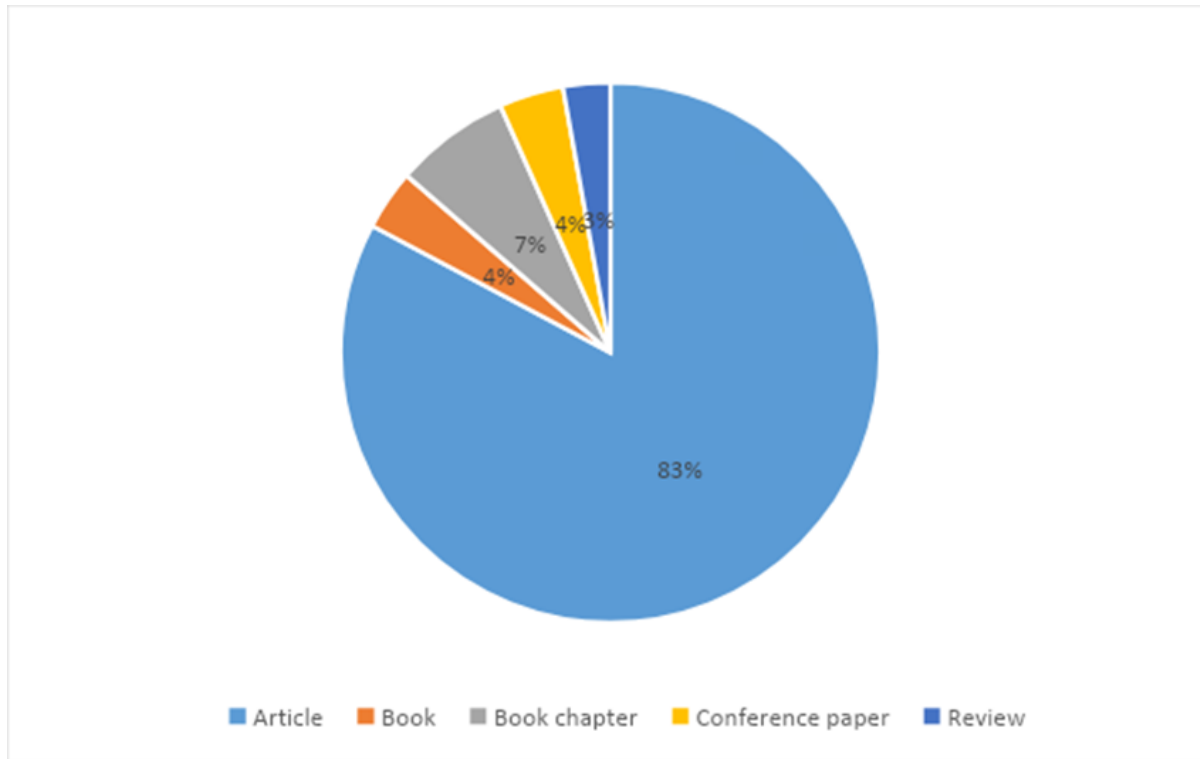


Figure 2. Document types. Own elaboration (2023)

The results of the search on the research topic indicate that the type of material that is most presented are scientific articles with 83%, followed by book chapters with 7%, conference documents with 4% and finally abstracts with 3%.

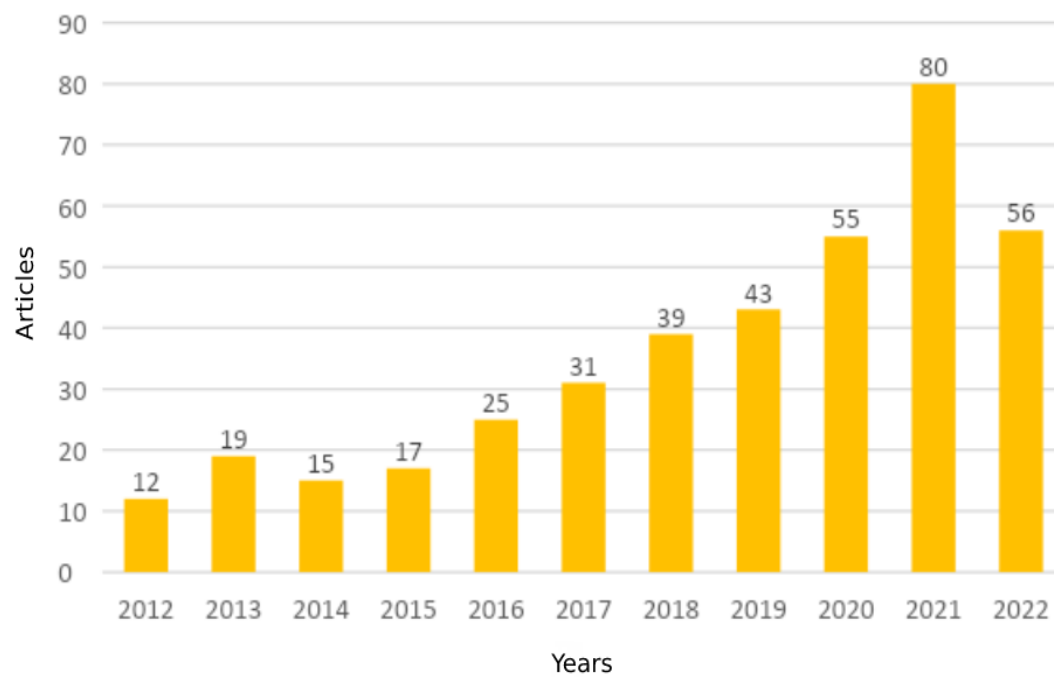


Figure 3. Annual productivity. Own elaboration (2023)

Figure 3 shows that of the years that comprise the period between 2012 and 2022 there is an upward trend, indicating that these are topics that have been well received among researchers, the year 2021 stands out as the year with the best academic production with eighty contributions, this means 7 times more productivity compared to 2012.

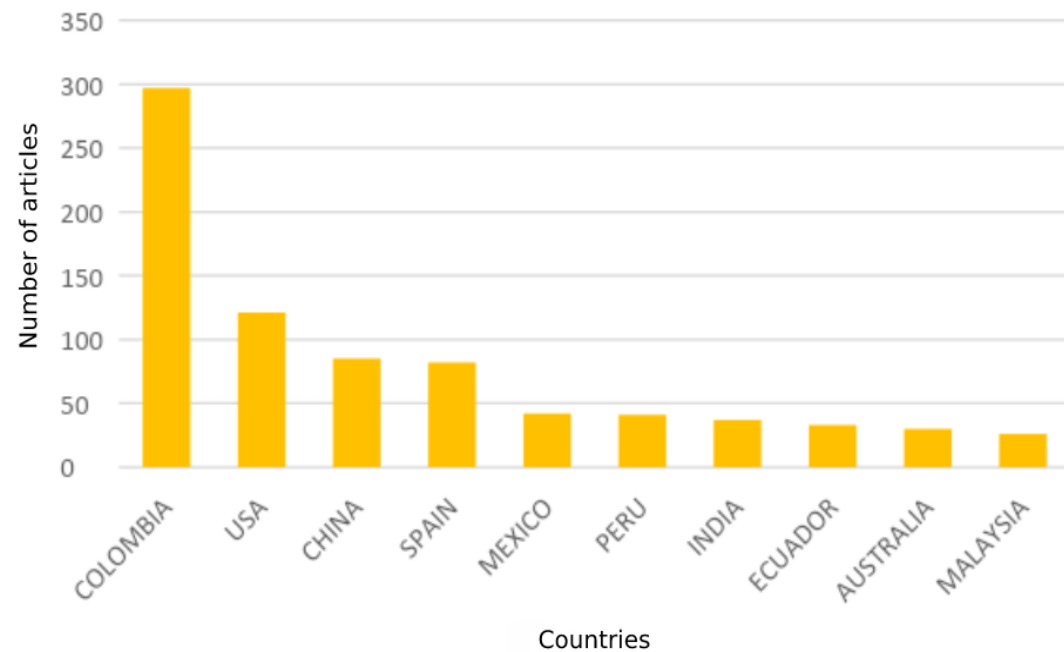


Figure 4. Productivity by country. Own elaboration (2023)

As can be seen in figure 4, Colombia is, among the 10 most productive countries, the one which contributes the most to the subject of study with 297 papers submitted, followed by the United States of America with 121, China with 85 and Spain with 82. Taking a look at the most relevant works for the research area in this topic, the following ones were found out: transformational and transactional leaders driving, directly or by work commitment, the innovative work behavior of employees, the organizational environment for innovation and the absorption capacity in Latin American companies.

For this study, a non-random sample of 1,429 employees was used. The employees selected were from different industries and had been working for the same company for at least one year. The sample was collected from graduate programs at business schools in seven Latin American countries. A multigroup structural equations model was developed with the variables involved, taking into account two different conditions: restricted and unrestricted questionnaire measurement weights. According to the results, leadership alone is not enough to promote innovative work behavior in employees. Transformational and transactional leadership produce an effect on this behavior only by absorptive capacity and job commitment, respectively. At the same time, the absorptive capacity and work commitment of employees show direct effects on innovative work behavior. (Contreras et al., 2020)

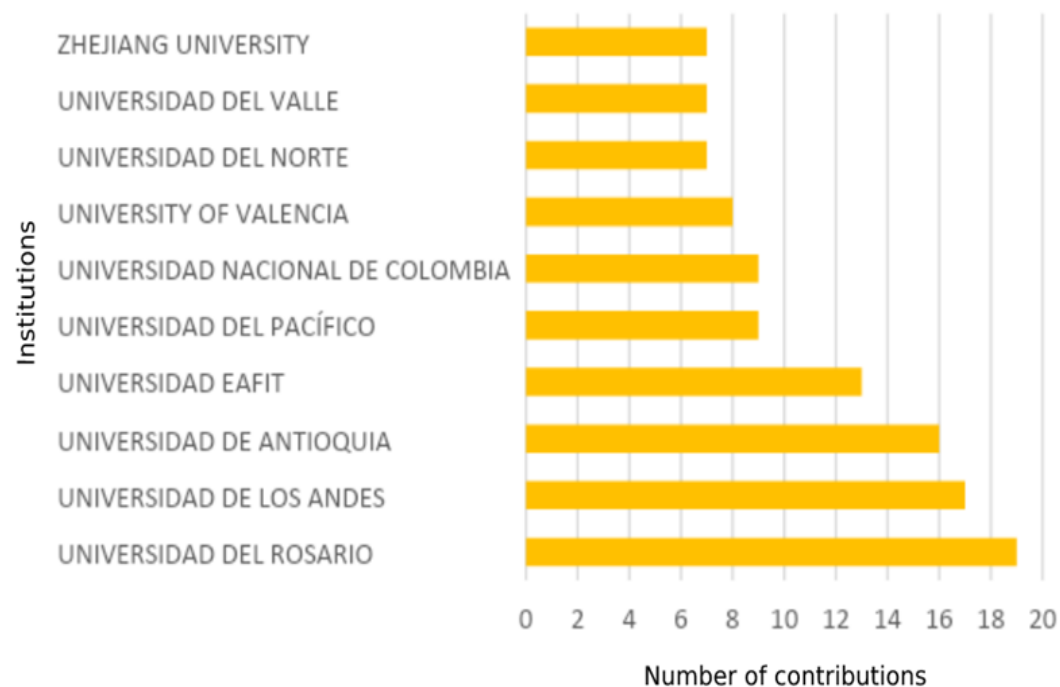


Figure 5. Productivity by institutions. Own elaboration (2023)

The top 10 of productivity by institutions shown in figure 5, indicates that, of these, the 3 that stand out the most are the Universidad del Rosario, Universidad de los Andes and the Universidad de Antioquia, with 19, 17 and 16 works contributed to the theme “Administrative skills and transformational leadership in Colombia”. A work of great relevance in the field is that of the authors, [Cabeza et al. \(2012\)](#), where it is explained that skills have been widely studied in models, but their empirical evaluation has been quite limited.

Based on the Tunin G-Europe Project, which was replicated and applied in Colombia, this research aims to empirically determine the managerial skills that should be strengthened in this country. With the support of a survey that evaluates the perceptions of the interest groups (both academics who teach the theory and businesspeople who apply it), the importance and development of skills by professionals is measured. Of the competencies evaluated, those associated with management are identified and classified as inherent and contributing. Then, those that must be developed are determined and the differences in perception between employers and academics are identified. It was found that those inherent to technology, information and communications must be developed.

Likewise, those that involve critical and self-critical capacity (inherent) and that help the capacity for abstraction, analysis, and synthesis (contributory) are being developed. It was determined that inherent factors associated with risk and time management should be strengthened, as well as contributing factors such as the legal framework, addressing new situations, commitment to the environment, and international contexts. Employers and academics agree on the skills to be developed, which could help facilitate consensus on strategies and policies.

Table 3: *H Index by authors.* Own elaboration (2023)

Authors	h_index	g_index	m_index	TC	NP	PY_start
CONTRERAS F	3	4	0,3	18	4	2013
NARANJO-VALENCIA JC	3	4	0,273	89	4	2012
SALGADO E	3	4	0,3	40	4	2013
ACOSTA-PRADO JC	2	2	0,667	14	2	2020
ALVAREZ C	2	2	0,2	39	2	2013
ARIAS-PÉREZ J	2	3	0,667	24	3	2020
ASADULLAH MA	2	2	0,667	22	2	2020
BAKER CR	2	2	0,2	61	2	2013
CABEZA L	2	2	0,182	9	2	2012
CASTRILLÓN J	2	2	0,182	9	2	2012

Table 3 presents the 10 authors with the most impact in the research area, of which the three with the highest H index are Contreras F, Naranjo-Valencia J. and Salgado E. From the works of these researchers, the article that deals with that “Psychological capital is a new concept that has aroused special interest, due to its effect on well-being and job satisfaction, factors that are related to organizational development. The purpose of this study was to describe the psychological capital of a group of managers of Colombian SMEs and to determine if it exerts any effect on their leadership practices.

To measure the variables that make up psychological capital, the Life Orientation Test, Revised (LOT-R), the Generalized Self-Efficacy Scale (GAS), the State Hope Scale (SHS) and the Resilience Scale were used. RS) were applied. Leadership practices were assessed using the Leadership Practices Inventory-IPL. According to the results, the participants evidenced a high level of psychological capital in which optimism obtained the highest score. Psychological capital, as a global construct, influenced the characteristics of leadership, but not in the same way for all the practices studied. At the individual level, excluding optimism, the other variables of psychological capital influenced leadership practices, also differentially”. (Contreras & Juarez, 2013).

Table 4: Magazines with the most impact. Own elaboration (2023)

Magazines	h_index	g_index	m_index
ESTUDIOS GERENCIALES	5	7	0,5
INNOVAR	5	6	0,45
JOURNAL OF BUSINESS ETHICS	5	6	0,45
JOURNAL OF BUSINESS RESEARCH	5	6	0,5
LEADERSHIP QUARTERLY	4	4	0,4
INFORMACION TECNOLOGICA	3	5	0,43
INTERNATIONAL JOURNAL OF EMERGING MARKETS	3	4	1
INTERNATIONAL JOURNAL OF HOSPITALITY MANAG	3	5	1
JOURNAL OF KNOWLEDGE MANAGEMENT	3	5	0,75
JOURNAL OF MANAGEMENT	3	3	0,27

There are 4 journals in this field of study with the highest impact index, which are: *Estudios Gerenciales*, *Innovar*, *Journal of Business Ethics* and *Journal of Business Research*, each with an impact factor of 5, of these the most important work indicates that “Several studies have proposed existing relationships between personality and leadership, as well as between gender and the way people lead, however, few studies are developed with Latin American leaders and correlate the three variables (personality, gender and leadership), therefore, the study seeks to identify the way in which personality influences the way of leading and the differences that exist between men and women.

For this, information was collected from 498 people, men, and women, through the self-application of the Spanish versions of the Kouzes and Posner Leadership Practices Instrument (IPL) and the Myers Briggs Type Indicator (MBTI); The information was analyzed using the statistical software SPSS version 25, finding that in Colombian leaders the MBTI personality types are correlated with the leadership practices of the IPL, with statistically significant differences between men and women.

Table 5: Most quoted documents. Own elaboration (2023)

Documents	DOI	Quotes
MORRISON EW, 2014, ANNUAL REVIEW ORGANIZATIONAL PSYCHOLOGY	10.1146/annurev-orgpsych-031413-091328	579
NG, T. W., 2012, JORGAN BEHAV	10.1002/job.754	391
CHAMBERLIN M, 2017, PERS PSYCHOL	10.1111/peps.12185	202
FAIRHURST GT, 2014, LEADERSHIP	10.1177/1742715013509396	155
MOWBRAY PK, 2015, INT J MANAGE REV	10.1111/ijmr.12045	150
VADERA AK, 2013, J MANAGE	10.1177/0149206313475816	142
DANIELS MA, 2014, J MANAGE	10.1177/0149206314527131	128
KLAAS BS, 2012, J MANAGE	10.1177/0149206311423823	124
JIANG Z, 2015, J MANAGE ENG	10.1061/(ASCE)ME.1943-5479.0000350	110
JABBOUR CJC, 2015, INT J PROD ECON	10.1016/j.ijpe.2014.11.015	105

Table 5 presents the top 10 of the most cited works regarding the subject of study, of these the document by Morrison E.W. stands out with 579 citations, with 391 that of Tomas W.H. and with 202 that of Chamberlin M. Among them, stands out the first study that evaluates the conciliatory effect of transformational leadership in cultural intelligence, voice behavior and the relationship between them. The collected data originated from 316 non-national employees of different hotels in Thailand.

To analyze the, it was required a structural equation model. The results show that cultural intelligence is a determining factor for non-national employees to display voice behaviors. In addition to this, the mentioned relationship is likely mediated by transformational leadership. This study brings an interesting perspective by talking about cultural intelligence as an individual antecedent of voice behavior and identifying the underlying conciliating mechanism that makes an effect on this relationship. According to Afsar et al. (2019) “This research has important implications for managing and leading multicultural organizations, especially for promoting voice behavior”. (p. 66)



Figure 6. Word cloud. Own elaboration (2023)

The cloud of words shown in Figure 6 shows that in the search carried out there are documents of great importance or with great relevance to the topic “Administrative skills and transformational leadership in Colombia”, this is because the word that is repeated with the most frequent is Leadership with 34 appearances among the papers, followed by transformational leadership with 24 and innovation with 13.

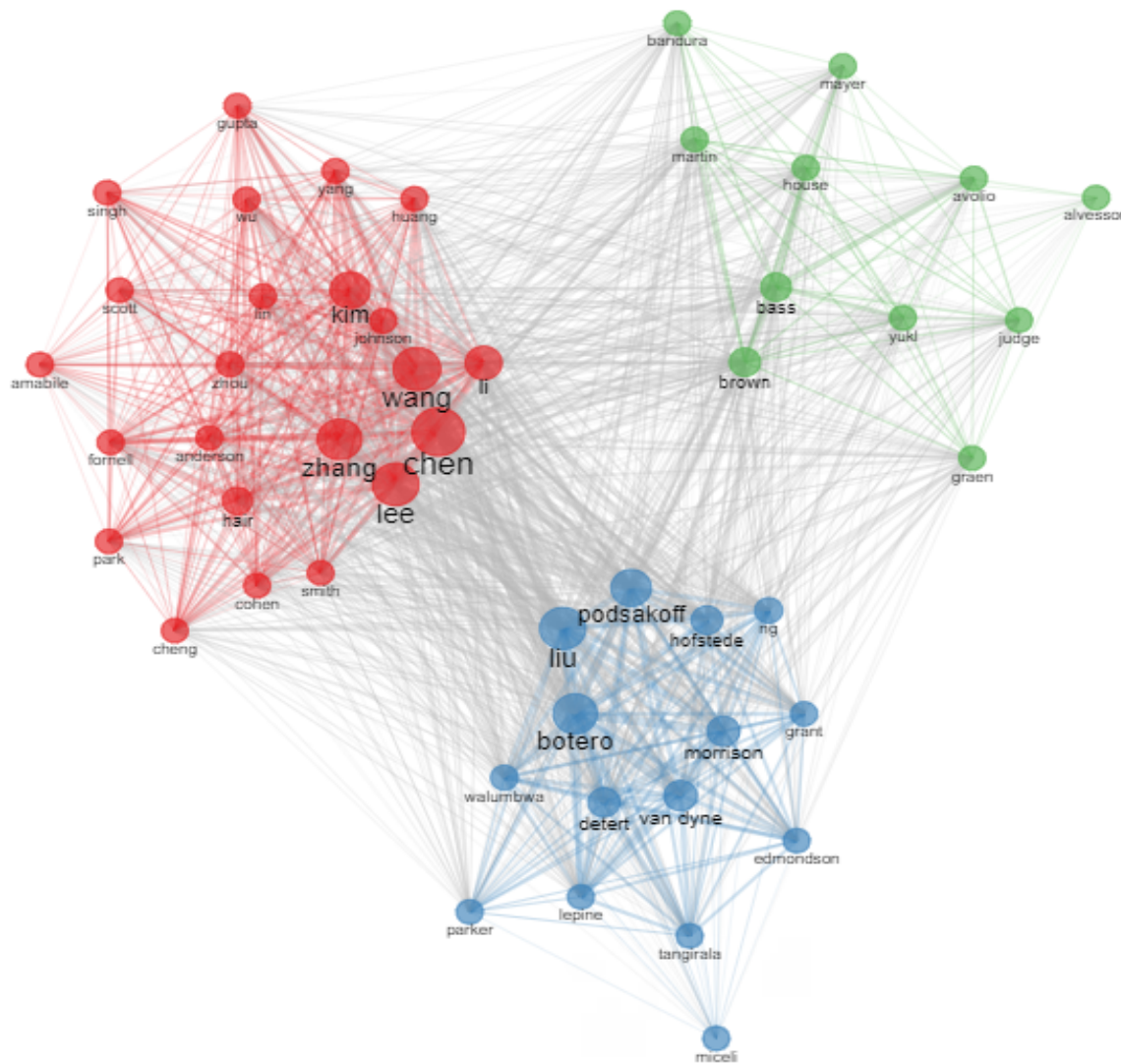


Figure 7. Co-citation by authors. Own elaboration (2023)

The co-citation map of authors shown in figure 7 indicates that the research topic is made up of three lines with thematic similarity or clusters, the red one is made up of 23 authors, of which the most relevant are: Chen, Wang, Lee, and Zhang; the blue cluster is made up of 15 researchers, of which Hofstede, Liu, Morrison and Podsakoff stand out, and finally the green group is made up of Bass, Brown, House and Yukl. Each one of these clusters represents a similarity in the theme investigated by these authors, which will serve as a guide to identify the researchers who most influence our subject of study.

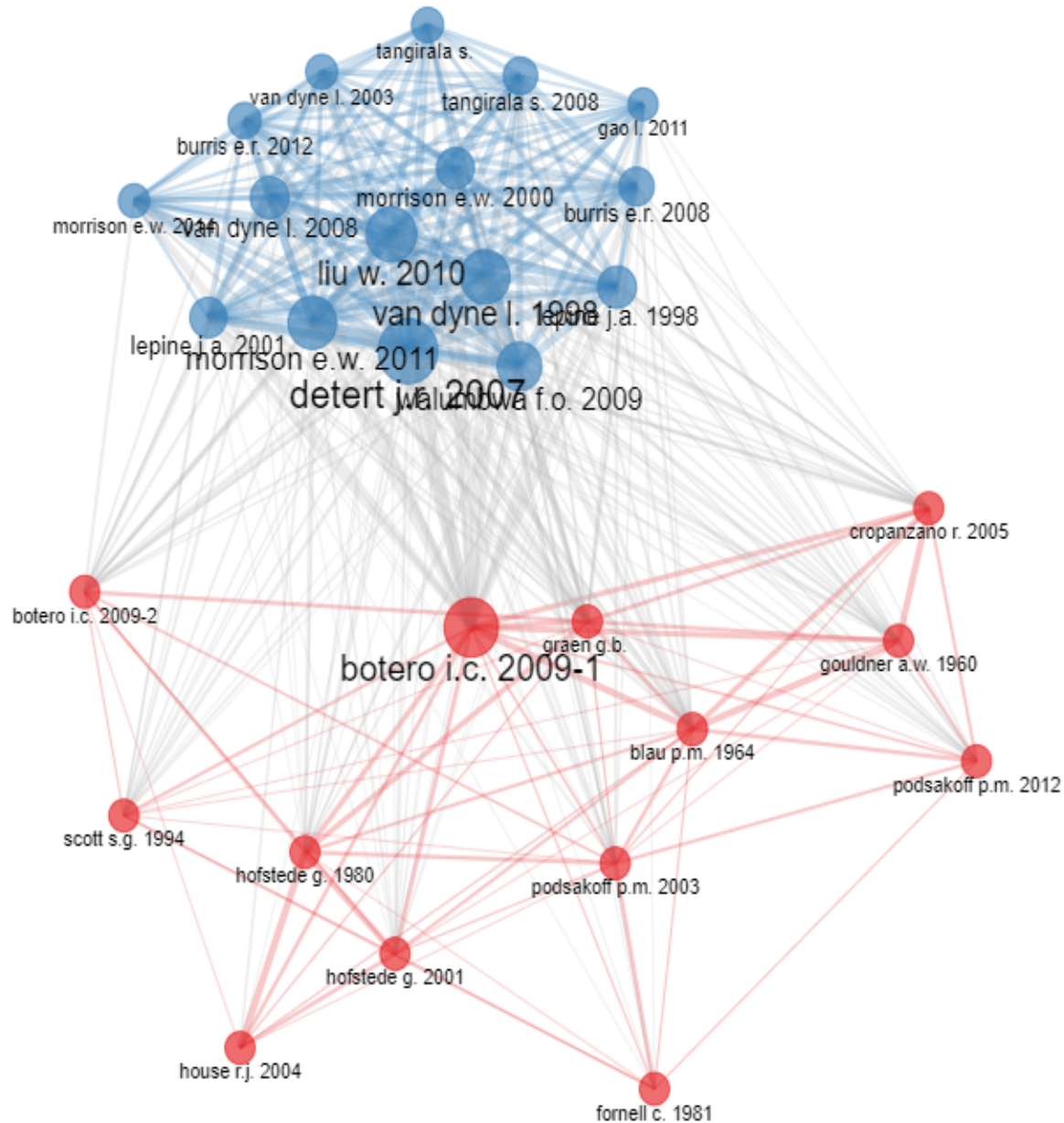


Figure 8. Co-citation by documents. Own elaboration (2023)

In the map of co-citation between documents in Figure 8, 2 groups with a strong similarity of study topics can be seen, where the following investigations stand out from the red cluster: **Botero I.C. 2009**, **Graen G.B.**, **Blau P.M. 1964** and **Cropanzano R. 2005** and from the blue group the most relevant are **Morrison E.W. 2011**, **Detert J.R. 2007** and **Walumbwa F.O. (2009)**.

helps to contrast with all documents that specifically expose Colombian context, like [Chacón, Moreno & de Sousa Jabbour \(2018\)](#) in the area of competitive management, the work of [Moreno-Gómez & Calleja-Blanco \(2018\)](#) on women role in leadership processes, and [Duitama \(2019\)](#) on transformational leadership within enterprises.

Following this ideas, the main challenges organizations around the world face in actuality are: first on leadership there is a complicated dynamic with new employee generations with do not adequate to the organizational hierarchy ([Chughtai, 2016](#)), leading to communication disruptions that directly affect a chain of processes and decrease efficiency indexes. So there is a necessity of adapting both, the new employee era and the organizational strategies to take advantage of innovative dynamics for human talent and the skills they bring into work field ([Omilion-Hodges & Baker, 2017](#); [Cajiao, & Burke, 2016](#)).

Meanwhile, on managerial skills the most relevant issues are about the evolution of the 4.0 era which is in constant development and it is completely inserted in workers' life so deeply that it's having direct consequences in organizational outcomes, resulting in slowed down processes according to global context ([Lee et al., 2014](#)). Organizations are not prepared to internally assume the breach between employees' expectations with the enterprise and the actual context they offer for employees in matters of professional growing, personal development and managerial incentives within work force. ([Chiaburu et al., 2015](#))

It is very relevant that managers develop innovative strategies so they can shorten these breaches, the main focus should be towards matching workplace happiness goals for employees with their necessities and expectations ([Marín-Idárraga et al., 2015](#); [Khan, 2021](#)), this could be accomplished by changing their organizational culture around personnel, developing processes that increase the motivation of both leaders and employees, with creative overture within workplaces for a dynamic relationship between ([García-Granero, 2019](#); [Abdelwhab et al., 2019](#)).

CONCLUSIONS

In the research field "Administrative skills and transformational leadership in Colombia" it can be concluded that the annual scientific production in high-impact sources has had an important boom in the last decade (2012-2022), where a high academic productivity with 392 research papers found, this only in the administrative and economic areas of knowledge. Significant growth has been observed in recent years with respect to the scientific production of this area of knowledge, where the great relevance of transformational leadership in today's organizations stands out.

It is key to understand from a strategic point of view that the new leadership models allow generating an innovative and transforming factor within organizations, which are increasingly exposed to the great changes that take place within society where there has been a 180 degree turn in the perception of employees about work and quality of life.

It is concluded in relation to the types of documents found that there is a high tendency (83%) to produce mainly articles, only 7% book chapters and 4% conference documents. The authors with the greatest impact on the research topic are Barmish B. and Primbs J., with an H index of 4 and 3, respectively. It is also concluded that the most representative terms are leadership, transformational leadership, and innovation, indicating that there is coherence with the research topic and therefore the documents found will be of great help for future research in this area of study.

CRedit AUTHORSHIP CONTRIBUTION STATEMENT

Torres-Anillo: Conceptualization, Research, Writing, Revision. Niebles-Núñez: Research, Conceptualization, Supervision, Project conceptualization, Supervision, Project Management, Writing - Original Draft. Original. Ramírez-Duran: Methodology, data curation, formal analysis, Software, Writing. Niebles-Núñez: Methodology, Software, Formal analysis, Writing.

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DECLARATION OF COMPETING INTEREST

This research does not represent any conflict of interest with them, the journal, the publishing entity and the funding entities.

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