

Dimensions of Transformational Leadership and Disciplinary Rules Compliance in Public Law Enforcement: A Scoping Review

Amira Ariffin^{1*}, Azeem Fazwan Ahmad Farouk², Illisriyani Ismail³

¹Centre for Policy Research (CPR), Universiti Sains Malaysia, 11800 Gelugor, Penang, Malaysia
Email: amiraariffin@student.usm.my

²Centre for Policy Research (CPR), Universiti Sains Malaysia, 11800 Gelugor, Penang, Malaysia
Email: azeemf@usm.my

³Centre for Policy Research (CPR), Universiti Sains Malaysia, 11800 Gelugor, Penang, Malaysia
Email: illisriyani@usm.my

CORRESPONDING AUTHOR (*):

Amira Ariffin
(amiraariffin@student.usm.my)

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ABSTRACT

Transformational Leadership (TL) is widely recognized as an effective leadership style in law enforcement agencies for fostering a culture of integrity, professionalism, and commitment through the 4I's dimension: Idealized Influence (II), Inspirational Motivation (IM), Intellectual Stimulation (IS), and Individualized Consideration (IC). However, there is a gap in the most dominant dimension influencing disciplinary rules compliance among law enforcement officers. Thus, this scoping review aims to synthesize the existing literature to identify the most dominant of TL dimensions and to analyze the role of each dimension in influencing disciplinary rules compliance. We conducted a systematic search across Scopus, Web of Science, and Google Scholar, identifying 24 core empirical articles from 16,407 records focused on public law enforcement in compliance following PRISMA-ScR guidelines. The extraction data found four categories of dominant dimension: (A) dominant dimension based on strongest influences, (B) dominant dimension based on construct formation, (C) dominant dimension based on levels of practice, and (D) TL as an aggregate and exclusions. The results showed that no single dimension of TL universally dominates, but it's contextual. II dominates in shaping ethics and morals. IM is the most dominant routine practice in driving discipline and voluntary commitment. While IS drives compliance and integrity through critical thinking and innovative problem-solving, IC is the most dominant in ensuring compliance with safety procedures and risk management. This review also identified three themes that can be potential mediating factors in the relationship between TL and disciplinary rules compliance, namely discipline, ethics, and role modeling.

Contribution/Originality: This scoping review contributes to the law enforcement literature by mapping existing evidence and highlighting gaps in daily disciplinary compliance. It emphasizes the need for context-specific strategies that integrate

leadership practices to enhance routine rule abidance and institutional integrity among personnel.

1. Introduction

A public law enforcement organization is the backbone of a nation, helping establish and uphold national prosperity and harmony (Zakaria et al., 2023), such as the police force, military, immigration force, and others. As a hierarchical organization, each individual is required to demonstrate ethical behavior, especially at the top leadership level, to maintain the credibility and effectiveness of law enforcement agencies (Neyroud, 2019; Rahmah et al., 2021; Modise, 2023a; Zakaria et al., 2023). Ethical behavior is shown through compliance with the disciplinary rules that have been set by the organization (Modise, 2023a). Compliance refers to a set of rules, principles, controls, authorities, workplaces, and practices designed to ensure that organizations comply with external and internal norms (Nelson, 2019). On the other hand, rules are defined as real or implicit norms, controls, and expectations that govern individual behavior (Bozeman, 2022; March et al., 2000) to align with the values, ethics, and objectives outlined (Shleifer, 2005). Therefore, a leader or supervisor in a law enforcement organization must practice effective leadership that encourages compliance with disciplinary rules and create a culture of compliance among its citizens (Neyroud, 2022; Modise, 2023; Yunus & Burhan, 2023).

Transformational leadership (TL) was founded by James MacGregor Burns in 1978 (Bass & Riggio, 2006). It is the best style for law enforcement leaders to cultivate an organizational culture that prioritizes integrity, professionalism, and community engagement (Modise, 2022; Borian et al., 2024; Ali & Ahamat, 2025). The four dimensions of TL, also known as 4I's introduced by Bass & Avolio (1994), have the potential to significantly enhance ethical conduct within law enforcement agencies, especially among their leaders, by fostering a culture aligned with higher standards of fairness and justice (Gempesao et al., 2023).

First, idealized influence (II), a core component of transformational leadership, emphasizes leaders serving as ethical role models, which is crucial for cultivating a principled environment within public law enforcement (Modise, 2023b). Second, inspiration motivation (IM) fosters commitment to organizational values through an inspiring vision and shared purpose, encouraging internal motivation rather than mere compliance (Pozzobon & Scott, 2024). Third, intellectual stimulation (IS) encourages the followers to view issues differently so they can participate more fully in their work (Modise, 2023b). And the fourth, individualized consideration (IC), which emphasizes mentoring, coaching, and recognizing individual needs (Nasir et al., 2025). Leaders may need to focus on these elements of TL to improve the beneficial outcomes in the organization (Lin et al., 2021).

Since each dimension of TL has its own role, it is important to explore how each of the TL dimensions influences outcomes (Lin et al., 2021; Abique, 2024; Awaale, 2024) to provide a deeper insight into how each of these behaviors can be applied in a structured environment, such as a police force (Nasir et al., 2024). However, previous studies have not critically analyzed the impact of the TL dimension separately (Lin et al., 2021), for example, a study by Dahniel (2019) and Mon et al. (2021), which examines the effects of TL in aggregate. A meta-analysis article by Backhaus & Vogel (2022) showed that

empirical studies examining the impact of leadership in the law enforcement sector are still limited. They have found that only 29.5 percent of studies regarding TL involved law enforcement officers as the study population since 2000. Debates also arise when Nor & Ishak (2023) and Nasir et al. (2025) stated that TL is good, especially in the police force, but Backhaus & Vogel (2022) stated that TL is less effective in law enforcement, such as the police and military.

Despite the efforts made by Bojović & Jovanović (2020), Modise (2023b), Awaale (2024), and Borian et al. (2024) in studying the effects of each dimension of TL, their study just focused on a narrative review without a clear methodology. Without systematic efforts, an understanding of the role of TL dimensions in regulatory compliance will be difficult to obtain, as the formulation is not comprehensive. Therefore, this effort can be realized through a scoping review.

A scoping review is one of the types of review articles that are suitable to be written when the topic or issue has not been widely reviewed, or is complex, or not homogeneous (Pham et al., 2014; Sucharew & Macaluso, 2019). A scoping review can be used to determine key characteristics, patterns, or factors of past studies' findings in a particular field, to identify and analyze knowledge gaps, and to provide an initial idea before a systematic literature review (SLR) is conducted (Munn et al., 2018; Sucharew & Macaluso, 2019). In contrast to SLR, which requires evidence synthesis and risk assessment of bias, scoping reviews focus on providing a descriptive overview of the material being reviewed without critically evaluating the methodology of individual studies or synthesizing evidence from those studies (Pham et al., 2014; Munn et al., 2018).

2. Materials and Methods

This scoping review has referred to the PRISMA-ScR review protocol as the main methodological reference. PRISMA-ScR was founded based on PRISMA in the field of SLR, and PRISMA-ScR was developed by Tricco et al. (2018). PRISMA-ScR is suitable for use in this scoping review because it emphasizes flexibility in its application across different fields. In the context of this study, this flexibility is essential for systematically mapping the complex and diverse literature on TL in law enforcement, which includes multiple dimensions, mediating mechanisms, and a range of organizational outcomes. Based on the reference to PRISMA-ScR, the methodology developed for this scoping review is based on the following three processes: first, the formulation of the research question; second, the systematic search strategy; and third, data extraction and analysis.

2.1. Formulating Research Questions

In the early phase of the review, research questions were developed using the Population, Interest, and Context (PICO) concept. The PICO table, as presented in Table 1, guided the search for relevant studies and the eligibility criteria.

Table 1: The Population, Interest, and Context (PICO) Concept

Components	Details
Population (P)	Law enforcement officers, public servants
Interest (I)	Dimension of Transformational Leadership
Context (Co)	Compliance with Disciplinary Rules

The research question of the study was;

- i. What is the dominant dimension of TL that most influences compliance with disciplinary rules among law enforcement officers?
- ii. How does each dimension of TL influence disciplinary rules compliance among law enforcement officers?

Based on the research questions, the main objective of this scoping review is to identify the most dominant dimension of TL that influences compliance with disciplinary rules among law enforcement officers, and to find out the role of 4I's in disciplinary rules compliance through a mediation mechanism.

2.2. Systematic Search Strategy

To ensure that a comprehensive search process can be carried out in this scoping review, this work has implemented a systematic search strategy based on three main processes, namely identification, screening, and eligibility.

2.2.1. Identification

Identification is the first process carried out, aiming to identify relevant keywords used in the search for reference materials. Keywords are identified based on the research questions set, where this has established six basic keywords, namely transformational leadership, idealized influence, motivational inspiration, intellectual stimulation, individualized consideration, and compliance with disciplinary regulations. Next, it was to diversify these basic keywords by looking for synonyms, related words, and variations of these keywords. For this purpose, the research used an online thesaurus. Based on these efforts, it has successfully identified several additional keywords, namely ethical behavior, misconduct, and integrity. To increase the chances of obtaining more suitable reference materials, this work has used two search techniques, namely manual and advanced techniques, to find relevant articles (Thomas et al., 2017). For the manual search technique, this work has practiced handpicking, snowballing, and backward tracking techniques, while for the advanced search technique in Scopus, Web of Science, and Google Scholar, this work used several basic functions such as phrase searching, Boolean operators, field codes, truncation, and wildcards to form an appropriate search string. In this process, it has successfully identified a total of 16,407 articles, and 87 duplicated studies were removed.

Table 2: Formed search strings

Databases	Search String
Scopus https://www.scopus.com/home.uri	TITLE-ABS-KEY ("transformational leadership" OR "transformational leader*" OR "idealized influence" OR "motivational inspiration" OR "intellectual inspiration" OR "individualized consideration") AND ("disciplinary rule* compliance" OR "disciplinary compliance" OR "rule* compliance" OR "disciplinary rule*" OR discipline* OR misconduct OR "ethical behavio*r" OR "integrity") AND ("law enforcement" OR police OR policing OR "police organization*" OR "police organisation*" OR "law enforcement agenc*")

Databases	Search String
Web of Science https://www.webofscience.com/	TS=("transformational leadership" OR "transformational leader*" OR "idealized influence" OR "motivational inspiration" OR "intellectual stimulation" OR "individualized consideration") AND TS=("disciplinary rule* compliance" OR "disciplinary compliance" OR "rule* compliance" OR "disciplinary rule*" OR discipline* OR misconduct OR "ethical behavio*r" OR integrity) AND TS=("law enforcement" OR police OR policing OR "police organization*" OR "police organisation*" OR "law enforcement agenc*")
Google Scholar https://scholar.google.com/	("transformational leadership" OR "transformational leader*" OR "idealized influence" OR "motivational inspiration" OR "intellectual inspiration" OR "individualized consideration") AND ("disciplinary rule* compliance" OR "disciplinary compliance" OR "rule* compliance" OR "disciplinary rule*" OR discipline* OR misconduct OR "ethical behavio*r" OR "integrity") AND ("law enforcement" OR police OR policing OR "police organization*" OR "police organisation*" OR "law enforcement agenc*")

2.2.2. Screening

The second step in the systematic search process is screening, which involved 16,320 records. Screening refers to the process of setting selection criteria for articles that are relevant to the scoping review (Modula et al., 2024). Moher et al. (2009) emphasizes that the setting of clear search criteria and article selection is mandatory to ensure that the study is valid and reliable to answer the research question. Four main criteria have been used, which is studies must be in the field of social sciences, articles that can be accessed in full text, articles must be in English or Malay, and articles must be published between January 1st, 2019, and November 1st, 2025. The reason for selecting this time frame was that an increasing number of studies on the TL effect have been conducted since 2019. Therefore, it is significant to examine research papers published in the last 7 years. For this process, it excluded a total of 16,208 articles, and the remaining ones were carried forward to the next selection stage.

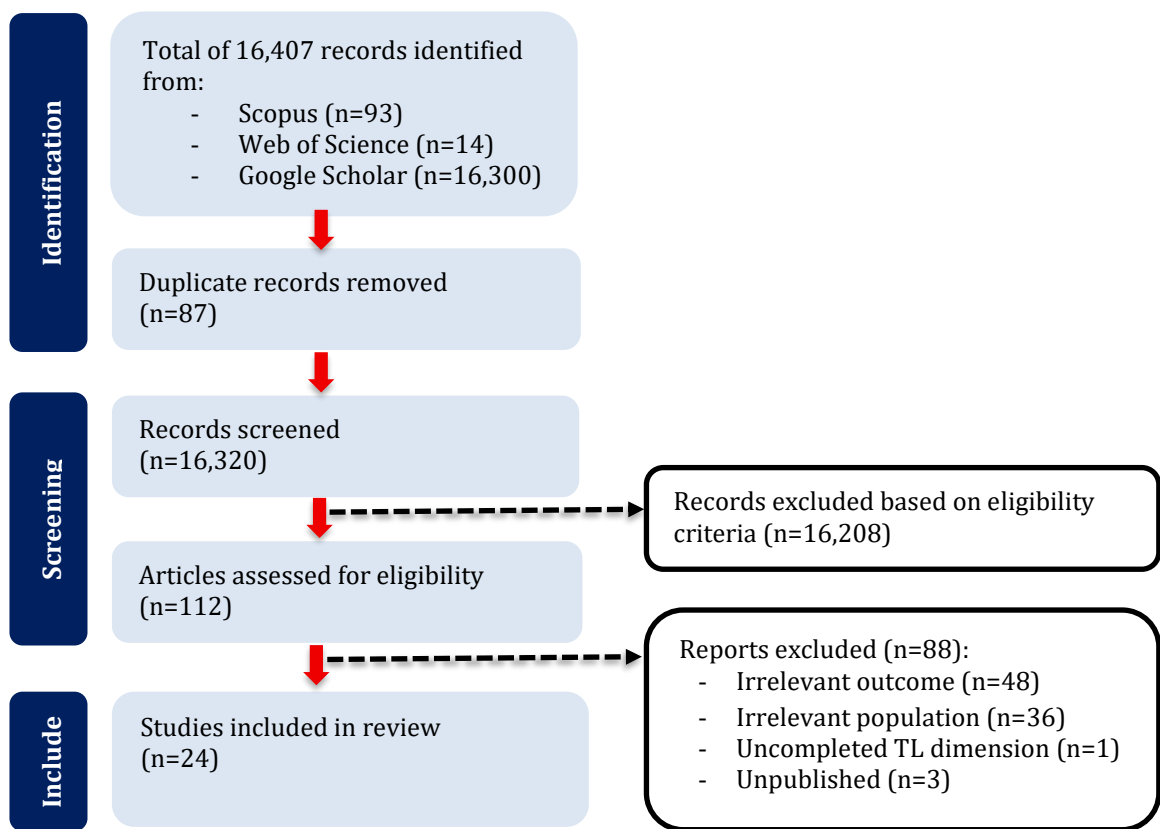
2.2.3. Eligibility

This process refers to the second round of screening conducted to ensure that the selected articles are truly relevant to the research objectives, research questions, and the predefined themes. This process was carried out by examining the titles, abstracts, methodology, results, and discussion of the selected articles. This process resulted in a total of 112 articles being excluded, with the remaining articles moving on to the next stage, which is the data extraction and analysis process. Subsequently, the selected 24 articles were detailed in the results and discussion section of the study. The study selection process and results are depicted in a flow diagram based on the PRISMA guideline (Figure 1).

Table 3: The inclusion and exclusion criteria

Criteria	Inclusion Criteria	Exclusion Criteria
Types of publications	Empirical journal articles	Review paper, book, thesis
Population	Law enforcement officer, other public sector workers (somewhat suited to the duties of law enforcement)	Other public sectors (lecturer/teacher, students, doctor/nurse) and the private sector
Study design	Quantitative, mixed method	Qualitative
Variable	TL as an independent variable	TL as a mediator or moderator

Figure 1: PRISMA ScR Flow Diagram



2.3. Data Extraction and Analysis

In this scoping review, a data chart was produced by obtaining information related to the author's name, year of publication, population/country, and methodology. Then, based on the set study questions, key data were extracted from the selected reference material. Since this scoping review focuses on the empirical data of past studies, the data extraction process was carried out in three parts, namely abstract, methodology, study results, and study discussion. Information in other sections is also sought if deemed necessary.

Theme analysis is used to determine the themes based on specific sources (Braun & Clarke, 2006). The theme has been formed based on the equation or relevance of the extracted data. After the reference was made to the sources, three themes were selected, namely discipline, ethics, and role modeling.

3. Results

There are 24 articles included in the list for review. Based on the data extraction, it is found that there are four main categories related to the research question. First, in category A: dominant dimension based on the strongest influence (beta value/action coefficient). This category uses regression or path analysis to see which dimensions most strongly influence the dependent variable, whereas previous studies in this category have used each dimension as a separate independent variable to test the direct relationship with the dependent variable. Second, on category B: dominant dimension based on construct formation (factor loading values). This category uses SEM/CFA analysis, where the highest loading factor indicates the most critical dimension in shaping the TL construct. In other words, this category does not test the 4I's relationship directly with the leaning variable but tests which dimension reinforces the TL construct. Third, on category C: dominant dimension based on level of practice (mean/average value), which uses mean descriptive analysis to determine the dimensions that are most often practiced or perceived by subordinates. Fourth, on category D: TL as aggregate and exclusion to see the TL as a whole (without dimensional fractions) and contra or negative findings. In this category, it also shows a comparison between TL with transactional leadership style and laissez-faire leadership style. The details of each category are shown in Tables 4.1 through 4.4.

Table 4.1. Category A: Dominant dimension based on the strongest influence (Beta value/action coefficient)

Author(s)/ Year	Primary Objective	Population & Country	Study Design	Method & Measurement	Key Findings	Remark
Alsuwaidi & Mansor (2022)	To examine the impact of TL on performance with knowledge management.	Police UAE	Quantitative (Cross-sectional)	Survey. Adapted MLQ (Bass & Avolio, 1997). 5-Point Likert Scale.	Dominant dimension: II Path Coefficient: 0.64	II is the main driver because the leader is seen as a moral idol.
Dewi & Arquisola (2025)	To study the influence of the TL dimension on the quality of public services.	Local Government Workers Indonesia	Quantitative (Cross-sectional)	Survey. Adapted & modified TL criteria (Bass et al, 1985; Rivai, 2020) 5-Point Likert Scale.	Dominant dimension: IS Beta: 0.368	Local government employees value leaders who encourage innovation and creative problem-solving.
Matar et al. (2019)	To assess the impact of TL dimensions on employee performance.	Civil Servants UAE	Quantitative (Cross-sectional)	Survey. Adapted TL questionnaire (Aydogdu & Asikgil, 2011) 5-Point Likert Scale.	Dominant dimension: IS Beta: 0.237	In the modern government sector, a leader's ability to challenge the mindset of employees is more critical than mere charisma.
Nasir et al. (2025)	To examine the relationship between the TL dimension and OCB from an Islamic perspective.	Police Malaysia	Quantitative (Cross-sectional)	Survey. Adapted & modified MLQ 5X Short (Bass & Avolio, 1995, 2004). 5-Point Likert Scale.	Dominant dimension: IC Beta: 0.847	The leader's approach that takes care of the members personally (in line with the concept of 'Tarbiyah') is the

Author(s)/ Year	Primary Objective	Population & Country	Study Design	Method & Measurement	Key Findings	Remark
Lin et al. (2021)	To analyze the impact of the TL dimension on organizational effectiveness.	Civil Servants India	Mixed method	Structured interview & survey. Adapted MLQ (Avolio & Bass, 1999). 5-Point Likert Scale.	Dominant dimension: II Beta: 0.384	main driver of positive behavior. The effectiveness of the training organization is highly dependent on role model leaders.

Table 4.2. Category B: Dominant dimension based on construct formation (factor loading values)

Author(s)/ Year	Primary Objective	Population & Country	Study Design	Method & Measurement	Key Findings	Remark
Juma et al. (2022)	To develop a model of TL structural relationships and risk management.	Police UAE	Quantitative (Cross-sectional)	Survey. Adapted MLQ (Bass, 1985; Bass & Riggio, 2006). 5-Point Likert Scale.	Dominant Dimension: IC Loading Factor: 0.753	In a risky police operation, the leader's personal attention to the personnel is the most basic element.
Anggraini & Johannes (2024)	To analyze the influence of TL on achievement with motivation.	Law Enforcement Agency Indonesia	Quantitative (Cross-sectional)	Survey. Adapted & modified MLQ (Ancok, 2020). 5-Point Likert Scale.	Dominant Dimension: IM Outer Loading: 0.944	A key indicator of success in encouraging employees to adhere to performance targets.
Iddrisu & Mohammed (2025)	To explore the impact of leadership style	Civil Servants Ghana	Quantitative (Cross-sectional)	Survey. Adapted TL Theory (Salter et al., 2014).	Dominant Dimension: IC Loading: 0.930	The effectiveness of an organization depends on the

Author(s)/ Year	Primary Objective	Population & Country	Study Design	Method & Measurement	Key Findings	Remark
	on organizational effectiveness.				5-Point Likert Scale.	leader's understanding of the unique needs of employees.
Hapsari et al. (2021)	To study the factors of the formation of OCB in the legal sector.	Civil Servants Indonesia	Quantitative (Cross-sectional)	Survey. Adapted TL Indicators (Hsiao & Chang, 2011; Wright et al., 2012). 5-Point Likert Scale.	Dominant Dimension: IS Loading: 0.889	The encouragement of new ideas is fundamental to the integrity of systems and work procedures.

Table 4.3. Category C: Dominant dimension based on level of practice (mean/average value)

Author(s)/ Year	Primary Objective	Population & Country	Study Design	Method & Measurement	Key Findings	Remark
Amrulloh & Nurcholis (2025)	To analyze the influence of TL and learning culture.	Police Indonesia	Quantitative (Cross-sectional)	Survey. Adapted TL Indicators (Bass, 1995). Likert Scale 5 points.	Dominant Dimension: II Mean: 3.642	Police leaders are most often seen as role models by subordinates.
Gempesao et al. (2023)	To test the role of Personal Ethics as a mediator between TL and Service Engagement.	Police Philippines	Quantitative (Cross-sectional)	Survey. Adapted Questionnaire (Bass, 1985; McCleskey, 2014). 5-Point Likert Scale.	Dominant Dimension: IM & IC Mean: 4.41	Police supervisors are rated highest for injecting enthusiasm and support, which, in turn, builds members' personal ethics.

Author(s)/ Year	Primary Objective	Population & Country	Study Design	Method & Measurement	Key Findings	Remark
Nor & Ishak (2023)	To analyze the influence of leadership style on organizational commitment.	Police Malaysia	Quantitative (Cross-sectional)	Survey. Adapted MLQ (Bass & Avolio, 1997). 5-Point Likert Scale.	Dominant Dimension: IM Mean: 3.72	A clear vision builds an internal commitment to voluntary compliance, not coercion.
Dema et al. (2021)	To determine the role of TL in establishing good governance.	Public Servants Indonesia	Quantitative (Cross-sectional)	Survey. Adapted & modified from Delegach et al. (2017). 5-Point Likert Scale.	Dominant Dimension: IC Score: 83.2%	Leader's technical support is the key to good governance.

Table 4.4. Category D: TL as aggregate and exclusion

Author(s)/ Year	Primary Objective	Population & Country	Study Design	Method & Measurement	Key Findings	Remark
Satriya et al. (2025)	To analyze the influence of TL and work motivation on police officers' performance, with work discipline as a mediator variable.	Police Indonesia	Quantitative (Cross-sectional)	Survey. Adapted from Hj. Mohd & Nisa Mohd Arshad (2019) and Xu et al. (2022). 5-Point Likert Scale.	TL improves performance through work discipline.	TL is only effective in improving performance if it manages to build work discipline first.
AlSabah (2025)	To examine the relationship between police leadership style	Police Kuwait	Quantitative (Cross-sectional)	Survey. Adapted MLQ-6S (Bass & Avolio, 1990). 5-Point Likert Scale.	TL is insignificant.	TL fails to prevent favouritism. The transaction style

Author(s)/ Year	Primary Objective	Population & Country	Study Design	Method & Measurement	Key Findings	Remark
	and perceptions of policing issues (favoritism/nepotism)					(strict rules) is more effective.
Abique (2024)	To define the relationship between the components of TL and employee engagement.	Police Filipina	Quantitative (Cross-sectional)	Survey. Adapted MLQ (Bass & Avolio, 1994, 2008). 5-Point Likert Scale.	There was no significant relationship between TL and engagement.	TL does not always guarantee a positive work attitude in all police cultures.
Pedersen et al. (2025)	Investigate whether TL and reputation management have a relationship with employees' mission valence.	Regulatory Agency Denmark	Quantitative (Two-wave Panel Design)	Survey. Adapted from Jensen's 4-item Scale (Jensen et al., 2019). 7-Point Likert Scale.	Reputation Management is stronger than TL.	Mission adherence is sometimes driven more by external reputation than leadership.
Donkor (2022)	To assess whether TL influences worker performance and normative commitment through general self-efficacy.	Civil Servants Ghana	Quantitative (Cross-sectional)	Survey. Adapted from Global Transformational Leadership (GTL) (Carless et al., 2000). 5-Point Likert Scale.	TL has a positive effect on the Normative Commitment.	TL has a positive direct effect on normative performance and commitment, but is largely mediated by General Self-Efficacy
Thanh & Quang (2022)	To examine the relationship between the three leadership styles (TL, transactional,	Civil Servants Vietnam	Quantitative (Cross-sectional)	Survey. Adapted MLQ (Avolio & Bass, 2004). 5-Point Likert Scale.	Laissez-faire leadership style equivalent/ higher than TL.	The laissez-faire style was found to have a positive impact equal to or slightly higher than

Author(s)/ Year	Primary Objective	Population & Country	Study Design	Method & Measurement	Key Findings	Remark
	and laissez-faire) and work engagement and civil servant performance.					TL on employee attachment.
Cho & Kao (2022)	To examine the cross-level effects of TL and organizational climate on OCB through organizational commitment.	Immigration Taiwan	Quantitative Hierarchical Linear Modelling (HLM)	Survey. Adapted & modified MLQ (Bass & Avolio, 1997). 5-Point Likert Scale.	Aggregate TL affects OCB through the organizational climate.	Aggregate TL (group level) does not directly impact individual commitments, but it does influence the Organizational Climate, which in turn increases commitment and OCB.
Schneider et al. (2025)	To analyze how the personal values of leaders and followers interact with leadership styles to influence the organization's identity.	Police Jerman	Quantitative (Cross-sectional)	Survey. Adapted MLQ 5X Short (Felfe & Goihl, 2014). 5-Point Likert Scale.	Transactions are more effective for employees with conformity value.	Employees who value tradition/agreement are more obedient to the transactional leadership style.
Dahniel (2019)	To investigate the influence of organizational culture as a mediator for the	Police Indonesia	Quantitative (Cross-sectional)	Survey. Adapted MLQ (Bass & Avolio, 1994). 5-Point Likert Scale.	TL influences integrity through organizational culture.	TL builds a strong organizational culture, which is the foundation of police integrity.

Author(s)/ Year	Primary Objective	Population & Country	Study Design	Method & Measurement	Key Findings	Remark
	relationship between TL and job satisfaction on police integrity.					
Mon et al. (2021)	To determine the influence of TL on employee performance, with employee engagement as a mediating variable	Immigration Indonesia	Quantitative (Cross-sectional)	Survey. Adapted MLQ (Bass & Avolio, 2006). 5-Point Likert Scale.	There is no dominant dimension. II and IM are positive but not significant; IS and IC have no effect.	In certain immigration contexts, the TL dimension fails to directly affect performance (task compliance) without employee engagement (engagement).
Malnegro-Payo & Revisa (2023)	To determine the level of leadership style and work climate of the police.	Police Philippines	Quantitative (Cross-sectional)	Survey. Adapted MLQ (Anyango, 2015) 5-Point Likert Scale.	Transaction leadership influences the work climate more than TL	A disciplined work climate is formed when leaders regularly inject vision.

Based on the data extraction table above, a summary is provided as shown in Table 5.

Table 5: Data Extraction Summary

Data	Frequency	Percentage
Published date		
2019	3	12.50%
2020	0	0%
2021	4	16.70%
2022	6	25.00%
2023	3	12.50%
2024	3	12.50%
2025	5	20.80%
Population		
Police	12	50.00%
Immigration	2	8.30%
Other Public Sectors	10	41.70%
Study Design		
Quantitative Cross-Sectional (Survey)	21	87.50%
Quantitative Longitudinal (Panel)	1	4.17%
Quantitative Multi-level (HLM)	1	4.17%
Mixed Method	1	4.17%
Measurement Scale		
Adapted/ Modified MLQ	10	41.70%
Adapted/ Modified MLQ (5X Short/ 6S)	4	16.70%
Adapted/ Modified Other Scales	10	41.70%
Likert Scale Point		
5-Point Likert Scale	23	95.83%
7-Point Likert Scale	1	4.17%
Category		
A. Dominant dimension based on the strongest influence	5	20.80%
B. Dominant dimension based on construct formation	4	16.70%
C. Dominant dimension based on level of practice	4	16.70%
D. TL as aggregate and exclusion	11	45.80%

In this review, 20.80% of the articles were published in 2025, while the rest have been published from 2019 to 2024, and no article was published in 2020. The main population studied in the past study was police officers (50.00%). Apart from the police and immigration, other law enforcement and non-law enforcement agencies were also the focus of the previous study. As this study aimed to identify the most dominant TL dimensions, no articles used qualitative methods, and only 1 article used mixed methods; the rest were quantitative, of which 87.50% used cross-sectional surveys. A total of 41.70% of the studies adapted or modified the MLQ questionnaire to measure TL, 16.70% adapted or modified the MLQ 5X Short or MLQ-6S, and 41.70% adapted or modified other scales. Out of the 24 selected articles, only 1 study used the 7-point Likert scale because it applied a two-wave panel data design, while the majority (95.83%) used the 5-point Likert scale. In terms of categories, most articles use TL as an aggregate and have exclusion characteristics of 45.80% (category D), followed by 20.80% from category A, while the rest are from category B and category C, which is 16.70% each. Next, based on the three themes that have been selected, the result summary of the theme analysis is shown in Table 6.

Table 6: Theme analysis results.

Category	Population	Dominant Dimension	Themes		
			Discipline	Ethics	Role Modeling
A. Dominant dimension based on strongest influence					
Alsuwaidi & Mansor (2022)	Police (UAE)	II	/	/	/
Dewi & Arquisola (2025)	Civil Servants (Indonesia)	IS	/	/	/
Matar et al. (2019)	Civil Servants (UAE)	IS	/		
Nasir et al. (2025)	Police (Malaysia)	IC	/	/	/
Lin et al. (2021)	Public Sivil (India)	II			/
B. Dominant dimensions based on construct formation					
Juma et al. (2022)	Police (UAE)	IC	/		
Anggraini & Johannes (2024)	Law Enforcement (Indonesia)	IM	/	/	
Iddrisu & Mohammed (2025)	Civil Servants (Ghana)	IC	/	/	/
Hapsari et al. (2021)	Civil Servants (Indonesia)	IS	/	/	
C. Dominant dimension based on level of practice					
Amrulloh & Nurcholis (2025)	Police (Indonesia)	II	/		/
Gempesao et al. (2023)	Police (Philippines)	IM & IC		/	
Nor & Ishak (2023)	Police (Malaysia)	IM	/		/
Dema et al. (2021)	Civil Servants (Indonesia)	IC	/		
D. TL as aggregate and exclusion					
Satriya et al. (2025)	Police (Indonesia)	-	/		
AlSabah (2025)	Police (Kuwait)	-	/	/	
Abique (2024)	Police (Philippines)	-	/	/	
Pedersen et al. (2025)	Regulatory Agency	-	/		
Donkor (2021)	Civil Servants (Ghana)	-	/	/	
Thanh & Quang (2022)	Civil Servants (Vietnam)	-	/	/	
Cho & Kao (2022)	Immigration (Taiwan)	-		/	
Schneider (2024)	Police (Jerman)	-	/	/	
Dahniel (2019)	Police (Indonesia)	-	/	/	
Mon et al. (2021)	Immigration (Indonesia)	-	/		
Malnegro-Payo & Revisa (2023)	Police (Philippines)	-		/	

4. Discussion

The purpose of this scoping review was to determine the most dominant TL dimensions that influence disciplinary rules compliance among law enforcers and to explain how each dimension affects compliance with disciplinary rules through mediating mechanisms. Based on the scoping review that has been conducted, the main findings reveal that there is no one dimension of TL that is universally dominant in influencing compliance with disciplinary rules. The dominance of each dimension is dependent on the specific function and compliance context required by the organization at any given time. In addition, there is a diversity of methodologies in determining dominance, and there is also a mechanism that plays a role in linking each dimension of TL with variations of outcomes.

4.1. Dominant Dimension by Category

4.1.1. Category A: Dimensions Based on the Strongest Influence

This category defines the dominant dimension based on the value of statistical predictive power or regression coefficient (such as Beta value) that is the highest against the outcome variable. A study by Alsuwaidi & Mansor (2022) found that II is the most strongly influencing the performance of police officers (path coefficient: 0.64). Also supporting these findings, Lin et al. (2021) proved through regression tests that II recorded the highest coefficient ($\beta=0.384$) in influencing the organizational effectiveness of the public training sector. The study by Dewi & Arquisola (2025) on local government employees recorded that the dominant IS dimension drives the quality of public service delivery ($\beta=0.368$). Matar et al. (2019) found that IS is the dominant dimension ($\beta=0.237$) that influenced employee performance more than mere charisma among public civil servants in UAE. While Nasir et al. (2025) found that the IC dimension is very strongly driving the Organizational Citizenship Behavior (OCB) of the police from an Islamic perspective. The determination of dominance in category A looks at the direct impact (the strongest influence) on changes in followers' behavior. It proves that the TL dimension has the projection power to change critical outcomes such as organizational effectiveness, OCB, and quality of service.

4.1.2. Category B: Dominant Dimensions Based on Construct Formation

This category determines dominance through a factor loading test that shows the extent to which a dimension is relevant or strongly attached to the subordinate's understanding of the leadership style. Juma et al. (2022) recorded the most dominant IC dimension (loading: 0.753) in shaping the risk management and police performance model. This finding is supported by Iddrisu & Mohammed (2025) with a loading value of 0.930 on the effectiveness of public sector organizations. Anggraini & Johannes (2024) found that the dominant IM dimension (outer loading: 0.944) in driving the motivation of enforcement agencies' achievements. Hapsari et al. (2021) recorded a loading value of 0.889 for the IS dimension as the strongest shaping of OCB's behavior in the legal sector. Dominance in this category is not measured by its impact in a projected way, but by the behavioral elements that most strongly represent the psychological understanding of the members in defining the concept of TL to achieve operational effectiveness.

4.1.3. Category C: Dominant Dimension Based on Level of Practice

This category uses descriptive analysis (Min Score) to assess which dimensional behaviors are most often practiced by leaders in the field. Amrulloh & Nurcholis (2025) proved that dimension II is most widely practiced (Min: 3.642) by the Indonesian police to create a culture of learning. While a study by Gempesao et al. (2023) found that the IM and IC dimensions recorded the highest mean practice (Min: 4.41) on police service engagement. Nor & Ishak (2023) also found that IM may increase police commitment, and Dema et al. (2021) found that the IC dimension in terms of dominant facilities was practiced by 83.2% to improve apparatus compliance. This category proves the existence of a variety of daily leadership frequency patterns, where IM and II are the most commonly used daily weapons by supervisors to drive commitment.

4.1.4. Category D: TL As Aggregate and Exclusion

Many studies evaluated TL in aggregate, which confirmed its role in general but also revealed limitations and exceptions where other styles were more effective. Satriya et al. (2025) proved that aggregate TL drives police performance through the mediation of work discipline. Dahniel (2019) established that TL has a strong influence on police integrity. Mon et al. (2021) found a positive influence of aggregate TL on performance through employee engagement. Donkor (2022) and Schneider et al. (2025) also discovered that TL fosters normative commitment and organizational identification. Interestingly, Malnegro-Payo & Revisa (2023) revealed that TL is a strong forecaster along with transaction styles on the work climate. In contrast, AlSabah (2025) demonstrated that TL fails and is insignificant in preventing the issue of corruption and favoritism in policing; instead, the transactional style is more effective. Abique (2024) also recorded no link between TL and police involvement. Thanh & Quang (2022) found that the Laissez-faire style was equal to or stronger in influencing employee engagement than TL. Organizational reputation management was also found to outperform TL's strengths in a study by Pedersen et al. (2025). Although the aggregate method confirms the effectiveness of TL (Backhaus & Vogel, 2022; Cho & Kao, 2022), the disclosure of this exclusion side is critical as it proves that the inspiration-based TL approach has limitations when faced with rigid cultural anomalies, thus requiring transactional rigor.

4.2. The Role of Mechanisms in the Relationship Between TL and Outcomes

4.2.1. Theme 1: Discipline

The disciplinary mechanism plays the role of an intermediary bridge between the intention of the leadership and the outcome of fulfilling the task. The study of Satriya et al. (2025) makes a critical empirical contribution by proving that TL does not directly affect police performance; instead, it works dominantly by improving work discipline first before it translates into excellent performance. In high-compliance organizations, TL fosters affective commitment that encourages voluntary compliance without coercion and Mohd & Arshad (2019) proved that leaders need to build organizational commitment first to change the behavior of members towards achieving team goals. This mechanism is also supported by Dema et al. (2021), who discovered that aspects of individual judgment by leaders managed to increase apparatus compliance (discipline) by 74 percent.

4.2.2. Theme 2: Ethics

Alternatively, leaders need to integrate moral principles into their leadership style to form an effective ethical compliance mechanism. Borian et al. (2024) assert that TL fosters a culture of integrity within police units by promoting ethical decision-making and rejecting corrupt behavior. It is supported by Gempesao et al. (2023) who identified that personal ethics serve as a very powerful partial mediator in linking TL and police duty involvement. However, ethics also has its limits, where AlSabah (2025) revealed that to prevent chronic and culturally rooted ethical non-compliance, such as *wasta* (favoritism), the element of transformation alone is not enough, thus requiring strict transaction rules. To reinforce this moral value, the integration of the perspective of Islamic leadership by Nasir et al. (2025) saw TL as an instrument to uphold trust and '*ihsan*' (excellence), where the leader is responsible not only to the system but also as the highest moral trust.

4.2.3. Theme 3: Role Modeling

Role modeling acts as a psychological channeling mechanism in which workers assimilate the leader's exemplary attitude into their own behavior (Bandura, 1971). Alsuwaidi & Mansor (2022) concluded that adherence to discipline results when leaders act as moral idols who highlight confidence and integrity to emulate. Through daily practice, leaders create a work environment that adheres to norms when they become continuous role models (Amrulloh & Nurcholis, 2025). From the point of view of Social Learning Theory (SLT) by Bandura, Bojović & Jovanović (2020) confirmed that followers make transformational leaders a reliable reference point to develop their own competence and professionalism. In the context of policing prone to a crisis of public confidence, Modise (2023b) emphasizes that police supervisors need to maintain exemplary values-based behavior to avoid moral deterioration as well as uphold standards of integrity and professionalism in law enforcement agencies.

Overall, all the literature in this scoping review clearly shows that there is no single dimension of TL that dominates absolutely and universally; on the contrary, each dimension is dominant according to the context and needs of the organization. For example, IC dominates when organizations demand compliance with operating procedures and risk management. II is very dominant for the integrity formation agenda through the role modeling mechanism. The IM plays a key role in building voluntary commitment and discipline in high-compliance agencies. However, the limitations of TL, which is an aggregate measurement, remain, especially when organizations are faced with local cultural misconduct that demands more transaction-based action. As such, police leaders must possess the tactical intelligence to adapt the right leadership dimensions according to the challenges of the current situation.

5. Conclusion

Effective leadership can have a significant impact on the culture of compliance among law enforcement. TL has been proven to be the best leadership in a high-compliance organization, but a leader cannot apply the best TL dimension due to a lack of understanding of the function of 4I's in TL in producing subordinates who are compliant with the rules and highly disciplined. The main objective of this scoping review is related to this issue, where it aims to identify the dominant dimension of TL in influencing compliance with disciplinary rules and explain the role of mechanisms in such relationships among law enforcement.

The determination of the most dominant dimension depends on the organization's goals, whether it is to tighten SOPs (requires IC), combat corruption or integrity issues (requires II), or build a spirit of loyalty to friends (requires IM). From the analysis of the themes performed, there are three main themes that have been produced, namely discipline, ethics, and role modeling. The results of the analysis found that discipline is the basis for the formation of a person who is obedient and adherent to the rules. However, as a hierarchical organization, a leader needs to show good ethics because their personality will be imitated by subordinates who look to their leader as a role model.

6. Limitations and Future Studies

The study relied on three main databases, namely Scopus, WOS, and Google Scholar. Although certain databases offer superior capabilities, their limited search functions and low keyword sensitivity can restrict the comprehensiveness of a literature search (Bates et al., 2017; Mohamed Shaffril et al., 2021). In addition, some articles use the term public sector without specifying more specific agencies, making it difficult for researchers to identify articles involving law enforcement agencies.

This scoping review shows that studies on the impact of each dimension of TL on rules compliance, especially in the discipline aspect among law enforcement officers, are still limited and require further study. However, future studies need to identify the right category of TL dominant dimensions to answer research questions. Besides that, future studies should focus exclusively on the mechanism of role modeling by integrating SLT and statistically testing.

Ethics Approval and Consent to Participate

The researchers adhere to the research ethics guidelines established by the Jawatankuasa Etika Penyelidikan Manusia (JEPeM) of Universiti Sains Malaysia. All procedures performed in this study did not involve human participants.

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Conflict of Interest

The authors declare no conflict of Interest.

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