

## A Bibliometric Review of Research on Leadership on Work Satisfaction

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### ABSTRAK

This paper aims to identify research trends in leadership performance on work satisfaction from 2018-2023 indexed by Scopus. The Method used in this study is qualitative research with a literature study approach. As for the data found, 21 documents were obtained and analyzed 2018-2023. This dataset was converted to CSV format and for Bibliometrix in the analysis using VOSviewer. This research showed that the trend from 2018 to 2023 indexed by Scopus has decreased. This decline may be due to many things, such as researchers' interests, changing research viewpoints, or new issues receiving greater attention. Furthermore, the visualization mapping shows that Leadership, Job Satisfaction, Work Satisfaction, Employee Performance, and Motivation are the main focus of Leadership and Work Satisfaction research. The paper also provides an alternative approach to conducting a literature review with a computer-aided analysis program.

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## INTRODUCTION

Human resources have a significant influence on a company (Tjahjono, 2015). The current era, we are in a rapidly changing business environment that is unpredictable and no longer stable. Business activities are no longer just run by the rules but are controlled by vision and values. Therefore, it is necessary to have competent human resources, creativity, and insight into knowledge and foresight with the company. The role of human resources is very important in determining the progress and decline of an organization. One of the goals of human resource management is to ensure that selected employees can work, contribute and survive for a long period of time (Sumrahadi et al., 2019). There has been a lot of research on human resources and organizations that emphasizes the factors that influence performance. Factors that are very common and almost always researched are the leadership role and work satisfaction factors (Kurniawan, 2012).

Leadership is a process by which a leader can influence subordinates and guide them to achieve good and optimal performance (Locke & Latham, 2004). True leaders know their thoughts and behaviors very well and are believed by others to personally understand moral opinions or values, strengths, and knowledge of them. Understand where they can be confident, operate, optimistic, hopeful, resilient, and of noble character (Avolio et al., 2004). Leadership has a strategic role in guiding, coordinating and motivating team members to achieve common goals (Tjahjono et al., 2018).

Work satisfaction is an important strategic aspect for organizations. Work satisfaction is a need that everyone must meet. Someone will be encouraged to like their job when this need is met. (Weiss et al., 1967), explain that work satisfaction is a comparison between organizations and individuals in achieving and maintaining consistency between them and the environment. This can be seen in how a person can adjust to the organization's needs and how an organization can create a work environment focused on the wants and needs of employees.

Leadership is an organization's strategy to increase work satisfaction and work participation. Based on the problems that have been described. This research aims to analyze the trend portrait of the development of studies on leadership performance and work satisfaction.

## LITERATURE REVIEW

### *Leadership Theory*

Good leadership, understanding, and listening to subordinates will make employees stay in the company. Leaders who make decisions through joint deliberation and act pretty and wisely will make employees feel comfortable and at home (Ghoniya, 2011). The leadership style of a leader also plays a significant role. One way of transformational leadership that can be applied is to provide opportunities for employees to express their opinions (Rokhman, 2011). A transformational leader can motivate subordinates to achieve organizational goals while meeting employee needs (Maulizar & Yunus, 2012). Leadership is an integral role in organizational success and employee

performance (Wibowo & Tjahjono, 2023). Leadership is an important element that influences the work environment and employees perceptions of their work (Muslimah et al., 2023).

### ***Work Satisfaction***

Work satisfaction is another factor that can drive work engagement. Positive feelings about a job indicate job satisfaction, while negative feelings about a job indicate dissatisfaction (Paripurna et al., 2017). Another effect of work dissatisfaction is to show a response to negligence, including absenteeism, procrastination, or increased errors. Meanwhile, work satisfaction will show attachment to work. Attached employees will be motivated to work, including a willingness to accept the challenges of a meaningful job (Sari, 2023). Employees' satisfaction and attachment to their jobs will affect their desire to stay with the company. Work satisfaction and employee attachment to the company play an important role; work satisfaction can reduce staff turnover and improve company performance. work satisfaction will reduce the desire to stay because employees who are not satisfied will have the desire to move (Agustina et al., 2015), while employees who have a high attachment to work will be reluctant to leave and have the desire to leave. Stay in the company (Praborini et al., 2021).

## **METHODOLOGY**

This research uses a qualitative method with a bibliometric approach. Bibliometric studies aim to develop and map a particular study. In this study, the authors used two techniques, relational and evaluative, commonly used in bibliometric studies (Setyaningsih et al., 2016). This study used evaluative techniques such as the number of articles by year, citations by year, publications by country, and publications per author. These were taken from the top ten authors with high publication and relevance. Furthermore, relational techniques were used to examine the relationship between concepts and keywords and explore the relationship and dominance of keywords used in a study. Based on the results of the analysis, we provide a crucial agenda for future research on leadership performance and work satisfaction.

The data in this study consists of articles published between 2014 and 2023 (the last ten years) in journals published in the Scopus database. The consideration of using the Scopus Database as a data source is because it is one of the two most important databases and has high-quality articles published in journals. In Figure 1 below, we present the criteria and filters used in data collection and analysis techniques.

In the process of searching for articles to be analyzed within the scope of the study, the authors used the keywords (TITLE-ABS-KEY ( "LEADERSHIP" ) AND TITLE-ABS-KEY ( "WORK SATISFACTION" ) AND PUBYEAR > 2014 AND PUBYEAR < 2023 AND (LIMIT-TO ( PUBSTAGE, "final" ) AND ( LIMIT-TO ( DOCTYPE, "ar" ) ) AND ( LIMIT-TO ( SUBJAREA, "BUSI" ) ) AND ( LIMIT-TO ( LANGUAGE, "English" ) AND ( LIMIT-TO ( SRCTYPE, "j" ) ) ). We used the PRISMA model guidelines proposed by (Işık et al., 2022). for the accuracy method of the sampled or analyzed article data. This approach shows

four steps to identify and extract data for bibliometric review (Figure 1). We entered the keywords (TITLE-ABS-KEY ("LEADERSHIP") AND TITLE-ABS-KEY ("WORK SATISFACTION")) into the data searching section. We searched the data using several steps, including limiting the year, subject area, document type (Article), source type, publication stage (Final), and language (English). The document publication language is only in English so we can understand it better. As a result of this phase, we found 21 relevant documents that were only published in 2018-2023. The excluded data includes the document type "book, Conference Proceedings, Book Series, Trade Journal, Report, Undefined, subject area, source type, language, etc.". As a result of the initial stage, the authors found 21 articles. We manually reviewed each article and identified 21 relevant publications. Figure 1 shows the stages of identifying and screening, including papers, excluding papers, and data collection, analysis, and visualization.

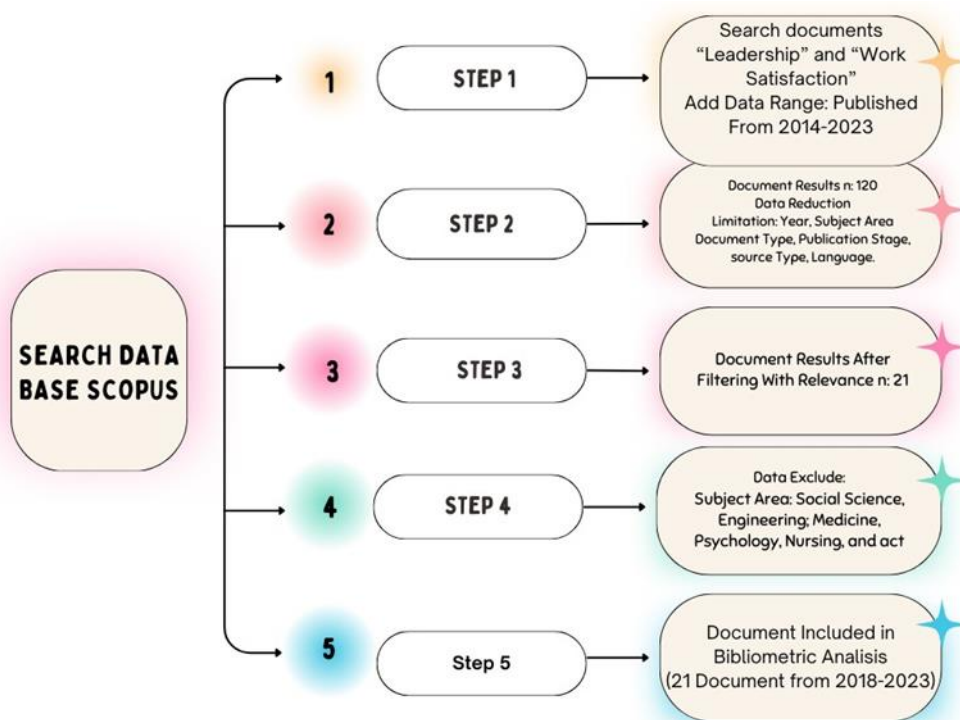


Fig 1. The PRISMA Flow Diagram is used to Identify, Screen and Include Papers for our Bibliometric Review  
(Source Fig: Processed by Author 2024)

Based on Figure 1, the author uses Vosviewer tools widely used in bibliometric analysis studies. This method is used to analyze the portrait of leadership development and Work Satisfaction studies in the past (Past, Present, and Future Research). The development of leadership and work satisfaction studies and visualization by country using Vosviewer tools, followed by a portrait of development with study trends and study density (often referred to as overlay and density visualization) using Vosviewer tools.

## RESEARCH RESULT AND DISCUSSION

### General Information and Annual Publication Output

Data search results through the Scopus database with the keywords "Leadership" and "Work Satisfaction" resulted in 120 scientific articles. After selection based on the level of relevance to the research area under study, 21 articles were selected for inclusion in further analysis. This selection process was conducted to ensure that the articles to be retrieved significantly contributed to understanding Leadership and Work Satisfaction trends. The publications related to Leadership and Work Satisfaction from 2018 to 2023 have a wide range of background information. This study analyzed and classified the data starting from the year of the document, identifying interesting trends and patterns. In addition, the analysis found which countries provided the most scientific publications and the most frequently used journal sources. As such, the results of this analysis make a valuable contribution to the understanding and advancement of research in this area.

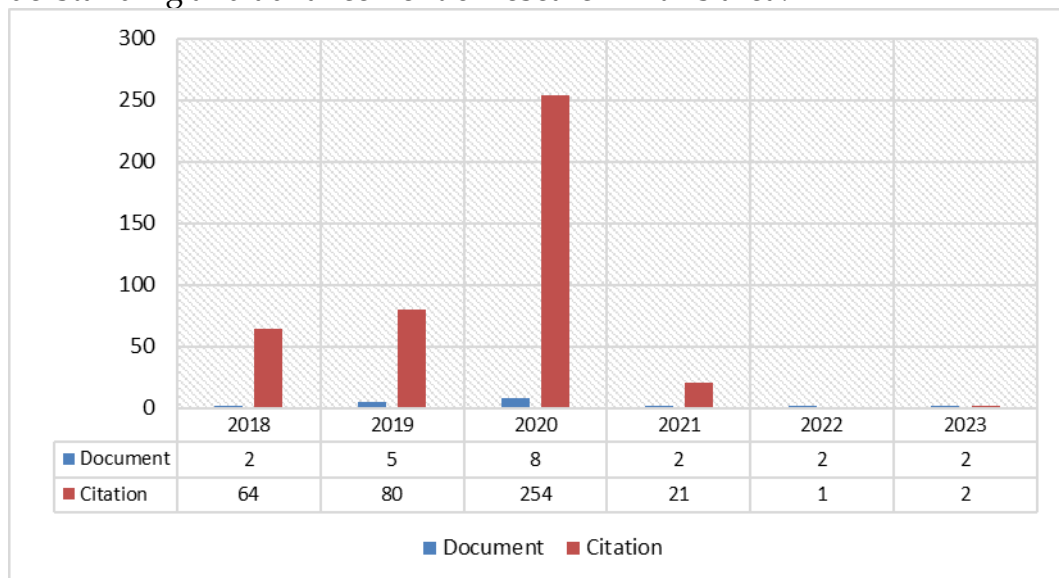


Fig 2. Global trends in publications leadership and Work Satisfaction from 2013 to 2023

Based on the data above, leadership and Work Satisfaction were widely studied in 2020, when the number of publications relevant to this research peaked. This significant increase reflects the high interest and research focus on Leadership and Work Satisfaction. The study is widely viewed in terms of individual, organizational, leadership, team, and interdisciplinary dimensions, showing how complex and important this topic is for managing organizations and individual well-being at work. It helps deepen our understanding of how empowerment, shared leadership, and other elements affect work satisfaction and individual and organizational performance.

## Publication by Country

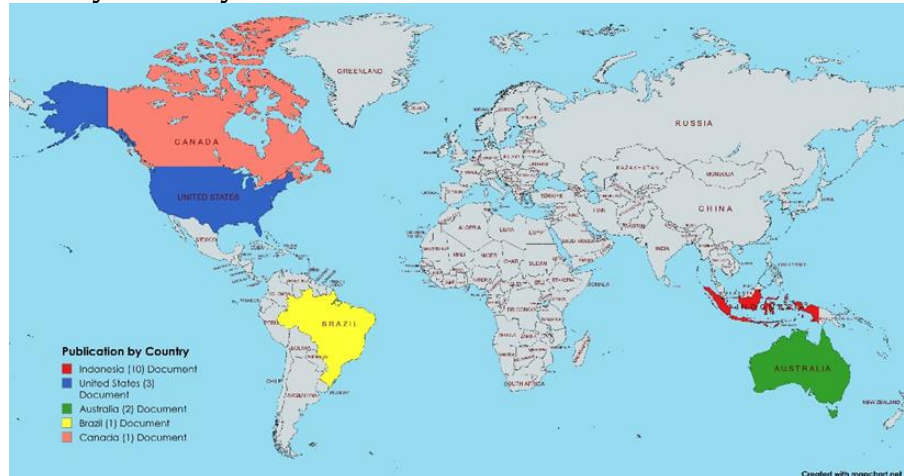


Figure 3. Academic production by country, from 2018–2023 (software Mapchart) (<https://www.mapchart.net/world.html>, accessed on 16 March 2024).

The figure above shows the distribution of publications on leadership and Work Satisfaction studied in Indonesia. The study increases understanding of how leadership, work motivation, and team cohesiveness influence work satisfaction and individual work performance. This study aims to find the components that influence employees' satisfaction levels and work performance in various work environments by focusing on the relationship between these three components. Therefore, this study can provide valuable insights for organizations on improving the quality of the work environment and employee performance.

## Linkage and Clustering of Themes in a leadership and Work Satisfaction

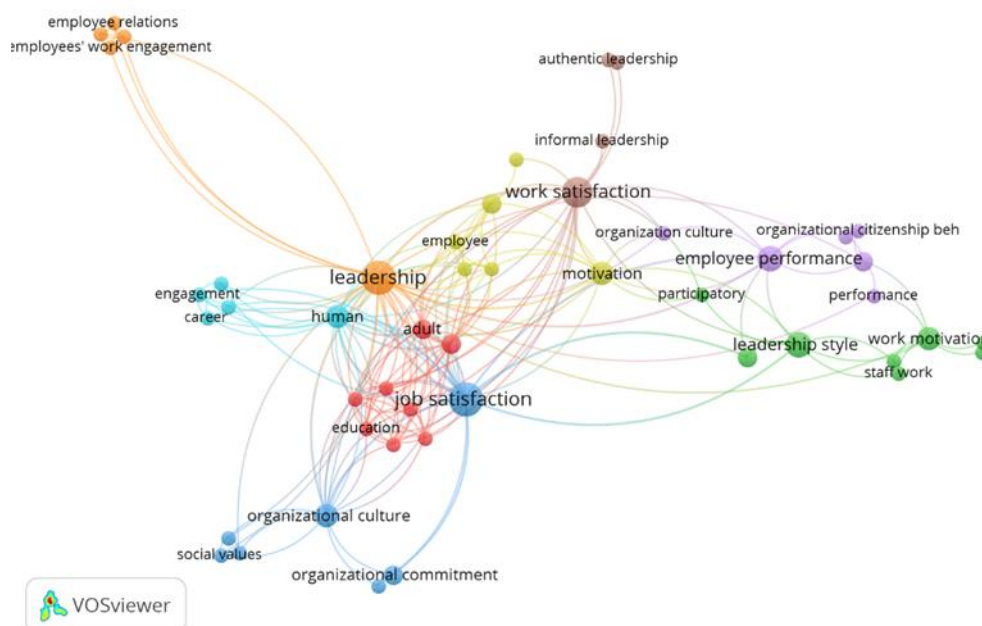


Figure 4. Themes in OCB on Employee Performance

Figure 4 shows a very complex network diagram or mind map, reflecting the interconnected relationships between various concepts of leadership and work satisfaction. The diagram features a large satisfied node, which is the main topic explored in this study (Arroyave-Cabrera & Gonzalez-Pardo, 2022; Labafi et al., 2022). There are nodes of various sizes connected to the central node through lines, which represent the strength level or type of relationship between the concepts (Ji et al., 2020). Each node in the diagram is labeled with a specific keyword closely related to Leadership and Work Satisfaction. Some keywords that can be seen include Leadership, Job Satisfaction, Work Satisfaction, Employee Performance, and Motivation. Each keyword provides direction regarding the research focus and relevant conceptual areas.

### Linkage and Clustering in a Portrait of the Development of OCB on Employee Performance

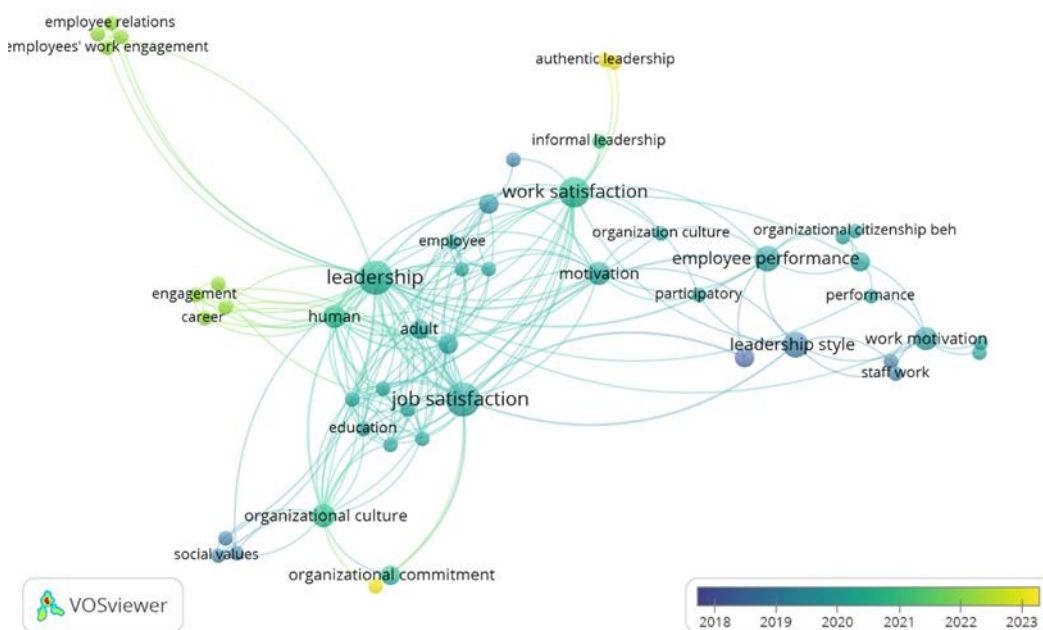


Figure 5. A snapshot of the Development of Studies in Leadership and Work Satisfaction

Figure 5 above illustrates that from 2018 to 2023, research on Leadership and Work Satisfaction experienced a significant decline in conversations and research. Using this overlay mapping, it is possible to see the development of themes related to Leadership and Work Satisfaction from year to year. Newer years are represented by brighter colors on the map. Figure 5 shows 2023 with a light green color representing the research themes. This overlay map helps identify the main themes discussed during various periods. The key research themes 2023 highlighted in light green include Employee Work Engagement, Employee Relations, Engagement, Organization Commitment, and Authentic Leadership. These themes provide a broad and in-depth view of the elements relevant to understanding the relationship between leadership and work

satisfaction. They also indicate critical study focuses and trends in concepts being studied and researched.

### Linkage and Clustering Future Research Kajian leadership and Work Satisfaction

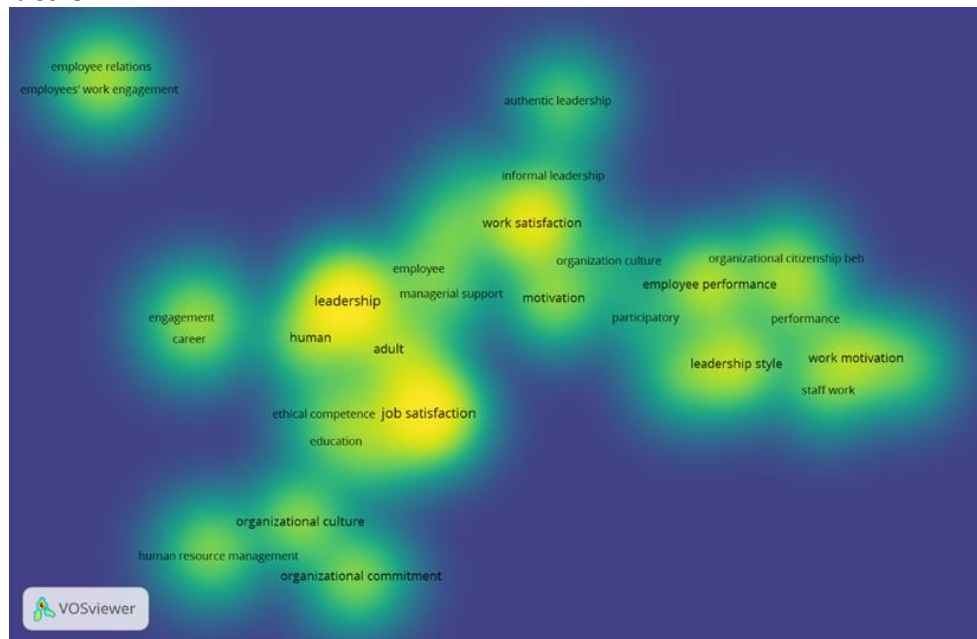


Fig 5. Research Agenda and Future Research in a leadership and Work Satisfaction

In the density visualization representation, terms for leadership and Work satisfaction are presented in detail. Term density levels, reflected in lighter areas, indicate a higher frequency of occurrence or a closer linkage between regional terms (Akerlof et al., 2022). The color grading pattern from blue to green and yellow indicates the density of term occurrence, where yellow reflects the highest density or strongest interconnectedness among the terms while green represents under-researched topics, which can then be a finding for future research (Abbas et al., 2022; Feng et al., 2020). Terms such as Leadership, Job Satisfaction, Work Satisfaction, Work Motivation, Employee Performance, Leadership Style, Organizational Culture, Organizational Commitment, Employee Work Engagement, and Motivation form a dense cluster, indicating that these terms are often linked or discussed in the analyzed literature. Meanwhile, terms such as Organization Culture, Participatory, Authentic Leadership, Organizational Citizenship, Performance, and Ethical Competence tend to appear on the periphery of the visualization, indicating that these terms have yet to be studied much or have fewer links with the main terms. In other words, they are areas that are still open for further research. By studying these topics further, researchers can expand their knowledge and understanding of how these factors contribute to forming a productive and satisfying work environment. Further studies on leadership and employee satisfaction can help find the best approaches to human resource management, improve

organizational policies, and find better ways to improve employee performance and satisfaction.

This research explains that leaders are critical in creating a positive and satisfying work environment for employees. Good leadership can improve organizational performance by creating a work environment that supports, motivates, and encourages employee engagement. Therefore, leaders and management employees must realize that implementing a leadership approach that suits team and individual needs and strategies that increase employee satisfaction are essential parts of achieving organizational goals.

## **CONCLUSIONS AND RECOMMENDATIONS**

This research concludes that the study of leadership and Work Satisfaction in recent years has decreased. This decline may be due to changes in researchers' interests, research viewpoints, or new issues receiving greater attention. The data also shows only 21 scientific publications in the field of Leadership and Work Satisfaction from 2018 to 2023.

Indonesia was the largest contributor to the study, providing 10 documents that explored the study from various perspectives, including individual, organizational, leadership, team dimensions, and interdisciplinary. The visualization mapping shows that topics such as Leadership, Job Satisfaction, Work Satisfaction, Employee Performance, and Motivation are the main focus of Leadership and Work Satisfaction research.

However, some topics, such as organizational culture, Participatory, Authentic Leadership, Organizational Citizenship, Performance, and Ethical Competence, are still open for further research. Research trends show that interest in studying the relationship between Leadership and Work Satisfaction has declined. Nonetheless, this decline shows how important it is to understand how leadership affects employee satisfaction levels and how it impacts organizational performance. Therefore, the decline in research trends can be an impetus for researchers to re-explore this topic and find new ways to update and enrich our understanding of the relationship between leadership and Work satisfaction.

## **ADVANCED RESEARCH**

This research still has limitations so it is necessary to carry out further research related to the topic "A Bibliometric Review of Research on Leadership on Work Satisfaction" to perfect this research, as well as increase insight for readers

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