Setting the Standard: A Bibliometric Analysis of Leadership Styles and Their Effect on Job Performance

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ABSTRACT

Effective leadership plays a crucial role in boosting employee engagement and productivity, with numerous studies linking leadership styles to job performance. However, most of this research focuses on developed economies, leaving a gap in understanding leadership's impact in emerging markets, where unique cultural and economic factors may necessitate different approaches. This study addresses this gap by conducting a bibliometric analysis of global research on leadership styles, with an emphasis on emerging markets. Using data from Scopus and tools like VOSviewer and Harzing's Publish or Perish, the study examines trends in publication, authorship, geographic distribution, and citation metrics. Findings show that transformational and authentic leadership styles are widely researched, primarily in developed regions, while emerging markets remain underrepresented. This study highlights the need for more targeted research to address the specific challenges of these regions. Theoretical implications suggest developing leadership models suited to emerging markets, while practical implications encourage organizations to adapt leadership practices that align with local socio-economic realities. By filling a critical gap in the literature, this research lays the groundwork for future studies on leadership effectiveness across diverse, less-studied contexts.

Keywords: *bibliometric analysis, employee engagement, emerging markets, job performance, leadership styles.*

INTRODUCTION

Effective leadership styles are critical for organizational success and employee performance globally. Leadership not only promotes resilience, job satisfaction, and engagement but also drives productivity and innovation. Research shows that organizations with effective leadership experience a 21% increase in employee engagement and a 25% increase in profitability, underscoring its pivotal role in today's fast-paced, competitive environment (Gallup, 2022). This aligns with findings from Deloitte (2023),

which highlight the growing importance of adaptive leadership in addressing the complexities brought about by globalization, technological advancements, and evolving workforce dynamics.

However, poor leadership remains a significant issue, with nearly 40% of employees worldwide citing ineffective leadership as a primary reason for leaving their jobs (McKinsey, 2022). This direct link between leadership efficacy, job performance, and organizational outcomes emphasizes the consequences of leadership failures, including high turnover and diminished productivity. While extensive research has explored the influence of leadership styles in developed regions, a critical gap exists in understanding their effectiveness in emerging markets. These regions face unique challenges, such as economic instability, workforce development, and cultural differences that require context-specific leadership strategies (Zhao et al., 2021).

Building on this, the impact of leadership styles on job performance has been thoroughly examined across various contexts. Foundational studies, such as those by Bass and Riggio (2006), highlight the role of transformational leadership in motivating and inspiring employees to achieve higher performance and innovation. In contrast, transactional leadership is effective in maintaining baseline performance but limited in fostering long-term engagement and innovation (Judge & Piccolo, 2004). More recently, authentic leadership, emphasizing ethical conduct and transparency, has gained recognition for its positive effects on job performance and employee satisfaction (Gardner et al., 2011). Similarly, Bonini et al. (2024) underscore how leadership styles enhance adaptive performance through motivational and relational factors. Other studies, such as Al-Malki and Juan (2018), Sanusi and S. (2022), and Tamimi and Sopiah (2022), emphasize the broader impact of leadership on job performance, including its emotional and relational dimensions, further reinforcing its theoretical and practical significance.

Despite these advances, much of the existing research focuses on developed economies, leaving a critical knowledge gap in the context of emerging markets. The distinct socioeconomic and cultural conditions of these regions, as highlighted by Zhang et al. (2020), demand tailored leadership strategies that address unique challenges. Recent studies, including Ortiz and De Jesus (2024) and Udin (2024), have emphasized the role of transformational, authentic, and servant leadership in enhancing performance and sustainability within organizations. However, the application of leadership styles in emerging markets remains underexplored.

Addressing this gap, the objective of this study is to conduct a bibliometric analysis to examine global trends and patterns in leadership research, with a particular focus on emerging markets. Specifically, the study aims to identify influential publications, analyze research trends, and assess the geographic distribution of scholarly output. Through this, it seeks to provide a more comprehensive understanding of how leadership styles influence job performance and inform tailored strategies for diverse contexts.

This paper is organized as follows: The first section provides a historical perspective on the literature concerning leadership styles and job performance. The second section details the methodology and search strategy, presented using a flow chart. The third section focuses on the analysis and results, utilizing tables and figures to illustrate key bibliometric indicators. Finally, the paper concludes with a discussion of findings and recommendations for future research.

LITERATURE REVIEW

Leadership's impact on employee behavior, motivation, and overall job performance is widely recognized as an important aspect of determining organizational success. As firms face increasingly complex and dynamic settings, the impact of leadership on employee performance has become an increasingly popular topic in academia and practice. The aim of this literature study is to objectively assess the impact of various leadership styles (transformational, transactional, autocratic, and others)

on job performance. It will highlight the methods by which these styles exert their influence and the areas where more research is needed.

Transformational leadership is consistently emphasized in the literature as a particularly effective approach to improving job performance. High levels of employee engagement and performance are frequently associated with transformational leaders, who are distinguished by their capacity to inspire and motivate employees, cultivate a shared vision, and encourage innovation. Wen et al. (2019) and Manzoor et al. (2019) offer compelling evidence of the positive impacts of transformational leadership on job performance in a variety of sectors, such as the private sector and SMEs. These studies underscore the mediating role of job satisfaction and corporate social responsibility (CSR), indicating that transformational leadership not only directly improves performance but also enhances the broader organizational climate.

However, other studies critically point out potential limitations. For instance, transformational leadership may be less effective in rigid and hierarchical organizations where change initiatives face resistance (Avolio & Yammarino, 2013). Similarly, Bass (2008) highlights the potential for transformational leaders to overemphasize vision, neglecting operational efficiency. These nuances warrant further investigation to understand under what conditions transformational leadership achieves optimal outcomes.

Job performance is also significantly influenced by transactional leadership, which emphasizes explicit structures, rewards, and penalties. Although it is less inspiring than transformational leadership, it offers the essential framework for employees to comprehend organizational objectives and meet expectations. Nevertheless, research conducted by Khan et al. (2023) indicates that the influence of transactional leadership may be more context-dependent, with employees in the private sector exhibiting a more favorable response than those in the public sector.

Defined by centralized decision-making and restricted employee input, autocratic leadership offers a more complex perspective. In certain structured environments, such as educational settings, where specific directives are essential, Parveen et al. (2022) discovered that autocratic leadership could improve performance. Nevertheless, Larik and Lashari (2022) have observed that this style may stifle creativity and employee morale in more dynamic and innovative contexts. They observed negative impacts on performance when employees perceived leadership as excessively controlling.

Moreover, Ortiz and De Jesus (2024) identified that autocratic leadership styles, if not appropriately balanced, can undermine job satisfaction and impede employee performance. Their systematic review further demonstrated that while autocratic approaches may yield short-term efficiency, they often fail to foster long-term commitment and innovation among employees, particularly in collaborative work settings.

Job satisfaction has a substantial impact on leadership style and job performance. Rahmat et al. (2019) and Soetirto et al. (2023) both underline the importance of job satisfaction in translating leadership into actual performance outcomes. Leaders who create a supportive and engaging work atmosphere can considerably improve performance, which leads to higher job satisfaction. Chandra (2016) adds to this discovery by emphasizing the complementary effects of corporate culture, work environment, and leadership style on employee performance.

The impact of organizational culture and the work environment is immeasurable. As Jamaludin and Subiyanto (2022) contend, the performance impacts of leadership can be reinforced by a positive organizational culture that is consistent with the leadership style. For example, transformational leadership can flourish in organizations that prioritize collaboration and innovation, resulting in substantial performance improvements.

Sanusi and Sopiah (2022) similarly highlight that leadership styles significantly influence employee performance by fostering emotional connections and trust between leaders and employees. Their findings suggest that relational aspects of leadership are critical in driving performance, particularly in dynamic and culturally diverse environments.

The literature frequently discusses the comparative efficacy of various leadership approaches. Although transformational leadership is frequently praised for its positive impacts, the efficacy of other leadership styles, including democratic, autocratic, and laissez-faire leadership, is contingent upon contextual factors. Saeed et al. (2023) have discovered that democratic leadership, which prioritizes employee involvement in decision-making, results in improved performance and increased job satisfaction. In contrast, laissez-faire leadership, which involves minimal intervention from leaders, frequently leads to inferior performance outcomes, as it can result in a lack of direction and role ambiguity (Kertiriasih et al., 2018).

In summary, recent reviews have emphasized the need to align leadership styles with organizational contexts to maximize job performance outcomes. For instance, while transformational leadership is ideal for driving innovation, transactional and autocratic approaches may better suit environments requiring strict compliance and consistency. Future research should explore hybrid leadership models that combine these styles to address varying organizational demands effectively.

METHODS

A bibliometric analysis is employed in the study to examine academic literature concerning leadership styles and their influence on job performance. Donthu et al. (2021) define bibliometric analysis as a quantitative method that analyzes research patterns to understand the evolution of a particular field.

Data for this study were acquired from Scopus, a database noted for providing comprehensive coverage of scientific articles. The years 2012–2023 were chosen because they represent a period of major changes in leadership practices and workplace dynamics. This decade includes events like global economic shifts, advancements in technology, and the COVID-19 pandemic, all of which have influenced how leadership styles affect job performance. Focusing on this timeframe allows the study to capture recent and relevant developments in the field. Figure 1 depicts a detailed visual representation of the search strategy and subsequent bibliometric analysis techniques.

In conducting the bibliometric analysis, the selection of keywords "leadership styles" and "job performance" was based on their relevance to the central themes of the study and their widespread use in the literature. As part of the search strategy, these keywords were chosen to capture the primary factors influencing employee performance in organizational settings. "Leadership styles" reflects the various approaches leaders adopt to manage and influence employees, while "job performance" represents the outcomes of those leadership strategies. These keywords were also selected due to their high frequency of use in previous studies, which ensured they would effectively capture the scope of research in the field and facilitate a comprehensive analysis of the relationship between leadership and performance. The search was limited to publications from 2012 to 2023 and included peer-reviewed articles, conference papers, reviews, and book chapters. After removing duplicate and irrelevant records, 398 documents were chosen for analysis.

The data analysis in this research was conducted using a variety of tools. Visual diagrams were generated using VOSviewer to illustrate the relationships between authors and keywords. Using this tool, it was possible to visualize co-authorship and keyword co-occurrence networks and gain an in-depth understanding of the current situation of the field. Furthermore, the academic impact of specific authors and publications was evaluated by utilizing Harzing's Publish or Perish to collect citation data. The primary instrument for organizing and analyzing data was Microsoft Excel, which facilitated the categorization of documents by type, year, and other pertinent factors. Additionally, the bibliometric

data was cleaned and standardized using OpenRefine to guarantee consistency and accuracy throughout the dataset. Furthermore, the exhaustive overview of the research landscape on leadership styles and job performance was provided by the additional illustrations of the trends and patterns identified in the analysis through tables and charts.
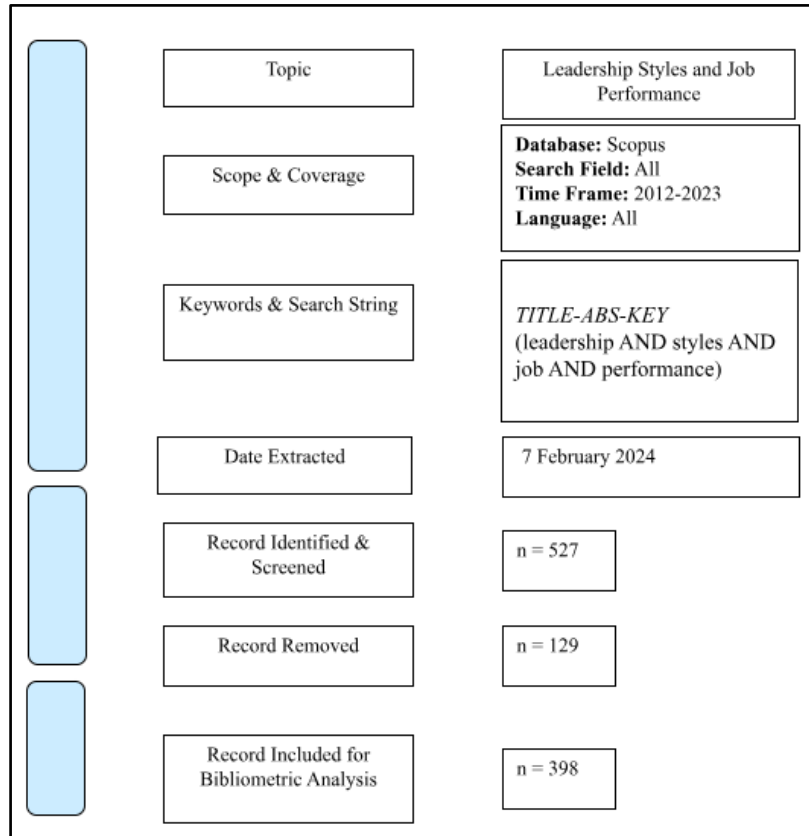
Figure 1: PRISMA Flow Diagram

RESULTS

This section presents the key findings from the bibliometric analysis of research on leadership styles and job performance. The analysis includes an examination of document types, source types, publication trends, author contributions, geographic distribution, citation metrics, and highly cited articles. These results offer a comprehensive overview of the scholarly landscape, highlighting the most influential studies, prevalent research themes, and the academic impact of this body of work.

Document and Source Types

Table 1 categorizes the 398 publications based on document type, which refers to the format or nature of individual research outputs. The data reveals that the majority of publications (83.17%) are articles, underscoring a strong preference among researchers for peer-reviewed journal articles. These articles are often regarded as the gold standard for disseminating empirical and theoretical research.

Conference papers account for 8.29% of the total publications, highlighting the role of conferences as platforms for presenting preliminary findings and fostering academic collaboration. However, the relatively lower proportion of conference papers compared to articles indicates that researchers prioritize journal publications for their rigor and broader reach. Other document types, such as book chapters (3.77%), reviews (3.02%), and a small fraction of books, conference reviews, and

notes, suggest that these formats are less frequently used. This trend reflects researchers' preference for publishing in formats that ensure quicker dissemination and higher visibility.

Table 1: Document Type

Document Type	Total Publications (TP)	Percentage (%)
Article	331	83.17%
Conference Paper	33	8.29%
Book Chapter	15	3.77%
Review	12	3.02%
Book	3	0.75%
Conference Review	3	0.75%
Note	1	0.25%
Total	**398**	**100.00**

Table 2 indicates that journals are the predominant source type for articles concerning leadership styles and job performance, representing 86.43% of the total. This underscores the significance of stringent peer-reviewed research in communicating findings and enhancing knowledge in leadership studies. Conference proceedings represent the second most prevalent source category, constituting 7.79% of the overall total. These conferences function as significant platforms for disseminating knowledge and interacting with colleagues; however, they are less esteemed than journal publishing. The remaining source types include books (14 publications, 3.52%) and book series (9 publications, 2.26%). While books contribute to the literature, they are less prevalent in this field, suggesting researchers are more inclined to publish their findings in journals for quicker dissemination and broader reach.

The dominance of journal publications in the academic landscape concerning leadership styles and job performance underscores the importance of peer-reviewed research in shaping discourse and advancing theoretical and practical insights. The presence of other source types indicates a diverse approach to scholarly communication, but the overwhelming preference for journals highlights a concentrated effort by researchers to contribute to the foundational literature in leadership studies.

Table 2: Source Type

Source Type	Total Publications (TP)	Percentage (%)
Journal	344	86.43%
Conference Proceeding	31	7.79%
Book	14	3.52%
Book Series	9	2.26%
Total	**398**	**100.00**

Year of Publications/Evolution of Published Studies

Table 3 displays across time the publication distribution on job performance and leadership styles over time, with 18.09% of all articles in 2023, this indicates a rising interest in the link between job performance and leadership styles, with 51 publications recorded in 2022—12.81% of the total—following 2023 with 37 (9.30%) and 55 (13.82%) in the years 2021 and 2020, respectively, which also showed significant contributions. Lower publication counts in earlier years, including 2014 and 2013, point to an evolution in research focus or the development of new leadership theories.

Table 3: Year of Publications

Year	Total Publications	Percentage (%)
2023	72	18.09%
2022	51	12.81%
2021	37	9.30%
2020	55	13.82%
2019	45	11.31%

2018	29	7.29%
2017	30	7.54%
2016	24	6.03%
2015	20	5.03%
2014	16	4.02%
2013	11	2.76%
2012	8	2.01%
Total	**398**	**100.00**

Additionally, Figure 2 illustrates the trends in publications on leadership styles and job performance from 2012 to 2023. It shows a noticeable increase in scholarly attention in recent years, with the highest number of publications recorded in 2023 (72 publications, 18.09%). Significant surges in publication activity are also observed in 2020 and 2022. Conversely, the years 2012 to 2013 reflect the lowest publication numbers, indicating a relatively slower start to research in this field. The increase in publications starting from 2020 can be attributed to several factors. The COVID-19 pandemic significantly altered workplace dynamics, leading to greater interest in understanding how leadership styles affect job performance, especially in remote and hybrid work environments. In addition, the growing focus on employee well-being, organizational change, and leadership adaptation to new technological advancements likely contributed to this trend. The year 2022 saw a continued rise as organizations focused on post-pandemic strategies, including leadership practices aimed at improving productivity and engagement in a rapidly changing work environment. This upward trend suggests an increasing interest in the topic, especially in recent years, and highlights the growing significance of leadership styles in influencing job performance.
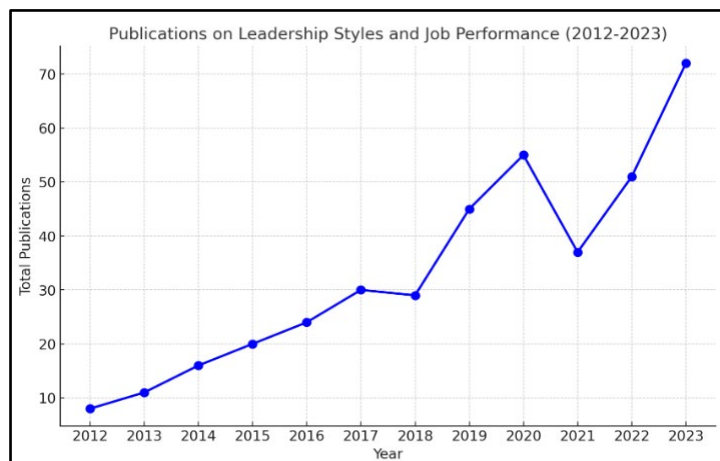

Figure 2: Document by Year

Keywords Analysis

The most frequently used keywords in research on leadership styles and job performance are presented in Table 4. The research underscores the central role of leadership, as it is the most frequently used keyword, appearing in 123 publications (30.90%). Leadership is closely followed by job satisfaction, with 27.89% of publications emphasizing the relationship between leadership and employee satisfaction. Additionally, job performance is a significant factor, as 20.60% of publications investigate the influence of leadership on productivity. Transformational leadership and leadership style are frequently investigated, with an emphasis on their efficacy in improving job satisfaction and performance. The research is human-centric, with terms like transactional leadership and employee performance highlighting the diversity of leadership styles and their connection to employee outcomes. Demographic keywords like "Male" and "Female" indicate an interest in gender influences in leadership dynamics.

Table 4: Top Keywords

Author Keywords	Total Publications	Percentage (%)
Leadership	123	30.90%
Job Satisfaction	111	27.89%
Job Performance	82	20.60%
Transformational Leadership	72	18.09%
Leadership Style	71	17.84%
Human	70	17.59%
Article	48	12.06%
Humans	39	9.80%
Transactional Leadership	30	7.54%
Adult	27	6.78%
Performance	26	6.53%
Employee Performance	25	6.28%
Female	25	6.28%
Male	25	6.28%
Leadership Styles	24	6.03%

A network visualization of the most frequently used keywords in research on leadership styles and job performance is depicted in Figure 3. Key terms such as "Leadership," "Job Satisfaction," "Job Performance," "Transformational Leadership," and "Leadership Style" are central to the map, reflecting their frequent use and significance in the field. The map also illustrates the co-occurrence of various keywords in the literature by displaying connections between them. The strong connections between "Transformational Leadership," "Job Satisfaction," and "Job Performance" indicate that these concepts are frequently researched together, emphasizing the beneficial effects of transformational leadership practices on employee attitudes and workplace outcomes. The relatedness of keywords such as "Leadership Style" to "Employee Performance" and "Motivation" implies that researchers frequently examine the impact of specific leadership styles on performance metrics and motivation.

Clusters within the network reveal distinct areas of research focus, such as examining the comparative effectiveness of transactional versus transformational leadership approaches. Peripheral keywords like "Male," "Female," and "Human" suggest specialized studies exploring demographic factors and their influence on leadership dynamics. The density of connections around certain keywords is particularly telling, with a dense concentration around "Job Satisfaction" underscoring its critical role in leadership outcomes.
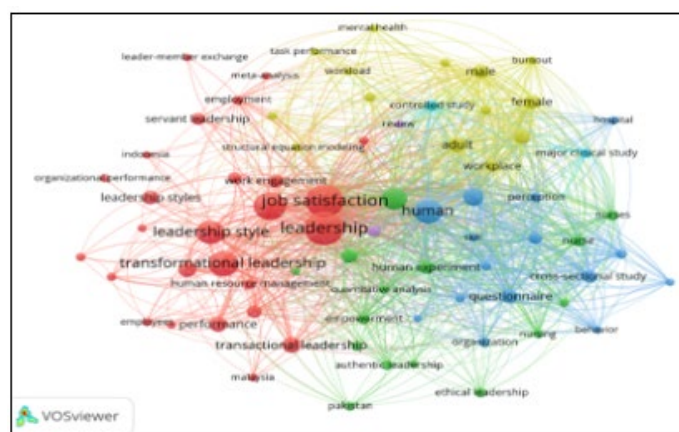
Figure 3: Network Visualization Map of Author Keywords

Figure 4 presents a word cloud of the most frequently used author keywords in research on leadership styles and job performance. This visual representation highlights the central themes and key concepts prevalent in the literature. The prominence of terms such as "Leadership," "Job Satisfaction," and "Job Performance" indicates their significant role in the academic discourse. The larger and more

central keywords reflect their frequent use and importance in the studies reviewed. This word cloud visually emphasizes the primary areas of focus within the research, revealing a strong emphasis on understanding how different leadership styles affect employee outcomes and satisfaction. The inclusion of additional keywords, such as "Transformational Leadership" and "Transactional Leadership," further illustrates the diversity of leadership approaches explored in the literature.

Figure 4: Word Cloud of the Author's Keywords

Geographical Distribution of Publications - Most Influential Countries

Table 5 shows the top 15 countries contributing to research on leadership styles and job performance. Indonesia leads with 62 publications (15.58%), which stands out as the highest among all countries. This reflects Indonesia's increasing focus on leadership, particularly in managing change and improving organizational performance in its diverse industrial sectors, such as manufacturing and services. The significant number of publications from Indonesia suggests a growing academic interest in adapting leadership models to its socio-cultural and economic environment. The United States follows closely with 48 publications (12.06%), continuing its longstanding influence in global academic research. The U.S. is a key player in leadership studies, with extensive research on transformational leadership and its effect on organizational culture, especially within industries like healthcare and technology. The country's research also addresses leadership across various organizational levels, from private corporations to public institutions.

Malaysia is also notable, with 47 publications (11.81%). This indicates an active scholarly interest in leadership, particularly in multicultural settings. Researchers in Malaysia are focused on how leadership styles can be adapted to manage diverse workforces effectively, which is crucial in both the public and private sectors. China (36 publications, 9.05%) and India (24 publications, 6.03%) are also key contributors, with China focusing on leadership in state-owned enterprises, while India examines leadership in the rapidly developing and diverse industrial sectors. These countries represent the rising influence of Asia in leadership studies, with research often focusing on leadership in large organizations and managing the challenges of rapid growth.

Table 5: Top 15 Countries Contributed to the Publications

Country	Total Publications	Percentage (%)
Indonesia	62	15.58%
United States	48	12.06%
Malaysia	47	11.81%
China	36	9.05%
India	24	6.03%
United Kingdom	23	5.78%
Pakistan	19	4.77%

South Africa	17	4.27%
Saudi Arabia	14	3.52%
Canada	13	3.27%
Australia	10	2.51%
Taiwan	10	2.51%
Germany	9	2.26%
Nigeria	9	2.26%
Spain	9	2.26%

Authorship

Table 6 presents a list of the most productive authors in the field of leadership styles and job performance. Ahmad, A.R. leads the list with 5 publications, accounting for 1.26% of the total. This substantial contribution positions Ahmad as a key figure in advancing the understanding of leadership and its impact on job performance. His work likely offers significant insights into leadership theory, with an emphasis on how leadership styles shape organizational outcomes.

Several other authors, including Eliyana, A., Lee, M.C.C., Lee, N.C.A., Liu, G.H.W., Purwanto, A., Ratnasari, S.L., and Wang, C.H., each contributed 3 publications, accounting for 0.75% of the total. The consistent contributions from these scholars highlight their active involvement in this research area. Their work likely spans a range of leadership theories and practical applications, addressing how various leadership approaches influence job performance across different organizational contexts. The authors Adam, Adha, Al Hammadi, Alsheikh, Arifin (I.), Arifin (S.), and Arijanto each published 2 documents, representing 0.50% of the total publications. While their contributions are fewer, these scholars are important voices in the field. Their research likely explores emerging topics in leadership, offering new perspectives and contributing to the ongoing evolution of leadership theories. As newer scholars, their work plays a significant role in expanding the scope of leadership research and its application to contemporary organizational challenges.

Table 6: Most Productive Authors

Author's Name	No. of Documents	Percentage (%)
Ahmad, A.R.	5	1.26%
Eliyana, A.	3	0.75%
Lee, M.C.C.	3	0.75%
Lee, N.C.A.	3	0.75%
Liu, G.H.W.	3	0.75%
Purwanto, A.	3	0.75%
Ratnasari, S.L.	3	0.75%
Wang, C.H.	3	0.75%
Adam	2	0.50%
Adha, S.	2	0.50%
Al Hammadi, A.H.Y.	2	0.50%
Alsheikh, G.A.A.	2	0.50%
Arifin, I.	2	0.50%
Arifin, S.	2	0.50%
Arijanto, A.	2	0.50%

Citation Analysis

Table 7 presents a comprehensive analysis of the citation metrics associated with research on leadership styles and job performance. The data covers 398 papers from 2013 to 2023, with an average of 5,704 citations. This reflects the significant impact of the research, as the studies have been widely referenced and utilized by other scholars. The average citation rate per year is 518.55, indicating the enduring relevance of the research. Each paper has received 14.33 citations, highlighting the scholarly value of the contributions. The data shows an average of 2,018.19 citations per author, with each contributing to approximately 159.32 papers. The collaborative nature of the research and the

significant role of individual scholars in advancing the understanding of leadership and job performance are highlighted. The h-index measures both productivity and citation impact, with 36 of the 398 papers cited at least 36 times. The g-index, 66, further reinforces the impact of the research, as it accounts for the distribution of citations across the most highly cited papers.

Table 7: Citations Metrics

Metrics	Data
Publication years	2012-2023
Citation years	12
Papers	398
Citations	5704
Citations/year	518.55
Citations/paper	14.33
Citations/author	2018.19
Papers/author	159.32
h-index	36
g-index	66

The impact of these studies on academic discourse is underscored by Table 8, which presents the most highly cited articles on leadership styles and job performance. The work that has been cited the most, "How are we doing after 30 years?" The article titled "A meta-analytic review of the antecedents and outcomes of feedback-seeking behavior" (2015) has garnered 306 citations, with an average of 34 per year. This indicates that the article has made a substantial contribution to the understanding of feedback-seeking behavior. H. Lu, Y. Zhao, and A. While's (2019) "Job satisfaction among hospital nurses: A literature review" has received 299 citations, with an average of 59.8 citations per year. This underscores the critical role of leadership in influencing job satisfaction, particularly in high-stress environments such as healthcare. Other influential studies include C. Knight et al.'s (2017) review on work engagement and C.A. Wong and H.K.S. Laschinger's (2013) research on authentic leadership and job satisfaction. The regional and broader significance of R. Masa'deh et al.'s (2016) study on transformational and transactional leadership in the Jordanian context is evidenced by its 207 citations. Recent research on servant leadership, such as that conducted by B. Kaya and O.M. Karatepe (2020), illustrates the increasing influence of these studies on our comprehension of the impact of leadership on job performance.

Table 8: Highly Cited Articles

No.	Authors	Title	Year	Cites	Cites/ Year
1	F. Anseel, A.S. Beatty, W. Shen, F. Lievens, P.R. Sackett	How are we doing after 30 years? A meta-analytic review of the antecedents and outcomes of feedback-seeking behavior	2015	306	34
2	H. Lu, Y. Zhao, A. While	Job satisfaction among hospital nurses: A literature review	2019	299	59.8
3	C. Knight, M. Patterson, J. Dawson	Building work engagement: A systematic review and meta-analysis investigating the effectiveness of work engagement interventions	2017	263	37.57
4	C.A. Wong, H.K.S. Laschinger	Authentic leadership, performance, and job satisfaction: The mediating role of empowerment	2013	263	23.91
5	R. Masa'deh, B.Y. Obeidat, A. Tarhini	A Jordanian empirical study of the associations among transformational leadership, transactional leadership, knowledge sharing, job performance, and firm performance: A structural equation modelling approach	2016	207	25.88

6	P.A. Vlachos, N.G. Panagopoulos, A.A. Rapp	Employee judgments of and behaviors toward corporate social responsibility: A multi-study investigation of direct, cascading, and moderating effects	2014	148	14.8
7	D. Bouckenooghe, A. Zafar, U. Raja	How ethical leadership shapes employees' job performance: The mediating roles of goal congruence and psychological capital	2015	145	16.11
8	B. Kaya, O.M. Karatepe	Does servant leadership better explain work engagement, career satisfaction and adaptive performance than authentic leadership?	2020	116	29
9	S.M. Conchie, P.J. Taylor, I.J. Donald	Promoting safety voice with safety-specific transformational leadership: The mediating role of two dimensions of trust	2013	107	9.73
10	R. Alonderiene, M. Majauskaite	Leadership style and job satisfaction in higher education institutions	2016	106	13.25

CONCLUSION

This study conducted a bibliometric analysis to examine global trends and patterns in leadership research, with a particular focus on emerging markets. The analysis reveals that journal articles dominate the field, accounting for 83.17% of the total publications, underscoring their importance as the primary medium for disseminating rigorous and impactful research. The geographic distribution of scholarly output identifies Indonesia, the United States, and Malaysia as leading contributors, reflecting the global relevance and regional variation in leadership studies. Central themes such as "leadership," "job satisfaction," and "transformational leadership" illustrate the field's focus on exploring the interplay between leadership approaches and employee outcomes.

This research enhances the theoretical framework surrounding leadership by emphasizing the importance of various leadership styles, including transformational and authentic leadership, in influencing organizational performance. By extending the understanding of these leadership styles, the study contributes to a deeper comprehension of their impact on organizational outcomes. This work deepens the theoretical discussion by highlighting the necessity for leadership theories that are tailored to the distinct challenges encountered by organizations in emerging markets. The restricted portrayal of these markets within leadership studies indicates that current theories might inadequately encompass the intricacies of leadership across varied socio-economic contexts. Therefore, the study is crucial for refining leadership theories to better address the unique demands of these environments.

From a practical perspective, the findings have direct implications for organizational leaders, HR professionals, and policymakers. The insights provided can guide the development of leadership practices that align with the specific cultural and economic contexts of emerging markets. Organizations in emerging markets should adopt leadership practices that align with their specific cultural and economic contexts, moving beyond Western-centric models. The growing emphasis on authentic leadership, which promotes transparency, ethical behavior, and employee well-being, suggests that organizations that prioritize these values may see improved job performance and employee retention. The practical applications of this research underscore the importance of aligning leadership development programs with the unique challenges faced by leaders in emerging markets. These programs should equip leaders with the necessary skills to navigate these challenges, thereby contributing to better organizational outcomes in these contexts.

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AUTHORS' CONTRIBUTION

The authors confirm contribution to the paper as follows: Introduction: Abdullah, F.N. and Anuar, A.; Literature Review and References: Ali, S.; Methods: Anuar, A. and Ali Akbar, Y. A.; Results: Md Zani, R.; Conclusion and Abstract: Anuar, A. All authors reviewed the results and approved the final version of the manuscript.

CONFLICT OF INTEREST DECLARATION

We certify that the article is the Authors' and Co-Authors' original work. The article has not received prior publication and is not under consideration for publication elsewhere. This research/manuscript has not been submitted for publication nor has it been published in whole or in part elsewhere. We testify to the fact that all Authors have contributed significantly to the work, validity and legitimacy of the data and its interpretation for submission to Jurnal Intelek.

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