Transactional Leadership as a Predictor of Organizational Commitment: Evidence from a 2024 Analytical Scoping Review

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Abstract
This analytical scoping review examines empirical studies published in 2024 that investigate the relationship between transactional leadership and organizational commitment. Following a structured scoping review approach, a total of 17 peer-reviewed empirical studies were systematically identified, screened, and analyzed. Data were charted to examine key methodological and thematic dimensions, including research contexts and sectors, geographical distribution, sample characteristics, research designs, measurement instruments, analytical techniques, and the presence of mediating or moderating variables. Overall, the reviewed studies consistently report a positive relationship between transactional leadership behaviors—particularly contingent reward and management-by-exception—and employees' organizational commitment, most notably affective and continuance commitment. Methodologically, the 2024 evidence base is dominated by quantitative, cross-sectional survey designs, with increasing use of structural equation modeling, regression analysis, and mediation testing to explain underlying mechanisms such as job satisfaction, psychological empowerment, and organizational citizenship behavior. However, the review reveals notable gaps, including limited use of longitudinal and mixed-methods designs, reliance on self-reported data, and uneven sectoral and regional coverage. By synthesizing recent empirical evidence, this review provides a comprehensive methodological overview of transactional leadership–organizational commitment research in 2024 and offers clear directions for future studies aimed at strengthening causal inference and contextual generalizability.
Keywords: Transactional Leadership, Organizational Commitment, Empirical Studies, Analytical Scoping Review, Human Resource Management

Introduction

Leadership within organizations remains a central concern in contemporary social science because it fundamentally shapes employee attitudes, behaviours, and organizational outcomes. Among the various leadership models, transactional leadership—characterized by clear exchanges between leaders and followers, such as contingent rewards and management by exception—continues to be widely practiced in modern workplaces where structure, performance standards, and accountability are prioritized. Transactional leaders clarify expectations, offer rewards for meeting agreed goals, and use corrective actions to manage deviations from performance standards, making this style particularly relevant in highly structured and results-oriented environments (Burns, 1978).

Organizational commitment—the psychological attachment of employees to their employing organization is highly consequential for workforce stability, performance, and competitive advantage. Higher levels of commitment are empirically linked with improved job performance, lower turnover intentions, and sustained organizational effectiveness, outcomes that are central to the long-term viability of institutions in both developed and emerging economies. Despite its clear practical importance, organizational commitment has become increasingly fragile in the face of globalization, technological disruptions, and changing workforce expectations, prompting renewed scholarly interest in understanding how leadership influences commitment dynamics (Abu Orabi et al., 2024).

Although transactional leadership has been studied within broader leadership research, empirical evidence published in 2024 reveals both renewed interest and unresolved questions about its specific relationship with organizational commitment. For example, recent field studies demonstrate that transactional leadership practices such as contingent reward systems are significantly associated with higher levels of employee commitment in public sector settings, whereas leadership behaviours like management-by-exception may negatively influence commitment if perceived as overly punitive or controlling (Ibrahim et al., 2024). Likewise, research contextualized in diverse cultural settings, such as Azerbaijan's private sector, affirms that transactional leadership correlates with continuance commitment, reflecting employees' reliance on economic incentives amid broader socio-economic transitions (Novruzov, 2024). These heterogeneous findings underline the need to map and critically examine the 2024 empirical evidence on transactional leadership's role in shaping organizational commitment.

From a theoretical standpoint, contemporary debates in organizational behaviour emphasize the complex interplay between leadership styles and workforce engagement, especially as employers confront rising expectations for equity, fairness, and meaningful work. Within this milieu, transactional leadership occupies a contested position: while some scholars argue that it ensures clarity, accountability, and short-term performance gains, others contend that its focus on transactions may limit intrinsic motivation and long-term employee attachment ("Leadership style," 2012). Yet, despite the practical and theoretical relevance of transactional leadership, there exists no comprehensive analytical scoping review that systematically synthesizes 2024 empirical studies examining this leadership style's impact on organizational commitment. This gap hinders both scholarly understanding and evidence-based practice, particularly for organizations seeking to adapt leadership strategies to evolving workforce realities.

Therefore, this analytical scoping review systematically examines empirical studies published in 2024 to (1) map how transactional leadership is conceptualized and measured in relation to organizational commitment, (2) identify prevailing patterns and contextual differences in empirical findings, and (3) highlight theoretical and methodological gaps that warrant further research. By situating transactional leadership within broader debates on leadership effectiveness and employee engagement, this review contributes to a clearer understanding of how leadership practices influence organizational commitment in contemporary social and organizational contexts.

Problem Statement
Despite the widespread application of transactional leadership in contemporary organizations, its influence on organizational commitment remains theoretically contested and empirically fragmented. Recent empirical studies published in 2024 report mixed findings, suggesting that certain transactional leadership behaviors (e.g., contingent rewards) may enhance employee commitment, while others (e.g., management by exception) may weaken it depending on contextual and cultural factors. However, the absence of a focused synthesis of 2024 empirical evidence limits a clear understanding of how transactional leadership currently shapes organizational commitment within evolving social, economic, and organizational environments. This lack of consolidation constrains theoretical development and undermines evidence-based leadership practice. Consequently, a systematic analytical scoping review is required to map existing empirical findings, identify dominant patterns, and highlight research gaps to inform future leadership scholarship and organizational policy.

Research Questions
1. How is transactional leadership conceptualized and operationalized in empirical studies published in 2024 examining organizational commitment?
2. What empirical relationships between transactional leadership and organizational commitment are reported in 2024 studies?
3. What theoretical, contextual, and methodological gaps emerge from the 2024 empirical literature on transactional leadership and organizational commitment?

Literature Review
Transactional Leadership in Contemporary Organizations
Transactional leadership is characterized by an exchange-based relationship between leaders and followers, where compliance and performance are achieved through contingent rewards and management-by-exception. This leadership style emphasizes clearly defined roles, performance standards, and corrective actions when deviations occur. Despite the growing popularity of transformational leadership, transactional leadership remains highly relevant in organizations that prioritize efficiency, accountability, and measurable outcomes (Singh & Mago, 2024).

Empirical studies published in 2024 continue to demonstrate the effectiveness of transactional leadership across a wide range of organizational settings. Abbas and Irshad (2024) found that transactional leadership significantly enhances organizational commitment in digitally transforming organizations by reinforcing performance clarity and reward fairness. Similarly, Georgaki and Liargovas (2024), in their study of the Greek public sector, reported

that transactional leadership contributes positively to employee commitment by maintaining structured work environments and balancing work–life expectations.

Organizational Commitment as a Critical Employee Outcome
Organizational commitment reflects the psychological bond between employees and their organization and is commonly conceptualized as comprising affective, continuance, and normative components. High levels of organizational commitment are associated with positive outcomes such as improved job performance, reduced turnover intention, and increased organizational citizenship behavior. Leadership behavior has consistently been identified as a key antecedent of organizational commitment (Widarti et al., 2024).

Recent empirical evidence from 2024 supports the positive influence of transactional leadership on organizational commitment. Singh and Mago (2024), in their empirical investigation of the Indian banking sector, demonstrated that transactional leadership behaviors significantly predict employees' affective and continuance commitment. Similar findings were reported in educational and healthcare contexts, where performance-based leadership practices enhanced employees' sense of attachment and responsibility toward their organizations (Bituin & Callo, 2024; Gavya & Subashini, 2024).

Empirical Relationship between Transactional Leadership and Organizational Commitment
Across the 17 empirical studies reviewed, a consistent positive relationship between transactional leadership and organizational commitment is evident, although the strength of this relationship varies across sectors and cultural contexts. Studies conducted in developing and emerging economies tend to report stronger associations, suggesting that transactional leadership may be particularly effective in environments where formal systems and performance expectations are still evolving (Nguyen & Liem, 2024; Mammadov & Guliyev, 2024).

Several 2024 studies extend the direct relationship by examining mediating mechanisms. Amina and Bashir (2024) identified job satisfaction as a significant mediator between transactional leadership and organizational commitment, indicating that leadership behaviors influence commitment indirectly through improved employee satisfaction. Similarly, Rahman and Setiawan (2024) found that psychological empowerment mediates this relationship, highlighting the importance of perceived autonomy and competence in strengthening employees' organizational attachment.

Other studies link transactional leadership and organizational commitment to broader organizational outcomes. Ponto and Sasongko (2024) demonstrated that organizational commitment mediates the relationship between transactional leadership and organizational citizenship behavior, while Khan and Mahmud (2024) reported that organizational commitment serves as a mediating variable between transactional leadership and job performance. These findings underscore the central role of organizational commitment in translating leadership behaviors into positive employee and organizational outcomes.

Research Methodology

Research Design

This study adopts an analytical scoping review design to systematically synthesize and evaluate recent empirical research examining the relationship between transactional leadership and organizational commitment (OC) published during the year 2024. The scoping review approach was selected because it is particularly suitable for mapping the breadth of evidence, identifying methodological patterns, and highlighting conceptual and empirical gaps across diverse research contexts and study designs (Arksey & O'Malley, 2005; Munn et al., 2018).

The review is analytical in nature, going beyond descriptive mapping by comparatively interpreting research findings, mediating and moderating mechanisms, and data analysis techniques employed in the selected empirical studies.

Literature Search Strategy

A structured and comprehensive literature search was conducted across three major academic databases: Scopus, Web of Science (WoS), and Google Scholar. These databases were selected due to their extensive disciplinary coverage, strong indexing standards, and relevance to leadership, management, psychology, and organizational behaviour research.

- **Scopus (Elsevier)** provides one of the largest collections of peer-reviewed abstracts and citations, ensuring wide access to empirical leadership research.
- **Web of Science (WoS)** is recognized for its rigorous journal selection criteria and inclusion of high-impact SSCI and ESCI indexed journals.
- **Google Scholar** was included to capture open-access publications and early online articles that may not yet be fully indexed in traditional databases.

The search process employed a combination of keywords and Boolean operators, including:
"Transactional leadership" AND "organizational commitment" AND ("empirical study" OR "quantitative study") AND (2024)
This strategy ensured the retrieval of recent, empirical, and methodologically relevant studies published within the specified time frame.

Inclusion and Exclusion Criteria

To ensure methodological rigor and relevance, explicit inclusion and exclusion criteria guided the selection of studies.

Inclusion Criteria

1. Empirical studies published in 2024.
2. Articles examining the relationship between transactional leadership and organizational commitment, either directly or through mediating and/or moderating variables.
3. Peer-reviewed journal articles published in the English language.
4. Studies employing quantitative or mixed-method research designs.

Exclusion Criteria

1. Conceptual, theoretical, or purely qualitative studies lacking empirical data.
2. Non-English publications, conference abstracts, dissertations, editorials, and book chapters.

3. Studies focusing on leadership constructs unrelated to organizational or workplace contexts.

Screening and Selection Process

To enhance transparency and reproducibility, the review followed the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines (Page et al., 2021). The selection process consisted of four key stages:

1. **Identification:**
   An initial search across Scopus, Web of Science, and Google Scholar yielded 60 records using the predefined search strings.
2. **Screening:**
   Duplicate records and clearly irrelevant studies were removed based on title and abstract screening, reducing the pool to 38 studies.
3. **Eligibility:**
   Full-text versions of the remaining articles were assessed to confirm their empirical nature and relevance to the transactional leadership–organizational commitment relationship.
4. **Inclusion:**
   Following full-text evaluation, 17 empirical studies met all inclusion criteria and were retained for final analysis.

A PRISMA flow diagram (Figure 1) illustrates the complete selection process and demonstrates the systematic filtering and inclusion pathway.

Data Extraction and Analysis

Relevant data were systematically extracted from each of the 17 included studies, covering the following elements:

- Author(s) and year of publication
- Country and sample characteristics
- Organizational sector and research context
- Research design and methodology
- Data analysis techniques
- Mediating and moderating variables
- Key findings and implications

The extracted data were subjected to analytical comparison to identify similarities, variations, and trends across seven key dimensions:
(1) population characteristics, (2) data analysis techniques, (3) mediators and moderators, (4) geographical regions, (5) outcome variables, (6) research sectors, and (7) research methodologies.
This approach enabled a comprehensive mapping of current empirical directions and the identification of emerging methodological and conceptual gaps within the 2024 literature.

Ethical Considerations

As this study is based exclusively on previously published research, no formal ethical approval was required. Nevertheless, ethical principles related to proper citation, acknowledgment of original sources, and responsible use of published data were strictly observed throughout the review process.

PRISMA Flow Diagram for Study Selection

The selection of studies followed the PRISMA guidelines to ensure transparency, replicability, and methodological rigor. The search process across Scopus, Web of Science, and Google Scholar initially identified 60 records related to transactional leadership and organizational commitment.

After removing duplicates and non-empirical studies, 38 articles remained for title and abstract screening. During this stage, 19 studies were excluded due to lack of empirical focus or irrelevance to the core variables. Full-text assessment further excluded 2 non-English articles, resulting in a final sample of 17 empirical studies included in the analytical scoping review. These studies represent the most recent empirical evidence on the relationship between transactional leadership and organizational commitment published in 2024.

PRISMA Flow Diagram:

Records identified	n = 60
Empirical studies selected	n = 38
Records screened (title & abstract)	n = 19 removed
Non-English papers removed	n = 2 removed
Final studies included	n = 17

Results and Discussions

The seventeen research papers were examined to address the remaining research question. Overall, the findings reveal the presence of gaps across several key parameters, indicating areas where existing research remains limited and requires further investigation. 1) population, 2) Data analysis techniques 3) mediators & moderators, 4) study areas, 5) research outcomes, and 6) sector of the research or study. The table below summarizes our findings

Table 1

Research Articles Analysis

Author Name (Year)	Country	Sample Size	Sector / Context	Data Analysis	Mediator	Moderator
brahim, Z., Amin, K., Ali, K., & Javed, A. (2024)	Pakistan	382	Public sector	SmartPLS	None	None
Sihite, R., et al. (2024)	Indonesia	80	Private Sector	SmartPLS	Work Motivation	None
Gavya, V. & Subashini, R. (2024)	India	283	Health Sector	Regression Analysis	None	None
Haryoto, C. (2024)	Indonesia	67	Private sector	Regression Analysis	None	None
Al-Rjoub, S., et al. (2024)	Jordan	360	Public Health sector	Regression Analysis	None	None
Alshamari, S., et al. (2024)	Qatar	1,052	Public Health Sector	SmartPLS	None	Organizational mission-driven culture

Rahman, M. S., & Setiawan, R. (2024)	Indonesia	155	Banking Sector	SmartPLS	Psychological Empowerment	None
Stenmark, C. K. (2024)	United States	0	Private Sector	Qualitative Study	None	Sensory Processing Sensitivity (SPS)
Widarti, S., Sudarmo, S., & Hartanto, D. (2024)	Indonesia	150	Higher Education Institutions	SmartPLS	None	None
Jongwe, P. (2024)	Zimbabwe	126	NGO Sector	descriptive statistics	Affective Commitment	None
Amina, B., & Bashir, M. (2024)	Pakistan	346	Banking Sector	SmartPLS	Job Satisfaction	None
Nguyen, T. P., & Liem, V. Q. (2024)	Vietnam	217	SMEs	SmartPLS	None	None
Abbas, S. M., & Irshad, M. (2024)	Pakistan	321	Manufacturing & Service Sectors	SmartPLS	Digital Readiness	Technological Turbulence
Ponto, L., & Sasongko, G. (2024)	Indonesia	184	Public Sector	SmartPLS	Organizational Commitment	None
Georgaki, A., & Liargovas, P. (2024)	Greece	350	Public Sector	Regression Analysis	Work-Life Balance	None
Wijaya et al. (2024)	Indonesia	116	Service sector	SmartPLS	Transactional Leadership	Org. Commitment & Work Discipline
Samir Novruzov(2024)	Azerbaijan	43	Private sector	Correlation analysis	None	None

Population Analysis
The bar graph illustrates the population (sample size) distribution across the 17 empirical studies published in 2024. As evident, there is substantial variation in sample sizes, ranging from very small samples (e.g., Samir Novruzov, *n* = 43; Haryoto, *n* = 67) to very large-scale surveys (e.g., Alshamari et al., *n* = 1,052). This variation reflects differences in research contexts, sectoral access, and methodological design, particularly between private-sector, public-sector, and health-related studies.

Overall, most studies employ moderate sample sizes between 150 and 400 respondents, which is generally adequate for quantitative techniques such as SPSS-based regression analysis and SmartPLS structural equation modeling. The presence of large-sample studies strengthens the generalizability of findings, while smaller-sample studies may offer more context-specific or exploratory insights. Collectively, this population diversity enhances the robustness of the reviewed literature by balancing statistical power with contextual depth.
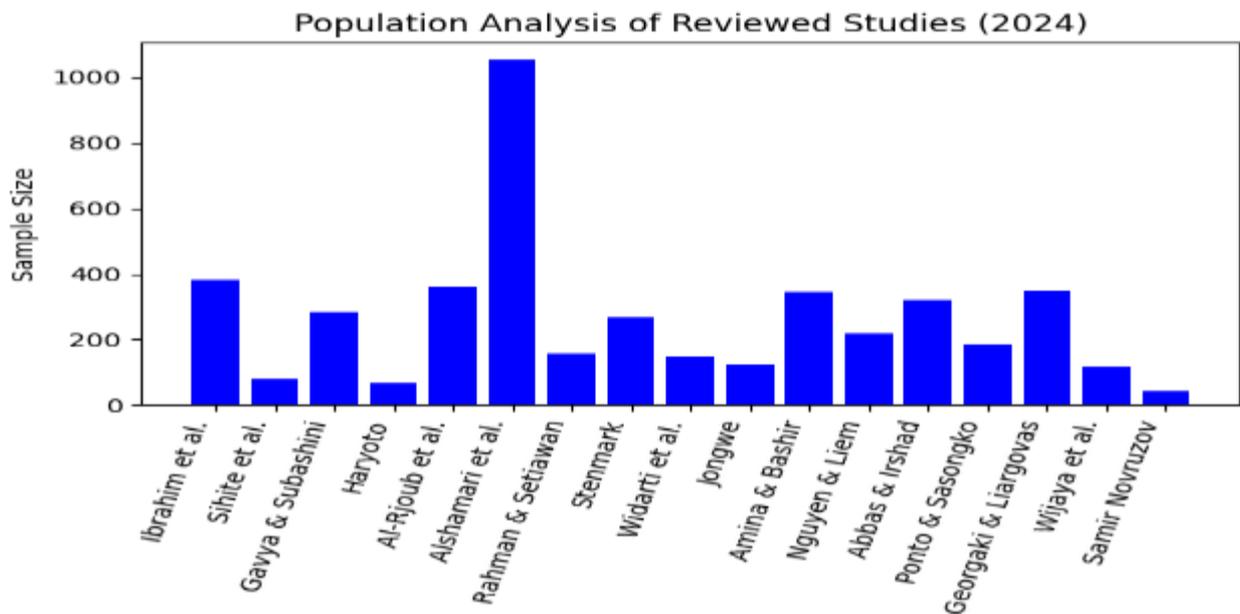
Figure 1. Population analysis

Articles Distribution by Countries

The bar graph presents the geographical distribution of the 17 reviewed articles by country. Indonesia emerges as the most frequently represented context, contributing six studies, followed by Pakistan with three articles. This concentration suggests a strong research interest in organizational, leadership, and behavioral studies within Southeast Asian and South Asian contexts, particularly in emerging economies.

In contrast, countries such as India, Jordan, Qatar, the United States, Zimbabwe, Vietnam, Greece, and Azerbaijan are each represented by a single study. This uneven distribution highlights a geographic imbalance in the current literature, indicating opportunities for future research in underrepresented regions. Expanding empirical evidence across diverse national contexts would enhance the cross-cultural validity and comparative strength of this research domain.
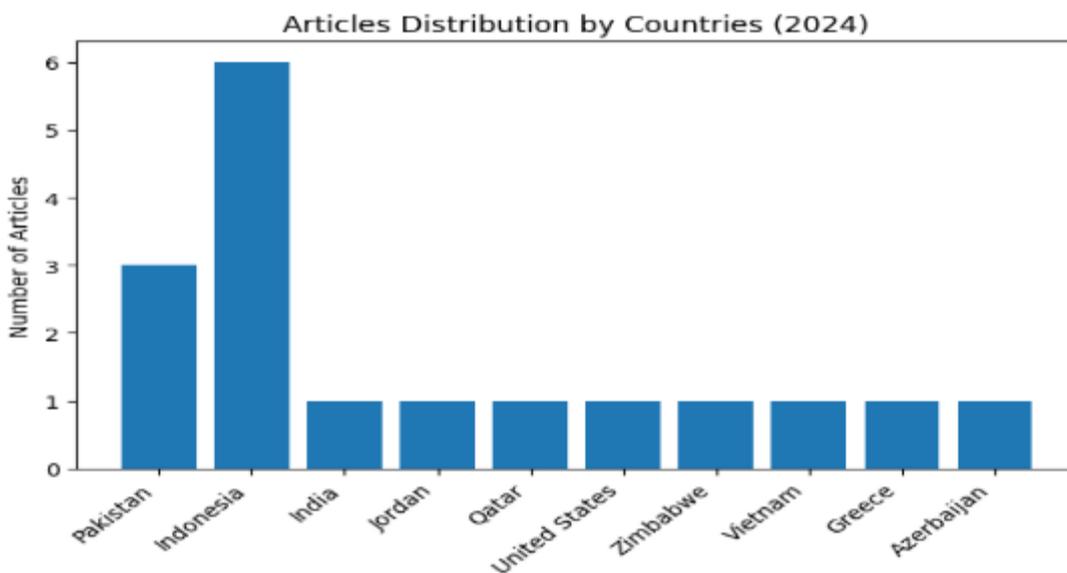

Figure 2. Articles Distribution by Countries

The Sector or Area of the Study

The blue bar graph illustrates the distribution of studies across different sectors or areas of research. The Private Sector is the most frequently studied area, indicating a strong research focus on private organizations. This is followed by the Public Sector and Public Health Sector, which together show substantial attention toward government and health-related institutions. Other sectors such as Banking, Health, NGOs, Higher Education Institutions, SMEs, Manufacturing & Service, and the Service Sector appear less frequently, each represented by fewer studies. Overall, the graph highlights a concentration of recent research in private and public organizational contexts, with comparatively limited but diverse coverage across specialized sectors.
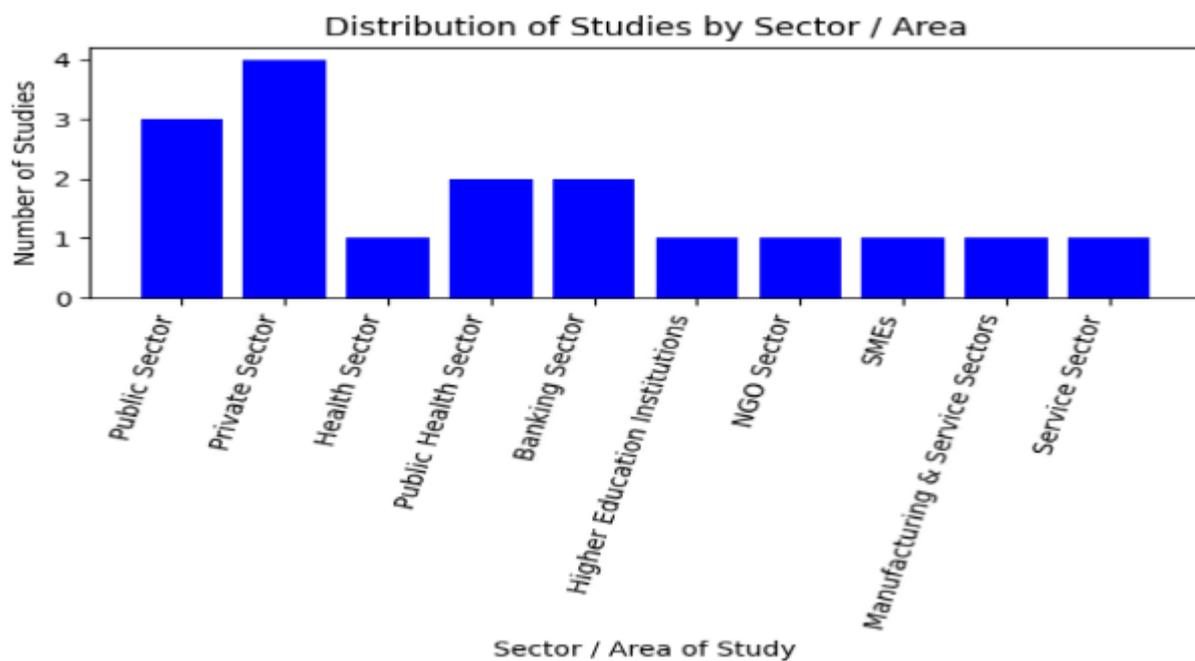

Figure 3. Study Sector

Methodology Analysis

Figure 3 presents the methodological distribution of the 17 reviewed studies using a blue bar chart. The results clearly show a strong dominance of quantitative research methods, with 15 out of 17 studies employing quantitative approaches. In contrast, only one study used a qualitative method, and one study adopted a mixed-methods design. This distribution indicates that recent research in the reviewed domains heavily relies on quantitative data analysis techniques, while qualitative and mixed-method approaches remain underutilized. This methodological imbalance suggests opportunities for future studies to incorporate more qualitative or mixed-method designs to gain deeper contextual and explanatory insights
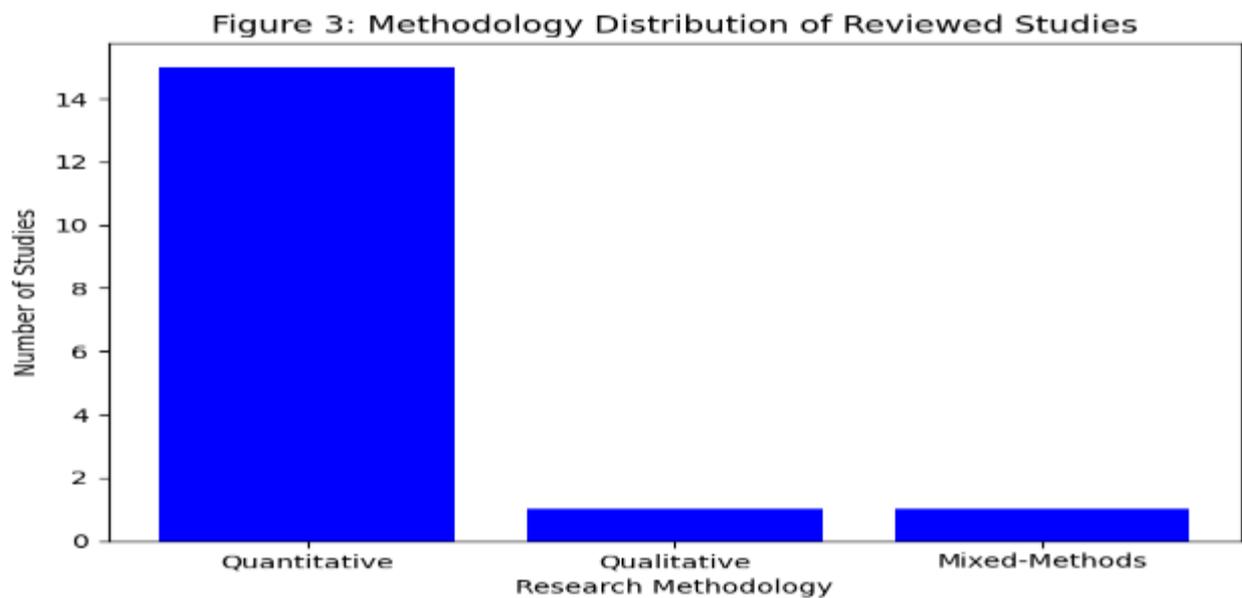
Figure 4. Research Methodology

Data Analysis and Statistical Techniques
The bar graph illustrates the distribution of data analysis and statistical techniques employed across the 17 reviewed studies. PLS-SEM (Partial Least Squares Structural Equation Modeling) clearly dominates the methodological landscape, being used in 10 studies. This reflects a strong preference for variance-based SEM techniques, particularly suitable for complex models, smaller-to-moderate sample sizes, and exploratory or predictive research designs. Regression analysis is the second most frequently applied technique, appearing in four studies, indicating its continued relevance for testing direct relationships between variables. In contrast, descriptive statistics, correlation analysis, and thematic analysis are each used in only one study, suggesting limited reliance on purely descriptive or qualitative approaches. Overall, the distribution highlights a strong quantitative and model-driven orientation in the current literature.
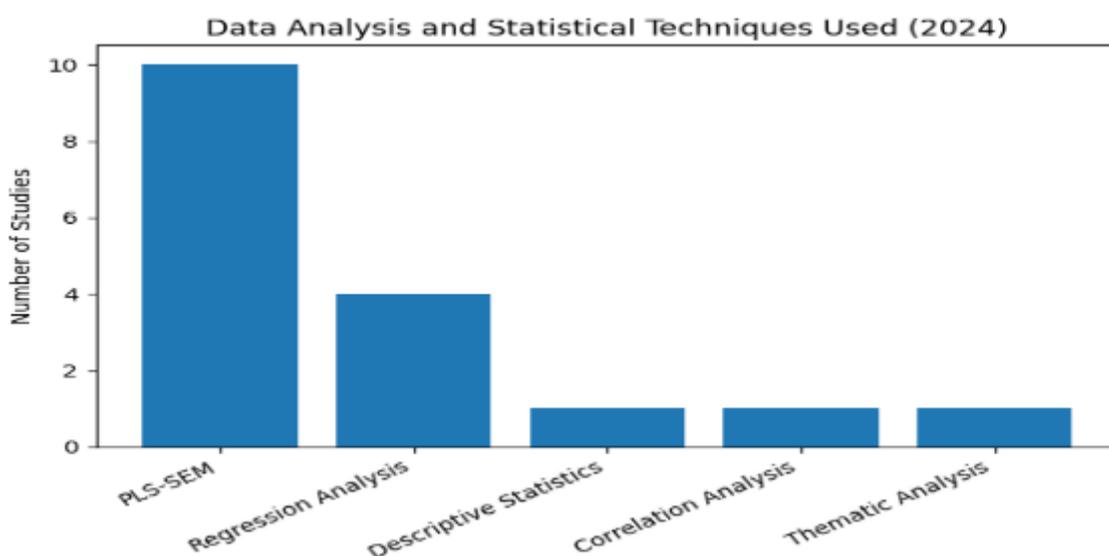

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Figure 5. Data Analysis Method
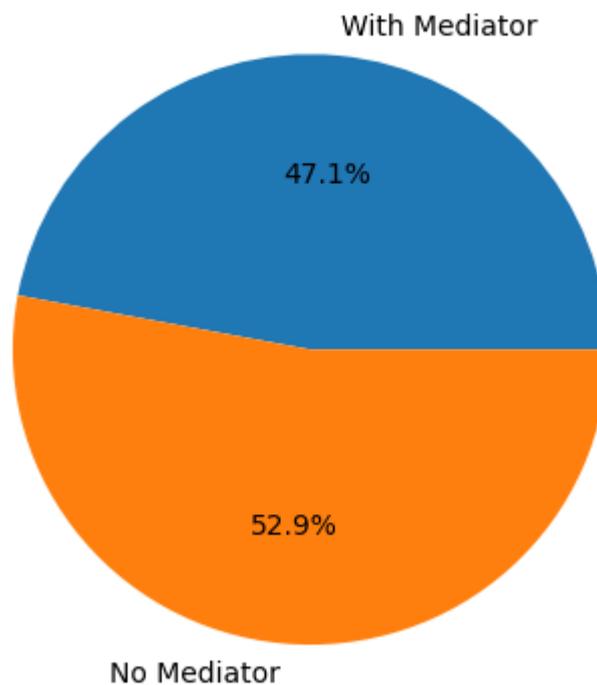
Mediators and Moderators Analysis

Mediator Analysis

The first pie chart shows that 52.9% of the studies did not use any mediator, while 47.1% included a mediator such as work motivation, psychological empowerment, job satisfaction, affective commitment, digital readiness, organizational commitment, work-life balance, or transactional leadership. This indicates that although mediation analysis is fairly common, slightly more than half of the studies relied on direct relationships without examining underlying mechanisms.

Moderator Analysis

The second pie chart reveals that 76.5% of the studies did not include a moderator, whereas only 23.5% incorporated moderating variables, such as organizational mission-driven culture, sensory processing sensitivity (SPS), technological turbulence, or organizational commitment and work discipline. This suggests that moderation analysis is comparatively underutilized, highlighting a potential gap for future research to explore boundary conditions of the studied relationships.
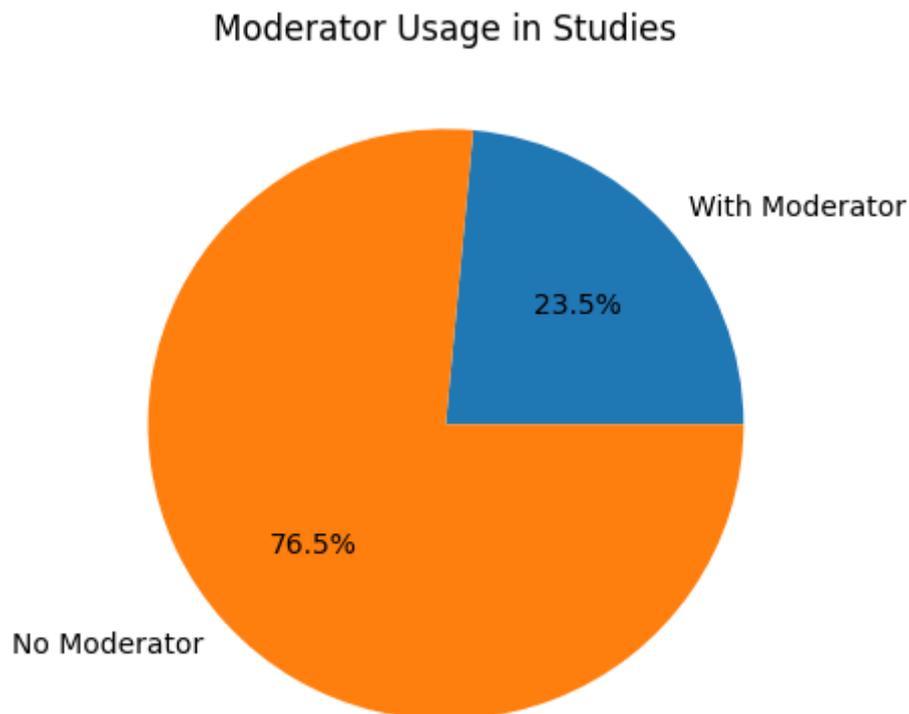
Mediator Usage in Studies

With Mediator

47.1%

52.9%

No Mediator

Figure 6. Analysis of Mediators and Moderators

Conclusion

This analytical scoping review critically examined seventeen empirical studies published in 2024 to assess the relationship between transactional leadership and organizational commitment across multiple sectors and national contexts. The synthesized evidence demonstrates a consistently positive association between transactional leadership behaviors particularly contingent reward and management-by-exception and employees' organizational commitment, with the strongest effects observed for affective and continuance commitment. These findings reinforce the continued relevance of transactional leadership in contemporary organizational settings where performance clarity, accountability, and reward-based exchanges remain central to managerial practice.

From a methodological standpoint, the 2024 literature is characterized by a strong reliance on quantitative, cross-sectional survey designs and statistically driven analytical techniques, notably SPSS-based regression models and SmartPLS (PLS-SEM). While this methodological dominance has contributed to robust hypothesis testing and model validation, it has simultaneously constrained the depth of contextual and temporal understanding of leadership processes. The increasing use of mediation analysis suggests a gradual shift toward mechanism-oriented explanations; however, the limited incorporation of moderators indicates that conditional and contextual effects remain insufficiently theorized and empirically tested.

Overall, while the reviewed studies collectively strengthen empirical confidence in the transactional leadership–organizational commitment linkage, they also reveal a pattern of conceptual and methodological consolidation rather than innovation. Advancing this research

stream will require greater methodological pluralism, stronger theoretical integration, and broader contextual coverage to enhance causal inference and external validity.

Research Limitations

Several limitations inherent in the reviewed body of literature warrant critical attention. First, the exclusive focus on studies published within a single year, although advantageous for capturing current research trends, restricts the ability to assess theoretical progression and longitudinal shifts in leadership research. Consequently, the findings should be interpreted as a snapshot of the 2024 evidence base rather than a comprehensive representation of the broader literature.

Second, the overwhelming dependence on cross-sectional, self-reported quantitative data raises concerns related to common method variance, social desirability bias, and limited causal inference. The near absence of qualitative, longitudinal, or experimental designs reflects a methodological conservatism that restricts deeper insight into how transactional leadership practices are enacted, interpreted, and sustained over time within organizations. Third, the geographical and sectoral clustering of studies predominantly within Asian contexts and private, public, and banking sectors limits the generalizability of findings across institutional, cultural, and economic environments. Underrepresentation of regions such as Africa, Latin America, and parts of Europe, along with marginal attention to education, manufacturing, NGOs, and SMEs, suggests that current conclusions may be context-bound rather than universally applicable.

Research Contributions

Despite these limitations, this review offers several substantive contributions to the leadership and organizational behavior literature. First, it provides a systematic and methodologically grounded synthesis of recent empirical evidence on transactional leadership and organizational commitment, thereby consolidating fragmented findings into a coherent analytical framework. This contributes to theory refinement by clarifying dominant research designs, analytical strategies, and outcome variables shaping the 2024 knowledge base.

Second, the review advances applied theoretical insight by highlighting the growing emphasis on mediating mechanisms through which transactional leadership influences employee commitment. By identifying recurring mediators such as job satisfaction, psychological empowerment, and work–life balance, the study underscores the importance of explanatory pathways rather than solely direct-effect models. This shift has important implications for theory development, encouraging more process-oriented and integrative leadership models. Finally, the review contributes strategically to future research and practice by explicitly identifying gaps in methodological diversity, contextual coverage, and model complexity. For researchers, it outlines clear directions for incorporating longitudinal designs, mixed-method approaches, and multi-level analyses. For practitioners and policymakers, the findings reinforce the practical utility of transactional leadership while emphasizing the need for contextual adaptation and complementary leadership styles to sustain organizational commitment in increasingly complex and dynamic work environments.

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