



## **Bibliometric Analysis of the Role of Leadership in Public Organizations using VosViewer**

**Daswati<sup>1</sup>, Syahrudin Hattab<sup>2</sup>, Musdalifa<sup>3</sup>, Sar Salbia<sup>4</sup>**

<sup>1-4</sup> Departemen of Public Administration, Universitas Tadulako Palu, Central Sulawesi,  
Indonesia

**E-mail:** daswati@untad.ac.id<sup>1</sup>

**(Received:** July-2023; **Reviewed:** August-2023; **Accepted:** November-2023;

**Available Online:** November-2023; **Published:** November-2023)

---

### **ABSTRACT**

The ever-intensifying global competition necessitates strong leadership, particularly within public organizations. Leaders must not only possess a profound understanding of complex global issues but also demonstrate the agility to navigate them. This necessitates continuous improvement of leadership knowledge and its practical application across various domains. This study employs a bibliometric analysis using Vosviewer software to examine the role of leadership in public organizations. The analysis focuses on 413 relevant journal articles published within a ten-year timeframe, ranging from 2013 to 2022. The results reveal nine distinct clusters of research themes, offering a comprehensive landscape of contemporary leadership scholarship in the public sector. Notably, the analysis identifies a relative scarcity of research on "ionic leadership." To equip future public sector leaders with a multifaceted understanding of leadership styles and their effectiveness, further investigation into diverse leadership approaches and their impact within public organizations is crucial. By delving deeper into the nuances of leadership within this complex environment, this research aims to contribute valuable insights for both leadership development and effective public service delivery. Additionally, this study can serve as a springboard for future research that explores under-investigated leadership styles, such as "ionic leadership," and their potential to enhance public service effectiveness.

**Keywords:** Bibliometrics; Leadership; Public Organizations; Vosviewer.

### **INTRODUCTION**

Until the 21st century, academics and practitioners have consistently placed a significant focus on leadership. Over recent years, leadership has become an integral part of the international academic discourse (Dimitrios et al., 2013; Petersone & Erzikova, 2016; Rego et al., 2016; Suriyankietkaew & Avery, 2016; Zhu & Kindarto, 2016). Research on leadership has been popular in countries like the United States (Haslam et al., 2023). However, research on leadership has started to gain prominence in various other countries worldwide, including China, India, the United Kingdom, Spain, and others (Grimm & Bock, 2022). Some researchers

have even compared the merits of leadership and transformational leadership (Pawar et al., 2020).

The emphasis of leadership in handling subordinates, customers, and organizations is centered around the organizational objectives (Dartey-Baah et al., 2023; Edwards et al., 2019; Susilo et al., 2019). Leadership is often compared in various contexts, particularly within highly competitive business environments. The current fast-changing business world demands risk-taking and a careful balance between organizational and individual goals (Awortwi, 2010; Laukka et al., 2021; Smith et al., 2016). Extensive research on leadership has been conducted in various dynamic environments such as business, financial institutions, education, hospitality, and healthcare (Akib & Thukiman, 2020; Avoka et al., 2023; Papa & Robinson, 2023; Stefani, 2019; Valori & Johnston, 2016; Vandersmissen & Welburn, 2014).

One of the distinctions between leadership and other roles in an organization is that leaders are required to address the psychological needs of followers as a primary objective, placing the organizational goal as secondary. On the other hand, transformational leadership prioritizes organizational goals while aligning individual goals (Dartey-Baah et al., 2023; Hajiali et al., 2022; McNulty & Ferlie, 2004; Morse, 2010). Previous research related to leadership has been extensively conducted using meta-analyses, systematic reviews, or literature reviews (Hattab et al., 2022a; Li et al., 2016). However, bibliometric research on leadership remains relatively limited. Hattab et al., (2022b) conducted bibliometric research on leadership, recommending further exploration of leadership in the field of social sciences.

According to Bass (1990), a breakthrough in this field occurred when it was recognized that leadership is not solely the influence of leaders over others, but rather an interactive process influenced by anyone involved. Leadership is the interaction between two or more group members, often involving the restructuring of situations, perceptions, and expectations of the members (Chan, 2019; Goethals et al., 2003; van Assen, 2019). Leadership occurs when a group member modifies the motivation or competence of another member within the group. Each group member can exhibit leadership to some degree.

Leadership also highlights the ability to persuade others to pursue set goals with enthusiasm (Datche & Mukulu, 2015; Niswaty et al., 2021; Pawar et al., 2020). Human factors bind a group together, enhancing their performance and directing them towards their objectives. Leaders are the primary source of influence on organizational variables and productivity (Chan, 2019; van Assen, 2019). Effective leadership can be attained through desire and hard work; leaders are not born naturally but are developed through efforts (Frederickson et al., 2016; Pollitt, 2009; Weizi Li, Kecheng Liu, Yinshan Tang, 2016). Thus, leadership still requires a comprehensive review of existing studies. Identifying potential topics is one way to develop knowledge in leadership through bibliometric studies (Ali et al., 2022). The objective of this research is to conduct a bibliometric analysis on the significance of leadership in public companies using VOSviewer (Williams, 2020).

## **METHOD**

In this study, the researcher utilized data from national and international publications obtained through the Google search engine, using the search keyword "leadership" (Rego et al., 2016; Subramaniam et al., 2023; Suriyankietkaew & Avery, 2016). The data collected through this search were subsequently analyzed using bibliometric analysis, which consisted of four steps: the search phase, the filtering phase, examination of bibliometric attributes, and bibliometric analysis (Piwowar-Sulej & Iqbal, 2023). Bibliometric studies in the field of information science aim to uncover patterns in document utilization, literature development, or

information sources within a specific subject area (Eustachio et al., 2023; Toprak, 2020). Bibliometrics encompass two main types of studies: descriptive studies and evaluative studies. Descriptive studies analyze the productivity of articles, books, and other formats, focusing on authorship patterns such as author gender, author occupation, collaboration levels, author productivity, author's affiliated institution, and article subjects (McCarter et al., 2022). Evaluative studies analyze the use of literature by counting references or citations in research articles, books, or other formats (Hajiali et al., 2022).

Eyo et al., (2022) divides the application of bibliometrics into two parts: 1) bibliometric (performance) indicator calculations at different behavioral levels, and 2) analysis and visualization of bibliometric networks. The use of bibliometric indicators is categorized into descriptive bibliometrics and evaluative bibliometrics (Nurdin et al., 2021). Descriptive bibliometrics adopt a top-down approach, aiming to obtain a broad overview, such as a country's research output across various fields, the proportion of different fields, and changes over time (Chairuddin et al., 2022). On the other hand, evaluative bibliometrics are tools for assessing the performance of smaller research units, such as research groups or individuals, using a bottom-up approach that involves collecting all relevant publications from each unit (Nandiyanto et al., 2021).

From the search results, a total of 432 article titles related to leadership were obtained. The data included the number of publications per year, journals containing leadership-related articles, authors, author affiliations, and subjects (Fries et al., 2021; Kim & Park, 2020). To analyze the development map of leadership-related publications, the researcher used the VOSViewer software. VOSViewer is a computer program developed for constructing and visualizing bibliometric maps (Saif & Purbasha, 2023). It offers text-mining functions that can be used to build and visualize citation networks/relationships in articles/publications (Parker et al., 2013). The publication map is displayed using various functions like zooming, scrolling, and searching, enabling a more detailed mapping of articles/publications (Ayman et al., 2009). VOSViewer can present and represent specific information about graphical bibliometric maps. Through VOSViewer, we can display large bibliometric maps in an easily interpretable manner, highlighting relationships (Williams, 2020).

## **RESULT AND DISCUSSION**

### **Result**

The development of the number of publications related to leadership on the Google search engine. Number of documents based on institutional collaborations in international publications on leadership, core journals in international publications on leadership, development of international publications on leadership based on subject and map of development of international publications on leadership based on keywords. Raw search results related to journals or publications with leadership themes and found as many as 534,000 related journals. Then, the researcher conducted another research where the data to be collected were only journals published from 2013-2022. Then, the researcher collected 413 related journals with the following details in table 1.

Based on table 1. It can be seen that the year that was dense with leadership publications was in 2020 where it was the highest year with a total of 69 publications. Then in 2013, it was the lowest year for journal publications related to leadership showing a value of only 16 publications. This happened because publications related to leadership began to be considered important from year to year, so starting in 2013, it can be seen that there was an increase in the

number of publications. Leaders must be able to influence leadership team performance through trust-based influence and team psychological security.

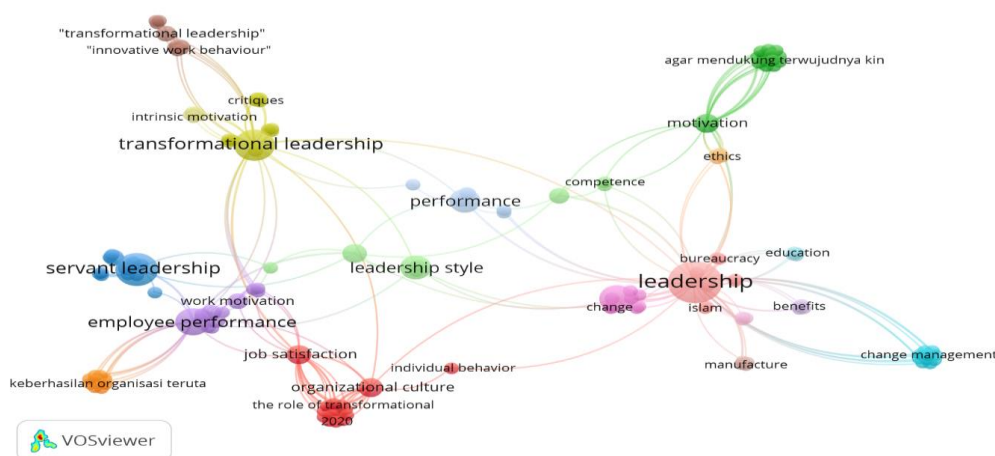
**Table 1. Leadership Journal Publication Dissemination**

| Year          | Conceptual | empirical  | Reviews   | Amount     |
|---------------|------------|------------|-----------|------------|
| 2013          | 3          | 12         | 1         | 16         |
| 2014          | 3          | 15         | 0         | 18         |
| 2015          | 3          | 20         | 0         | 23         |
| 2016          | 6          | 25         | 3         | 34         |
| 2017          | 5          | 21         | 0         | 26         |
| 2018          | 10         | 46         | 2         | 58         |
| 2019          | 5          | 47         | 3         | 55         |
| 2020          | 5          | 60         | 4         | 69         |
| 2021          | 3          | 44         | 1         | 48         |
| 2022          | 7          | 55         | 4         | 66         |
| <b>Amount</b> | <b>50</b>  | <b>345</b> | <b>18</b> | <b>413</b> |

Then, some researchers compare the three types of leadership, namely authentic, ethical, and servant, while Parris & Peachey (2013) has 272 citations in which his literature research reviews the topic of servant leadership. on the topic of leadership which served as a reference in research this decade. Then this makes the topic of leadership still a topic of conversation and a subject of discussion by researchers around the world. The number of citations you have shows the magnitude of the scientific impact of an article.

**Map of Publication Development based on Keywords**

Based on the keywords ( *co-words* ) which were then entered into the search engine and then entered into VOSViewer, a map of the publication of developments on leadership topics was obtained in the last 10 years starting from 2013-2022 with 18 clusters as shown in Figure 2. The figure shows a network ( *network visualization* ) and the relationship between one term and another related to the leadership co-word that was appointed within 10 years.



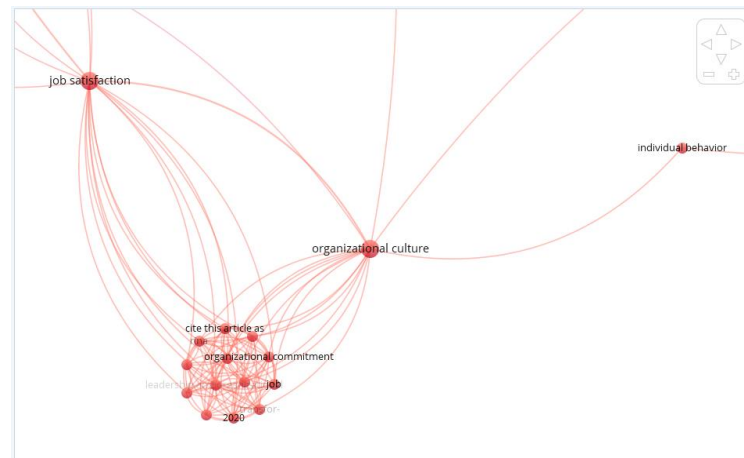
**Figure 1 Leadership topic development map (2013-2022)**  
 Source: VOSViewer processed data (2023)

Bibliometric analysis was carried out through network visualization, overlay visualization, and density visualization to determine the bibliometric between research publications based on metadata obtained from search engines. The bibliometric network consists of circle-shaped nodes that represent keywords (co-words), and the ends or nodes of the network represent relationships that represent the relationships between pairs of nodes. Mapping and grouping in bibliometric analysis using vosviewer. This mapping is used to gain a comprehensive understanding of the structure of the bibliometric network. In addition, clustering issues or grouping bibliometric topic clusters are used to provide an overview of each relevant topic.

| Selected                            | Keyword                                   | Occurrences | Total link strength |
|-------------------------------------|---|-------------|---------------------|
| <input checked="" type="checkbox"/> | leadership                                | 20          | 61                  |
| <input checked="" type="checkbox"/> | transformational leadership               | 10          | 34                  |
| <input checked="" type="checkbox"/> | employee performance                      | 7           | 26                  |
| <input checked="" type="checkbox"/> | job satisfaction                          | 3           | 22                  |
| <input checked="" type="checkbox"/> | motivation                                | 3           | 22                  |
| <input checked="" type="checkbox"/> | organizational culture                    | 3           | 19                  |
| <input checked="" type="checkbox"/> | servant leadership                        | 11          | 17                  |
| <input checked="" type="checkbox"/> | 2020                                      | 1           | 14                  |
| <input checked="" type="checkbox"/> | cite this article as                      | 1           | 14                  |
| <input checked="" type="checkbox"/> | job                                       | 1           | 14                  |
| <input checked="" type="checkbox"/> | leadership and organizational culture     | 1           | 14                  |
| <input checked="" type="checkbox"/> | mational leadership                       | 1           | 14                  |
| <input checked="" type="checkbox"/> | mining industry                           | 1           | 14                  |
| <input checked="" type="checkbox"/> | organizational commitment                 | 1           | 14                  |
| <input checked="" type="checkbox"/> | rina                                      | 1           | 14                  |
| <input checked="" type="checkbox"/> | senjaya                                   | 1           | 14                  |
| <input checked="" type="checkbox"/> | the role of transformational              | 1           | 14                  |
| <input checked="" type="checkbox"/> | towards organizational commitment through | 1           | 14                  |
| <input checked="" type="checkbox"/> | transfor-                                 | 1           | 14                  |
| <input checked="" type="checkbox"/> | veny and anindita                         | 1           | 14                  |

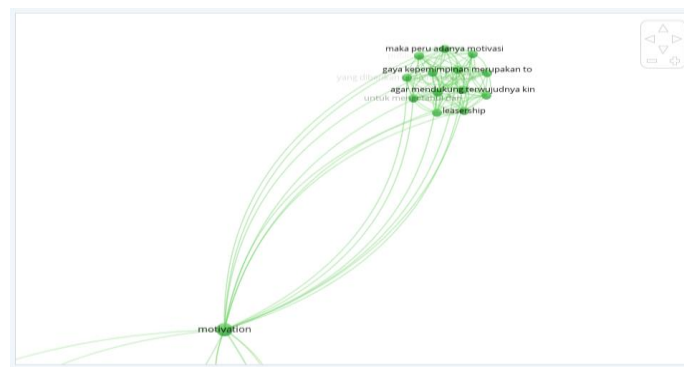
**Figure 2 Occurance and Relevance Levels**  
Source: VOSViewer data dora 2023

Figure 2 shows the list of keywords filtered by VOSViewer. Then the researcher selects several keywords that are less relevant to the topic in this study. The researcher reduced irrelevant keywords by removing the check mark in the *verify selected keywords table* so that the keywords used were only keywords that match the topics in this study. After reduction, the researcher found 213 data in the form of keywords that are ready to be used. Then, the researcher also analyzed the keywords from the 9 clusters found. As follows:



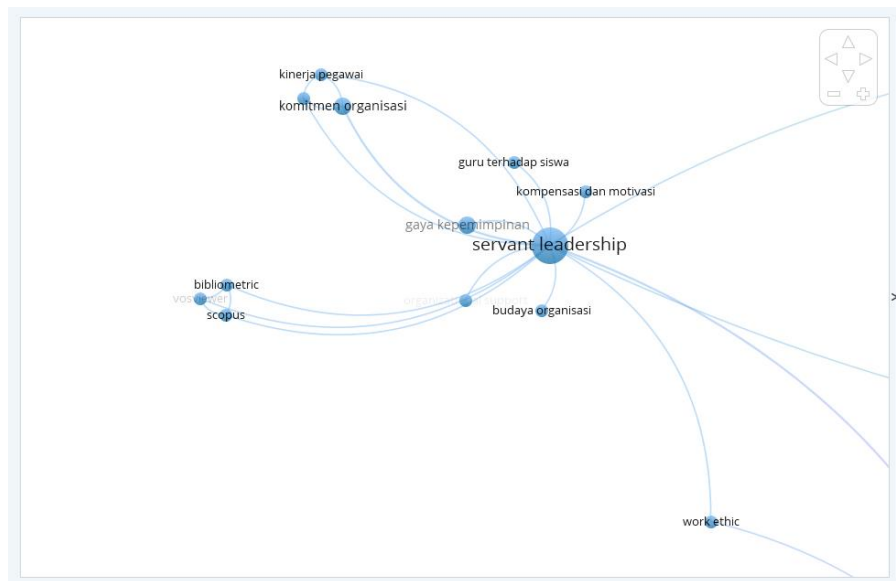
**Figure 3 Cluster 1**  
Source: VOSViewer data processed 2023

Network visualization in each cluster shows a co-occurrence network that explains networks or interactions between topics or keywords in research on leadership in the last 10 years. For cluster 1, it is denoted by a red thread in Figure 4. Topics that arise include job satisfaction, organizational culture, individual behavior and organizational commitment.



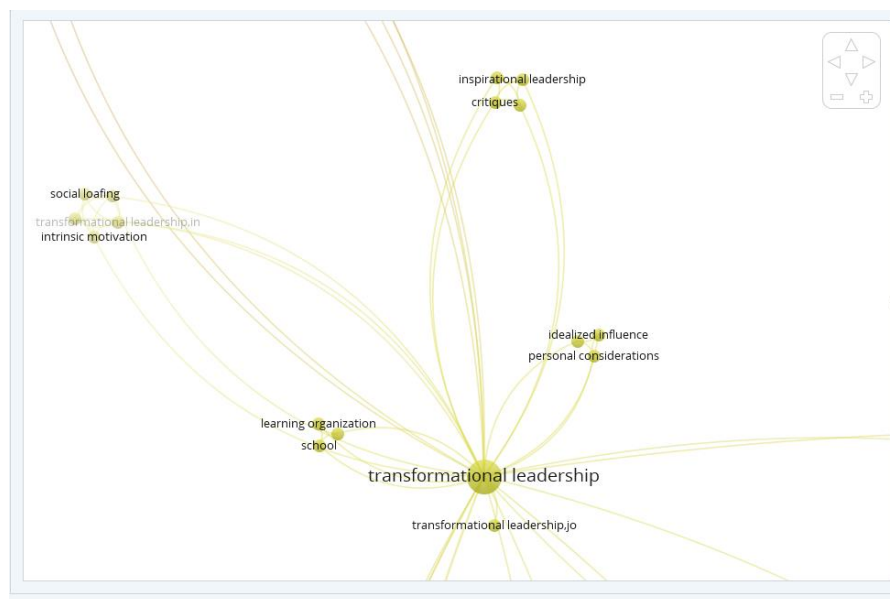
**Figure 4 Cluster 2**

Figure 4 shows cluster 2 using green threads in which there are various topics related to leadership. The keywords used related to the leadership topic include satisfactory performance, motivation, leadership style and leadership characteristics.



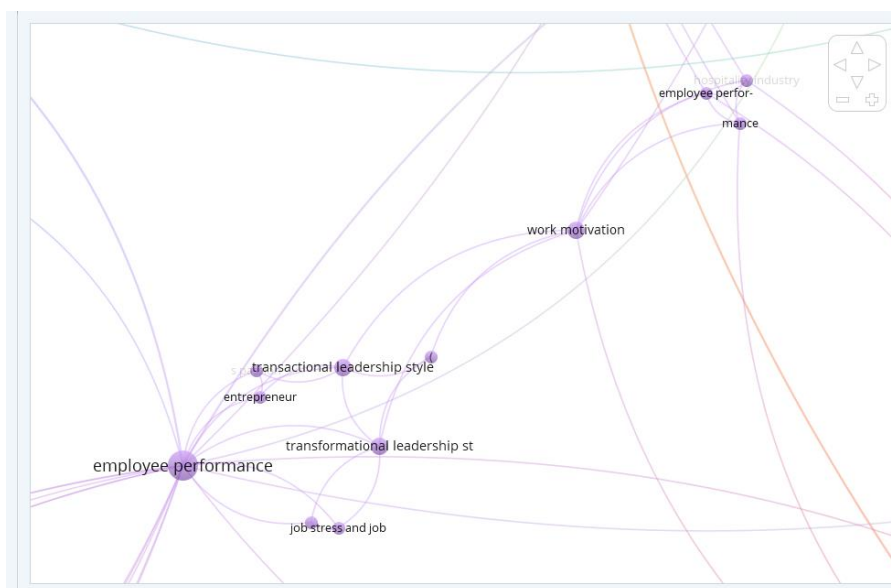
**Figure 5 Cluster 3**

Cluster 3 is shown in Figure 5.5 using blue thread. In which there are several leadership keywords related to servant relationships and also related to leadership within public organizations in the educational realm, namely school organizations.



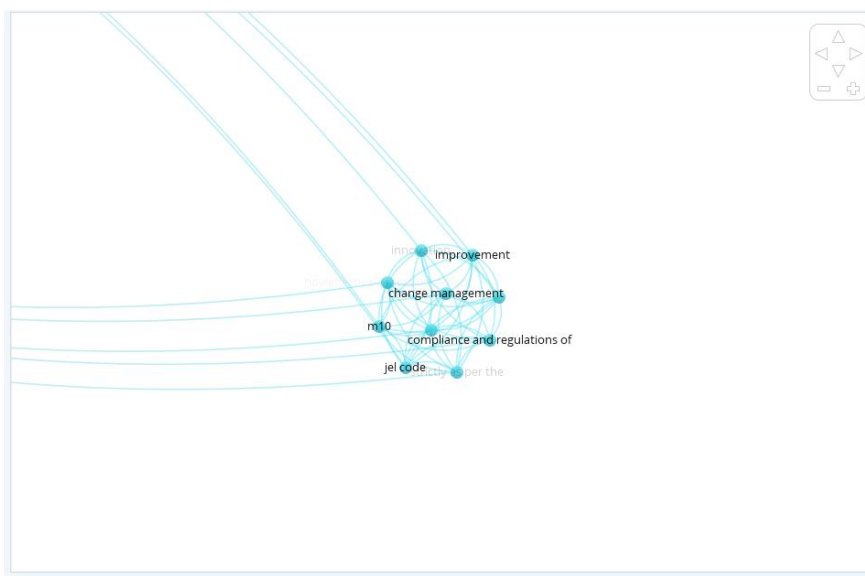
**Figure 6 Cluster 4**

In Figure 6 it can be seen that the co-occurrence leadership keyword tends to be the most common in transformational leadership.



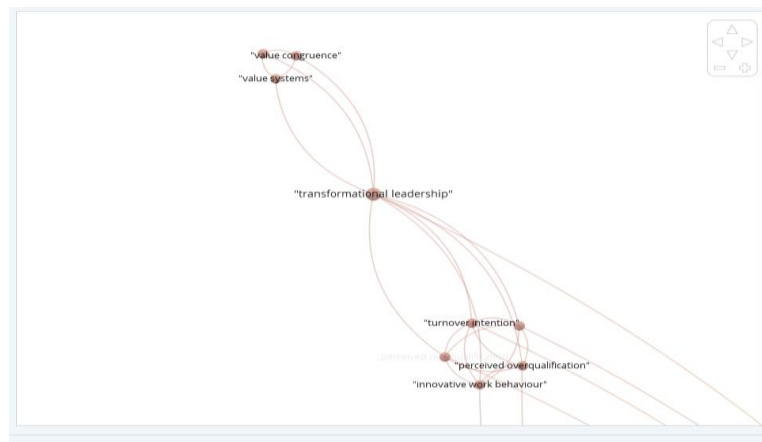
**Figure 7 Cluster 5**

In Figure 7 you can see the thread shown in purple. Where the co-occurrence of data related to the keyword leadership shows the highest number of employee performance. This is in line with research conducted by (Zacher & Rosing, 2015) where good leadership will affect the performance of employees.

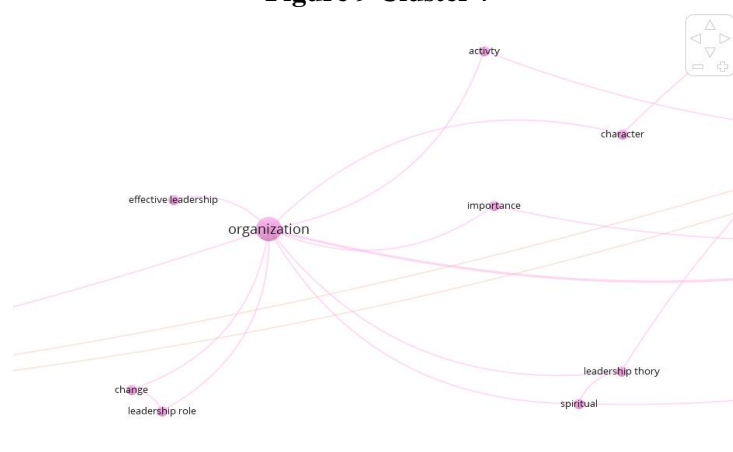


**Figure 8 Cluster 6**

Figure 8 shows threads in light blue, and the core of keywords related to leadership in cluster 6 is shown by change management. Leadership also shows changes to management (Tataw & Stokes, 2023).



**Figure 9 Cluster 7**



**Figure 10 Cluster 8**



**Figure 11 Cluster 9**

In order to see the development of research trends on the development of national borders or the year of publication based on historical traces (the year of publication of the research), further studies are carried out in the form of mapping and grouping using *Overlay Visualization* (Srivastava, 2016) . The results of this mapping can be a reference for identifying *the State Of The Art* (SOTA) for research on the topic of national border development throughout 2013-2022. Based on historical data prior to 2018, many research publications raised topics related to leadership prominent in post-2020 publications, as shown in Figure 12.

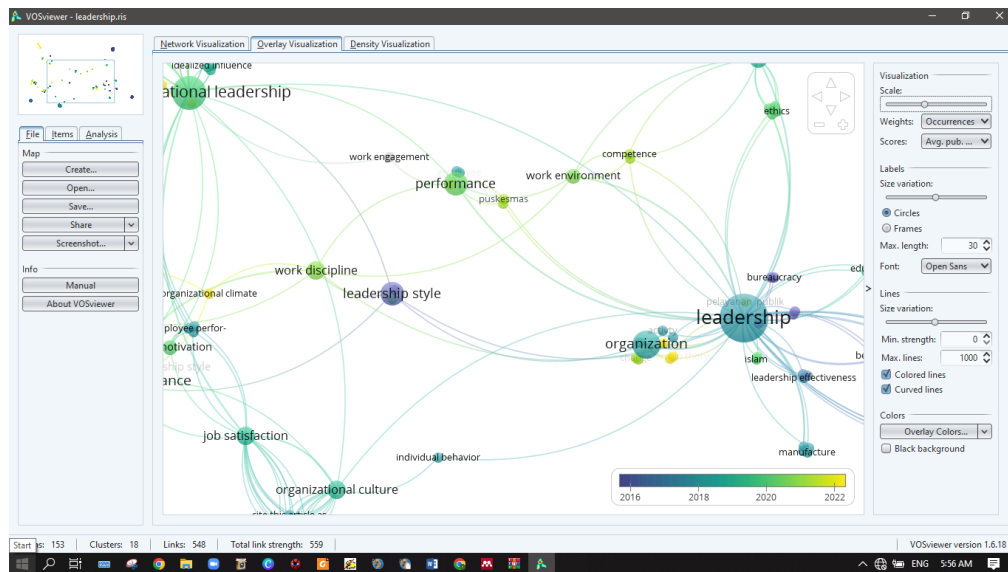


Figure 12 The results of overlay visualization data processing using Vosviewer

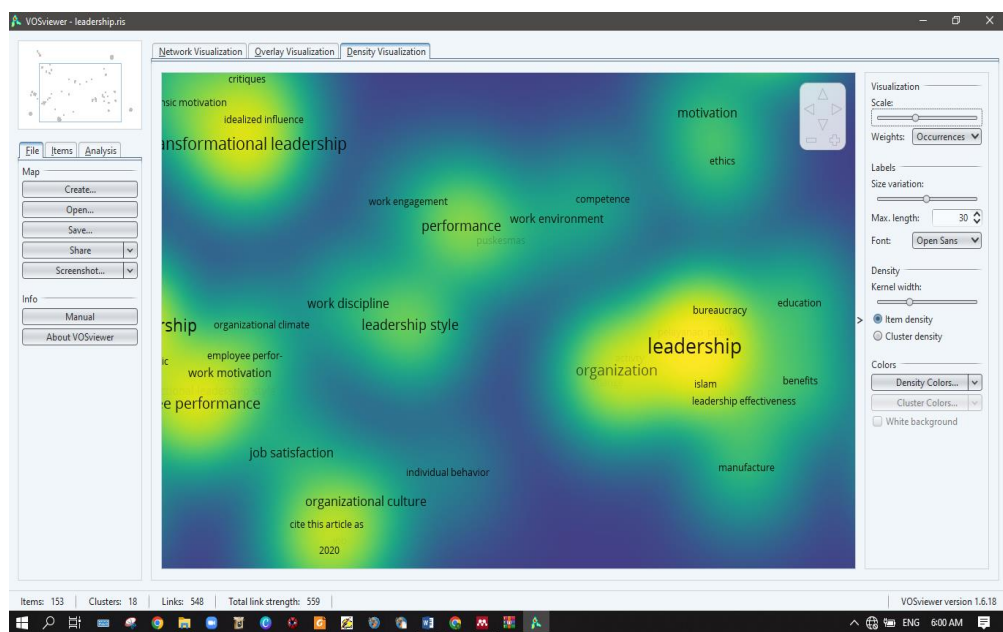


Figure 13 Results of processing data density visualization using Vosviewer

Based on metadata processing through bibliometric analysis using density visualization, an overview of publication topics with a high density level with yellow nodes is obtained, namely publications with topics that are widely researched and indexed in *Google Scholar* (Renzi, 2020). The topic of 'Leadership' is the most discussed topic. This is in line with the identification of issues in the state border that was raised in the introductory section, namely the condition of the state border that requires efforts to strengthen and improve its management.

From the results of the density visualization depicted in Figure 14, it is identified that there is a concentration or emphasis on certain nodes and shows that the research cluster items with the topic of national border development have interrelated relationships with various other topics.

The leadership keyword is a topic with a high level of node saturation which is shown in the density visualization. The yellow color with the highest knot density indicates that the field of border development has become a kind of research collaboration that is discussed in various research studies.

## Discussion

The ever-intensifying global competition demands strong and adaptable leadership across all sectors, with public organizations facing unique challenges (Andersen et al., 2021; Rahman et al., 2018; Suzuki, 2013). Effective public leaders require not only a deep understanding of complex global issues but also the agility to navigate them successfully (Morse, 2010). This necessitates continuous improvement of leadership knowledge and its practical application within the public sector (Admin, 2022). The present study employed a bibliometric analysis using Vosviewer software to examine the current landscape of leadership research in public organizations. By analyzing 413 relevant journal articles published between 2013 and 2022, the study identified nine distinct clusters of research themes, offering a valuable snapshot of contemporary leadership scholarship in this domain.

Interestingly, the analysis revealed a relative gap in research dedicated to "ionic leadership." While the specific nature of "ionic leadership" is not explicitly defined in the abstract, it suggests a potential area for future exploration. Further investigation into diverse leadership styles and their effectiveness within public organizations is crucial to equip future leaders with a multifaceted understanding of their options (Anwaruddin, 2014; Dwivedi & Joshi, 2020; Jimad et al., 2020; Katsos & Fort, 2016; Rahmani et al., 2023; Rybnikova et al., 2015; Stanica & Aristigueta, 2019; Stenvall et al., 2021; Tavanti & Tait, 2021). By delving deeper into the nuances of leadership within this complex environment, this research aims to contribute valuable insights for both leadership development programs and effective public service delivery. Additionally, this study serves as a springboard for future research that explores under-investigated leadership styles, such as "ionic leadership," and their potential to enhance public service effectiveness.

## CONCLUSION

Based on the research findings, it is evident that there is a scarcity of published studies on leadership. Considering the significance of leadership within an organization, it is crucial to have individuals who can uphold the psychological well-being of organizational members while striving for the organization's goals. Organizations must allocate resources for research and development to enhance their effectiveness. Leading an organization requires innovative leaders who instill creativity in their staff or subordinates, as these traits are often strongly correlated with high employee satisfaction levels, productivity, and reduced dropout rates. Essentially, a leader formulates a vision that employees follow to achieve established goals. In the era of advanced technology and dynamic changes, the success of an organization relies on leaders who possess commendable leadership qualities.

## REFERENCES

- Admin, A. (2022). The Effect of Organizational Justice and Service Quality on Customer Perceived Value among University Students: Controlling the Effect of Demographic Variables (Age, Gender, Social-Economic Status, and GPA). *International Journal of Educational Administration, Management, and Leadership*, 3(1), 27–32. <https://doi.org/10.51629/ijeamal.v3i1.87>

- Akib, H., & Thukiman, K. (2020). *International Journal of Educational Administration, Management, and Leadership Archive Management Analysis in Secondary School: A Case Study in Indonesia*, 1(1), 1–6.
- Ali, A., Shabbir, T., & Ali, W. (2022). A Literature Review on Public Leadership in Organizations. *International Journal of Educational Administration, Management, and Leadership*, 3(1), 1–10. <https://doi.org/10.51629/ijeamal.v3i1.75>
- Andersen, L. B., Jensen, U. T., & Kjeldsen, A. M. (2021). Public Service Motivation and Its Implications for Public Service. In *The Palgrave Handbook of the Public Servant: With 75 Figures and 78 Tables* (hal. 241–258). Springer International Publishing. [https://doi.org/10.1007/978-3-030-29980-4\\_81](https://doi.org/10.1007/978-3-030-29980-4_81)
- Anwaruddin, A. (2014). E-Leadership for e-Government in Indonesia. In *Millennium Development Goals and Community Initiatives in the Asia Pacific* (hal. 177–187). Springer India. [https://doi.org/10.1007/978-81-322-0760-3\\_14](https://doi.org/10.1007/978-81-322-0760-3_14)
- Avoka, C. K., Nabila, M. S., Addy, A., & Okoh, A. (2023). Leadership in health and medical education: lessons from a symposium on health sector development in Ghana. *Ghana Medical Journal*, 57(1), 75–78. <https://doi.org/10.4314/gmj.v57i1.11>
- Awortwi, N. (2010). Building new competencies for government administrators and managers in an era of public sector reforms: the case of Mozambique. *International Review of Administrative Sciences*, 76(4), 723–748. <https://doi.org/10.1177/0020852310381803>
- Ayman, R., Korabik, K., & Morris, S. (2009). Is transformational leadership always perceived as effective? Male subordinates' devaluation of female transformational leaders 1. *Journal of Applied Social Psychology*, 39(4), 852–879.
- Chairuddin, M. A., Syam, H., & Akib, H. (2022). Bibliometric Analysis of the Role of the Police in Realizing Public Security and Order. *Asian Academic Summit Proceeding*, 1(1), 1–8.
- Chan, S. C. H. (2019). Participative leadership and job satisfaction: The mediating role of work engagement and the moderating role of fun experienced at work. *Leadership and Organization Development Journal*, 40(3), 319–333. <https://doi.org/10.1108/LODJ-06-2018-0215>
- Dartey-Baah, K., Quartey, S. H., & Asante, K. G. (2023). Examining toxic leadership, pay satisfaction and LMX among nurses: evidence from Ghana. *Industrial and Commercial Training*, 55(3), 388–401. <https://doi.org/10.1108/ICT-07-2022-0050>
- Datche, E., & Mukulu, E. (2015). The effects of transformational leadership on employee engagement: A survey of civil service in Kenya. *Issues in Business Management and Economics*, 3(1), 9–16. <http://www.journalissues.org/IBME/http://dx.doi.org/10.15739/IBME.2014.010>
- Dimitrios, N. K., Sakas, D. P., & Vlachos, D. S. (2013). The Role of Information Systems in Creating Strategic Leadership Model. *Procedia - Social and Behavioral Sciences*, 73, 285–293. <https://doi.org/https://doi.org/10.1016/j.sbspro.2013.02.054>
- Dwivedi, V. J., & Joshi, Y. C. (2020). Leadership pivotal to productivity enhancement for 21st-century indian higher education system. *International Journal of Higher Education*, 9(2), 126–143. <https://doi.org/10.5430/ijhe.v9n2p126>
- Edwards, G., Hawkins, B., & Schedlitzki, D. (2019). Bringing the ugly back: A dialogic exploration of ethics in leadership through an ethno-narrative re-reading of the Enron case. *Human Relations*, 72(4), 733–754.
- Eustachio, J. H. P. P., Caldana, A. C. F., & Leal Filho, W. (2023). Sustainability leadership: Conceptual foundations and research landscape. *Journal of Cleaner Production*, 415, 137761. <https://doi.org/https://doi.org/10.1016/j.jclepro.2023.137761>
- Eyo, E. I., Sunarsi, D., Affandi, A., State, C. R., Pasundan, U., Makassar, U. N., Sulawesi, S., &

- Suryakencana, U. (2022). *International Journal of Educational Administration , Management , and Leadership A Literatur Review in Learning Organization*. 3(1), 11–16.
- Frederickson, H. G., Smith, K. B., & Larimer, C. W. (2016). *The Public Administration Theory Primer*. Westview Press Published. <https://doi.org/10.16309/j.cnki.issn.1007-1776.2003.03.004>
- Fries, A., Kammerlander, N., & Leitterstorf, M. (2021). Leadership Styles and Leadership Behaviors in Family Firms: A Systematic Literature Review. *Journal of Family Business Strategy*, 12(1). <https://doi.org/10.1016/j.jfbs.2020.100374>
- Goethals, G. R., Sorenson, G., Burns, M., & Burns, J. M. (2003). Leadership in the Digital Age. *The Encyclopedia of Leadership*, 1–5.
- Grimm, H. M., & Bock, C. L. (2022). Entrepreneurship in public administration and public policy programs in Germany and the United States. *Teaching Public Administration*, 40(3), 322–353. <https://doi.org/10.1177/01447394211021636>
- Hajiali, I., Fara Kessi, A. M., Budiandriani, B., Prihatin, E., Sufri, M. M., & Sudirman, A. (2022). Determination of Work Motivation, Leadership Style, Employee Competence on Job Satisfaction and Employee Performance. *Golden Ratio of Human Resource Management*, 2(1), 57–69. <https://doi.org/10.52970/grhrm.v2i1.160>
- Haslam, S. A., Reicher, S. D., Selvanathan, H. P., Gaffney, A. M., Steffens, N. K., Packer, D., Van Bavel, J. J., Ntontis, E., Neville, F., Vestergren, S., Jurstakova, K., & Platow, M. J. (2023). Examining the role of Donald Trump and his supporters in the 2021 assault on the U.S. Capitol: A dual-agency model of identity leadership and engaged followership. *The Leadership Quarterly*, 34(2), 101622. <https://doi.org/https://doi.org/10.1016/j.leaqua.2022.101622>
- Hattab, S., Wirawan, H., Salam, R., Daswati, D., & Niswaty, R. (2022a). The effect of toxic leadership on turnover intention and counterproductive work behaviour in Indonesia public organisations. *International Journal of Public Sector Management*, 35(3), 317–333. <https://doi.org/10.1108/IJPSM-06-2021-0142>
- Hattab, S., Wirawan, H., Salam, R., Daswati, D., & Niswaty, R. (2022b). The effect of toxic leadership on turnover intention and counterproductive work behaviour in Indonesia public organisations. *International Journal of Public Sector Management*.
- Jimad, H., Maarif, M. S., Affandi, M. J., & Sukmawati, A. (2020). Leadership Strategy of State University Public Service Agency to Increasing Organizational Performance in Indonesia. *International Business and Accounting Research Journal*. <https://doi.org/10.15294/ibarj.v4i1.110>
- Katsos, J. E., & Fort, T. L. (2016). Leadership in the promotion of peace: Interviews with the 2015 Business for Peace honorees. *Business Horizons*, 59(5), 463–470. <https://doi.org/https://doi.org/10.1016/j.bushor.2016.03.010>
- Kim, E. J., & Park, S. (2020). Transformational leadership, knowledge sharing, organizational climate and learning: an empirical study. *Leadership and Organization Development Journal*, 41(6), 761–775. <https://doi.org/10.1108/LODJ-12-2018-0455>
- Laukka, E., Pölkki, T., Heponiemi, T., Kaihlanen, A.-M., & Kanste, O. (2021). Leadership in Digital Health Services: A Protocol for a Concept Analysis (Preprint). *JMIR Research Protocols*, 10(2), e25495. <https://doi.org/10.2196/25495>
- Li, W., Liu, K., Belitski, M., Ghobadian, A., & O'Regan, N. (2016). e-Leadership through strategic alignment: An empirical study of small- and medium-sized enterprises in the digital age. *Journal of Information Technology*, 31(2), 185–206. <https://doi.org/10.1057/jit.2016.10>
- McCarter, M. W., Haeruddin, M. I. M., Mustafa, M. Y., Abadi, R. R., & Syahrul, K. (2022). How work discipline and leadership influence employees' performance? *International Journal of Educational Administration, Management, and Leadership*, 3(1), 17–26. <https://doi.org/10.51629/ijeamal.v3i1.73>

- McNulty, T., & Ferlie, E. (2004). Process transformation: Limitations to radical organizational change within public service organizations. *Organization Studies*, 25(8), 1389–1412. <https://doi.org/10.1177/0170840604046349>
- Morse, R. S. (2010). Integrative public leadership: Catalyzing collaboration to create public value. *Leadership Quarterly*, 21(2), 231–245. <https://doi.org/10.1016/j.leaqua.2010.01.004>
- Nandiyanto, A. B. D., Al Husaeni, D. N., & Al Husaeni, D. F. (2021). A bibliometric analysis of chemical engineering research using vosviewer and its correlation with covid-19 pandemic condition. *Journal of Engineering Science and Technology*, 16(6), 4414–4422.
- Niswaty, R., Wirawan, H., Akib, H., Saggaf, M. S., & Daraba, D. (2021). Investigating the effect of authentic leadership and employees' psychological capital on work engagement: evidence from Indonesia. *Heliyon*, 7(5), e06992.
- Nurdin, B. V., Hutagalung, S. S., Kurniawan, R. C., & Hermawan, D. (2021). Bibliometric Analysis on Governance Index Topics Using Scopus Database and Vosviewer. In R. R., M. null, S. null, W. R., & H. J. (Ed.), *Journal of Physics: Conference Series* (Vol. 1933, Nomor 1). IOP Publishing Ltd. <https://doi.org/10.1088/1742-6596/1933/1/012047>
- Papa, A., & Robinson, K. (2023). Leadership and Trauma-Informed Care: Working to Support Staff and Teams. *Journal of Emergency Nursing*, 49(2), 172–174. <https://doi.org/https://doi.org/10.1016/j.jen.2022.11.001>
- Parker, S. H., Flin, R., McKinley, A., & Yule, S. (2013). The Surgeons' Leadership Inventory (SLI): a taxonomy and rating system for surgeons' intraoperative leadership skills. *The American Journal of Surgery*, 205(6), 745–751. <https://doi.org/https://doi.org/10.1016/j.amjsurg.2012.02.020>
- Pawar, A., Sudan, K., Satini, S., & Sunarsi, D. (2020). Organizational Servant Leadership. *International Journal of Educational Administration, Management, and Leadership*, 1(2), 63–76. <https://doi.org/10.51629/ijeamal.v1i2.8>
- Petersone, B., & Erzikova, E. (2016). Leadership and public relations in two emerging markets: A comparative study of communication management in Latvia and Russia. *Public Relations Review*, 42(1), 192–200. <https://doi.org/https://doi.org/10.1016/j.pubrev.2015.09.007>
- Piowar-Sulej, K., & Iqbal, Q. (2023). Leadership styles and sustainable performance: A systematic literature review. *Journal of Cleaner Production*, 382, 134600. <https://doi.org/https://doi.org/10.1016/j.jclepro.2022.134600>
- Pollitt, C. (2009). Bureaucracies remember, post-bureaucratic organizations forget? *Public Administration*, 87(2), 198–218.
- Rahman, M. H., Moonesar, I. A., Hossain, M. M., & Islam, M. Z. (2018). Influence of organizational culture on knowledge transfer: Evidence from the Government of Dubai. *Journal of Public Affairs*, 18(1). <https://doi.org/10.1002/pa.1696>
- Rahmani, A., Behbahaninia, P. S., Parsaei, M., & Mahmoudkhani, M. (2023). A public sector financial management maturity model for developing countries: the case of Iran. *International Review of Administrative Sciences*. <https://doi.org/10.1177/00208523231195707>
- Rego, P., Lopes, M. P., & Nascimento, J. L. (2016). Authentic leadership and organizational commitment: The mediating role of positive psychological capital. *Journal of Industrial Engineering and Management*, 9(1). <https://doi.org/10.3926/jiem.1540>
- Rybnikova, I., Toleikienė, R., Lang, R., & Šaparnienė, D. (2015). Leadership in local government organizations in Lithuania and Germany. *Studies in Public and Non-Profit Governance*, 4, 217–245. <https://doi.org/10.1108/S2051-663020150000004008>
- Saif, A. N. M., & Purbasha, A. E. (2023). Cyberbullying among youth in developing countries: A qualitative systematic review with bibliometric analysis. *Children and Youth Services Review*, 146,

106831. <https://doi.org/https://doi.org/10.1016/j.chilyouth.2023.106831>
- Smith, T. D., Eldridge, F., & DeJoy, D. M. (2016). Safety-specific transformational and passive leadership influences on firefighter safety climate perceptions and safety behavior outcomes. *Safety Science*, 86, 92–97. <https://doi.org/https://doi.org/10.1016/j.ssci.2016.02.019>
- Srivastava, A. (2016). Enriching student learning experience using augmented reality and smart learning objects. *ICMI 2016 - Proceedings of the 18th ACM International Conference on Multimodal Interaction*, 572–576. <https://doi.org/10.1145/2993148.2997623>
- Stanica, C. M., & Aristigueta, M. (2019). Progress toward New Public Governance in Romania. *International Journal of Public Leadership*, 15(3), 189–206. <https://doi.org/10.1108/IJPL-01-2019-0004>
- Stefani, L. (2019). Toxic to transformational leadership: Peace, reconciliation, and social justice as the paradigm. *Peace, Reconciliation and Social Justice Leadership in the 21st Century: The Role of Leaders and Followers*, 177–192. <https://doi.org/10.1108/s2058-88012019000008011>
- Stenvall, J., Laitinen, I., Yeoman, R., Thompson, M., & Santos, M. M. (2021). Public Values for Cities and City Policy. In *Public Values for Cities and City Policy*. Springer International Publishing. <https://doi.org/10.1007/978-3-030-80799-3>
- Subramaniam, C., Johari, J., Mashi, M. S., & Mohamad, R. (2023). The influence of safety leadership on nurses' safety behavior: The mediating role of safety knowledge and motivation. *Journal of Safety Research*, 84, 117–128. <https://doi.org/https://doi.org/10.1016/j.jsr.2022.10.013>
- Suriyankietkaew, S., & Avery, G. (2016). Sustainable leadership practices driving financial performance: Empirical evidence from Thai SMEs. *Sustainability (Switzerland)*, 8(4). <https://doi.org/10.3390/su8040327>
- Susilo, D. E., Soetjipto, N., Triwulan, A. B., Atnaningtyas, D., Riswanto, A., Wasis, W., & Jaya, F. P. (2019). The effect of employee commitment, culture, and leadership style on good governance performance of Jombang District government (Indonesia). *Espacios*, 40(27). <https://www.scopus.com/inward/record.uri?eid=2-s2.0-85070791902&partnerID=40&md5=75199d234cf1f46793c415900a7a191f>
- Suzuki, K. (2013). The contest for leadership in East Asia: Japanese and Chinese approaches to outer space. *Space Policy*, 29(2), 99–106. <https://doi.org/https://doi.org/10.1016/j.spacepol.2013.03.006>
- Tataw, D. B., & Stokes, E. W. (2023). Leadership in interProfessional healthcare practice (IPHP): Readiness, roles, and competencies for healthcare managers and human resource professionals. *Journal of Interprofessional Education & Practice*, 32, 100635. <https://doi.org/https://doi.org/10.1016/j.xjep.2023.100635>
- Tavanti, M., & Tait, A. (2021). The Dark Side of Nonprofit Leadership: Cases, Causes, and Consequences. In S. M. Camgöz & Ö. T. Ekmekci (Ed.), *Destructive Leadership and Management Hypocrisy* (hal. 255–279). Emerald Publishing Limited. <https://doi.org/10.1108/978-1-80043-180-520211017>
- Toprak, M. (2020). Leadership in Educational. *International Journal of Educational Administration, Management, and Leadership*, 1(2), 85–96. <https://doi.org/10.51629/ijeamal.v1i2.10>
- Valori, R. M., & Johnston, D. J. (2016). Leadership and team building in gastrointestinal endoscopy. *Best Practice and Research: Clinical Gastroenterology*, 30(3), 497–509. <https://doi.org/10.1016/j.bpg.2016.04.007>
- van Assen, M. F. (2019). Empowering leadership and contextual ambidexterity – The mediating role of committed leadership for continuous improvement. *European Management Journal*. <https://doi.org/10.1016/j.emj.2019.12.002>
- Vandersmissen, A., & Welburn, S. C. (2014). Current initiatives in One Health: Consolidating the One

Health Global Network. *OIE Revue Scientifique et Technique*, 33(2), 421–432.  
<https://doi.org/10.20506/rst.33.2.2297>

Weizi Li, Kecheng Liu, Yinshan Tang, M. B. (2016). E-Leadership for SMEs in the Digital Age. In *The Palgrave Handbook of Managing Continuous Business Transformation*.  
<https://doi.org/10.1057/978-1-137-60228-2>

Williams, B. (2020). Dimensions & VOSViewer bibliometrics in the reference interview. *Code4Lib Journal*, 47.

Zacher, H., & Rosing, K. (2015). Ambidextrous Leadership and Team Innovation. *Leadership & Organization Development Journal*. <https://doi.org/10.1108/loj-11-2012-0141>

Zhu, Y.-Q., & Kindarto, A. (2016). A garbage can model of government IT project failures in developing countries: The effects of leadership, decision structure and team competence. *Government Information Quarterly*, 33(4), 629–637. <https://doi.org/https://doi.org/10.1016/j.giq.2016.08.002>