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Research paper

A Holistic View of Leadership Styles and Job Performance: A Bibliometric Analysis

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Abstract

This study aims to identify trending topics in leadership styles and job performance, and to highlight the gaps in these areas. The study reveals that the most often occurring keywords are leadership styles, leadership, and leadership transaction. The bibliographic information utilized in this research was obtained from the Scopus database. Scopus is a globally recognized database that includes high-quality, peer-reviewed scholarly papers. A precise search query was utilized to compile an extensive corpus of literature for the study. The results demonstrate that the primary trends in leadership include leadership, consideration, employee behavior, initiating structure, managers, team-work, and behavior. Additionally, the results of the co-authorship country study are crucial for policymakers, research institutions, and funding agencies in developing international collaboration policies and evaluating global scientific achievements. There exists a collaborative co-authorship among the USA, Pakistan, and China. The study frequently reveals deficiencies in practice, such as the inadequate application of participatory or servant leadership in high-pressure contexts, prompting organizations to reconsider and adapt their leadership strategies. By implementing these results in practical environments, organizations may cultivate a more adaptable, inclusive, and performance-oriented leadership culture.

Keywords: *Bibliometric Analysis; Job Performance; Leader; Leadership; Leadership Styles.*

1. Introduction

Leadership styles significantly influence employee attitudes, behaviours, and, consequently, work performance in many organisational settings. Various leadership styles, including transformational, transactional, authoritarian, democratic, and laissez-faire, cultivate distinct work cultures that may either inspire or dishearten people (West-burnham 2015; Wonda et al. 2024). Transformational leaders, who inspire, empower, and intellectually stimulate their followers, often enhance work satisfaction, engagement, and creativity, leading to improved performance levels. Conversely, authoritarian leadership, defined by stringent control and minimal subordinate input, may ensure conformity but frequently suppresses innovation and diminishes morale over time (Katuu 2018; Lin et al. 2021).

Transformational and transactional leadership, among the most extensively researched styles, have demonstrated substantial relationships with employee performance (Harris and Daunt 2011). Transformational leaders enhance performance by establishing a collective vision and motivating colleagues to surpass expectations (Easton and Steyn 2025). They cultivate trust, autonomy, and growth, enhancing individual results and strengthening team cohesiveness (Bhasin 2024; Chidiac and Bowden 2023). Conversely, transactional leadership, founded on defined incentives and penalties, may be more effective in regular or highly regulated settings where clarity and efficiency are paramount. While it guarantees immediate achievement via task execution, it may be deficient in the motivating depth required for sustained development and inventiveness (Hillman et al. 2012; Nga, Vy, and Pham 2022).

The alignment of a leader's style with the culture and needs of the organisation and its employees determines how well they do their job. In jobs that give people a lot of freedom or require a lot of expertise, a democratic or participatory leadership style can help people do better by including them in decision-making and recognising their hard work (Agarwal et al. 2012). This encourages people to take greater responsibility and commitment to their employment goals. On the other hand, laissez-faire leadership, characterized by minimal guidance or feedback, can hinder performance, particularly when employees require support or direction. When handled effectively, this approach can sometimes foster innovation and independence among groups of highly skilled and self-motivated professionals. (Muposhi, Mugwati, and Mawere 2023; de Oliveira, Cavazotte, and Alan Dunzer 2019).

2. Literature Review

(Díez et al. 2025) examined gender disparities in leadership styles within Basque Country firms, highlighting distinctive traits and particular obstacles encountered by female leaders in contrast to their male counterparts. The results reveal that although women are regarded as

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excelling in several leadership skills, they encounter considerable obstacles in attaining senior managerial roles. The disparities in leadership styles between men and women were negligible, but women were more inclined to acknowledge the presence of these differences. The findings underscore the necessity for focused efforts to assist female leaders and enhance gender diversity in leadership positions.

(Mong and Thanh 2025) examined and assessed the correlation among leadership style, internal legal compliance culture, organizational trust, and employee engagement within the banking industry from the viewpoint of management. Data were gathered via a survey of 386 managers employed at 35 commercial banks in Vietnam. The findings from the two-stage partial least squares structural equation modelling research demonstrate that managerial leadership styles positively influence the establishment of an internal legal compliance culture and augment employee engagement. The implementation of corporate legal compliance culture enhances organizational trust, thereby affecting employee engagement within the banking sector. The study's findings offer empirical data about the impact of leadership style and the establishment of an internal legal compliance culture on fostering stability and sustainable growth within the banking sector of emerging economies. The report underscores that a robust corporate legal compliance culture not only guarantees regulatory conformance but also cultivates a workplace where employees feel appreciated and safe. When workers see that their organization functions ethically and openly, they are more inclined to cultivate a feeling of engagement, thereby enhancing their total involvement. This increased involvement can result in enhanced work performance, reduced turnover rates, and higher organizational efficiency within the banking industry.

(Iddrisu and Mohammed 2025) considers the influence of leadership styles on organizational success, highlighting the mediating function of employee motivation and engagement. The use of transformational leadership theory and PLS-SEM analysis on survey data indicated a strong mediation influence of employee motivation and engagement on the relationship between leadership styles and organizational success. It underscores that transformative leadership markedly improves motivation, engagement, and organizational efficacy. The research underscores the significance of leadership in cultivating an engaged workplace that enhances performance. The findings indicate that public sector organizations have to focus on leadership development to enhance staff commitment and productivity. By combining leadership methods that boost motivation and engagement, organizations may augment their effectiveness and service delivery.

(Li et al. 2025) used the social information processing model to analyse the interplay between organizational culture and leadership as primary informational sources that together impact workers' perceived error tolerance and job satisfaction. The authors employed both field (Study 1) and experimental (Study 2) designs. Both studies indicated that employees' view of mistake tolerance is influenced by error-related organizational culture and leadership style, with the most pronounced perception arising when both transformational leadership and an error management culture are present. Furthermore, perceived error tolerance was identified as a mediator of the moderating influence of leadership style and error-related organizational culture on workers' job satisfaction.

Analyses the interplay between leadership style, procurement efficiency, and sustainable economic performance, emphasizing the moderating influence of fiscal conditions in Indonesia's upstream oil and gas sector. The study employs aggregated data, consisting of both time series and cross-sectional data, gathered over four years (2018–2021) from 20 Production Sharing Contract Contractors during the first Plan of Development phase, in addition to survey answers from 80 participants. The investigation, utilizing Structural Equation Modelling with Warp-PLS, demonstrates a considerable effect of leadership style on procurement efficiency, which in turn affects sustainable economic performance. The study also reveals that fiscal parameters substantially influence the correlation between procurement efficiency and sustainable economic performance. This research presents an innovative and thorough framework that demonstrates the influence of leadership style on sustainable economic performance, mediated by procurement efficiency and further moderated by fiscal terms, thereby enhancing existing literature and offering strategic insights for practitioners in the upstream oil and gas sector.

(Le Thi and Thu 2025) in his study found that the correlation among leadership style, job engagement, and employee performance in women-owned small and medium-sized firms in Vietnam. The workforce primarily consisted of females aged 36–45, with a high school diploma or below, with the largest segment having 3–6 years of work experience. The study hypotheses were tested using SMART PLS Version 4.0 software. The results indicated that transformational leadership exerted the greatest favourable impact on work engagement and employee performance, followed by transactional and democratic leadership styles. The authoritarian and laissez-faire leadership styles exerted lesser effects on employee engagement and performance compared to the preceding three leadership styles, but in the opposite manner. Significantly, job engagement served as a mediating factor in the correlation between leadership style and employee performance. This research advocates for leaders to adopt a flexible leadership strategy, namely by leveraging the advantages of transformational, transactional, and democratic styles, while reducing their reliance on authoritarian and laissez-faire methods.

(Imran, Hamid, and Haque 2025) examined the influence of digital leadership on the sustainability of small and medium-sized enterprises (SMEs). This study investigates the mediating effect of digital transformation on the relationship between digital leadership and SME sustainability, as well as the moderating influence of leadership tenure on the connection between digital leadership and digital transformation. This research offers a distinctive viewpoint by examining these linkages in the context of emerging nations, using Malaysia as a case study. We utilized structural equation modeling (SEM) to analyze data from 368 respondents. The study results indicated a favourable correlation between digital leadership and the sustainability of SMEs. Moreover, research demonstrated the beneficial and substantial mediating effect of digital transformation on the relationship between digital leadership and SME sustainability. Analyzing mediating and moderating factors yielded significant insights for SMEs and policymakers. Research outcomes enhance both theoretical comprehension and practical implementation.

(Tian et al. 2023) indicates that the four characteristics of digital leadership can favourably impact radical green innovation, with green organizational identity serving as a partial mediator between these dimensions and radical green innovation. Digital transformation exerts a detrimental moderating influence on the relationship between digital leadership and green organizational identity, whereas technology for social good positively regulates this relationship. The interplay between digital transformation and technology for social good moderates the partial mediating effect of green organizational identity on the connection between digital leadership and radical green innovation. Additionally, fs qualitative comparative analysis is employed to examine the causal intricacies of digital leadership dimensions and green organizational identity in relation to radical green innovation, resulting in the identification of nine successful configuration pathways. The combination of digital thinking capacity, digital detecting ability, digital social ability, digital reserve ability, and green organizational identity is essential for achieving significant radical green innovation. The green organizational identity core is the most frequently mentioned, signifying its crucial significance in enhancing radical green innovation inside enterprises.

(Khattak et al. 2025) expands upon dynamic capability theory to analyse the impact of digital leadership capability and knowledge management capability on digital transformation, both directly and indirectly, through the mediating influence of organizational agility. The researchers employed a cross-sectional study methodology and purposive sample technique to gather and analyse data from 328 employees in organizations that have implemented digital transformation initiatives, utilizing SPSS 24 and SmartPLS for analysis. The results confirmed the substantial and favourable influence of digital leadership capability and knowledge management capability on digital transformation performance, while providing evidence for the mediating effect of organizational agility among digital leadership capability, knowledge management capability, and digital transformation performance. The multidisciplinary research substantially enhances the

existing knowledge in strategic management and information systems literature by empirically illustrating the impact of digital leadership competence and knowledge management capability on advancing digital transformation in China. The empirical framework endorses the utilisation of dynamic capability theory across various organisational contexts, including those in information technology. The findings identify organizational agility as a crucial complementary mechanism for digital transformation within the context of digital leadership competence and knowledge management capability.

(Rahman et al. 2024) demonstrated that work-family balance, digital leadership competencies, and familial social support favourably influence the subjective well-being of Generation Y managers. Additionally, familial social support partially mediates the links among work-family balance, digital leadership competencies, and subjective well-being. Nonetheless, gender does not exert any moderating influence on the link among work-family balance, digital leadership abilities, and subjective well-being. Consequently, senior management must prioritize Y-Gen managers in relation to work-family balance and digital leadership competencies.

(Malik et al. 2024) emphasised the attributes, methodologies, and competencies required for proficient digital leadership. This examines the function of digital leaders in creating business models and implementing the organizational changes necessary for effective digital transformation. The authors determine that particular leader characteristics (agility, participative nature, innovativeness, and openness), styles (democratic and transformational), and skills (cognitive, social, technological, and digital) facilitate successful business model innovation and organizational change, thereby enabling effective digital transformation of firms.

(Anwar, Saraih, and Soomro 2024) seeks to investigate the disparity in the influence of digital leadership on employee cynicism and emotional intelligence. This study examines the moderating effect of emotional intelligence on the relationship between digital leadership and workforce cynicism. The results indicated that the beneficial influence of digital leadership among teaching faculty in private institutions in Pakistan is contingent upon the effects of employee cynicism and emotional intelligence. The findings align with the estimates. SEM assesses that digital leadership substantially corresponds with employee cynicism and emotional intelligence. Conversely, emotional intelligence greatly influences employee cynicism. Moreover, the data indicate that emotional intelligence substantially modulates the link between digital leadership and employee cynicism.

(Cyfert et al. 2025) examined the factors contributing to the inadequate preparedness of modern organizations for digital transformation, emphasising the significance of the organization's intangible elements. By highlighting the importance of an organization's soft components in the realm of digital transformation, we assert that although technological advancement is a vital element of this process, the mere deployment of technological solutions is not the primary determinant of its effectiveness. The essence of the issue resides in the alteration of soft management variables, including the delivery of digital leadership, the development of digital capabilities, and the creation of a digital organizational culture.

(Bock and von der Oelsnitz 2025) presents novel opportunities and challenges to organizations. Effective leadership is crucial for managing these changes. Nonetheless, there is a lack of scientific studies about the impact of AI on the daily lives of managers. This research seeks to examine the impact of AI on the abilities and personality qualities of managers. A total of 24 leadership qualities were found from the literature, comprising 12 personality characteristics and 12 abilities. To effectively adapt to AI, leaders should prioritise the enhancement of communication skills and the establishment of high-performance teams that operate cross-functionally in a symbiotic relationship between people and machines.

2.1. Leadership climate

(Shore et al. 2020) evaluated the correlation among leadership, organisational climate, and employee behaviour in entities with fewer than 500 people. Perceived leadership dedication to safety correlated with safety climate ($\beta = 0.67$) and staff safety behaviours ($\beta = 0.45$). Perceived leadership dedication to workplace wellness correlated with health climate ($\beta = 0.66$) and health behaviours ($\beta = 0.42$).

(Pratoom 2022) seeks to investigate the impact of trait goal orientations (mastery, performance-prove, and performance-avoid goals) on individual-level absorptive capacity and, ultimately, adaptive performance. This study examines the cross-level moderating effects of transformational leadership environment on these mediated interactions. The findings indicated favourable indirect effects of approach-related goal orientations (mastery and performance-prove) on adaptive performance through absorptive capacity, and a negative indirect impact of avoidance goal orientation on adaptive performance via absorptive capacity. Findings indicated that a transformational leadership atmosphere enhances the correlation between goal orientations and absorptive ability, but just when team members had a high degree of approach-related objectives.

(Gabel Shemueli et al. 2022) analysed the impact of shared views of collective behaviours, including transformational leadership climate, collective trust, and collective engagement, on unit performance. The correlation between a transformative leadership atmosphere and unit performance was successively mediated by collective trust and collective engagement.

(Egeland et al. 2023) examined the delayed relationships among individual-level perceptions of implementation leadership, implementation atmosphere, and three expected implementation outcomes: the acceptability, appropriateness, and feasibility of evidence-based practices. Implementation leadership was correlated with therapists' judgments of acceptability, appropriateness, and feasibility of treatment techniques. The implementation climate also served as a mediator between implementation leadership and the outcomes. Implementation leadership was not correlated with the outcomes of the screening instruments. Nonetheless, the implementation environment served as a mediator between implementation leadership and therapists' judgments of acceptability and feasibility, but not appropriateness. Analyses utilising the implementation climate sub-scales revealed more robust correlations with therapists' opinions of treatment techniques compared to screening measures.

(Balti and Karoui Zouaoui 2024) elucidate the correlation between the emotional intelligence of both employees and managers and the adaptive performance of employees. This research evaluates the importance of the mediating effect of a "servant leadership" atmosphere in the link between managerial emotional intelligence and employee adaptive performance. The emotional intelligence of employees directly affects their individual adaptive performance. The manager's emotional intelligence directly affects individual adaptive performance. Subsequently, emotional intelligence exerts an indirect effect on individual adaptive performance via the mediation of a servant leadership atmosphere.

(Fernemark et al. 2024) intended to investigate the degrees of job satisfaction, turnover intention, social support, leadership atmosphere, and change weariness among physicians in Swedish primary healthcare. We sought to identify and characterise physicians with both high turnover intention and low work satisfaction, namely those who are unsatisfied with their existing positions. About 25% of the respondents expressed dissatisfaction with their present employment. dissatisfaction correlated adversely with poor general health and change weariness among respondents; conversely, social support from colleagues and a strong leadership atmosphere shown positive correlation in mitigating dissatisfaction with present employment.

(Wijaya 2024) evaluated a multilayer mediation including transformational leadership, innovation atmosphere, and innovative work behaviour. It utilised relational demography factors, encompassing disparities in employee-supervisor sex, age, and tenure, as moderators. The survey comprised employees and their direct supervisors from 37 organisations in both the service and industrial sectors. The study utilised 458 dyadic samples. The SPSS Macro for evaluating multilevel mediation and Hierarchical Linear Modelling statistical methods was utilised to investigate the suggested hypotheses. A beneficial effect of transformational leadership on creative work behaviour was identified. The climate for innovation moderated the association between transformational leadership and innovative work behaviour. Variations in age and tenure, along with an environment conducive to innovation, positively influenced inventive work behaviour. Sex dissimilarity and the atmosphere for innovation exerted a beneficial, albeit less pronounced, combined influence on innovative work behaviour. The study enhances the literature by (1) elucidating the mediating role of innovation climate between transformational leadership and innovative work behaviour, and (2) revealing the moderating effects of demographic disparities between employees and supervisors on the relationship between innovation climate and innovative work behaviour. The study also discusses its shortcomings and offers recommendations for further research.

2.2. Emotional intelligence

(Ruiz-Palomino et al. 2025) seeks to clarify the effectiveness of supervisor servant leadership as a strategic instrument for equipping employees for organisational change and skilfully navigating them through the transformation process. The study specifically examines how these leaders develop emotional intelligence in employees, enhancing their ability to adapt to and resiliently withstand change. Supervisors' servant leadership indirectly reduces employee resistance to change. The study indicates that supervisors' servant leadership indirectly affects employees' reluctance to change by enhancing their emotional intelligence.

(Lopes, Soares, and Palma-Moreira 2025) intended to examine the correlation between toxic leadership and turnover intentions, and whether this correlation was reduced by emotional intelligence. The sample comprised 202 people employed in organisations located in Portugal. The findings indicate that toxic leadership is positively and strongly correlated with turnover intentions. Concerning emotional intelligence, only the aspects of utilising emotions and recognising the feelings of others have a positive and substantial correlation with turnover intentions. Regarding the moderating impact, only the characteristics of emotional expression and emotion control modify the association between toxic leadership and turnover intentions. Participants exhibiting elevated degrees of emotional expression and control, in contrast to those with diminished levels, discovered that toxic leadership significantly amplified their intentions to leave the organisation. Participants utilise their emotional faculties to extricate themselves from hazardous surroundings in pursuit of improved working circumstances.

(Ejaz et al. 2024) utilised the emotional labour model as a framework for emotion regulation to investigate the indirect impact of transformational leadership behaviours on leaders' emotional tiredness via leaders' deep acting. Moreover, it is posited that this indirect influence fluctuates based on the degree of leaders' emotional intelligence. The sample comprised 230 leader-follower dyads employed in public sector organisations in Pakistan. The regression analysis results indicated that deep acting behaviours served as a mediator. The correlation between transformative leadership and emotional weariness pertains exclusively to leaders with low emotional intelligence. These findings underscore the significance and pertinence of emotional intelligence in regulating emotions and sustaining emotional well-being among transformative leaders in the public sector.

(Murugan and Prabadevi 2025) seeks to investigate the commercial sustainability of engineering service firms in the Gulf Cooperation Council nations. To collect information for this research, researchers obtained data from one hundred and fifty-two respondents from engineering services firms authorised to deliver engineering services to oil and gas operating enterprises inside the Gulf Cooperation Council. Researchers subsequently employed XLSTAT to analyse the data. Researchers identified a robust association between an entrepreneur's emotional intelligence, leadership capabilities, governance, and management strategy, and the sustainability of their organisation. Implications for Research, Practice, and Society: Researchers indicate that the principal factor influencing the sustainability of the engineering services sector is resource utilisation. Establishing robust commercial partnerships necessitates emotional intelligence from entrepreneurs, and the longevity of the firm significantly relies on the management of these ties. To enhance their management approach for business longevity, entrepreneurs necessitate elevated emotional intelligence and robust leadership skills. The primary restriction of this study is its exclusive emphasis on Gulf Cooperation Council countries. To the author's knowledge, this study, which examines emotional intelligence, leadership capabilities, governance, and management strategy, may be the first investigation of the commercial sustainability of engineering service firms.

(Singh et al. 2021) indicated a substantial correlation between leadership styles and perceived leadership effectiveness, as well as between emotional intelligence and perceived leadership effectiveness. The findings suggest that emotional intelligence serves as a partial mediator for transactional leaders' effectiveness and as a complete mediator for transformational leaders' effectiveness. Additional research should be undertaken in other organisations to generalise the findings within the context of Bhutan. These findings will facilitate additional study in the domain of emotional intelligence, its correlation with leadership styles, and perceived leadership effectiveness, particularly within the context of Bhutan.

(Sharma and Kumra 2024) seeks to investigate the correlation between transformational leadership and proactive customer service performance within the airline sector, with self-efficacy and emotional intelligence serving as mediating variables. The findings demonstrated that supervisors' transformational leadership affected the self-efficacy and emotional intelligence of service and frontline staff, thus impacting proactive customer service performance. The self-efficacy and emotional intelligence of frontline personnel had a favourable correlation with proactive customer service performance. These findings contribute to the current research by offering empirical evidence of a favourable correlation between transformative leadership and perceived customer service performance. This study demonstrated that self-efficacy and emotional intelligence of frontline staff serve as mediators, highlighting their significance in converting transformational leadership behaviours into improved customer service performance.

(Shankar and Tewari 2025) examined a user's social media conduct about leaders and the concept of leadership in general. It employs 54,326 tweets obtained through selected keywords to analyse the semantic orientation of these tweets and forecast the causal factors influencing user behaviour via generalised linear modelling. The results indicate that Twitter users exhibit an overall good mood towards leadership, with four key subjects elucidating this link. This was subsequently corroborated by predictive analytics, demonstrating a statistically significant influence of sentiment polarity on user behaviour. This study presents a framework for assessing the causal elements influencing Twitter user behaviour, offering insights into social media utilisation for leaders and leadership.

3. Methodology

This research utilised bibliographic data sourced from “the Scopus database (Zairbani and Jaya Prakash, 2023). Scopus is a globally recognised database that comprises high-quality, peer-reviewed scholarly articles. A precise search query was utilised to compile an extensive corpus of literature for the study. The search query used was ("leadership styles" AND "job performance" AND "emotional intelligence"). The search query included many aspects of leadership.

Various filters were utilised to improve and evaluate the results. “The emphasis was restricted to social sciences, humanities, business, management, and accounting, all of which are intricately connected to marketing and agricultural products (Zairbani, Kumar, and Prakash 2024). To enhance the overall quality of the bibliometric analysis, only articles and reviews were permitted as document types, while conference proceedings and book chapters were excluded. The source selection was restricted to journals to guarantee the inclusion of only peer-reviewed articles in the study”. The training exclusively comprises readings written in English to improve comprehension. After filtration and refinement, 3,900 papers have been obtained. Ten papers classified as superfluous or insufficiently informative were eliminated from the collection. A total of 3,200 papers were analysed. See Figure 1, which explains the methods involved in the bibliometric technique that quantifies scientific research through statistical analysis of publications to discern patterns, trends, and seminal works within a discipline.

To eradicate redundancy in the database, we utilised Microsoft Excel and implemented a two-step procedure. The initial phase involved removing redundancy from the author's name through the application of filtering procedures. The last phase involved eliminating duplication from the article names through the application of filtering algorithms, duplicate value identification, and color-based filters (Zairbani, Kumar, and Prakash,. To fulfil the gap in the previous studies, the following research questions are framed and addressed in the results section.

Research questions

RQ1: What are the topic trends in leadership styles and job performance?

RQ2: What is the gap in leadership styles and job performance?

RQ3: What is the relationship between all the themes related to leadership styles and job performance?

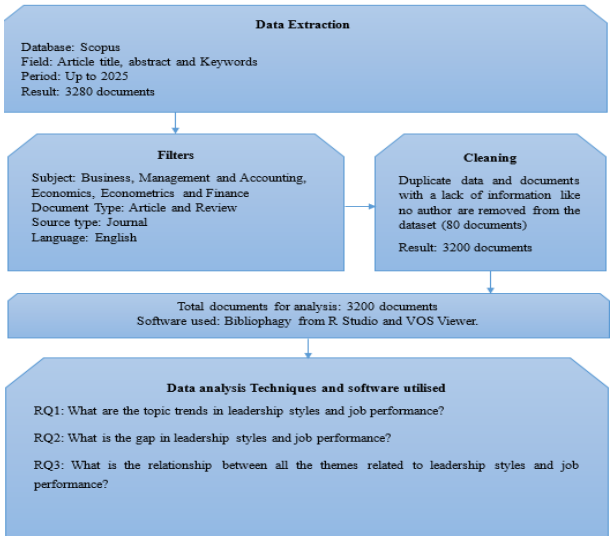

Fig. 1: Bibliometric Process.

4. Results

Bradford laws: Bradford's Law is a crucial tenet in bibliometrics, highlighting the quantitative assessment of scholarly publications. This legislation, initially introduced by Samuel C. Bradford in 1934, establishes a framework for comprehending the dissemination of articles in scientific publications. “Bradford's Law assesses the productivity and significance of journals within certain study domains, facilitating the effective distribution of resources for literature searches and the promotion of agricultural products. Following Bradford's Law, we classified the articles into three zones, each including several journals, with the quantity of journals in each category according to the ratio 1:n:n²”. See Figure 2 and Table 1, which represent the distribution of scientific material among journals pertaining to a specific subject.

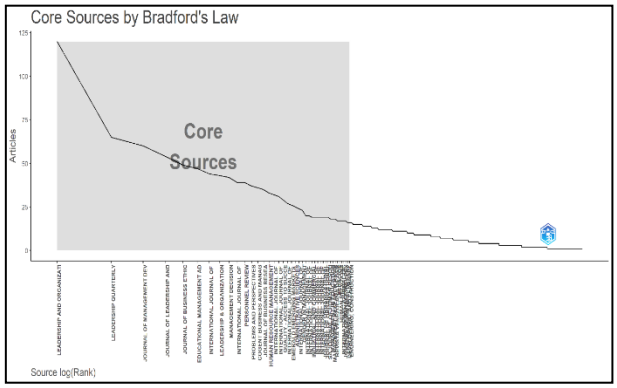

Fig. 2: Bradford Laws.

Table 1: Bradford Law

SO	Rank	Freq	Zone
"LEADERSHIP AND ORGANIZATION DEVELOPMENT JOURNAL"	1	120	Zone 1
"LEADERSHIP QUARTERLY"	2	65	Zone 1
"JOURNAL OF MANAGEMENT DEVELOPMENT"	3	60	Zone 1
"JOURNAL OF LEADERSHIP AND ORGANIZATIONAL STUDIES"	4	54	Zone 1
"JOURNAL OF BUSINESS ETHICS"	5	49	Zone 1
"EDUCATIONAL MANAGEMENT ADMINISTRATION AND LEADERSHIP"	6	47	Zone 1
"INTERNATIONAL JOURNAL OF EDUCATIONAL MANAGEMENT"	7	44	Zone 1
"LEADERSHIP & ORGANIZATION DEVELOPMENT JOURNAL"	8	43	Zone 1
"MANAGEMENT DECISION"	9	42	Zone 1
"INTERNATIONAL JOURNAL OF LEADERSHIP IN EDUCATION"	10	39	Zone 1
"PERSONNEL REVIEW"	11	39	Zone 1
"PROBLEMS AND PERSPECTIVES IN MANAGEMENT"	12	37	Zone 1
"COGENT BUSINESS AND MANAGEMENT"	13	36	Zone 1
"JOURNAL OF BUSINESS RESEARCH"	14	35	Zone 1
"HUMAN RESOURCE MANAGEMENT INTERNATIONAL DIGEST"	15	33	Zone 1
"INTERNATIONAL JOURNAL OF HUMAN RESOURCE MANAGEMENT"	16	32	Zone 1
"INTERNATIONAL JOURNAL OF ORGANIZATIONAL ANALYSIS"	17	31	Zone 1
"QUALITY - ACCESS TO SUCCESS"	18	29	Zone 1
"INTERNATIONAL JOURNAL OF SCIENTIFIC AND TECHNOLOGY RESEARCH"	19	27	Zone 1
"EMERALD EMERGING MARKETS CASE STUDIES"	20	26	Zone 1
"ADMINISTRATIVE SCIENCES"	21	25	Zone 1
"INTERNATIONAL JOURNAL OF RECENT TECHNOLOGY AND ENGINEERING"	22	24	Zone 1
"GENDER IN MANAGEMENT	23	23	Zone 1
"INTERNATIONAL JOURNAL OF APPLIED BUSINESS AND ECONOMIC RESEARCH"	24	20	Zone 1
"INTERNATIONAL JOURNAL OF PRODUCTIVITY AND PERFORMANCE MANAGEMENT"	25	20	Zone 1
"INDUSTRIAL AND COMMERCIAL TRAINING"	26	19	Zone 1
"INTERNATIONAL JOURNAL OF CONTEMPORARY HOSPITALITY MANAGEMENT"	27	19	Zone 1
"INTERNATIONAL JOURNAL OF HOSPITALITY MANAGEMENT"	28	19	Zone 1
"INTERNATIONAL JOURNAL OF PROJECT MANAGEMENT"	29	19	Zone 1
"JOURNAL OF ORGANIZATIONAL BEHAVIOR"	30	19	Zone 1
"JOURNAL OF ORGANIZATIONAL CHANGE MANAGEMENT"	31	19	Zone 1
"SA JOURNAL OF HUMAN RESOURCE MANAGEMENT"	32	19	Zone 1
"MANAGEMENT IN EDUCATION"	33	18	Zone 1
"MANAGEMENT RESEARCH REVIEW"	34	18	Zone 1
"REVISTA VENEZOLANA DE GERENCIA"	35	18	Zone 1
"ESPACIOS"	36	17	Zone 1
"HUMAN RELATIONS"	37	17	Zone 1
"INTERNATIONAL JOURNAL OF MANAGING PROJECTS IN BUSINESS"	38	17	Zone 1
"JOURNAL OF MANAGERIAL PSYCHOLOGY"	39	17	Zone 1
"LEADERSHIP IN HEALTH SERVICES"	40	17	Zone 1
"DEVELOPMENT AND LEARNING IN ORGANIZATIONS"	41	16	Zone 1
"ENGINEERING, CONSTRUCTION AND ARCHITECTURAL MANAGEMENT"	42	16	Zone 1
"MANAGEMENT SCIENCE LETTERS"	43	16	Zone 2
"ASIA PACIFIC BUSINESS REVIEW"	44	15	Zone 2
"CHINESE MANAGEMENT STUDIES"	45	15	Zone 2
"INTERNATIONAL BUSINESS MANAGEMENT"	46	15	Zone 2
"JOURNAL OF ASIAN FINANCE, ECONOMICS AND BUSINESS"	47	15	Zone 2
"JOURNAL OF BUSINESS AND PSYCHOLOGY"	48	15	Zone 2
"JOURNAL OF ORGANIZATIONAL EFFECTIVENESS"	49	15	Zone 2
"BMJ LEADER"	50	14	Zone 2
"EUROPEAN JOURNAL OF WORK AND ORGANIZATIONAL PSYCHOLOGY"	51	14	Zone 2
"HEALTH LEADERSHIP AND QUALITY OF LIFE"	52	14	Zone 2
"INTERNATIONAL JOURNAL OF CROSS CULTURAL MANAGEMENT"	53	14	Zone 2
"INTERNATIONAL JOURNAL OF PUBLIC ADMINISTRATION"	54	14	Zone 2
"POLISH JOURNAL OF MANAGEMENT STUDIES"	55	14	Zone 2
"EUROPEAN MANAGEMENT JOURNAL"	56	13	Zone 2
"GROUP AND ORGANIZATION MANAGEMENT"	57	13	Zone 2
"INTERNATIONAL JOURNAL OF MANPOWER"	58	13	Zone 2
"LEADERSHIP AND POLICY IN SCHOOLS"	59	13	Zone 2
"STRATEGIC DIRECTION"	60	13	Zone 2
"BUSINESS HORIZONS"	61	12	Zone 2
"EUROPEAN BUSINESS REVIEW"	62	12	Zone 2
"EUROPEAN JOURNAL OF INNOVATION MANAGEMENT"	63	12	Zone 2
"GROUP & ORGANIZATION MANAGEMENT"	64	12	Zone 2
"HEALTH CARE MANAGEMENT REVIEW"	65	12	Zone 2
"INTERNATIONAL JOURNAL OF HUMAN RESOURCES DEVELOPMENT AND MANAGEMENT"	66	12	Zone 2
"JOURNAL OF CLEANER PRODUCTION"	67	12	Zone 2
"JOURNAL OF OCCUPATIONAL AND ORGANIZATIONAL PSYCHOLOGY"	68	12	Zone 2
"LEADERSHIP"	69	12	Zone 2
"PERSONNEL PSYCHOLOGY"	70	12	Zone 2
"PERTANIKA JOURNAL OF SOCIAL SCIENCES AND HUMANITIES"	71	12	Zone 2
"TOTAL QUALITY MANAGEMENT AND BUSINESS EXCELLENCE"	72	12	Zone 2
"GLOBAL BUSINESS REVIEW"	73	11	Zone 2
"HUMAN RESOURCE DEVELOPMENT QUARTERLY"	74	11	Zone 2
"HUMAN SYSTEMS MANAGEMENT"	75	11	Zone 2
"INTERNATIONAL JOURNAL OF CONFLICT MANAGEMENT"	76	11	Zone 2
"INTERNATIONAL JOURNAL OF ECONOMIC RESEARCH"	77	11	Zone 2
"INTERNATIONAL JOURNAL OF EDUCATIONAL ORGANIZATION AND LEADERSHIP"	78	11	Zone 2

“INTERNATIONAL JOURNAL OF INNOVATION MANAGEMENT”	79	11	Zone 2
“JOURNAL OF HEALTHCARE LEADERSHIP”	80	11	Zone 2
“JOURNAL OF INDUSTRIAL ENGINEERING AND ENGINEERING MANAGEMENT”	81	11	Zone 2
“JOURNAL OF KNOWLEDGE MANAGEMENT”	82	11	Zone 2
“JOURNAL OF PERSONAL SELLING AND SALES MANAGEMENT”	83	11	Zone 2
“ORGANIZATION DEVELOPMENT JOURNAL”	84	11	Zone 2
“PUBLIC ORGANIZATION REVIEW”	85	11	Zone 2
“REVIEW OF MANAGERIAL SCIENCE”	86	11	Zone 2
“WOMEN IN MANAGEMENT REVIEW”	87	11	Zone 2
“CONSTRUCTION MANAGEMENT AND ECONOMICS”	88	10	Zone 2
“HUMAN RESOURCE DEVELOPMENT INTERNATIONAL”	89	10	Zone 2
“HUMANITIES AND SOCIAL SCIENCES COMMUNICATIONS”	90	10	Zone 2
“INTERNATIONAL JOURNAL OF MANAGEMENT IN EDUCATION	91	10	Zone 2
“JOURNAL OF HEALTH ORGANIZATION AND MANAGEMENT”	92	10	Zone 2
“JOURNAL OF MANAGEMENT AND ORGANIZATION”	93	10	Zone 2
“PUBLIC PERSONNEL MANAGEMENT”	94	10	Zone 2
“SCHOOL LEADERSHIP AND MANAGEMENT”	95	10	Zone 2
“ACADEMIC LEADERSHIP”	96	9	Zone 2
“ACADEMY OF STRATEGIC MANAGEMENT JOURNAL”	97	9	Zone 2
“ADVANCES IN DEVELOPING HUMAN RESOURCES”	98	9	Zone 2
“CASE JOURNAL”	99	9	Zone 2
“EMPLOYEE RELATIONS”	100	9	Zone 2

Word Cloud: Word-cloud analysis has become a novel instrument in “bibliometric research, providing a visual depiction of the frequency and significance of words within a corpus of academic literature. Word clouds provide the rapid identification of dominant themes and patterns via graphical representations of textual data, serving as an essential tool for analysing the enormous and intricate datasets characteristic of bibliometric research”. The most often occurring keywords are leadership styles, leadership, leadership transaction, and so on. See Figure 3, which shows that a word cloud is a graphical depiction of word frequency. The frequency of the term's occurrence in the examined text correlates with its size in the created picture.

Fig. 3: Word Cloud.

Country Scientific Production: Country scientific production in bibliometric analysis denotes the quantitative assessment of a nation's academic output, derived from published research papers, citations, and various scientific metrics. This study facilitates the comparison of research performance across nations and underscores worldwide trends in scientific output. Bibliometric studies may identify prominent nations in many fields and disclose the degree of their contribution to world knowledge by evaluating measures such as total publications, h-index, and citation impact. These measures further demonstrate how national investment in research and development converts into academic production. The most productive countries in the leadership stream are: the USA, Canada, India, and so on. See Figure 4 and Table 2, which illustrate that National scientific output is evaluated by bibliometric techniques that measure and assess research productivity, frequently utilising data from databases.

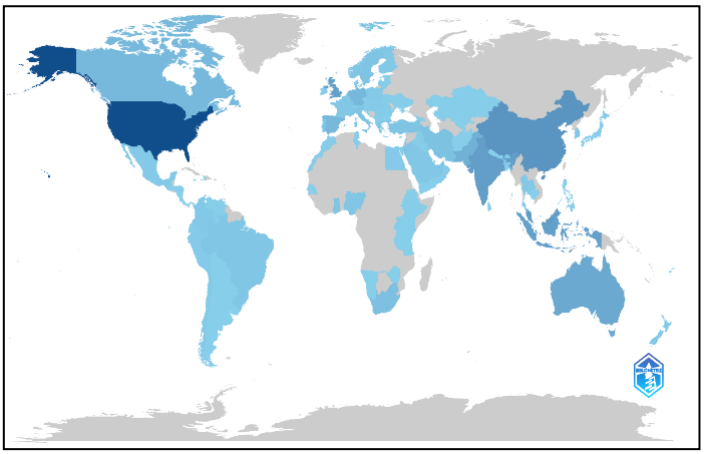

Fig. 4: Country Scientific Production.

Table 2: Country Scientific Production

Country	F
USA	1622
CHINA	697
MALAYSIA	599
INDIA	573
UK	556
INDONESIA	544
AUSTRALIA	439
PAKISTAN	341
NETHERLANDS	271
GERMANY	263
SPAIN	257
CANADA	254
SOUTH AFRICA	164
IRAN	145
ITALY	122
ISRAEL	115
TURKEY	115
SWEDEN	114
UNITED ARAB EMIRATES	113
JORDAN	110
GHANA	101
NIGERIA	100
PORTUGAL	97
NORWAY	94
BRAZIL	93
SOUTH KOREA	93
GREECE	92
FRANCE	82
SAUDI ARABIA	76
FINLAND	72
THAILAND	72
COLOMBIA	63
NEW ZEALAND	58
HUNGARY	55
BELGIUM	54
POLAND	47
MEXICO	46
CHILE	44
ROMANIA	42
SWITZERLAND	40
CYPRUS	38
IRELAND	36
SINGAPORE	36
BANGLADESH	35
EGYPT	33
DENMARK	32
PERU	31
QATAR	31
LITHUANIA	30
SERBIA	30
SLOVENIA	28
AUSTRIA	27
ECUADOR	26
IRAQ	26
KUWAIT	24
CZECH REPUBLIC	23
OMAN	23
LEBANON	22
SLOVAKIA	19
ESTONIA	18
BAHRAIN	17
ETHIOPIA	17
JAPAN	17
MOROCCO	17
TUNISIA	17
PHILIPPINES	16
UGANDA	16
KAZAKHSTAN	14
UKRAINE	13
CROATIA	12
LIECHTENSTEIN	12
VENEZUELA	10
KENYA	9
NORTH MACEDONIA	8
BHUTAN	7
KOSOVO	6
NEPAL	6
SRI LANKA	6

GEORGIA	5
LATVIA	5
LUXEMBOURG	5
SENEGAL	5
ALBANIA	4
CAMBODIA	4
MALTA	4
MAURITIUS	4
TANZANIA	4
UZBEKISTAN	4
YEMEN	4
ARGENTINA	3
BULGARIA	3
FIJI	3
HAITI	3
MALDIVES	3
MONTENEGRO	3
URUGUAY	3
BOLIVIA	2
GUAM	2
LESOTHO	2
MONACO	2

Trend Topics: Topic trend analysis in bibliometrics involves the identification, monitoring, and assessment of the progression of research subjects over time within a specific academic discipline or across many fields. This methodology elucidates the dynamics of knowledge creation, the emergence of novel study domains, and the obsolescence of obsolete or less pertinent topics. The primary trends in leadership include leadership, consideration, employee behaviour, initiating structure, managers, team working, behaviour and so on. See Figure 5 , and Table 3, which represents the trending topics in the study area.

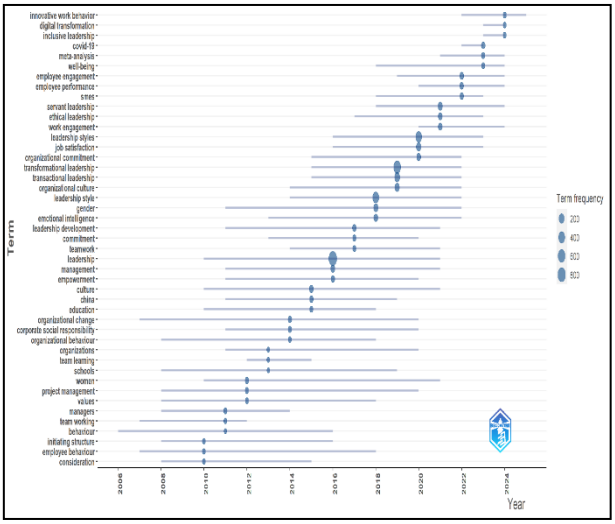

Fig. 5: Trend Topics.

Table 3: Trend Topics

Item	frequency
consideration	11
employee behaviour	11
initiating structure	11
managers	21
team working	13
behaviour	8
women	34
project management	29
values	21
organizations	10
team learning	9
schools	8
organizational change	34
corporate social responsibility	26
organizational behaviour	15
culture	62
china	35
education	20
leadership	869
management	61
empowerment	34
leadership development	43
commitment	28
teamwork	18
leadership style	371

gender	113
emotional intelligence	62
transformational leadership	596
transactional leadership	217
organizational culture	124
leadership styles	343
job satisfaction	125
organizational commitment	66
servant leadership	117
ethical leadership	57
work engagement	55
employee engagement	51
employee performance	43
smes	34
covid-19	35
meta-analysis	27
well-being	22
innovative work behaviour	23
digital transformation	17
inclusive leadership	14

Thematic Map: Theme map analysis is a powerful visualization instrument in bibliometrics that offers a comprehensive perspective of the intellectual framework and theme development within a study domain. It classifies study themes according to their significance and progression, enabling academics to discern fundamental domains, nascent subjects, and prospective research voids. Thematic maps are extensively utilised for trend analysis, strategic research planning, and promoting interdisciplinary collaboration. A thematic map visually illustrates the relationships among study subjects by categorizing them into quadrants. The quadrants are often delineated by two axes: density, which signifies the internal cohesiveness of a subject, and centrality, which denotes the theme's significance within the wider academic domain. This method facilitates the classification of subjects into four primary categories. See Figure 6.

Niche themes: “In this quadrant, we represent the extremely developed themes, but not essential to leadership,” such as authorization leadership, paternalistic leadership, behaviour leadership, and transformation. In the niche themes quadrant, paternalistic leadership, authoritarian leadership, and benevolent leadership are well-developed but less connected to other themes in the broader literature. These leadership types are often studied in specific cultural or organizational contexts, particularly in collectivist societies and family business environments, where hierarchical relationships and cultural values strongly influence leadership practices. While these themes offer rich, context-specific insights, their limited integration into mainstream leadership theory positions them as specialized but less universally applicable.

Motor themes: “In this quadrant, we demonstrate the most developed themes in the leadership,” such as ethical leadership, authentic leadership, and trust. The motor themes quadrant highlights ethical leadership, authentic leadership, and trust as central and well-developed areas within leadership research. These constructs not only exhibit strong internal development but also hold a high degree of relevance, indicating that they are driving forces of the field. Their prominence reflects a growing scholarly and practical emphasis on values-driven leadership, integrity, and the critical role of trust in leader–follower relationships. These themes form the backbone of contemporary leadership studies and are likely to remain influential in shaping future directions of research.

Basic themes: “In this quadrant, we display not developed themes in leadership,” such as transformational leadership, transactional leadership, and job satisfaction. The basic themes quadrant includes leadership style, organizational culture, transformational leadership, transactional leadership, and job satisfaction. These concepts are highly relevant and foundational to leadership studies, but they remain underdeveloped in terms of density. This indicates that while they are central to the field, their conceptual clarity and empirical application require further refinement. These themes often serve as entry points for understanding leadership’s impact on organizational outcomes, and continued exploration in this space can help strengthen their theoretical and practical contributions.

Declining themes: “In this fourth quadrant, we represent not relative and not developed themes to the leadership,” such as gender and culture. The emerging or declining themes quadrant identifies leadership, gender, and culture as areas of relatively low development and low centrality. This positioning suggests that research on gender and cultural dimensions of leadership is still in its early stages or remains fragmented. These themes may represent emerging opportunities, reflecting the increasing importance of diversity, inclusion, and cultural sensitivity in leadership studies, but their weak density indicates that more systematic research is needed. Alternatively, if not further developed, they risk becoming peripheral or declining in significance.

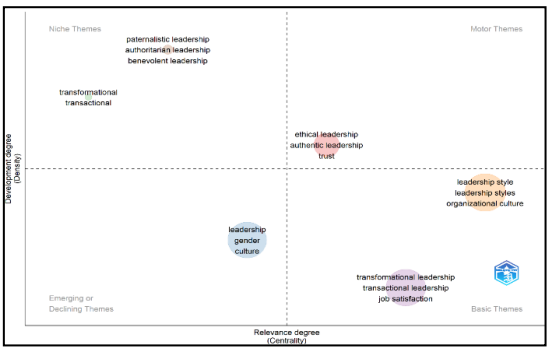

Fig. 6: Thematic Map.

Co-authorship: Co-authorship analysis is a bibliometric technique used to examine worldwide research cooperation by analysing the affiliations of co-authors in scholarly publications. This strategy makes it easier to understand global research networks, how different nations affect a topic, and how countries cooperate together on international issues. The findings of the co-authorship country study are crucial for policymakers, research institutions, and funding agencies in developing international collaboration policies and evaluating worldwide scientific achievements. The USA, Pakistan, China, and other countries work together as co-authors.. See Figure 7.

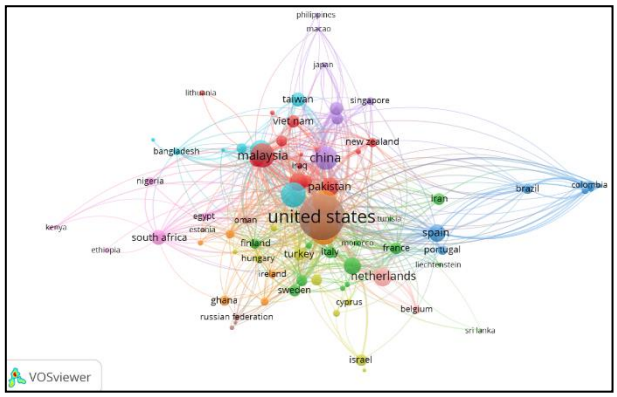

Fig. 7: Co-Authorship.

Co-occurrence: Co-occurrence analysis is a basic bibliometric tool used to look into and show how concepts, words, or entities in academic literature are related to each other. By analysing the co-occurrence frequency of certain entities (e.g., words, authors, or nations) within a dataset, researchers can identify patterns and correlations that elucidate the conceptual framework of a field. This method has gained popularity due to its capacity to elucidate knowledge domains, research trends, and the interconnections between concepts. This research has several fundamental nodes, each representing distinct colours, with each node indicating the frequency of the phrase within the context of operational performance themes. We can see that leadership, work satisfaction, and other things happen together a lot. See Figure 8.

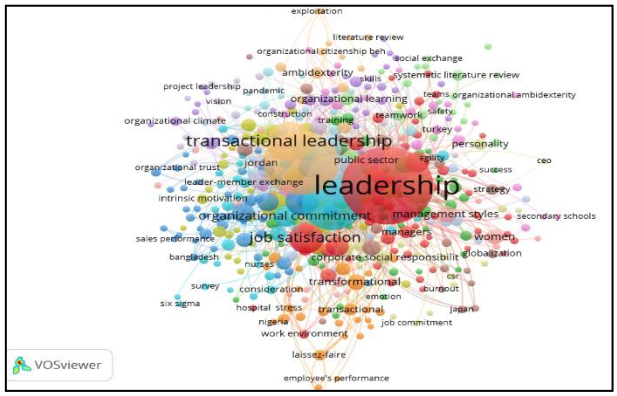

Fig. 8: Co-Occurrence.

Bibliographic coupling: “Bibliographic coupling is an essential analytical technique in bibliometrics that clarifies the conceptual relationships among scholarly works. It analyses the extent to which several works interreference, offering insights on their thematic or conceptual connections. Bibliographic coupling has become a crucial tool for defining the structure of research areas, tracking scientific advancement, and identifying clusters of related activity. Bibliographic coupling posits that two publications are cognitively interconnected if they reference the identical set of sources. An increasing number of common references is associated with greater coupling strength. Unlike citation analysis, which examines how a document is cited by others, bibliographic coupling is a retroactive method that evaluates shared references across previous publications, providing a static depiction of relationships at the time of release. Numerous nations, including the USA, Italy, Spain, and India share a mutual interest in operational management”. See Figure 9.

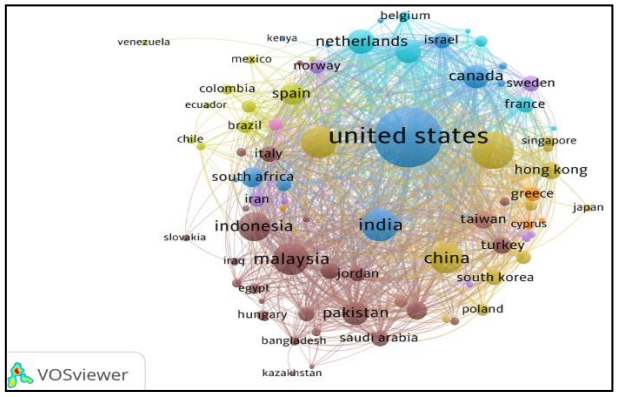

Fig. 9: Bibliographic Coupling.

5. Discussion

A bibliometric analysis of leadership styles and job performance offers significant practical insights for organisational leaders, HR professionals, and policymakers. This study helps decision-makers identify which leadership styles —transformational, transactional, servant, or authentic —are most significantly correlated with enhanced employee performance across various industries and cultures, by examining the most impactful research, themes, and emerging trends. These insights allow organisations to implement leadership development

programs that match established theories and practices, ultimately improving staff motivation, retention, and productivity. Furthermore, the study emphasises contextual aspects such as industry, team size, and geographic location, assisting organisations in executing leadership strategies customized to their unique workforce dynamics (Fairholm 2016; Khanin 2007; Le and Do 2024; Ruiz-Palomino et al. 2025).

The bibliometric study, from an operational standpoint, substantiates evidence-based leadership training by identifying the most commonly referenced abilities, tools, and leadership behaviours that influence job performance. Organisations may evaluate their internal leadership practices against worldwide research standards, ensuring they remain both contemporary and successful. The study frequently reveals deficiencies in practice, such as the inadequate application of participatory or servant leadership in high-pressure contexts, prompting organisations to reconsider and adapt their leadership strategies. By implementing these results in practical environments, organisations may cultivate a more adaptable, inclusive, and performance-oriented leadership culture (Jansson and Kangas 2024; Poon-McBrayer & Wong 2013; West-burnham 2015).

Bibliometric research theoretically enhances the organisation and progression of information in the field of leadership performance. It delineates the evolution of fundamental leadership theories, including transformational leadership theory, path-goal theory, and leader-member exchange theory, illustrating the progression of their implementation throughout time. Additionally, it recognizes insufficiently explored factors and linkages, including the mediating functions of emotional intelligence and psychological safety, as well as the influence of digital leadership in distant work environments. These findings furnish academics with a basis for forthcoming empirical study and model advancement. The bibliometric analysis elucidates theoretical limits and promotes interdisciplinary integration by synthesising trends in citations, co-authorship, and keyword usage, thereby enhancing the academic rigor and relevance of leadership research (Ahmad et al. 2023; Rose & Kim 2011; Vyas et al., 2025).

The review of leadership research suggests that, although the field is theoretically rich and empirically expanding, it continues to face notable limitations. Moreover, methodological approaches remain largely rigid, with an overdependence on cross-sectional survey designs that constrain causal understanding. Addressing these shortcomings through theoretical integration, contextual diversification, role-based sampling, and the adoption of advanced methodological strategies has the potential to substantially advance both scholarly knowledge and practical applications of leadership within higher education institutions.

Table 4: Research gap

Theme	Key Finding	Research Gap	Future Direction
Theoretical Saturation	Reliance on few dominant theories	Lack of integrated models	Use multi-theory frameworks (e.g., FRLT + EI + performance)
Contextual Imbalance	Focus on industry, not academia	Limited research in education sector	Apply models in HEIs, especially in developing nations
Narrow Characteristics	Limited demographic diversity	Overlooks roles, gender, tenure	Stratified samples across academic roles and backgrounds
Methodological Rigidity	Overuse of cross-sectional surveys	Lacks depth and causality	Use SEM, longitudinal, qualitative, and mixed methods

6. Conclusion

This study aims to identify the topic trends in leadership styles and job performance, and to demonstrate the gap in leadership styles and job performance. The study reveals that the most often occurring keywords are leadership styles, leadership, leadership transaction,

In addition, Topic trend analysis in bibliometrics involves the identification, monitoring, and assessment of the progression of research subjects over time within a specific academic discipline or across many fields. This methodology elucidates the dynamics of knowledge creation, the emergence of novel study domains, and the obsolescence of obsolete or less pertinent topics. The primary trends in leadership include leadership, consideration, employee behaviour, initiating structure, managers, team working, and behaviour.

In the same way, Co-authorship analysis is a bibliometric method employed to investigate global research collaboration by scrutinising the affiliations of co-authors in academic publications. This method elucidates global research networks, the impact of several countries on a topic, and patterns in international cooperation. The results of the co-authorship country study are essential for policymakers, research institutions, and funding agencies in formulating international collaboration policies and assessing global scientific accomplishments. There exists a collaborative co-authorship among the USA, Pakistan, and China.

In addition, Bibliographic coupling is an important analytical technique in bibliometrics that shows how academic publications are related to each other in terms of ideas. It looks at how closely different works are related to each other and gives information about their thematic or intellectual connections. Bibliographic coupling has become a crucial tool for defining the structure of research areas, tracking scientific advancement, and identifying groups of related activity. Bibliographic coupling posits that two publications are cognitively interconnected if they reference the same sources. An increasing number of common references is associated with greater coupling strength. Citation analysis looks at how other people use a text, whereas bibliographic coupling looks at common references across older works. It gives a static picture of relationships at the time of creation. The USA, Italy, Spain, and India are just a few of the countries that are all interested in operational management. This research, though presenting insightful findings, has a couple of shortcomings. It was based on a cross-sectional approach, meaning causal interpretations are limited. Researchers can complement this research by conducting longitudinal research to account for variations over time.

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