

Bibliometric Analysis of the Development of Research on Transformational Leadership in Social Organizations

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ABSTRACT

This study aims to map publication trends, key themes, and the evolution of TL research referring to the chronological and thematic development of transformational leadership studies over time while integrating findings with relevant leadership theories. This research employs a bibliometric analysis of 92 publications indexed in Scopus (2020–2024). The keyword “transformational leadership” in the context of social organizations was mapped based on thematic clusters and annual evolution. The findings reveal a shift in TL research focus from classical themes such as job satisfaction and organizational commitment (2020–2021) toward contemporary topics such as innovation, knowledge sharing, organizational identification, and digital transformation (2023–2024). Keywords such as trust, employee engagement, and organizational performance dominate and act as mediators of organizational outcomes. Influential articles, including meta-analyses of TL and ethical leadership, studies on the mediating role of trust, knowledge management, and corporate social responsibility, strengthen the evidence of TL as a catalyst for trust, ethics, and social innovation. Cross-country analysis highlights that Pakistan, India, and Indonesia emphasize digital readiness, whereas the UK and Australia focus on psychological safety and burnout prevention.

ABSTRAK

Penelitian ini bertujuan untuk memetakan tren publikasi, tema-tema utama, dan evolusi penelitian TL yang mengacu pada perkembangan kronologis dan tematik studi kepemimpinan transformasional dari waktu ke waktu, serta mengintegrasikan temuan dengan teori-teori kepemimpinan yang relevan. Penelitian ini menggunakan analisis bibliometrik terhadap 92 publikasi yang terindeks dalam Scopus selama periode 2020–2024. Kata kunci “*transformational leadership*” dalam konteks organisasi sosial dipetakan berdasarkan kluster tematik dan evolusi tahunan. Hasil penelitian menunjukkan adanya pergeseran fokus penelitian TL dari tema-tema klasik seperti kepuasan kerja (*job satisfaction*) dan komitmen organisasi (*organizational commitment*) pada periode 2020–2021 menuju topik-topik kontemporer seperti inovasi, berbagi pengetahuan (*knowledge sharing*), identifikasi organisasi (*organizational identification*), dan transformasi digital pada periode 2023–2024. Kata kunci seperti kepercayaan (*trust*), keterlibatan karyawan (*employee engagement*), dan kinerja organisasi (*organizational performance*) mendominasi dan berperan sebagai mediator terhadap hasil-hasil organisasi. Artikel-artikel berpengaruh, termasuk meta-analisis tentang TL dan kepemimpinan etis (*ethical leadership*), studi tentang peran mediasi kepercayaan, manajemen pengetahuan, serta tanggung jawab sosial perusahaan (*corporate social responsibility*), memperkuat bukti bahwa TL berperan sebagai katalis dalam membangun kepercayaan, etika, dan inovasi sosial. Analisis lintas negara menunjukkan bahwa Pakistan, India, dan Indonesia menekankan kesiapan digital (*digital readiness*), sedangkan Inggris dan Australia berfokus pada keselamatan psikologis (*psychological safety*) dan pencegahan kelelahan kerja (*burnout prevention*).

1. Introduction

Transformational leadership is a type of leadership characterized by intense interaction between leaders and subordinates within an organization [1]. Transformational leaders have the ability to motivate and serve as role models for their subordinates, enabling them to develop their own abilities and potential [2]. According to transformational leadership

theory, leaders possess several characteristics, including the ability to develop a clear vision, inspire their subordinates, provide trust and support, and help subordinates achieve better performance. In addition, transformational leaders also have the ability to identify the needs of their subordinates and provide appropriate guidance to help them achieve organizational goals. They can foster a sense of togetherness and family within the organization,

making subordinates feel comfortable and willing to stay in the environment [3].

A study conducted found that transformational leadership is positively related to individual performance in social organizations [4]. Different study showed that transformational leadership has a significant impact on team performance in social organizations [5]. Furthermore, a study found that transformational leadership has a positive influence on employee motivation and job satisfaction in social organizations, also significantly influences motivation and job satisfaction of individuals in social organizations [6]. Moreover, a study conducted found that transformational leadership positively influences employee commitment and loyalty in social organizations [7]. This is supported by a study which showed that transformational leadership has a significant effect on individual commitment and loyalty in social organizations [8].

There are several theories explaining transformational leadership, including the Idealized Influence theory [9]. According to this theories, transformational leaders have the ability to serve as good role models for their subordinates and demonstrate inspiring attitudes and behaviors. In addition, transformational leaders can create a conducive atmosphere for subordinate development and provide the necessary support to help them achieve better performance [9]. Another theory explaining transformational leadership is Individualized Consideration (IC) [9]. According to this theory, transformational leaders have the ability to provide individual attention to each subordinate, as well as recognize their potential and needs. They can provide appropriate guidance and direction, enabling subordinates to develop their abilities and potential. Transformational leaders also assist subordinates in overcoming problems they face, and provide useful support and feedback for their development. They can foster confidence and self-assurance in subordinates, helping them become more confident in developing their potential. Thus, transformational leaders play a crucial role in helping subordinates achieve better performance and optimal self-development.

In addition to Idealized Influence and Individualized Consideration, there are other theories that explain transformational leadership, such as Inspirational Motivation (IM), which states that transformational leaders have the ability to communicate clear visions and values to subordinates, inspiring and motivating them to work better [1]. Transformational leaders also foster subordinate confidence and trust, enabling them to further develop their potential [3]. Another theory is Intellectual Stimulation (IS), which asserts that transformational leaders create a challenging environment for subordinates, encouraging them to think critically and creatively [1]. Leaders can also enhance subordinates' intellectual skills, enabling them

to improve problem-solving abilities and handle more complex challenges [3].

Transformational leadership has several advantages compared to other types of leadership. First, it creates a conducive work environment for subordinate development. Transformational leaders can develop a clear vision while providing inspiration and support, which helps subordinates feel comfortable and committed to the organization. Second, transformational leadership improves subordinate performance and achievements. Leaders motivate subordinates, encouraging them to work better and achieve higher performance [4]. Third, transformational leadership fosters a sense of family and togetherness in the organization, creating a harmonious work climate where subordinates collaborate and support one another in achieving organizational goals.

Transformational leadership has proven effective in improving employee performance, motivation, and job satisfaction. Furthermore, it is considered suitable for handling complex and dynamic situations, such as those in social organizations [4]. However, it also has some weaknesses, such as its dependence on the leader's ability and commitment to continuously improve, and it is not always applicable in all situations and contexts [10].

Despite its advantages, transformational leadership has several shortcomings. First, it requires a long time to develop subordinates' abilities and potential. Leaders must provide individualized guidance, which can make the process slower [11]. Second, it requires leaders with high levels of competence and capability. Leaders must be able to develop visions, motivate subordinates, and provide the necessary support [12]. If leaders lack these abilities, transformational leadership will not be effective. Third, it cannot be applied universally. Transformational leadership can only be implemented in organizations with a conducive work climate and highly motivated subordinates [13]. Without these conditions, it will not work effectively.

Overall, transformational leadership is a type of leadership that can help improve subordinate performance and foster a sense of family and togetherness within organizations [12]. Transformational leaders motivate subordinates, provide necessary support and guidance, and create a conducive work environment for subordinate development [14]. However, it also has weaknesses, such as requiring a long time for subordinate development [11], demanding highly competent leaders [12], and not being universally applicable [13]. Therefore, it is important for organizations to select the right leaders and ensure favorable conditions for effectively applying transformational leadership [1].

To ensure proper leader selection, organizations can conduct assessments and evaluations of prospective leaders [15]. These assessments can involve various methods, such as interviews [15], ability tests [16] and observation. This ensures that chosen leaders possess the competencies required. In addition, organizations need to ensure that the work environment supports a conducive atmosphere for subordinate development [12]. This can be achieved by providing adequate facilities [14] and creating a work culture that supports employee growth [11]. Thus, transformational leadership can be applied effectively and deliver optimal results for organizations [12].

The term evolution of TL in this study refers to the chronological and thematic development of transformational leadership research over time. It describes how the focus of TL studies has shifted from traditional themes such as job satisfaction and commitment to more contemporary issues, including innovation, digital transformation, and social identity. Understanding this evolution helps explain how TL adapts to changing organizational and societal contexts.

In the context of this study, social organizations refer to institutions or entities that operate to achieve social, humanitarian, or community-oriented goals rather than profit maximization. These organizations include non-governmental organizations (NGOs), community-based groups, foundations, cooperatives, and social enterprises that focus on improving social welfare and public well-being. In developed countries such as the United Kingdom and Australia, social organizations often take the form of charities and social enterprises that address issues related to mental health, education, and sustainability. Meanwhile, in developing countries such as India, Pakistan, and Indonesia, social organizations are typically involved in community empowerment, poverty alleviation, and social innovation initiatives in collaboration with government and private sectors. These organizations play a crucial role in driving social transformation and creating shared value through collective participation and leadership.

Based on the background described above, this study assumes that transformational leadership has a positive influence on employee performance, motivation, job satisfaction, and commitment in social organizations. However, research development on transformational leadership in social organizations remains limited and fragmented [17]. Therefore, this study aims to analyze

the development of research on transformational leadership in social organizations using a bibliometric approach. The bibliometric approach is used to identify research trends (year), influential articles, geographical distribution, and dominant keywords frequently appearing in studies. By analyzing publications in the Scopus database, this study provides insights into the scientific contributions and the development direction of transformational leadership in the context of social organizations.

This study is guided by the following research questions:

- a. RQ1: How has the research on transformational leadership (TL) in social organizations evolved during the period of 2020–2024?
- b. RQ2: What are the key themes and dominant keywords that characterize the development of TL research in social organizations?
- c. RQ3: Which countries and authors have made the most significant contributions to the study of TL in social organizations?
- d. RQ4: What theoretical perspectives and research trends emerge from the bibliometric analysis of TL in social organizations?
- e. RQ5: How do the findings of TL research reflect its role in promoting innovation, trust, and organizational performance in social organizations

2. Research Method

The method used in this study is a qualitative method with a bibliometric approach, utilizing the VOSviewer tool. One of the objectives of this bibliometric analysis is to examine the development of research on transformational leadership in social organizations [1], as well as to identify the sources most frequently used in such research [18]. Furthermore, in the process of collecting data, the researcher used the Scopus database. The keywords employed in the article search included “transformational leadership” and “social organization.” The criteria for article selection were based on inclusion and exclusion techniques, applying the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) method, the details of which will be explained in (Figure 1). The stages of inclusion and exclusion criteria can be explained in Table 1.

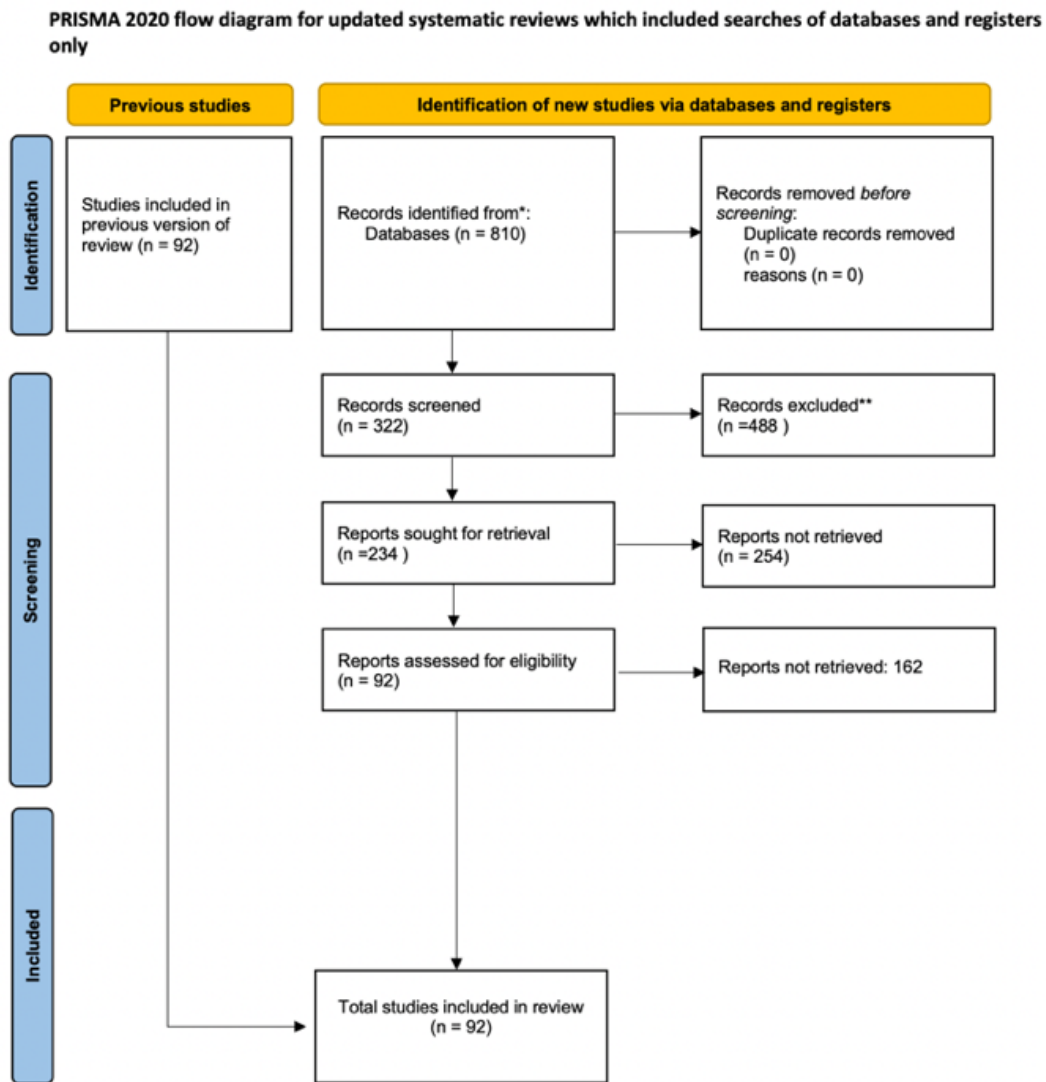


Figure. 1. Data Collection Technique Using Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA)

Table 1. Inclusion and Exclusion Criteria

No	Screening Criteria	Inclusion Description	Exclusion Description	Included Documents (n)	Excluded Documents (n)	Rationale / Justification
1	Publication Year Range	Publications from 2020–2024 were retained from the Scopus database.	Publications before 2020 or after 2024 were excluded.	322	488	To focus on recent developments in transformational leadership
2	Subject Area Segment	Articles under Business, Management & Accounting and Social Sciences were included.	Articles from other areas (e.g., Engineering, Computer Science, Decision Sciences).	234	254	To ensure thematic consistency with leadership and social organization studies.
3	Document Type and Quality	Only peer-reviewed journal articles in final publication stage and written in English were included.	Conference papers, reviews, editorials, notes, book chapters, in-press/pre-proof, or non-English publications.	92	142 (cumulative exclusion)	To include only validated, high-quality, and citable research outputs.
4	Database Source and Accessibility	Indexed and retrievable from the Scopus database with full bibliographic metadata.	Non-Scopus or incomplete metadata entries were excluded.	92 (Final set)	—	Scopus ensures standardized citation data and compatibility with bibliometric visualization (VOSviewer).

After collecting the data, the researcher then used bibliometric software such as VOSviewer to analyze and visualize the data. This study employed three types of visualization in VOSviewer: network, overlay, and density visualization.

- Network visualization was used to map the relationships between keywords in studies on transformational leadership in social organizations. This visualization shows clusters of interrelated topics.
- Overlay visualization provides an overview of time trends and topic novelty through color gradients, where the most recent keywords are displayed in yellow.
- Density visualization highlights the frequency density of keyword occurrences, helping researchers identify the most extensively studied themes as well as those that are still rarely explored.

The combination of these three visualizations provides a comprehensive understanding of the direction, trends, and structure of knowledge in the studied field. The results of this bibliometric analysis were then qualitatively analyzed to identify trends and patterns in the development of research on transformational leadership in social organizations. The researcher also identified the most frequently cited articles in these studies.

3. Result and Discussion

3.1. Publications by Year, Country, and Influential Works (Articles)

Research on transformational leadership in social organizations from 2020 to 2024 shows significant development, which can be seen on Figure 2. The focus of research has shifted from initial social impact analyses to a deeper exploration of its influence on organizational performance and organizational citizenship behavior.

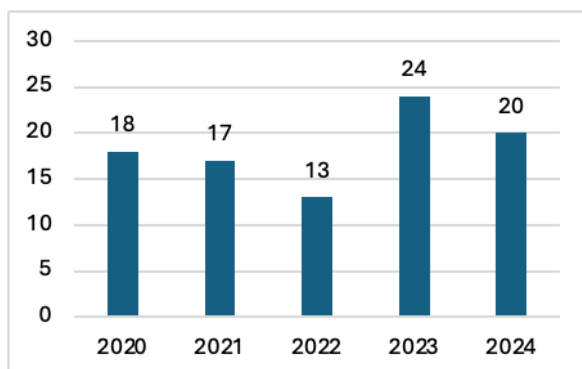


Figure 2. Total Numbers of Publication of Research Stream.

In 2020, research on transformational leadership in social organizations began to show a significant impact. Studies during this period emphasized how

transformational leadership could generate substantial changes, not only in managerial aspects but also in social dimensions [19], [20], [21]. In 2021, the focus shifted toward the relationship between transformational leadership and organizational performance [22], [23]. Bibliometric analyses revealed that transformational leadership had a significant influence on various aspects of organizational performance, including member behavior within organizations.

By 2022, research centered on how transformational leadership affects organizational citizenship behavior, particularly in the context of social service organizations. These studies found that social capital in the workplace and professional autonomy acted as important mediators in the relationship [24], [25], [26]. In 2023, the number of publications discussing transformational leadership increased significantly. Systematic reviews and bibliometric analyses highlighted a positive correlation between transformational leadership, firm performance, and organizational innovation. This body of research also explored new themes that had previously received little attention, such as knowledge sharing, digital transformation, and innovative work behavior [27], [28]. Finally, in 2024, research trends indicated that transformational leadership remained a major topic of study, with a particular focus on innovation and adaptation within social organizations.

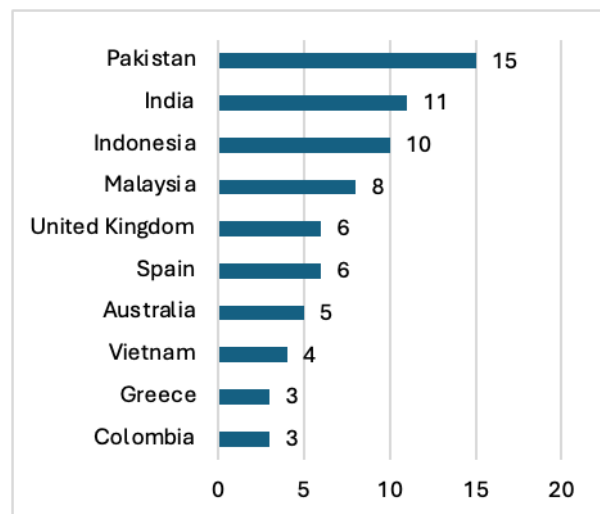


Figure 3. Distribution of articles by Country

Research on transformational leadership (TL) in social organizations during the 2020–2024 period highlights the top ten countries that have contributed extensively to this field, each presenting complex findings shaped by their respective social and cultural contexts, which can be seen on Figure 3.

- Pakistan: TL plays a crucial role in enhancing employee engagement and knowledge sharing, primarily through strengthening psychological

- empowerment and trust in leaders. These factors positively influence performance and help reduce turnover intention [29], [30].
- b. India: TL is closely linked to social innovation, social entrepreneurship, and community engagement. Findings show that TL fosters social capital and organizational learning, both of which are critical to the success of community empowerment programs and self-help groups in the post-COVID-19 era [31], [32].
 - c. Indonesia: TL stands out in the context of collaboration among government, NGOs, and communities. It strengthens the digital readiness of social organizations, builds public trust, and improves the effectiveness of philanthropy-based programs and village-owned enterprises (BUMDes) [33], [34], [35].
 - d. Malaysia: Studies emphasize the synergy between TL, servant leadership, and ethical leadership. TL is effective in improving beneficiary satisfaction and volunteer retention through organizational identification and the cultivation of a strong ethical climate.
 - e. United Kingdom: Research highlights TL in enhancing well-being, preventing burnout, and fostering innovation in charities and social enterprises. However, critiques have also emerged regarding the risks of “toxic positivity,” pointing to the need for a balance between visionary leadership and accountable governance.
 - f. Spain: TL has been shown to play an important role in social cooperatives and social economy organizations by promoting collective efficacy, organizational learning, and collaborative leadership, all of which are highly relevant to advancing social innovation within cooperative-based communities.

Table 2. Ranking of Trending Articles

Document title	Year	Source	Citations	H index
A meta-analytic test of the differential pathways linking ethical leadership to normative conduct. [36]	2020	Journal of Organizational Behavior	99	Q1
Linking transformational leadership and continuous improvement: The mediating role of trust. [37]	2020	Management Research Review	49	Q1
The antecedents of safety leadership: The job demands-resources model. [38]	2021	Safety Science	48	Q1
Sustainability performance of organization: Mediating role of knowledge management. [39]	2021	Economies	43	Q1
Effect of transformational leadership on job performance: testing the mediating role of corporate social responsibility. [40]	2020	Journal of Advances in Management Research	39	Q1

The five reviewed articles provide a profound understanding of the role of transformational leadership (TL) in enhancing performance, ethics, and organizational sustainability, which is highly relevant in the context of social organizations. The first article emphasizes the importance of ethical leadership in shaping normative behaviors such as honesty and adherence to moral values. These findings are closely related to TL in social organizations, as both leadership approaches are oriented toward vision and moral values to build an organizational culture of integrity. The second article shows that TL fosters continuous improvement by building trust between leaders and organizational members. This is crucial in social organizations, where trust serves as the primary capital for mobilizing volunteers and ensuring the success of community service programs.

The third article highlights the importance of leader support in creating a safe work environment by providing adequate resources. In the context of social organizations, particularly in humanitarian and health sectors, TL plays a role in motivating volunteers while ensuring their safety and well-being through individualized consideration and inspirational motivation. The fourth article stresses that sustainability performance can be improved through

knowledge management, which is driven by TL. In social organizations, transformational leaders inspire knowledge sharing, foster innovation, and maintain the long-term sustainability of social programs. The fifth article demonstrates that TL enhances employee performance through the mediating role of corporate social responsibility (CSR). This finding is relevant to social organizations, as CSR shares similar values with humanitarian missions, where transformational leaders instill moral vision and social commitment within organizational members.

Collectively, these five articles affirm that TL functions not only as a driver of performance but also as a guardian of ethics, trust, innovation, and sustainability. Within social organizations, TL unifies vision, builds collective commitment, and manages knowledge and resources to achieve sustainable humanitarian goals. These findings suggest that social organizations led by transformational leaders are more adaptive, innovative, and possess a stronger capacity to generate positive social impact.

3.2. Concept Map Visualization and Keyword Relationships in the Study of Transformational Leadership in Social Organizations

The visualization on Figure 4 illustrates the relationships among keywords that frequently co-occur in scientific articles, where each node represents a

keyword and the connecting lines (links) indicate the strength of the co-occurrence between those keywords. The size of the node reflects the frequency of keyword appearance, while the colors represent clusters or groups of research themes that are interrelated.

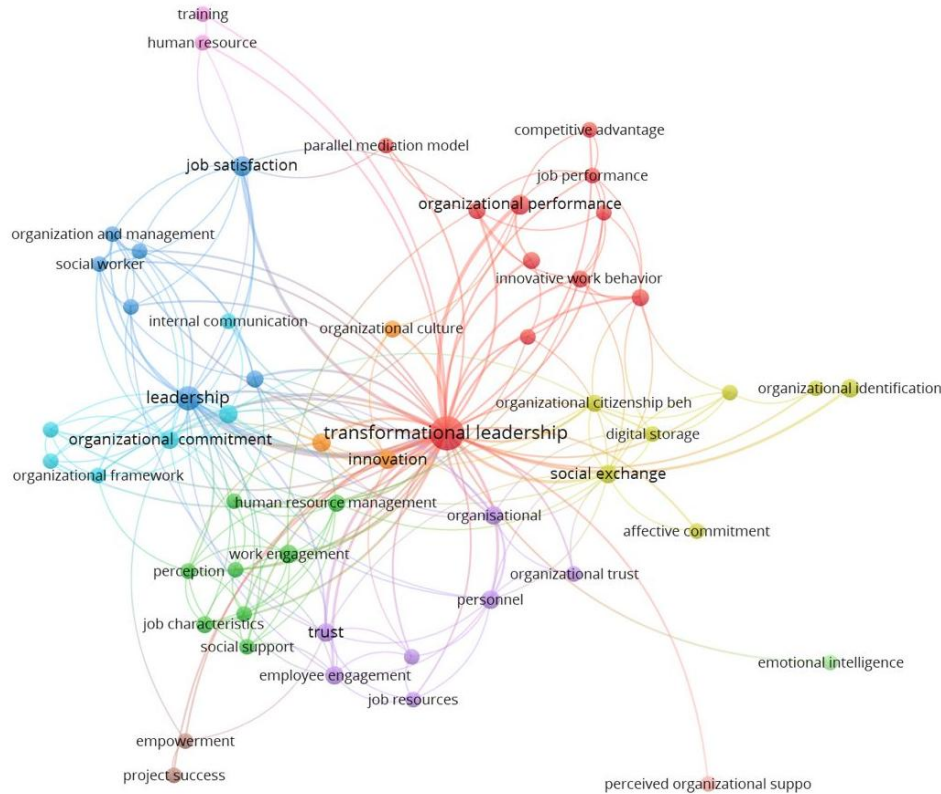


Figure 4. Network Visualization and Keyword Relationships in the Study of Transformational Leadership in Social Organizations

From the data, it is evident that “transformational leadership” occupies the central position in the network, serving as the primary keyword closely connected with concepts such as “organizational performance,” “innovation,” “trust,” “organizational commitment,” “job satisfaction,” and “leadership. Several important clusters that emerge can be seen on Table 3.

Table 3. Keyword Clusters in Research on Transformational Leadership in Social Organizations

Cluster	Focus Keywords
Red	Organizational performance, job performance, innovative work behavior, organizational citizenship behavior (OCB), organizational culture
Blue	Job satisfaction, internal communication, social worker, organization and management
Green	Organizational commitment, job characteristics, social support, perception, work engagement
Purple	Trust, employee engagement, job resources, human resource management
Yellow	Organizational identification, social exchange, affective commitment, emotional intelligence

This visualization shows that research on transformational leadership (TL) is not only connected to organizational performance, but also to psychological and social factors such as trust, organizational commitment, employee engagement, and innovation. This aligns with findings that TL in social organizations fosters innovation, enhances volunteer or member satisfaction, and creates a climate of trust and commitment that supports the sustainability of programs.

3.3. Topic Density Visualization: Transformational Leadership in Social Organizations

Overlay Visualization Map of Keyword Evolution using VOSviewer for the topic of transformational leadership (TL) from 2020 to 2024 can be seen on Figure 5. The color of each keyword represents its dominant period of appearance: dark blue for early studies (2020), green for the transition period (2021–2022), and yellow for recent trends (2023–2024).

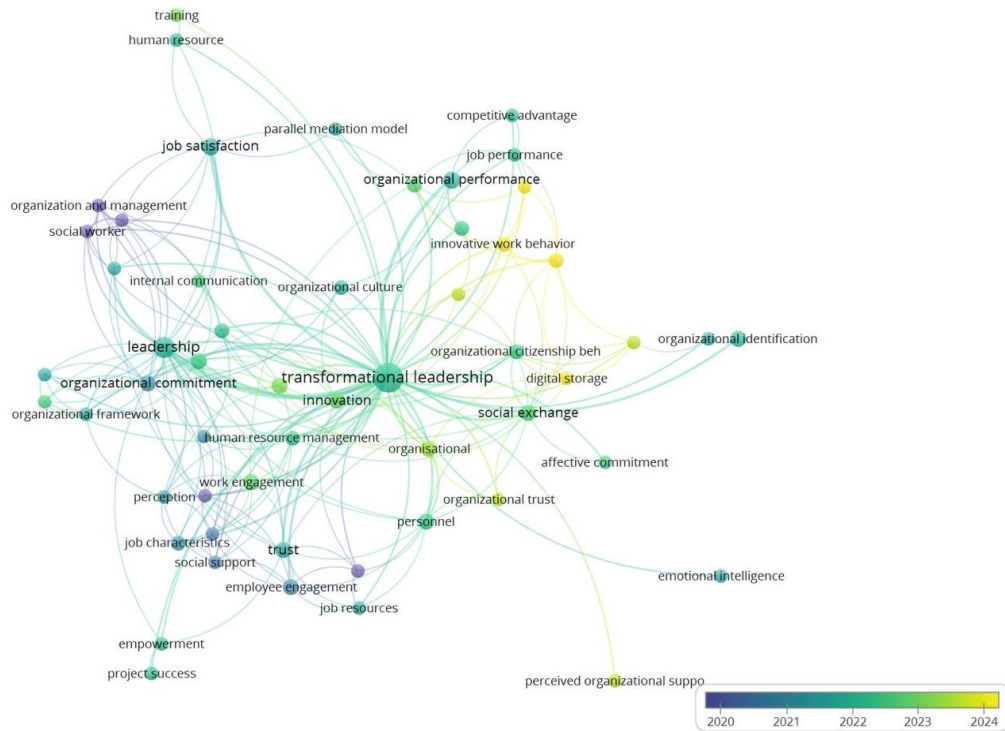


Figure 5. Publication trend of studies on Transformational Leadership in Social Organization

Table 4. Evolution and Clusters of Keywords in Transformational Leadership (2020–2024)

Period	Cluster Color	Dominant Keywords
2020–2021	Blue	Leadership, Organizational Commitment, Trust, Job Satisfaction, Social Worker, Internal Communication, Organizational Framework
2021–2022	Green	Innovation, Human Resource Management, Employee Engagement, Work Engagement, Organizational Culture, Job Resources, Social Support
2023–2024	Yellow & purple	Organizational Performance, Innovative Work Behavior, Organizational Identification, Social Exchange, Digital Storage, Emotional Intelligence, Affective Commitment, Organizational Citizenship Behavior (OCB)

Table 4 and Figure 5 indicate that the research focus on TL has shifted from early studies on job satisfaction and organizational commitment toward current issues such as innovation, organizational performance, innovative work behavior, organizational identification, and social exchange. In the context of social organizations, this trend suggests that TL is increasingly viewed as a driver of social innovation, technology-enabled performance improvement, and the cultivation of trust and collective identity. Topics like digital storage and emotional intelligence also highlight growing attention to the capabilities of social-sector leaders in navigating digitalization and emotional management within workplace communities.

3.4. Research Trends Related to Transformational Leadership in Social Organizations

In Figure 6, the intensity of color (from green to yellow) indicates the frequency of keyword occurrence in the literature, with yellow representing the highest frequency. Keywords with high frequency such as transformational leadership, innovation, organizational

performance, trust, organizational commitment, leadership, and job satisfaction appear in bright yellow-green, showing that these themes were the most dominant in studies conducted between 2020–2024.

Meanwhile, keywords with lower frequency such as emotional intelligence, perceived organizational support, digital storage, parallel mediation model, social exchange, employee engagement, organizational citizenship behavior (OCB), affective commitment, human resource management, and work engagement indicate that these themes are still emerging or represent new areas in TL research. This map demonstrates that TL has been most extensively studied in relation to innovation, organizational performance, and trust. This suggests a global research trend emphasizing how TL functions as a driver of organizational change, social innovation, and the development of organizational commitment. Psychological factors such as employee engagement and affective commitment have also become key topics, particularly in service-oriented or non-profit organizations.

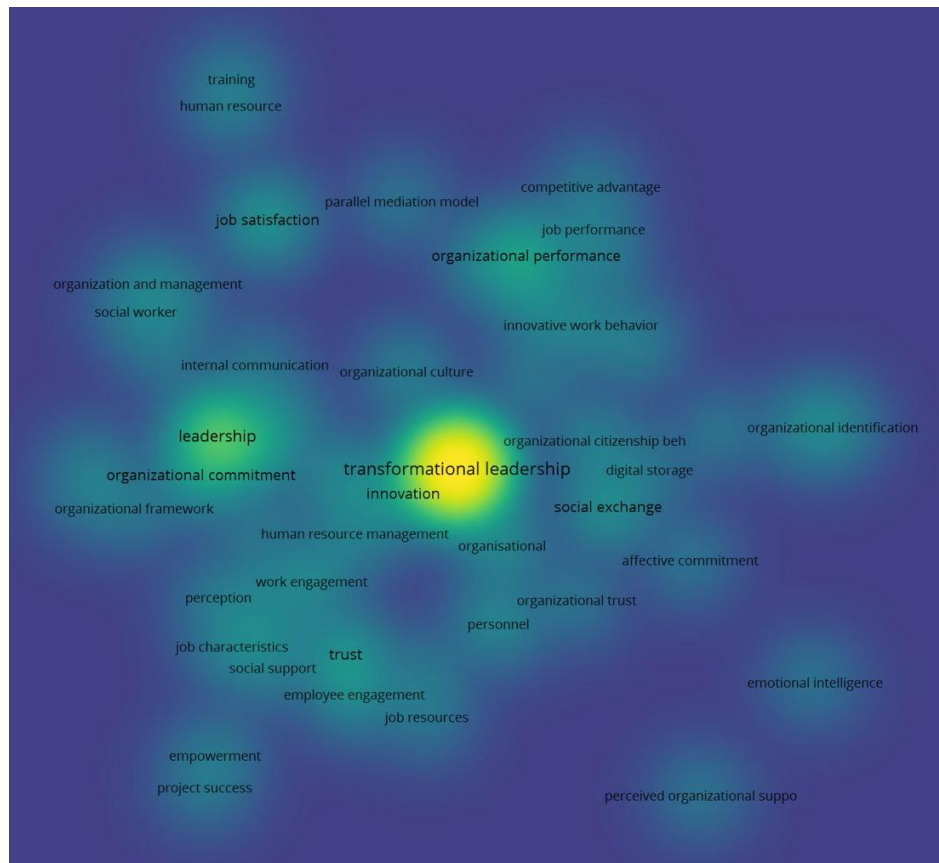


Figure 6. Density visualization of publication studies on Transformational Leadership in Social Organizations

In the context of social organizations, these findings highlight that TL plays an important role in fostering social innovation, building trust, and enhancing member or volunteer commitment. Furthermore, variables such as social exchange and organizational citizenship behavior suggest that the success of social organizations is often shaped by values of cooperation, care, and voluntary behavior inspired by transformational leadership.

3.5. Summary of the Finding

Bibliometric analysis shows that research on TL in social organizations during 2020–2024 experienced a shift in focus from job satisfaction and organizational commitment to emerging issues such as innovation, organizational performance, and digital transformation. These findings align with theory where intellectual stimulation facilitates innovation, inspirational motivation drives organizational members, and idealized influence together with individualized consideration reinforce commitment and job satisfaction [1].

Keyword visualizations (network, overlay, density) place transformational leadership, innovation, trust, organizational performance, organizational commitment, and employee engagement as central themes. The red cluster focuses on organizational performance, while the yellow cluster highlights

organizational identification and social exchange, demonstrating the importance of social dynamics and collaboration. These concepts support Social Exchange Theory (SET), which emphasizes that trust serves as the link between TL and organizational citizenship behavior (OCB) [41].

The evolution of research patterns shows that studies in 2020–2021 concentrated on trust and commitment, shifted toward innovation and knowledge sharing in 2022–2023, and began incorporating digital storage and emotional intelligence in 2024. Cross-country patterns reflect contextual adaptations: in Pakistan and India, TL enhanced employee engagement and social capital; in Indonesia, TL supported digital readiness; while in the UK and Australia, TL emphasized psychological safety in the non-profit sector. The Job Demands–Resources Model (JD-R) is evident in how TL improves employee engagement and reduces burnout [42].

A new finding not widely discussed in earlier studies is the integration of TL with digital transformation and emotional intelligence. This reflects the changing landscape of social organizations in the post-pandemic era, where technological capability and emotional management have become core leadership competencies. Additionally, critiques in the UK regarding potential toxic positivity underscore the need for balance between inspirational leadership and

accountable governance—an aspect rarely addressed in conventional TL literature.

These findings affirm that social organizations must cultivate TL rooted in moral values (ethical leadership), capable of facilitating knowledge sharing, and adaptive to digitalization. Future studies are recommended to examine mediating models (e.g., trust and organizational identification) as well as the influence of cross-cultural contexts, in order to map the effectiveness of TL in driving social innovation and sustainability.

4. Conclusion

This bibliometric study concludes that transformational leadership (TL) research in social organizations between 2020 and 2024 has evolved from traditional discussions such as job satisfaction, trust, and commitment toward emerging themes including innovation, knowledge sharing, digital transformation, and organizational development. The analysis highlights how TL fosters social innovation, ethical behavior, and collaboration across different contexts, particularly within non-profit and community-based institutions. These findings emphasize that TL plays a vital role in building trust, enhancing engagement, and supporting adaptive capacities in social organizations. Theoretically, this study integrates Bass and Riggio's Four I's, Social Exchange Theory (SET), and the Job Demands–Resources (JD-R) Model to explain TL's influence within social organizations. Practically, TL provides a strategic approach for social organizations to strengthen collective trust, digital readiness, and social sustainability. However, this study is limited to Scopus-indexed articles and the 2020–2024 timeframe, suggesting the need for future research that includes broader datasets and longitudinal perspectives. Future studies are also encouraged to combine bibliometric and empirical methods to explore how TL promotes innovation, social impact, and sustainability across various global contexts. application possibilities, implications and speculations as appropriate. If necessary, give suggestions for further research.

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