

REVIEW PAPER

Leadership styles and their associated outcomes: A bibliometric review using VOSviewer

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ARTICLE INFO

Article History:

Received 08 March 2023

Revised 02 July 2023

Accepted 22 July 2023

Keywords:

Bibliometric

Indonesia

Leadership styles

Scopus database

VOSviewer

ABSTRACT

Leadership plays a crucial role in promoting organizational productivity and sustainability. There are several styles of leadership have been proposed and investigated, as well as their various impacts on different organizations. Therefore, this study aims to analyze the leadership styles in Indonesian settings and their associated outcomes through a bibliometric review. This study employs a qualitative approach. The entire data collecting and screening procedure in the Scopus database provided the foundation for the present study. A total of 84 eligible papers from 2000 to 2023 are explored, and the scientific landscapes are further visualized using the VOSviewer. The results showed evidence that network visualization consists of 5 clusters: red, green, blue, yellow, and purple cluster. The first red cluster includes business strategy, innovation, organizational commitment, and organizational culture. Employee performance, job satisfaction, work environment, and work motivation are represented by the second cluster, which is identified to be green in color. In addition, the third blue cluster covers knowledge management, transactional leadership, and transformational leadership. Creativity and employee engagement are all part of the fourth yellow cluster. Finally, democratic leadership is included in the fifth purple cluster. The findings concluded that leadership styles (i.e., transformational, transactional and democratic leadership) positively contribute to the associated outcomes (i.e., employee performance, job satisfaction, organizational commitment, employee engagement, business strategy, and organizational innovation and creativity). In addition, mainly related to associated outcomes, the transformational leadership style is a more dominant influence than transactional and democratic in Indonesian settings. By demonstrating as role models, transformational leaders establish strong emotional connections with their employees to feel a sense of belonging, leading to increased dedication to go the extra mile.

DOI: [10.22034/IJHCUM.2023.04.01](https://doi.org/10.22034/IJHCUM.2023.04.01)



NUMBER OF REFERENCES

107



NUMBER OF FIGURES

6



NUMBER OF TABLES

2

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Note: Discussion period for this manuscript open until January 1, 2024 on IJHCUM website at the "Show Article."

INTRODUCTION

All researchers and organizational development practitioners have acknowledged and overall agreed that leadership is essential (Denti and Hemlin, 2012) for any organization. Leadership generally plays a crucial role in increasing organizational innovation and creativity (Chaubey *et al.*, 2019), shaping employees' readiness to change (Metwally *et al.*, 2019) and improving employees' positive attitudes and behavior at workplace (Wang and Xu, 2019). Importantly, Bel (2010); Wei and Vasudevan (2022) noted that the different leadership styles adopted tend to have different impacts on employee innovation capability, which in turn affects organizational productivity (Amofa *et al.*, 2016). Numerous studies have been conducted on leadership styles and their impacts for organizations to provide valuable insights. Abdullahi *et al.* (2020) showed that leadership styles (i.e., democratic and transformational leadership) positively predict the organizational citizenship behavior (OCB) of SME employees in Ghana; on the contrary, autocratic leadership has an insignificant effect. Furthermore, Limsila and Ogunlana (2008) acknowledged that leadership styles (i.e., transformational and transactional leadership) have a positive significant relationship with work performance and employees' organisational commitment in construction projects in Thailand, while laissez-faire leadership has a negative significant effect. In several surveys of Indonesian companies in the banking sector, Sabran *et al.* (2022) found leadership styles (i.e., transformational and transactional leadership) that transactional leadership improves employee counterproductive work behavior, while transformational leadership reduces it. In addition, in the education sector, Fadillah *et al.* (2020) showed that both leadership styles (i.e., transformational and transactional) significantly influence teacher innovation capability. Also, Yunarsih *et al.* (2020), in the health sector, acknowledged that leadership styles (i.e., transactional, transformational, democratic, autocratic, bureaucratic and charismatic) increase hospital performance. Furthermore, Pawirosumarto *et al.* (2017), in the health sector, revealed that leadership style not only promotes job satisfaction but also significantly influences employee performance. Udin (2021) further found that leadership styles (i.e., transformational and transactional leadership) significantly enhance innovative work behavior and work engagement of

employees in the stone milling industry. By looking, therefore, at the existing empirical pieces of evidence and because Indonesia is one of the largest countries in the world, which has uniqueness such as a large population (around 273.5 million), more than 1,340 tribes, 718 languages and 6 religions (Databoks, 2023), finding the appropriate leadership style (Chen *et al.*, 2018) in every organization and even the country is very necessary, even though the term 'appropriate leadership' always changes over time (Kjellström *et al.*, 2020). Thus, to fill the gaps, the research questions addressed explicitly in this study are as follows: (1) how is the implementation of leadership styles in Indonesian setting?, and (2) what is the most dominant leadership style applied in Indonesian setting? Therefore, this study provides some potential contributions to organizations, including (1) explaining the implementation of leadership styles in Indonesian setting, and (2) showing the most dominant leadership style applied in Indonesian context.

Literature review

Leadership is defined as an individual's ability to influence and inspire others to achieve organizational goals and effectiveness. Leadership, according to Gurr and Drysdale (2020), is the process of influencing and motivating the behaviors of others towards achievement. Consequently, leadership style refers to an aggregation of skills, traits, and behavior (Van Wart, 2013) or a set of behavior patterns (Molero *et al.*, 2014) of leaders to influence their subordinates for achieving efficiency and organizational goals (Ohemeng *et al.*, 2018). Leadership styles encompass a diverse range of concepts and practices related to how the leaders interact, lead and influence their followers within various organizational contexts. Leadership styles refer to the characteristic approaches and behaviors that leaders adopt when guiding their followers towards achieving common goals. Three major leadership styles, according to Lewin *et al.* in Fiaz *et al.* (2017), have been identified to drive organizations to be more profitable and productive: autocratic, democratic, and laissez-faire styles.

Autocratic leadership style

Autocratic leadership, also known as authoritarian leadership (Briker *et al.*, 2021), is a style of leadership characterized by a leader who has complete control and decision-making authority (Bass and Bass, 2009)

within organization. Autocratic leader holds all the power (Foels *et al.*, 2000) and makes decisions without seeking input (Sauer, 2011) or consensus from others. They also rarely delegate decision-making to others and may not value the ideas of subordinates. Autocratic leaders prioritize obedience (Harms *et al.*, 2018), expecting strict adherence to rules. They may use rewards and punishments as a means of enforcing compliance. Autocratic leaders typically maintain a strict hierarchical structure with clear lines of authority (Khan *et al.*, 2015). Power and information flow from the top to the bottom, and subordinates are expected to follow the established chain of command (Akor, 2014). Also, the communication flow in autocratic leadership is primarily one-way (Iqbal *et al.*, 2015), with instructions coming from the leader to the subordinates. Feedback and input from subordinates are not actively valued. Thus, subordinates have limited autonomy and are expected to follow the leader's directives without question, which in turn, provide little room for individual creativity within the organization. Autocratic leadership can be effective in certain situations, such as in crisis scenarios where quick decisions and clear direction are required. However, autocratic leadership has several drawbacks: (1) autocratic leadership can lead to low employee morale and motivation (De Hoogh *et al.*, 2015). Subordinates may feel disengaged, as their opinions and contributions are not considered important; (2) autocratic leadership often creates a strong dependency on the leader's decision-making abilities. If the leader is absent or unable to make timely decisions, it can slow down the organization and create bottlenecks (Sherf *et al.*, 2019); and (3) autocratic leadership only provides the limited input from subordinates means regarding their new ideas and innovative approaches (Khudhair *et al.*, 2022). This can hinder problem-solving and hinder the organization's ability to adapt to changing circumstances.

Democratic leadership style

Democratic leadership, also known as participative leadership (Amanchukwu *et al.*, 2015), is a style of leadership that involves active participation and decision-making involvement of subordinates. Democratic leader encourages collaboration, seeks input from others, and takes their opinions and suggestions into account (Miloloza, 2018) before making decisions. Democratic leaders foster open and transparent communication within the organization.

They encourage subordinates to express their opinions, concerns, and suggestions. They actively listen to their feedback (Fiaz *et al.*, 2017) and create an environment where everyone feels comfortable contributing to discussions. Democratic leadership promotes collaboration and teamwork (Jiang, 2014; Liggett, 2020). The leader facilitates and encourages cooperation among team members (Tajpour and Razavi, 2023), allowing them to work together to achieve common goals (Hilton *et al.*, 2021; Moneva and Pedrano, 2019). This approach can enhance creativity, problem-solving, and overall team performance. Also, democratic leaders empower their team members by giving them a certain degree of autonomy and responsibility (Choi, 2007). They trust their abilities and provide opportunities for growth and development, which in turn, lead to increased job satisfaction (Dyczkowska and Dyczkowski, 2018; Munir and Iqbal, 2018) and motivation among team members. Democratic leadership has some benefits for organization, including: (1) democratic leadership can foster a positive work environment that encourages individuals to contribute their best efforts (Caillier, 2020). When team members feel that their opinions are valued, and their voices are heard, they tend to be more engaged and motivated; (2) By involving team members in the decision-making process (Kotamena *et al.*, 2020), democratic leaders tap into the diverse perspectives, ideas, and experiences of their team. This can lead to more creative and innovative solutions to problems. While democratic leadership has many advantages, it may not be suitable in all situations. In certain time-sensitive or crisis scenarios, a more directive leadership approach may be required for quick decision-making. Additionally, in some cases, the input from team members may not be feasible or appropriate, such as when dealing with highly technical matters or when specific expertise is needed. Therefore, leaders should be adaptable and consider the situation's needs when determining the most effective leadership style to employ (Haryanto *et al.*, 2022).

Laissez-faire leadership style

Laissez-faire leadership, also known as hands-off leadership (Dasborough and Scandura, 2022), is a style of leadership where the leader provides minimal guidance (Barnett, 2017), involvement, or direction to their subordinates. Laissez-faire leader

delegates authority and decision-making power to the subordinates and allows them to work independently (Breevaart and Zacher, 2019; Kehinde and Banjo, 2014) with little interference. Laissez-faire leaders fully trust their subordinates (Northouse, 2013; Puni et al., 2014) to take responsibility for their work and make decisions without constant supervision. The subordinates under laissez-faire leadership have a high level of autonomy and independence in their work (Iqbal et al., 2021). They are expected to be self-directed, motivated, and capable of managing their own tasks and responsibilities (Antonakis et al., 2004). Laissez-faire leaders provide minimal rules. They may offer support when requested (Igbaekemen, 2014), but they do not enforce specific processes to monitor progress. Advantages of laissez-faire leadership include: (1) laissez-faire leadership allows team members to think freely and explore new ideas. This can stimulate creativity within the team; (2) laissez-faire leadership provides individuals with opportunities to develop their skills (Yang, 2015). It encourages them to take on challenges from their experiences. However, laissez-faire leadership has some disadvantages include: (1) the absence of clear direction from the leader can lead to ambiguity regarding roles and expectations (Skogstad et al., 2007; Skogstad et al., 2015); (2) with minimal involvement from the leader, coordination among subordinates may suffer (Heyliger and

Heyliger, 2014; Neuman and Baron, 2005). This can result in duplication of efforts or a lack of alignment with overall goals (Glabek et al., 2018; Skogstad et al., 2014). Thus, laissez-faire leadership can be effective in certain situations where subordinates are highly skilled, self-motivated, and capable of working independently. However, laissez-faire leadership may not be suitable in situations where clear direction or close supervision is necessary to achieve organizational objectives effectively. Avolio and Bass (1991) further proposed the Full Range model of Leadership (FRL) to briefly explain the leadership styles for organizational competitiveness. The FRL includes three different leadership styles: transformational, transactional, and laissez-faire leadership style.

Based on the FRL, as shown in Fig. 1, transformational leadership style has four components (i.e., individual consideration, intellectual stimulation, inspirational motivation, and idealized influence), transactional leadership has three components (i.e., passive management by exception, active management by exception, and contingent reward), and laissez-faire leadership style (Avolio and Bass, 1991). Laissez-faire is a hands-off leadership style in which employees are free to make all decisions. Although laissez-faire leadership leads to low organizational commitment (Silva and Mendis, 2017) and productivity, leaders with this type are able to work with self-motivated

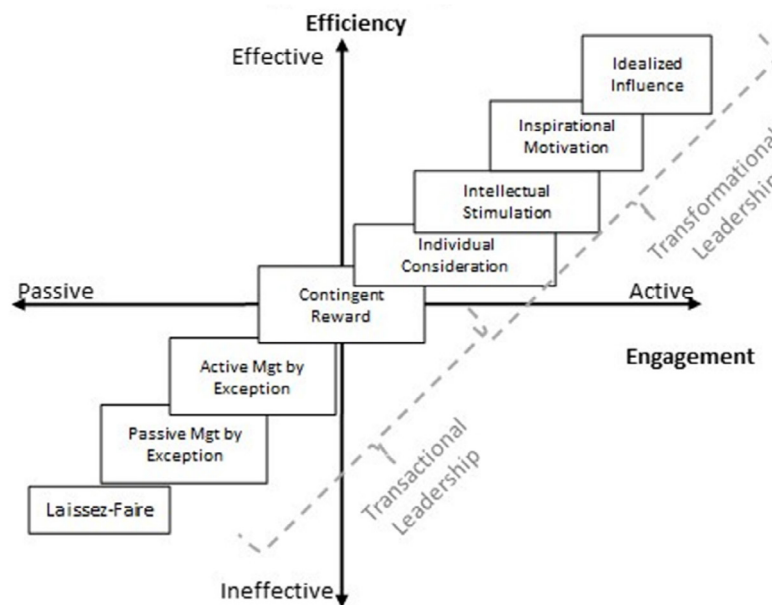


Fig. 1: The Full Range model of Leadership (FRL)

and highly-skilled employees (Zareen *et al.*, 2015). However, transformational leaders refer to leaders who are proactive in influencing and raising employees' awareness to pursue collective interests and larger organizational goals (Antonakis *et al.*, 2003; Udin, 2023). Transformational leaders seek to pay attention to and satisfy the high-level needs of employees and involve them in achieving organizational goals (Hoch *et al.*, 2018; Udin *et al.*, 2023). On the other hand, transactional leadership is built on a clear promise of recognition, structure of rewards, advancement and punishments for various levels of agreed performance between leaders and employees (Antonakis *et al.*, 2003). Transactional leadership values rewards (for high performance) and sanctions (for unsatisfactory performance) to deal with employees in attaining organizational goals (Jensen *et al.*, 2019).

Transactional leadership style

Transactional leadership is a leadership style that focuses on the exchange of rewards and punishments (Abu Nasra and Arar, 2020; Bass and Avolio, 1990) between leaders and subordinates. Transactional leaders set clear expectations, establish performance goals, and use contingent rewards and punishments (Afsar *et al.*, 2017) to motivate their subordinates (Klein, 2023). Transactional leaders set specific goals and offer rewards (i.e., *contingent rewards*), such as recognition or bonuses, in exchange for meeting those goals. The contingent reward approach offers and establishes a transactional dynamic where subordinates work to achieve the desired outcomes in exchange for the promised rewards, both tangible and intangible (Dai *et al.*, 2013). Failure to meet promised expectations, conversely, may result in punishments. Furthermore, transactional leaders do indeed utilize *management by exception* approach (Bass *et al.*, 2003; Gameda and Lee, 2020) to focus on significant deviations from the desired outcomes of day-to-day activities. They set specific goals and intervene for improvement, as well as allow their subordinates to exercise their problem-solving abilities while ensuring alignment with predetermined expectations. They maintain the status quo (Qalati *et al.*, 2022) and provide feedback, as well as establish a clear hierarchy within the organization (Kark *et al.*, 2018). They provide clear guidelines and set clear expectations that enable subordinates to understand what is required of them (Abdelwahed *et al.*, 2023). In addition, transactional leaders tend

to limit independent thinking and creativity among subordinates. According to Riaz and Haider (2010), transactional leadership is more effective in certain situations where tasks are well-defined and clear direction. Transactional leaders further establish clear guidelines and procedures for achieving certain goals and maintaining greater productivity within the organization (Lan *et al.*, 2019). However, it may not be as effective in situations that require a long-term vision.

Transformational leadership style

Future organizations, which are likely to face complex and rapid changes, transformational leadership becomes even more challenging. Transformational leadership is a style of leadership that focuses on entrusting, aligning and inspiring subordinates (Bass and Avolio, 1990) to achieve exceptional performance for the greater good of organization as a whole. Therefore, transformational leaders challenge their subordinates to go beyond their self-interests and work towards a collective vision (Denhardt and Campbell, 2006; Dum Dum *et al.*, 2013). They encourage and empower subordinates to develop their skills and capabilities, as well as foster a sense of ownership to the organization's objectives. According to Bass and Avolio (1990), Bass and Riggio (2006), the key elements of transformational leadership include: (1) *idealized influence*, i.e., leaders serve as role models and admiration as well as earn the trust of their subordinates (Astuty and Udin, 2020; Hosna *et al.*, 2021; Sengphet *et al.*, 2019). They demonstrate high ethical standards and exhibit consistency between their words and actions. By exemplifying the values and behaviors they expect from their subordinates, transformational leaders influence their followers to adopt similar principles (Le and Le, 2021); (2) *inspirational motivation*, i.e., leaders provide a compelling vision that inspires their subordinates. They communicate their vision in a way that generates enthusiasm, excitement, and a sense of purpose among their team members. By effectively articulating the organization's goals and values, transformational leaders rally their subordinates around a common cause (Boamah and Tremblay, 2019); (3) *individualized consideration*, i.e., leaders demonstrate genuine concern for the aspirations and development of their subordinates. They recognize and appreciate individual strengths

and weaknesses and provide mentorship to help their subordinates grow. They establish a personalized connection with each subordinates, fostering a supportive and empowering environment (Hilton *et al.*, 2023); (4) *intellectual stimulation*, i.e., leaders encourage creativity, innovation (Alzoraiki *et al.*, 2018), and critical thinking among their subordinates. They challenge the status quo, encourage problem-solving, and invite subordinates to question assumptions and explore new possibilities (García-Morales *et al.*, 2012). By fostering an intellectually stimulating environment, transformational leaders inspire followers to think outside the box and approach challenges from different perspectives. Transformational leadership has several positive effects on organizations, groups and individuals. Transformational leaders lead to increased motivation, satisfaction, and commitment among employees (Eliyana *et al.*, 2019; Rita *et al.*, 2018), resulting in higher levels of performance and productivity (Hoch *et al.*, 2018). Transformational leaders also foster a sense of empowerment and personal growth, enabling employees to reach their full potential. According to Bass (2000), over the past century, the study of leadership style has advanced, especially in developing countries and by considering different cultural influences (Hofstede, 2011; House *et al.*, 2004). Therefore, the impact of leadership style on organizational outcomes is challenging and requires more dynamic leadership to ensure organizational success today and in the future (Mgbere, 2009). In addition, the effective leadership style is able to inspire, generate admiration, and empower employees to commit and take high risks to achieve better performance in the organization (Ohemeng *et al.*, 2018; Wright *et al.*, 2012). Thus, to fill the gaps, the research questions addressed explicitly in this study are as follows: (1) how is the implementation of leadership styles in Indonesian setting?, and (2) what is the most dominant leadership style applied in Indonesian setting? The current study has been carried out in Indonesia in 2023.

METHODOLOGY

This study employs a qualitative approach to explore the leadership styles in Indonesian settings and their associated outcomes. The entire data collecting and screening procedure in the Scopus database provided the foundation for the present study. In the analysis, several steps, as shown in Fig. 2, have been

taken by entering the keywords, including:

1. 1st step: title-abs-key (leadership and styles and in and indonesia), and the result shows 219 documents.

2. 2nd step: title-abs-key (leadership and styles and in and indonesia) and (exclude (pubyear, 1998) or exclude (pubyear, 1980) or exclude (pubyear, 1978)), and the result shows 216 documents.

3. 3rd step: title-abs-key (leadership and styles and in and indonesia) and (exclude (pubyear, 1998) or exclude (pubyear, 1980) or exclude (pubyear, 1978) and (limit-to (doctype, "ar") or limit-to (doctype, "cp")) and (limit-to (exactkeyword, "leadership style") or limit-to (exactkeyword, "indonesia")), and the result shows 84 documents.

In summary, a total of 84 eligible papers from 2000 to 2023 are explored utilizing the Scopus database. The scientific landscapes of this study are further visualized using the VOSviewer. The VOSviewer software is selected to facilitate data visualization. Also, this software is free and available for bibliometric mapping, which is very useful for displaying large scientific maps in an easy-to-understand way (Van Eck and Waltman, 2010), with a high-quality of visual representation (Sinkovics, 2016). Several potential contributions of bibliometric analysis using VOSviewer include: (1) identifying key research areas within their domain via publication patterns and co-citation networks, to inform strategic decision-making and research prioritization, (2) mapping collaboration networks among researchers or institutions by analyzing co-authorship networks to identify potential collaborators, and (3) assessing research impact, such as citation counts, to evaluate the influential publications, authors, or institutions.

RESULTS AND DISCUSSION

Detailed explanations of the results of the bibliometric review using VOSviewer are performed in the following visualization.

Over the period of 20 years, 84 publications in all were published, as shown in Fig. 3, indicating that no paper publications between 2000 and 2010. With only one document, the number of publishing began in 2011. A further increase of four papers in publications was seen in 2015, and this growth continues until 2020. Furthermore, in 2020 and 2021, respectively, there was the highest number of publications.

Table 1 lists the top ten authors with at least

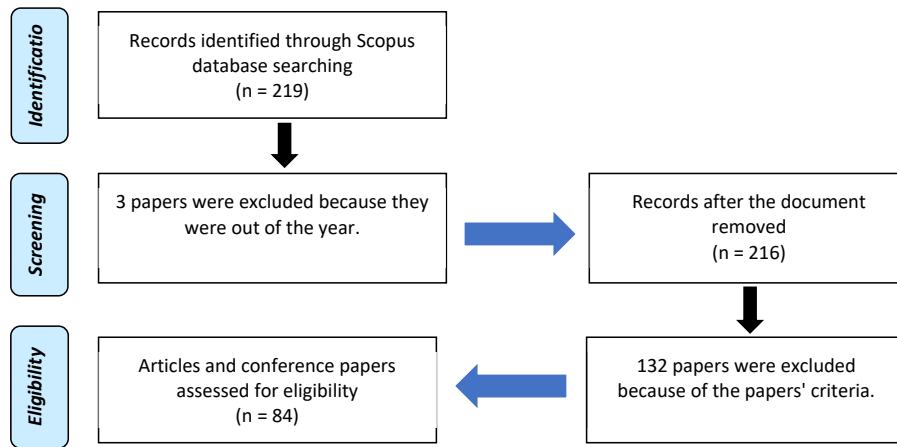


Fig. 2: Flow chart for bibliometric review

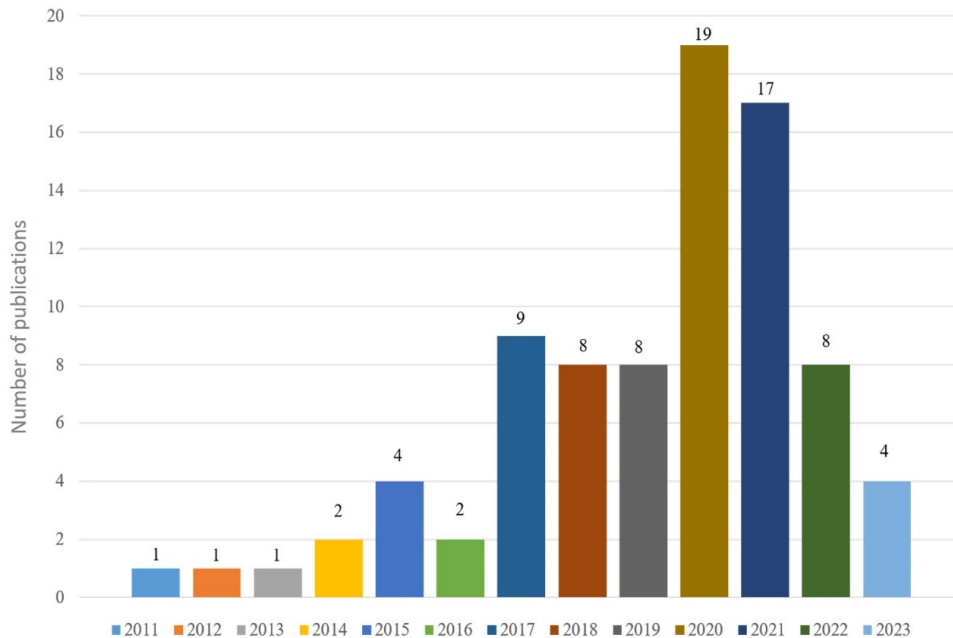


Fig. 3: Trend of publications

two publications on leadership styles research, representing the most productive and influential authors. Ekowati, Purwanto, and Udin, respectively, each of them contributed with 4 publications, followed by Fakhri, Irawanto, Pawirosumarto, and Supriyanto with 3 publications. In addition, Arifin, Arli, and Bernarto, respectively, devote 3 publications.

Table 2 and Figs. 4, 5 and 6 show evidence that

network visualization consists of 5 clusters: red, green, blue, yellow, and purple cluster. The first red cluster includes business strategy, innovation, organizational commitment, and organizational culture. Employee performance, job satisfaction, work environment, and work motivation are represented by the second cluster, which is identified to be green in color. In addition, the third blue cluster covers knowledge management,

Table 1: Most productive and influential authors

No.	Authors	Amount of paper
1	Ekowati	4
2	Purwanto	4
3	Udin	4
4	Fakhri	3
5	Irawanto	3
6	Pawirosumarto	3
7	Supriyanto	3
8	Arifin	2
9	Arli	2
10	Bernarto	2

Table 2: Cluster of constructs

Cluster	Color	Items	Constructs
Cluster 1	Red	4 items	Business strategy Innovation Organizational commitment Organizational culture Employee performance
Cluster 2	Green	4 items	Job satisfaction Work environment Work motivation
Cluster 3	Blue	3 items	Knowledge management Transactional leadership Transformational leadership
Cluster 4	Yellow	2 items	Creativity Employee engagement
Cluster 5	Purple	1 items	Democratic leadership

transactional leadership, and transformational leadership. Creativity and employee engagement are all part of the fourth yellow cluster. Finally, democratic leadership is included in the fifth purple cluster.

The appeal of transformational, transactional and democratic leadership styles and their impacts

Transformational leadership focuses on inspiring and motivating employees to achieve their full potential and surpass their own expectations (Antonakis and House, 2014; Avolio and Bass, 1991). Transformational leaders influence job satisfaction, organizational commitment, and employee performance by inspiring and empowering them to create a positive work environment and foster

a shared sense of vision. By demonstrating as role models, transformational leaders establish strong emotional connections with their employees to feel a sense of belonging, leading to increased dedication to go the extra mile. Effective transformational leaders in Indonesian settings should place a strong emphasis on interpersonal relationships and respect for authority. By building strong relationships, trust, and respect for employees, transformational leaders could inspire them to generate positive organizational outcomes. Transactional leadership, in contrast to transformational leadership, focuses more on maintaining the status quo and achieving predetermined goals through reward systems and punishments (Antonakis and House, 2014). Therefore,

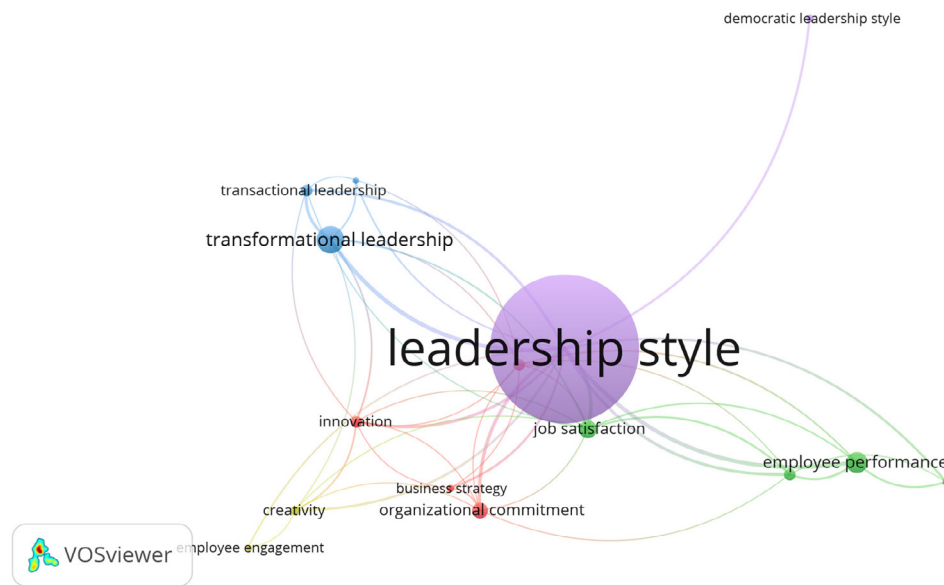


Fig. 4: Network visualization of keywords cluster



Fig. 5: Overlay visualization

transactional leaders typically establish clear expectations for their employees. Also, transactional leaders place emphasis on task accomplishment and performance targets (Aboramadan and Kundi, 2020). By providing specific targets and outlining the desired outcomes, transactional leaders create a framework that guides employees' efforts to increase their

creativity and innovative performance. Transactional leaders in Indonesia should clearly communicate performance expectations, targets and goals to their employees. By providing clear and specific instructions, it may help employees to understand what is expected of them and what rewards they can achieve through their performance criteria. Also, there is a strong



Fig. 6: Density visualization

respect for hierarchy and authority in Indonesian culture. Therefore, transactional leaders need to assert their authority while maintaining a supportive attitude in order to manage their employees effectively. Democratic leadership, also known as participative leadership, commits to involving employees in decision-making processes (Woods, 2021) and actively seeking their input and feedback. By engaging employees in strategic discussions, democratic leaders tap into this knowledge and expertise, enabling the development of more accurate and effective business strategies. Employees also develop a deeper understanding of the strategic objectives and are more likely to be committed to their successful implementation (Tajpour *et al.*, 2023). In addition, democratic leaders encourage open and transparent communication channels to facilitate the exchange of ideas and diverse perspectives. When employees feel comfortable expressing their opinions, they are more likely to be productive and proactive in the success of the organization (Hilton *et al.*, 2021; Sutiyatno, 2022; Udin, 2023).

CONCLUSION

This research concluded that leadership styles (i.e., transformational, transactional and democratic leadership) positively contribute to the associated

outcomes (i.e., employee performance, job satisfaction, organizational commitment, employee engagement, business strategy, and organizational innovation and creativity). In addition, mainly related to associated outcomes, transformational leadership style is a more dominant influence than transactional and democratic in Indonesian settings. Therefore, transformational leadership becomes one of the most effective leadership styles for creating high-performing and successful organizations. Transformational leaders engage and empower employees by involving them in the decision-making process and valuing them to promote higher employee satisfaction, commitment, loyalty, and performance. The findings of this study can potentially be generalized to similar countries or contexts with specific considerations: (1) cultural similarities, for instance, the countries in Southeast Asia such as Malaysia, Thailand, or the Philippines that have historical and cultural ties with Indonesia, (2) similarities in economic development, income levels, and education. This study only uses the Scopus database as the primary source being analyzed regarding the leadership styles research in Indonesian settings. This, of course, leads to the study limitation that needs to be reported. Thus, it is possible for future research to expand the secondary sources, such as

Web of Science (WoS) and Google Scholar databases.

AUTHOR CONTRIBUTIONS

U. Udin has performed the writing of the original draft, investigation, methodology, and supervision.

ACKNOWLEDGEMENT

The author would like to thank the encouraging words and comments from all the editors and reviewers who have provided valuable contributions to this manuscript.

CONFLICT OF INTEREST

The author declared no conflict of interest concerning this research work. Also, the author has checked all the ethical affairs comprising duplicates, misconduct, data making, informed consent, and plagiarism.

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ABBREVIATIONS

FRL	Full Range model of Leadership
WOS	Web of Science

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HOW TO CITE THIS ARTICLE

Udin, U., (2023). Leadership styles and their associated outcomes: A bibliometric review using VOSviewer. *Int. J. Hum. Capital Urban Manage.*, 8(4): 443-456.

DOI: 10.22034/IJHCUM.2023.04.01

URL: https://www.ijhcum.net/article_706377.html

