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# Transformational Leadership and Supply Chain Performance: A Systematic Literature Review

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### ABSTRACT

This article conducts a comprehensive analysis of existing literature to investigate the impact of transformational leadership on the performance of supply chain management between the years 2000 and 2024. By using data collected from Scopus as well as using the PRISMA-(Preferred Reporting Items for Systematic Reviews and Meta-Analyses) methodology, we initially discovered a total of 1,299 papers. After the implementation of exclusion criteria, a total of 11 articles were chosen for a comprehensive review in order to evaluate the influence of transformational leadership on the efficiency, responsiveness, and effectiveness of the supply chain. Our research indicates that transformational leadership drives innovation, improves supplier integration, and fosters sustainable practices, all of which contribute to a considerable improvement in supply chain performance. The research sheds light on the significant part that transformational leadership plays in generating superior results in supply chain management. We suggest that, in future research, additional variables and a variety of scenarios be investigated in order to more thoroughly comprehend the connection between these two factors. The supply chain managers and organizational leaders looking to maximize performance by implementing effective leadership methods will benefit greatly from the direction provided by these insights.

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In today's interconnected world, supply chain management has emerged as a critical tool for coordinating several facets of a company's day-to-day operations. Managing the supply chain effectively is the foundation for customer happiness, operational and production efficiency, and long-term competitive success for each global organization (Ojha et al., 2018). In order to reach their organizational goals, businesses must implement supply chain management strategies that involve optimizing key operations, using innovative technologies, and providing component

leadership to guide and encourage personnel (Singh & Menon, 2023). When it comes to managing supply chain operations, one of the most effective leadership styles to adopt is transformational leadership, which has been shown in several studies to maximize staff motivation and performance. Several prior studies have shown that good leadership and its integration into management are highly regarded as critical success elements for organizations (Fariz, 2022). Leadership as a notion emerged around the turn of the last century. A large number of academics have looked into this topic and offered their two cents on the various leadership styles from various angles. When you lead a group toward a specific objective, you demonstrate leadership (Ahmad & Karadas, 2021). Leadership is defined as the capacity to inspire people to voluntarily work toward a common objective. Leaders in today's volatile corporate climate must learn to live in the moment. When it comes to running an organization, leadership is a top priority. Achieving and maintaining organizational goals is impossible in the absence of strong leadership (Ibrahim & Daniel, 2019).

Leadership is social when it comes to communicating with group members (Prabhu & Srivastava, 2023). Leadership is often defined as the unstated actions and character attributes that have a significant impact on how people interact with one another in the workplace (Luo et al., 2023). Since supply chain leadership impacts the organization and the entire supply chain, leadership style is a critical component in ensuring its successful implementation. Research has shown a favorable correlation between transformational leadership and creative and innovative organizational behavior (Purwanto & Juliana, 2022). The leader in this context is seen as someone who communicates effectively and whose role is to decide what, how, when, and where decisions are to be made to achieve common goals with the help of other community members. Competence, or the capacity to influence and inspire followers to strive to accomplish the leader's will, is essential for effective leadership (Asif et al., 2020). Leaders with this quality are more likely to hold on to their staff, particularly the dedicated ones. Additionally, having the ability to inspire people is the best predictor of having direct reports of job satisfaction and dedication to work, the most critical leader competency, and the strongest predictor of being an outstanding leader (Toseef et al., 2022).

Prior research has established that strong leadership is a critical component of a successful supply chain for organizations. It is the ability of transformational leaders to inspire their followers to think outside the box, come up with novel solutions to problems, and have faith in their abilities that allows them to accomplish the organization's dreams (Risambessy & Wairisal, 2023). In the supply chain, transformational leadership is useful because it motivates employees to think outside the box and come up with new methods to work with their suppliers (Bag et al., 2021). Further observations made from the study of prior research indicate that organizational professionals can learn to maximize the effectiveness of their traditional leadership practices by investigating the effects of transformational leadership (Triyono et al., 2023). In addition, this will aid in developing a work culture that encourages and supports employees' efforts to be productive, which in turn helps professionals—and particularly leaders—to do their jobs well (Setiabudi et al., 2021).

The goal of transformational leadership is to inspire long-term performance by guiding followers to a shift in perspective. The role of supply chain leadership is to inspire others under them to think outside the box and come up with novel solutions to enhance the integration with suppliers (Dahinine et al., 2024). Previous studies have demonstrated that when leaders practice

transformational leadership, they encourage their teams to consider innovative solutions to supply chain problems. Organizational innovation may also benefit from transformational leadership (Laulita, 2020). Therefore, leadership is critical to an organization's success, according to several researchers. A team's leaders set the course, and their followers are inspired to complete the task at hand (Ul-Hameed et al., 2019). The leader's demeanor and style of leadership are critical factors; when leaders exhibit good behavior, their organizations are able to accomplish their goals. The leader's vision and goal are realized through guiding and motivating the team to achieve the specific set of objectives that the leader has envisioned. This can be accomplished in several ways, including democratic, dictatorial, transformative, advisory, and participatory leadership styles (Archambault, 2019).

Measuring supply chain performance entails looking at how well a company is doing in relation to its supply chain indicators and activities. This is important since the results can tell you how well you're doing at reaching your goals and how well your plan is working (Mulyani & Basrowi, 2024). Several of the earliest studies in the fields of operations and supply chain management focused on leadership from a firm-wide, More and more studies have shifted the focus of leadership studies from individuals to organizations or supply chains as a result of globalization's increasingly complex supply chain networks (Chen et al., 2021). There has been an increase in research examining supply chain leadership to elevate individual leadership to a more systemic level (supply chain leadership). According to Sharif and Irani's (2012) study on supply chain leadership, there was a link between strong leadership and improved supply chain performance. They further presented more empirical evidence that shows how leaders' activities affect supply chain performance. Namely, they stressed the importance of transformational and transactional styles of leadership, which can boost organizational effectiveness by facilitating information flow across the entire supply chain (Birasnav, 2013). The other views were expressed by Jia et al. (2019), who highlighted the need for firms to have various strategies that can be used to manage different levels of suppliers within the supply chains so as to encourage sustainable behaviors and enhance overall business performances (Birasnav & Bienstock, 2019). Therefore, a review of the literature on supply chain leadership styles conducted by these people reveals that there is a direct link between transformational leadership and internal integration, while the other has been found to exist between transactional leadership and external integration. The research aimed at finding out if there were any relationships between coordinators' style and the performance in terms of operations and socials within New Zealand's agri-food supply chain. Also, with improved operational and social performances, it was observed that its financial performance got better, too (Akhtar et al., 2017).

It is important for effective supply chain management to promote collaborative behavior amongst participants in the supply chain. Since then, organizations are increasingly adopting best practices in a successful direction to harness their workforce potential. So, according to the experts, having the backing of upper management is crucial for implementing SCM methods successfully (Teoman & Ulengin, 2018). In order to satisfy customers and provide high-quality products, modern business leaders are putting a lot of effort into creating a system that helps integrate supply chain members with company activities. In recent years, there has been a change in emphasis from enhancing the performance of individual organizations to enhancing the overall supply chain network. With this new direction, businesses can better use their resources, provide better products or services, respond faster to customers' needs, and adapt to

changes in the market and their suppliers (Birasnav & Bienstock, 2019). In addition, there is a strong correlation between leadership and supply chain performance. Any organization can greatly benefit from strong leadership (Jacobs & Mafini, 2019). The efficient and effective utilization of resources is a direct result of good leadership. It has a beneficial effect on supply chain performance since it raises staff performance. To steer staff on the proper path, though, two types of leadership—transformational and transactional—are more crucial (Laulita, 2020).

Although transformative leadership is crucial to supply chains, experts have not studied its impact on performance. The current study mostly examines leadership and supply chain performance as distinct factors despite their interconnectedness. The impact of transformational leadership on other supply chain performance parameters, such as efficiency, supply chain response time, and overall effectiveness, is still unknown. A literature analysis of transformational leadership shows its overwhelming beneficial benefits for businesses, but supply chains have yet to be identified as prospective uses and implications. Furthermore, there is a lack of research, particularly systematic literature reviews (SLRs), that compile synthesis data from various sources to evaluate the overall impact of leadership on supply chain performance. Current research studies tend to be descriptive and focus on examining individual occurrences or minorities rather than seeking to identify trends and significant impacts. The diversity of approaches and the unique circumstances in prior research limit the ability to determine the fundamental factors that influence the performance of the supply chain through transformational leadership. A systematic review is needed to combine all known knowledge and critically evaluate earlier studies' methods.

Our study makes a new contribution to knowledge by deeply exploring how transformational leadership, in particular, influences the different dimensions of supply chain performance. While the role of leadership in supply chain contexts has been noticed in previous studies, they often treated leadership and supply chain performance in isolation. The results of this systematic synthesis of findings from the studies selected illustrate both direct and nuanced ways in which transformational leadership would have an effect on supply chain performance. Rather, therefore, a comprehensive approach is adopted that basically reaffirms extant theories in terms of uncovering the specific pathways and mechanisms through which transformational leadership drives improvements in supply chain outcomes. The contribution of transformational leadership in building resilient and sustainable supply chains is highlighted in our research—a contribution that has not been deeply explored by any other work. The critical review of the selected articles has given us a way to contrast the methods used and the contexts in which they have been applied, hence setting an agenda for future research on the more specific analysis of leadership behaviors and their impact on the different performance indicators. This single focus on sustainability and resilience allows for a new look at the subject and helps give valuable advice to scholars and practitioners in pursuit of better performance through effective strategies of leadership in supply chains.

This research intends to fill these gaps by undertaking a systematic literature review (SLR) that offers a meta-synthesis of the current literature linking transformational leadership to supply chain performance between 2000 and 2024. Therefore, based on the 11 articles selected for this study, authors shall be in a better position to establish the relationship between transformational leadership and supply chain performance improvement. The SLR will scrutinize the methodologies applied in the research that emerged before, analyze the

effectiveness and credibility of the conclusions, and reveal factors and results connected with transformational leadership in the framework of supply chains. This study elucidates how leadership style enhances supply chain performance. This systematic literature review will look at the influence of transformational leadership on various supply chain performance measures by pooling data from various studies done between 2000 and 2024. And they are also meant to benefit organizational leaders, researchers who are interested in transforming their organizations through the adoption of transformational leadership within their supply chains, and supply chain managers alike. This research will also demonstrate the application of the findings and recommend recommendations for future research. It should, therefore, be useful for developing a theory on the relationship between transformational leadership and supply chain performance. The findings will assist in filling the knowledge gap by providing a consolidated literature review and identification of future research opportunities. This research is important because scholars and practitioners will be able to get positive and constructive information to aid in implementing leadership in supply chain management and obtain positive results on performance outcomes.

## **Method**

### **Search Strategy**

The Scopus database was preferred in this systematic search as it provided extensive coverage of scientific literature from many disciplines, including environmental sciences and engineering. In addition to its comprehensive indexing of peer-reviewed journals and other scholarly publications, We have chosen the Scopus database because it is important, multidisciplinary, and focused on superior research published in peer-reviewed journals, acknowledged conferences, and books. Seliverstova (2021) observed that Scopus has a much greater scope of materials and a larger number of citations than WOS or any other database (Anker et al., 2019; Salisbury, 2009). Given the wider coverage of articles directly related to leadership and supply chain performance, Scopus is very suitable for our study. Even though WOS and other databases are very helpful, Scopus is much more comprehensive, with greater citation metrics that will yield a thorough and solid literature review. The search terms were “Leadership” AND “Supply Chain”. These words were used to include a wide body of literature that is relevant to transformational leadership’s impact on supply chain performance. These specific terms are aimed at locating articles about different kinds of leadership strategies, organizational behaviors, and performance outcomes within supply chains. All searches covered an inception date from 2000 to 2024 to have what was published for all possible literature available during this time frame. The inclusion criteria only allowed journal articles and review papers written in English because they usually undergo a strict peer review process that analyzes deeply the research findings in the field.

### **Selection Criteria**

The criteria for selection for this systematic review were based on the guidelines outlined in (Preferred Reporting Items for Systematic Reviews and Meta-Analyses)-PRISMA Statement. Initially, a comprehensive search yielded 1,642 papers. In the timeframe from 2000 to 2024, articles published before the year 2000 were not included in the search, resulting in 1299 research articles. At first, the search spanned several areas of study, such as business



management and organization, but was later narrowed down to focus on supply chain management and leadership subject areas only. This resulted in the additional exclusion of 121 duplicates. Furthermore, document types were restricted to article and review papers while excluding other forms of research, including those by students, so a total of 764 research articles were excluded. Hence, keyword exclusion criteria are used as established by study objectives related to transformational leadership style affecting supply chain performance.

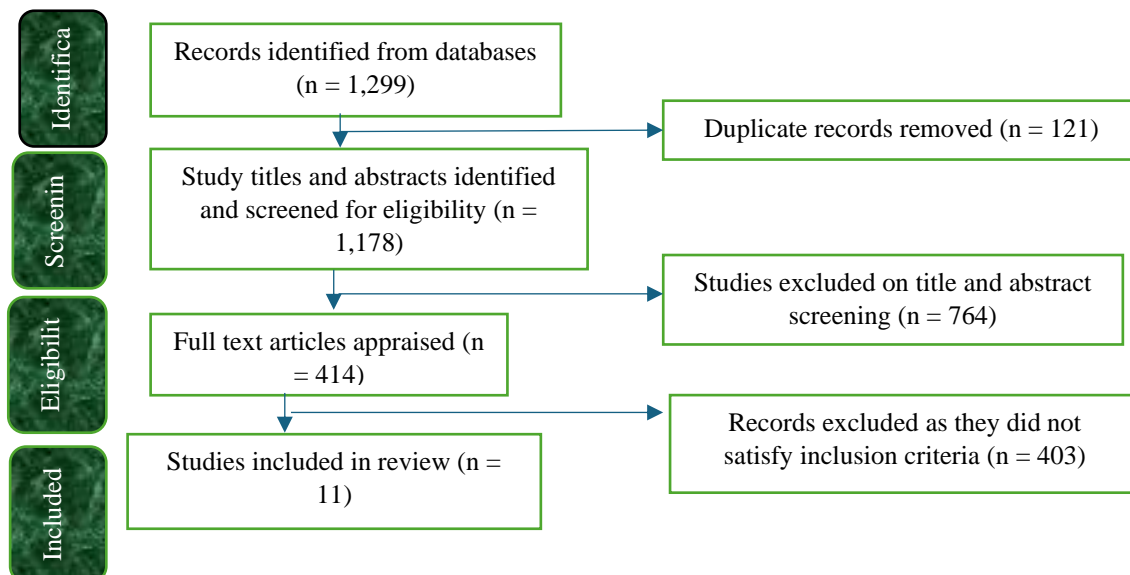
### Quality Assessment

This study rigorously assessed the quality of only original research articles and review papers to ensure the integrity of their review. This meant that all articles were evaluated separately to avoid duplications and maintain the quality of the review. For this reason, all identified abstracts were screened carefully to ascertain if they met the inclusion criteria. Moreover, a comprehensive analysis of relevant academic literature was necessary for inclusion in the review and its assessment. The predetermined criteria led to the screening of 764 papers after a robust screening process. Additionally, upon removing duplicate records and reviewing abstracts, 403 more papers had to be excluded by the team from the dataset found necessary. All articles underwent systemized assessment based on pre-set inclusion and exclusion criteria, thus becoming eligible for this review.

The survey evaluated a total of 11 papers that met the comprehensive evaluation criteria. They included their methods, how far they have answered the research question, and what these studies contributed to our understanding of how transformational leadership affects supply chain performance. The chosen articles supply a framework that can be used to assess and improve supply chain performance through transformational leadership; they are rich sources of empirical evidence, insights, and theoretical advancements. This review focuses on only the most important and groundbreaking studies found during this time frame within the available literature. The entire process followed PRISMA statement guidelines, ensuring transparency and methodological rigor. [Figure 1](#) provides a visual representation of the literature inclusion and exclusion at each stage of the review process, as per PRISMA guidelines.

**Figure 1**

*The PRISMA*



In trying to assure the reliability and validity of the findings, we applied a systematic approach to the analysis of the selected papers. This study was done in accordance with an initial screening about relevance, date of publication, and peer-reviewed status, succeeded by a quality assessment using a standardized checklist about the objectives of the research, methodology, findings, and contribution to the field in general. Relevant data on study design, sample size, and key findings were extracted and organized in a comparison/synthesis matrix for comparison and synthesis. The review process of studies was documented using a PRISMA flow diagram, representing the stages of identification, screening, eligibility assessment, and inclusion. The findings synthesized were finally critically discussed in comparison and contrast to results to make broader generalizations about the relationship between transformational leadership and supply chain performance.

## Results

The leadership and supply chain performance literature review from 2000–2024 is summarized here, and the Analysis of Key Findings section summarizes the 11 selected papers' topics and implications. An intricate study aims to uncover the link between transformational leadership and supply chain performance.

### Analysis of Key Findings from the Selected Articles

This section provides an in-depth examination of the main discoveries from the 11 chosen publications that investigate the influence of transformational leadership on supply chain performance (See Table 1). The evaluated publications offer a thorough examination of how different leadership styles impact crucial supply chain metrics.

**Table 1**

*Summary of Selected Articles*

No	Author	Purpose	Methodology	Key Findings	Recommendations
1	(Purnomo et al., 2024)	This study explores into the impact of green transformative leadership characteristics on a reliable supply network from an environmental perspective. The study examines the mediating role of Green Ambidexterity and Green Innovation in the link between GTL and GRS.	Questionnaire	According to the results, green transformational leadership significantly impacts the growth of environmentally resilient supply chains.	As a result, managers need to consider the adoption of a Green Innovation, Green Ambidexterity, and a Resilient Supply Chain strategies that improve corporate objectives while upholding ecological sustainability.
2	(Prabhu & Srivastava, 2023)	This article seeks to offer a strategy for enhancing the overall the efficiency of SMEs through investigating the connection between the CEO's transformational leadership style and the supplier network's agility.	Literature Review	The results of this study emphasize how important it is to transformational leaders in fostering agile project management inside the supply chain. To achieve this, they set and articulate a clear goal, inspire people in the supply chain to think creatively about problems, and provide each worker individualized guidance so that they can perform to their full potential.	To improve performance, SMEs should use agile supply chain management and transformative leadership to define and communicate a clear vision, stimulate innovation, and coach individuals.
3	(Fariz, 2022)	This study's overarching goal is to dissect the connection between supply chain efficiency and supplier integration, with a focus on	Questionnaire	The research showed that manufacturing companies in Indonesia benefited the most from supplier integration in terms of supply chain	This research can help executives in supply chain management and decision-making roles better understand findings about

		how transformational leadership styles moderate this relationship.		performance, and positively impacts transformational leadership style.	the impact of transformative leadership on the durability of relationships with suppliers in standard-setting multinational corporations, as well as how to integrate suppliers for improved performance.
4	(Bui et al., 2021)	The goal of this article is to analyze how transformational leadership styles affect three key organizational metrics: innovation, supply chain integration, and performance.	Questionnaire	Organizational Performance, Supply Chain Integration, the results show that transformational leadership has a favorable effect on innovation, creativity, and performance. Furthermore, supply chain integration is the critical intermediary in the relationship between workplace innovation and performance.	In order to boost their companies' performance, the heads of Vietnamese textile and garment companies should hone their leadership skills and embrace a transformational leadership style.
5	(Amin et al., 2019)	The purpose of this research is to examine how skill development in the context of transformational leadership affects the performance of sustainable supply chain management.	Questionnaire	According to the results, transformational leadership influences the growth of organizational sustainability skills. Moreover, the capacities of an organization to sustain itself contribute to the improvement of its performance in managing a sustainable supply chain.	This research provides empirical proof that sustainable supply chain management performance is mediated entirely by transformational leadership skills.
6	(Birasnav et al., 2015)	A conceptual model is presented in this study that investigates the connections between leadership actions, interpersonal trust and commitment, data sharing, and processing time.	Conceptual Model Development	Developing transformative leadership behaviors is crucial for improving supply chain performance, according to this study. Transformational leadership practices facilitate long-term supplier partnerships by fostering trust, commitment, and information exchange.	This study suggests that leaders who want to decrease the time it takes for products to go through the initial stages of the supply chain should implement transformational leadership attributes.
7	(Youn et al., 2012)	According to integrative leadership, supply chain implementation results will improve to the degree that the three senior leadership positions—CEO, CIO, and SCO—are in alignment with the common objective of the supply chain.	Empirical Analysis	The empirical findings offer managerial understanding of how integrative leadership affects qualitative, value-based, and intangible performance goals in supply chain management.	Integrative leadership refers to the degree of alignment between the three senior leadership executive roles - chief executive officer (CEO), chief information officer (CIO), and supply chain officer (SCO) - in regard to the common goal of enhancing the results of supply chain implementation.
8	(Majumder & Srinivasan, 2008)	The objective of this research is to utilize game theory modeling to gain insights into the dynamics of competitive markets and the optimal positioning of leaders within network supply chains. Additionally, it aims to examine the influence of contract structure on performance.	Game Theory Model	Well-planned contract sequencing and strong leadership improve network supply chain performance. The study suggests that chain profitability and efficiency can be enhanced by effective leader positioning and well-structured contractual agreements. Additionally, it demonstrates how the competitive dynamics of the	To enhance leader positioning and contractual links in network supply chains, this study suggests the formalization of methods. Organizations can enhance their profitability and operational efficiency by adopting this technique, particularly in industries with complex and



			supply chain can be managed in order to achieve market equilibrium.	interconnected supply chain networks, such as automotive and textile manufacturing.	
9	(Hult et al., 2007)	This research looks at how transactional and transformational leadership styles affect the relationship between the CBU's and supply chain's value. performance.	Questionnaire	According to the results, transactional leadership has a negative effect on the relationship between the corporate buying center's value and performance, whereas transformational leadership has a positive effect.	Managers can gain insights into the essential leadership qualities required for specific supply chain scenarios through this study. When things are chaotic, transformational leadership shines. But when things are calm and maintaining the status quo is critical to success, transactional leadership shines.
10	(Williams et al., 2002)	This study analyzes how leadership is handling logistics organizational changes caused by electronic communications and eSCM. This article analyzes strategic alliances and partnerships, as well as the essential leadership qualities required to thrive in this evolving context.	Conceptual Analysis	This study suggests that the use of eSCM technology is causing significant changes in logistics strategic alliances and partnerships, leading to the development of adaptable organizational structures. Effective leadership that comprehends and applies eSCM is essential for fostering innovation and maintaining competitiveness in today's rapidly evolving world.	The article advises logistics experts to improve strategic relationships using eSCM. Being an expert in both paper-based and digital supply chain management (eSCM) domains necessitates the ability to adjust, think innovatively, and collaborate effectively. By leveraging the dynamic capabilities of eSCM systems, organizations can attain long-term growth so that you can stand out from the competition.
11	(Wong, 2001)	The importance of leadership in the supply chain is the focus of this research. partnerships. This study investigates the impact of leadership's inclination towards Building a lasting relationship and cultivating a cooperative culture with partners in the supply chain through the company's interactions and shared objectives.	Questionnaire	The study's findings affirm that leadership plays an essential part in ensuring the effectiveness of supply chain partnerships. The relationships and objectives between supply chain managers and supply partners are impacted, as well as the output that ensues.	Research suggests top management should prioritize a cooperative perspective on supply partners and their culture over the long term. It is highly recommended that managers and staff members who are in charge of collaborating with suppliers establish cooperative objectives and embrace a receptive attitude towards their supplier partners.

From the selected papers, key findings show how transformational leadership influences supply chain performance. In their research, Purnomo et al. (2024) examine the direct effect of green transformational leadership on a green resilient supply chain with much emphasis laid on GTL's strong impact on GRS. Green ambidexterity and green innovation are key mediating components in this analysis. It is recommended that managers adopt these approaches to achieve organizational objectives without compromising environmental security. This article observes that leadership is central to ensuring sustainable supply chain strategies. A positive relationship exists between CEO's transformational and adaptability leadership style on the supplier network, leading to better SME performance (Prabhu & Srivastava, 2023). Hence, SMEs must integrate transformational leadership into their supply chain agility approaches for

improved results as per recent findings. This can be done by leaders who provide a compelling vision, encourage innovation, and offer one-on-one mentoring (Prabhu & Srivastava, 2023). Nevertheless, research by Fariz (2022) indicates that transformative leadership styles in the supply chain might mitigate the impact of supplier integration on performance. Results from this study indicate that suppliers' integration positively impacts a transformational leadership style that improves supplier relations and supply chain performance, which in turn boosts supply chain performance. Using the most important findings from selected papers, Birasnav et al. (2015) construct a theoretical model of leadership actions, trust, and commitment in relationships, information sharing, and cycle time. Their study found that transformative leadership improves supply chain performance. Development of trust and commitment and information exchange via transformational leadership behaviors help foster long-term supplier partnerships. This study suggests transformational leadership for upstream supply chain cycle time reduction. Youn et al. (2012) examine integrative leadership as a key supply chain management initiative. Their research demonstrates to managers the effects of integrative leadership on qualitative, value-based, and intangible performance objectives in supply chain management. The study indicates that the degree of alignment between senior leadership (CEO, CIO, and SCO) and the shared objective of the supply chain will result in improved outcomes for supply chain implementation. Integrative leadership emphasizes goal congruence among senior executives for supply chain success.

The 11 papers show how transformational and integrative leadership improves supply chain performance. Many studies show that leadership behaviors affect supply chain KPIs including cycle time, innovation, and supplier integration. Birasnav et al. (2015) stress that transformational leadership builds trust and commitment, which improves cycle time and supply chain efficiency. Integrative leadership—goal alignment among senior leaders—is essential for supply chain success, according to Youn et al. (2012). These results imply that strong leadership is essential to supply chain success. Our review critically analyzed selected articles' empirical content, methodological rigor, and practical implications concerning transformational leadership and supply chain performance. Most studies confirm a positive effect of transformational leadership but differ in applied methods and contexts. This further strengthens the case for future research into specific leadership behaviors and their impact on multiple performance metrics. The findings of our study provide comprehensive views that emphasize the necessity of a balanced approach toward the factors of quantitative and qualitative dimensions, thereby enriching the academic discourse with a critical perspective.

Our research has proven that transformational and integrative leadership plays a key role in enhancing better supply chain management practices. This kind of leadership inspires people, encourages them to think outside the box, and fosters innovation in supply chains. On the other hand, integrative leadership integrates supply chain strategic goals across all levels of leadership, making their implementation more unified and successful. As such, organizations should develop leaders who build trust, commitment, and strategy alignment to enhance supply chain performance. It is not only presented that this enhances operational outcomes but also promotes long-term sustainable growth.

## Conclusion

Finally, this systematic review critically assessed the literature available between 2000 and 2024 regarding how transformational leadership affects supply chains. The authors concluded that promoting innovation through transformational leadership is essential for enhancing the performance of a company's supply chain by strengthening supplier integration because employees are inspired to achieve organization's goals. Moreover, several measures related to supportive organizations, such as overall efficiency, were positively correlated with transformative leadership based on this study. This research brings together various findings from earlier studies to give better insights into how transformational leadership operates within the context of supply chain management. Our study makes a new contribution to knowledge by fully exploring the interaction between transformational leadership and multiple supply chain performance metrics. In that way, nuanced insights will be retrieved about how specific types of leadership behaviors directly influence supply chain efficiency, response time, and overall effectiveness. Besides, our research contributes to the recognition of transformational leadership as a way to establish a more sustainable and resilient supply chain—an area relatively unexplored in extant literature. These findings represent very valuable guidance for practitioners and scholars seeking to implement effective leadership strategies in supply chain management.

## Recommendation

Referring to the findings of this review, there are different recommendations that may be offered to professionals and future researchers as well. To strengthen their performance, firms should prioritize transformational leadership tenets in their supply chains. This will include investing in leadership development programs that highlight the attributes and behaviors of such leaders as intellectual curiosity, personalized attention, motivational drive, etc. Furthermore, executives in the supply chain must create a workplace where innovation, collaboration, and continuous improvement are nurtured. More empirical studies on how transformational leadership directly or indirectly affects some measures of supply chain performance are needed for future research. Besides, it is important for scholars to consider the moderating and mediating variables that may influence how transformative leadership affects the relationship between supply chain performance and transformative leadership.

It must be noted, however, that the study was limited in many ways. This review only covers publications from 2000 to 2024, meaning important findings from prior years might have been missed. Additionally, these studies were selected according to certain criteria that would limit the inclusion of other research that could provide further insights. Consequently, for this review to be valid and reliable enough, the chosen papers should have been free of biases and limitations. Although this study comprehensively analyzes relevant literature on a subject matter, it does not get into the field to collect primary data on supply chain management and sustainability, even though it provides a valuable overview of existing literature.

## Declarations

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