



RESEARCH ARTICLE

Servant Leadership in Higher Education: A Bibliometric Analysis

Udin Udin*

Faculty of Islamic Economics and Business, Universitas Muhammadiyah Yogyakarta, Indonesia

ARTICLE INFO	ABSTRACT
Received: May 21, 2024 Accepted: Jul 10, 2024	<p>Servant leadership is a leadership style that emphasizes the leaders's role as a servant to others, with a focus on empowering and serving the needs of the community. In the context of higher education, servant leadership is essential for the success of academic institutions. Thus, this study aims to analyze servant leadership in the context of higher education using bibliometric reviews of scientific publications, such as journal articles, books, and conference proceedings. In all, 94 relevant and influential papers provided by the Scopus database from 2000 to 2023 are critically evaluated using VOSviewer to take note of key findings. The results indicate four different node colors (i.e., red, green, blue, and yellow) to the co-occurrences of keywords: (1) the red node is related to servant leadership, higher education, psychological ownership, affective commitment, and job performance, (2) the green node is connected to resilience, professional competence, interpersonal relations, and public relations, (3) the blue node is associated with career satisfaction and life satisfaction, (4) the yellow node focuses on job satisfaction and trust. Additionally, the findings show that servant leadership in higher education promotes a positive work environment to foster career satisfaction and job performance by focusing on employee trust and resilience.</p>
<p>Keywords</p> Servant Leadership Higher education Bibliometric analysis VOS viewer	
<p>*Corresponding Author:</p> udin@umy.ac.id	

INTRODUCTION

Higher education is important in preparing individuals for professional careers, thereby facilitating critical thinking skills, and contributing to the advancement of knowledge and society. Furthermore, higher education is an integral part of the educational continuum and a key driver of social and economic progress (Aslam, Imran, & Perveen, 2023) through research and innovation. The success of higher education is multifaceted, and particularly informed by global trends, technological advancements, and the changing needs of the workforce. Leaders need to navigate a rapidly changing landscape to meet the demands of the 21st century and contribute significantly to the success of the institutions. Leaders in academia must set the strategic direction to provide a roadmap for success and sustainability (Al-Zoubi, Issa, & Musallam, 2023; Maqbool et al., 2023).

The style of leadership in higher education has been a subject of considerable study (Esen, Bellibas, & Gumus, 2020; Tal & Gordon, 2020). Previous studies in this area aimed to provide insights into effective leadership practices for enhancing educational experience (Maheshwari & Kha, 2023) and improving outcomes for development policies in institutions. The leadership styles that have been explored by scholars in this context using bibliometric analysis such as transformative leadership (Kaliska, 2019; Udin, 2023), shared leadership (Hallinger & Kulophas, 2020), e-leadership (Garcia,

2020), educational leadership (Hallinger & Kovačević, 2021), strategic leadership (Tao, He, Wang, & Ke, 2021), sustainability leadership (Aung & Hallinger, 2022), distributed leadership (Mantry, Pradhan, Tak, Lalotra, & Islam, 2023), and prophetic leadership (Triansyah, Suwatno, Ahman, Nurhoiriyah, & Ugli, 2023).

As servant leadership has gained attention in various organizational contexts, including business (Del Baldo, 2018; Taqi Norozi, Danaee Fard, & Khaef Alahi, 2021) and non-profit sectors (Ngah, Abdullah, Mohd Suki, & Kasim, 2023; Ogochi, Kilika, & Oduol, 2022), there is indeed a relative scarcity of studies using bibliometric review specifically focusing on servant leadership within higher education. Additionally, the concept of servant leadership is a potentially beneficial approach in academia (Ghani, Rahim, & Mat, 2021; Kyambade, Mugambwa, Nkurunziza, Namuddu, & Namatovu, 2024). Therefore, this study aimed to analyze servant leadership in the context of higher education using bibliometric reviews of written publications, such as journals, books, and conference proceedings.

The remainder of the paper is organized as follows. Section 2 provides a brief review of the literature. Section 3 describes the research methodology. Section 4 presents the results of the study. Section 5 ensures a comprehensive discussion. Finally, Section 5 provides the conclusions and implications of the study.

LITERATURE REVIEW

Servant leadership is a style that focuses on the primary role of the leaders as a servant to an organization. Servant leadership is characterized by principles of other-centeredness, emphasizing service to others over personal power and control (Beehner, 2020; Robinson, Neubert, & Miller, 2018; Wong, Sendjaya, Wilson, & Rixon, 2023; Rashid et al., 2023). The concept was popularized in the public essay by Greenleaf (1970) "*The Servant as Leaders*", that the leaders should focus on serving and meeting the needs of others rather than the pursuit of power, personal interests, or wealth.

Servant leaders are knowledgeable, ethical individuals who bring value to organizations and the people they serve (Meuser & Smallfield, 2023; Pillay & Kikasu, 2024; Pressentin, 2019; Zada, Khan, Saeed, & Zada, 2024; Kanval et al., 2024). Servant leadership prioritizes the needs of followers and empowers them to have a sense of belonging, promoting happiness, health, and productivity within organization (Canavesi & Minelli, 2022; Meuser & Smallfield, 2023; Zarei, Supphellen, & Bagozzi, 2024).

According to Liden, Wayne, Zhao, and Henderson (2008), Spears (2010), van Dierendonck (2011), and Beck (2014), the key principles of servant leadership include (1) *Servant mindset* – this mindset focuses on serving others to grow, succeed, and reach full potential. (2) *Awareness* – The awareness of the organization as a whole and the long-term consequences of actions are increased. (3) *Listening* – The leaders actively listen to the concerns and ideas to promote a culture of open communication. (4) *Empathy* – The needs and feelings of building strong relationships are understood. (5) *Healing* – The leaders recognize the personal concerns and well-being of others to promote professional development. (6) *Persuasion* – The leaders persuade and convince others to make collective decisions. (7) *Conceptualization* – There is a vision for the future and the ability to think beyond day-to-day operations. (8) *Foresight* – The leaders effectively anticipate future challenges and opportunities to make informed decisions. (9) *Stewardship* – The leaders act as a steward of resources for the benefit of organization. (10) *Commitment to growth* – The leaders are committed to the professional growth of others by providing opportunities for learning and advancement.

Servant leaders are often associated with positive organizational results (Ludwikowska, 2023; Zainab, Ahmad, & Sheeraz, 2022; Jam et al., 2017), employee satisfaction (McCann, Graves, & Cox, 2014; Udin, Rakasiwi, & Dananjoyo, 2024), and a strong sense of community (Eva, Robin, Sendjaya, van Dierendonck, & Liden, 2019) in the workplace. By focusing on serving others, servant leaders

develop a collaborative environment that fosters the success and well-being of all organizational members. In addition, servant leadership has a strong positive impact on employees and organizations, leading to increased profit, improved work climate, and enhanced employee well-being and productivity (Meuser & Smallfield, 2023). Servant leadership promotes a culture of openness, transparency, empowerment, and sharing of ownership, as well as emotional intelligence (Floyd, 2022; Simon, Mathew, & Thomas, 2022).

METHODOLOGY

This study uses bibliometric analysis to analyze scientific publications and other written materials. Bibliometric analysis is a quantitative approach used to study the evolution of knowledge in different research fields based on the analysis of related publications (Marvi & Foroudi, 2023; Toaza & Esztergár-Kiss, 2024). Additionally, bibliometric analysis captures various aspects of scientific and practical fields, including identifying influential research, trends, and models in a particular field (Aleixandre-Benavent et al., 2017; Donthu, Kumar, Mukherjee, Pandey, and Lim, 2021; Lazarides, Lazaridou and Papanas, 2023; Jam et al., 2011).

This study used secondary data from the scientific database Scopus, which is a multidisciplinary and covers a wide range of studies across academic disciplines. The tool includes abstracts and citations from journals, conference proceedings, and patents. Based on the Scopus results, a total of 94 relevant and influential studies from 2000 to 2023 were reviewed using VOSviewer version 1.6.20. This dataset includes 67 (71.28%) journals, 22 (23.40%) books, 3 (3.19%) book series and 2 (2.14%) conference proceedings. VOSviewer version 1.6.20, which is often used for bibliometric analysis and visualization of scientific literature, was used to analyze the data sets.

RESULTS

VOSviewer is known for networks and often includes clustering algorithms that group related entities. This process allows for the identification of patterns and trends in the dataset.

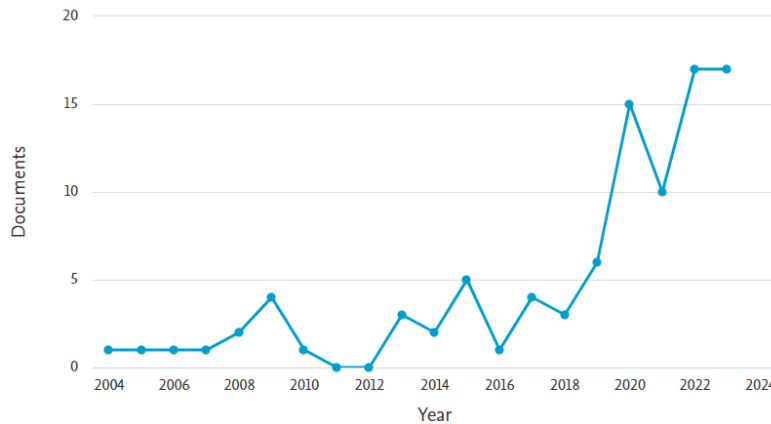


Figure 1: Documents by year

Table 1: The number of articles on servant leadership in higher education (2000–2023)

Years	Number of related papers	Percentage (%)
2000-2004	1	1.06
2005-2009	9	9.58
2010-2014	6	6.38
2015-2019	19	20.21
2020-2023	59	62.77

Figure 1 and Table 1 show that the number of studies on servant leadership in higher education from 2000 to 2004 is only 1 (1.06%). The study was written by McKinney, L.J. titled “*Evangelical Theological Higher Education: Past commitments, present realities, and future considerations.*” McKinney (2004) explored the historical roots, current challenges, and prospective considerations in evangelical theological higher education. The study critically examined the evolving nature of theological education within evangelical contexts, showing the importance of adapting to changing societal and educational dynamics while remaining faithful to core theological commitments.

An increasing emphasis on servant leadership in academic literature and organizational study was experienced from 2005 to 2009. During this time frame, 9 (9.58%) studies addressed key aspects of this leadership style, including the principles, characteristics, and impact on organizational results. For example, Jackson (2008), Garber, Madigan, Click, and Fitzpatrick (2009) showed the importance of servant leadership to promote collaboration, mentorship, and a supportive culture in nursing. This style of leadership has a robust contribution to long-term study capacity building by fostering teamwork, empowerment, and a focus on the growth of individuals.

Between 2020 and 2023, the study on servant leadership has been increasingly recognized as a valuable method in various industries, including education, business, and healthcare. During this period, 62.77% of the study addressed contemporary challenges, such as remote work, diversity and inclusion, and the evolving nature of leadership in rapidly changing environments. Studies and practitioners have explored the application in new contexts and developed innovative frameworks for the implementation of organizational resilience, employee well-being, and sustainable practices.

Table 2: Top-10 author on servant leadership in higher education (2000–2023)

Author	h-index	Affiliation	Country	Number of papers	Percentage (%)
Aboramadan, M.	17	Doha Institute for Graduate Studies	Qatar	5	5.32
Ghasemy, M.	10	Universiti Sains Malaysia	Malaysia	4	4.26
Marimon, F.	28	Universitat Internacional de Catalunya	Spain	3	3.19
Latif, K.F.	21	Department of Management Sciences	Pakistan	3	3.19
Dahleez, K.	11	A'Sharqiyah University	Oman	3	3.19
Abbas, A.	11	Universitas Airlangga	Indonesia	3	3.19
Ekowati, D.	11	Universitas Airlangga	Indonesia	3	3.19
Saud, M.	11	Universitas Airlangga	Indonesia	3	3.19
Usman, I.	8	Universitas Airlangga	Indonesia	3	3.19
Burhanuddin, B.	2	Universitas Negeri Malang	Indonesia	2	2.13

According to the result in Table 2, Aboramadan, M. from Doha Institute for Graduate Studies – Qatar became the most productive author in servant leadership studies from 2000 to 2003 by proficient 5 (5.32%) scientific studies. Aboramadan, Dahleez, and Hamad (2020) in the study “*Servant Leadership and Academics Outcomes in Higher Education: The Role of Job Satisfaction*” suggested that servant leadership fostered a positive work environment, enhancing job satisfaction, and subsequently influencing academic outcomes. The study showed the importance of the servant leadership method that prioritized serving others to contribute to the job satisfaction and effectiveness of faculty in higher education institutions.

Based on the number of publications in servant leadership studies, Ghasemy, M. from Universiti Sains Malaysia – Malaysia became the second top author. Ghasemy is known for 4 (4.26%) studies on servant leadership in the educational context. were responsible for the study titled *“Being Satisfied and Serving Communities as Outcomes of Servant Leadership in the Academic Context: Policies Based on a Multi-level Structural Equation Model”*. This study incorporated the results of servant leadership in the academic context, focusing on job satisfaction and community service as key factors.

Table 3: Number of papers by country for the 2000–2023 period

Country	Number of papers	Percentage (%)
United States	34	36.17
Malaysia	11	11.70
United Kingdom	9	9.58
Indonesia	8	8.51
China	6	6.38
Pakistan	5	5.32
Australia	4	4.26

Table 3 provides precise data on the study by countries, where the United States dominates the vast number of publications regarding servant leadership (34; 36.17%). This was followed by Malaysia with 11 (11.70%) scientific studies, the United Kingdom (9; 9.58%), Indonesia (8; 8.51%), China (6; 6.38%), Pakistan (5; 5.32%), and Australia (4; 4.26%). The most influential study from the United States was *“Attitudes Towards Collaboration and Servant Leadership among nurses, physicians and residents”* written by Garber et al. (2009). This study encouraged servant leadership behaviors to promote a positive and cohesive work environment among healthcare professionals. However, one of the studies that has had a significant influence in Australia is *“Servant Leadership in Nursing: A Framework for Developing Sustainable Research Capacity in Nursing”* written by Jackson (2008). The study incorporated servant leadership principles, such as empowerment, listening, and commitment to the well-being of others.

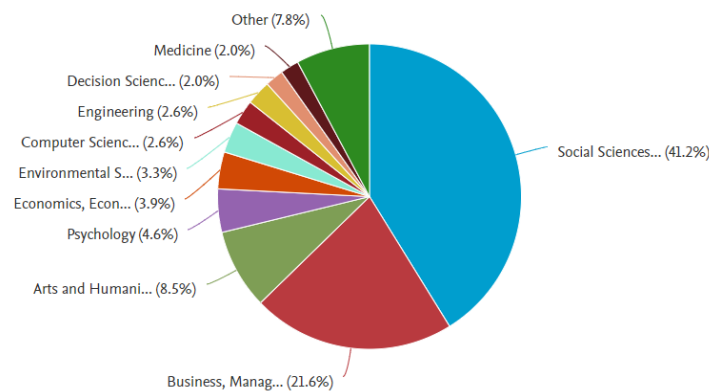


Figure 2: Documents by subject area

Figure 2 shows that the scientific publications related to a specific subject area of servant leadership from 2000 to 2023 are dominated by Social Sciences (41.2%). This was followed by Business, Management, and Accounting (21.6%), Arts and Humanities (8.5%), Psychology (4.6%), Economics, Econometrics and Finance (3.9%), Environmental Science (3.3%), Computer Science and Engineering (2.6%), Decision Sciences and Medicine (2%), and other (7.8%). Additionally, the most influential study in the field of Social Sciences was *“Leadership Style and Job Satisfaction in Higher Education Institutions”* written by Alonderiene and Majauskaite (2016), which promoted servant leadership behaviors, as well as enhanced a positive and fulfilling work experience among academic professionals in higher education institutions.

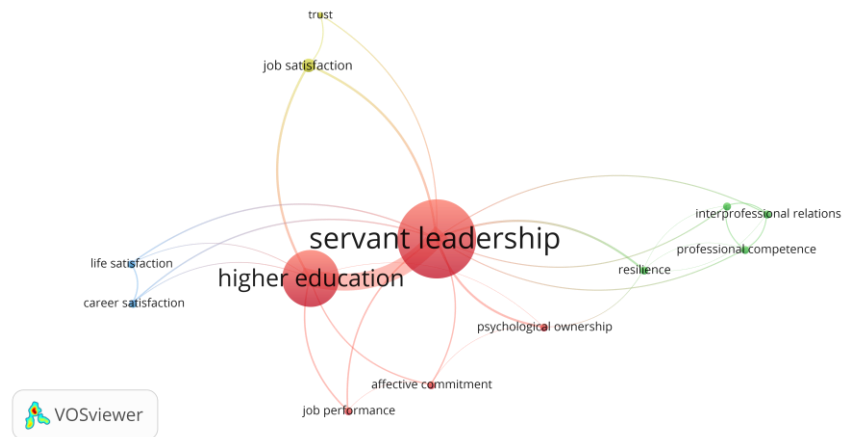


Figure 3: Network visualization of the co-occurrences of keywords

Figure 3 shows four different node colors, namely red, green, blue, and yellow in VOSviewer results related to the co-occurrences of keywords. Cluster 1 (red node) covers servant leadership, higher education, psychological ownership, affective commitment, and job performance. Cluster 2 (green node) includes resilience, professional competence, interpersonal relations, and public relations. Cluster 3 (blue node) covers career and life satisfaction, while Cluster 4 (yellow node) includes job satisfaction and trust. Based on the results, servant leadership was found to be the most prominent node, which was also a central and highly connected concept in the dataset.

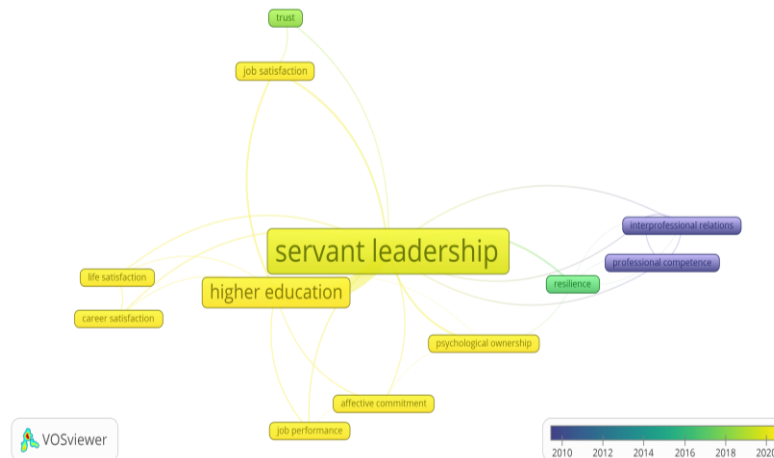


Figure 4: Overlay visualization of the research trends

In Figure 4, the study on servant leadership in higher education expanded between 2000 and 2014. Scholars focused on various aspects and applications of this leadership style on professional competence and inter-professional relations. During this period, scholars worked on developing the theoretical foundations of servant leadership and explored the concepts, distinguishing characteristics, and the differences from other styles. The field of servant leadership further continued to evolve between 2015 and 2018, with ongoing studies exploring new dimensions and the relation to employee resilience and trust. Additionally, studies on servant leadership evolved and advanced from 2019 to 2023. The role of servant leadership in promoting psychological ownership,

affective commitment, career satisfaction, job satisfaction, job performance, and life satisfaction was explored.

DISCUSSION

Impact of servant leadership on professional competence

A previous study by (Coetzer, Bussin, & Geldenhuys, 2017) reported that servant leaders prioritize the development of employees. This study contributes to enhancing the skills and competence of employees by providing training, mentoring, and opportunities for professional growth (Irfan et al., 2022; Spears, 2010). Furthermore, servant leaders foster a culture of continuous learning and improvement to promote employees to experiment with new ideas, and continuously adapt to changing circumstances.

Impact of servant leadership on employee resilience and trust

Servant leaders prioritize open communication (Eva et al., 2019), which fosters an environment where employees have a feeling of trust towards the leaders and can share information honestly. This style of leadership also develops a supportive and caring work environment to make employees feel valued, contributing to the emotional well-being (Gotsis & Grimani, 2016) and resilience (Najam & Mustamil, 2022). Servant leaders further ensure that employees have the qualified resources to perform tasks effectively.

Impact of servant leadership on psychological ownership

Servant leaders create empowerment by providing employees with high autonomy (Chiniara & Bentein, 2016) and decision-making authority. According to a previous study, employees tend to develop a sense of ownership when empowered to make decisions and have control over work (Najam & Mustamil, 2022; Shahab, Sobari, & Udin, 2018). Servant leaders also prioritize personal and professional development by investing in training, mentorship, and opportunities for growth. A deeper connection is developed with work when employees experience personal development and growth in an organization.

Impact of servant leadership on affective commitment

Servant leaders build trust through actions and genuine concern for the well-being of employees, as well as provide emotional support and a sense of pride (Lapointe & Vandenberghe, 2018). When employees feel genuine care and support from the leaders, there is a tendency to develop a strong emotional attachment to the organization (Dahleez, Aboramadan, & Bansal, 2021). Servant leaders also create a positive work environment by fostering collaboration and open communication to promote a culture of respect and appreciation. The emotional connection actively fostered by servant leaders can result in an engaging and committed workforce to the organization.

Impact of servant leadership on career and life satisfaction

Servant leaders often express appreciation and recognize the contributions of employees (Anwaar & Jingwei, 2022). Individuals who experience high support from leaders have a higher tendency to feel satisfied with careers and quality of life (Aboramadan et al., 2020; Udin, Handayani, Yuniawan, & Rahardja, 2019). Employees under servant leadership tend to have access to training, mentorship, and opportunities for growth, leading to increased career satisfaction (Kaya & Karatepe, 2020). Therefore, organizations that implement servant leadership practices develop a supportive and fulfilling experience for employees, positively impacting both the professional and personal lives.

Impact of servant leadership on job satisfaction and performance

Servant leaders prioritize the personal and professional development of employees, offering support and mentorship. Employees who feel supported in growth and development tend to experience

higher job satisfaction (Aboramadan et al., 2020; Udin et al., 2024). Furthermore, servant leaders build trust, and clear communication in setting expectations and prioritizing the needs of employees (Bradley, Dowell, & Csaszar, 2023).

CONCLUSION

In conclusion, this study showed four distinct nodes in the keyword co-occurrence networks. The first was the red node, related to servant leadership, higher education, psychological ownership, affective commitment, and job performance. Green node was the second and related to resilience, professional competence, interpersonal relations, and public relations. The third was the blue node, related to career satisfaction and life satisfaction. Finally, the fourth was the yellow node, which focused on job satisfaction and trust.

The result of this study showed that the implementation of servant leadership in higher education facilitated a favorable workplace atmosphere, contributing to increased job satisfaction and performance. Servant leaders were aware and addressed the different requirement of each person, providing personalized assistance to facilitate academic and personal growth toward reaching maximum potential. Furthermore, this style of leadership helped shape an inclusive organizational culture by promoting shared values and a sense of community to foster the success and well-being of all organizational members.

This study exclusively used the Scopus scientific database to analyze the focus and results. Therefore, using different databases, such as Web of Science, IEEE Xplore, PubMed, ProQuest, and JSTOR for future studies covering distinct sets of journals and disciplines was essential to ensure comprehensive coverage. These scientific databases served as valuable resources for researchers and academics to span multiple disciplines to ensure comprehensive access and relevant literature in the field of study.

REFERENCES

- Aboramadan, M., Dahleez, K., & Hamad, M. H. (2020). Servant leadership and academics outcomes in higher education: the role of job satisfaction. *International Journal of Organizational Analysis*, 29(3), 562-584. doi: 10.1108/IJOA-11-2019-1923
- Al-Zoubi, Z. H., Issa, H. M. B., & Musallam, F. Y. (2023). The Degree of Practicing Creative Leadership by Academic Leaders at Jordanian Universities and Its Relationship to the Level of Teaching Performance. *Education Sciences*, 13(2), 163. doi: <https://doi.org/10.3390/educsci13020163>
- Aleixandre-Benavent, R., González De Dios, J., Castelló Cogollos, L., Navarro Molina, C., Alonso-Arroyo, A., Vidal-Lnfer, A., & Lucas-Domínguez, R. (2017). Bibliometrics and indicators of scientific activity (1). the evaluation of research and scientific activity in pediatrics through bibliometrics. *Acta Pediatrica Espanola*, 75(1-2), 18-25.
- Alonderiene, R., & Majauskaite, M. (2016). Leadership style and job satisfaction in higher education institutions. *International Journal of Educational Management*, 30(1), 140-164. doi: 10.1108/IJEM-08-2014-0106
- Anwaar, S., & Jingwei, L. (2022). Knowledge hiding in teachers of moral education degree programs in Pakistan: The role of servant leadership, psychological ownership, and perceived coworker support. *Frontiers in Psychology*, 13. doi: 10.3389/fpsyg.2022.860405
- Aslam, S., Imran, M., & Perveen, Q. (2023). Curriculum of Higher Education for Fostering Economic Development in Pakistan. *FWU Journal of Social Sciences*, 17(3), 59-73. doi: 10.51709/19951272/FALL2023/5
- Aung, P. N., & Hallinger, P. (2022). The intellectual structure of the literature on sustainability leadership in higher education: an author co-citation analysis. *International Journal of Educational Management*, 36(5), 784-799. doi: 10.1108/IJEM-09-2021-0371
- Beck, C. D. (2014). Antecedents of Servant Leadership: A Mixed Methods Study. *Journal of Leadership and Organizational Studies*, 21(3), 299-314. doi: 10.1177/1548051814529993

- Beehner, C. G. (2020). Servant Leadership as a Pathway to a Sustainable Future *Management for Professionals* (Vol. Part F430, pp. 65-82).
- Bradley, A., Dowell, M.-M. M. S., & Csaszar, I. E. (2023). Situating Servant Leadership Within Educational Leadership: Case Study of Trust as a Relational Element in Teacher-Principal Relationships. In U. Thomas (Ed.), *Cases on Servant Leadership and Equity* (pp. 1-28): IGI Global.
- Canavesi, A., & Minelli, E. (2022). Servant Leadership: a Systematic Literature Review and Network Analysis. *Employee Responsibilities and Rights Journal*, 34(3), 267-289. doi: 10.1007/s10672-021-09381-3
- Chiniara, M., & Bentein, K. (2016). Linking servant leadership to individual performance: Differentiating the mediating role of autonomy, competence and relatedness need satisfaction. *The Leadership Quarterly*, 27(1), 124-141. doi: <https://doi.org/10.1016/j.leaqua.2015.08.004>
- Coetzer, M. F., Bussin, M., & Geldenhuys, M. (2017). The Functions of a Servant Leader. *Administrative Sciences*, 7(1), 5. doi: <https://doi.org/10.3390/admsci7010005>
- Dahleez, K. A., Aboramadan, M., & Bansal, A. (2021). Servant leadership and affective commitment: the role of psychological ownership and person-organization fit. *International Journal of Organizational Analysis*, 29(2), 493-511. doi: 10.1108/IJOA-03-2020-2105
- Del Baldo, M. (2018). Sustainable Business Models Through Servant Leadership: Theory and Praxis. In L. Moratis, F. Melissen & S. O. Idowu (Eds.), *Sustainable Business Models: Principles, Promise, and Practice* (pp. 227-258). Cham: Springer International Publishing.
- Donthu, N., Kumar, S., Mukherjee, D., Pandey, N., & Lim, W. M. (2021). How to conduct a bibliometric analysis: An overview and guidelines. *Journal of Business Research*, 133, 285-296. doi: 10.1016/j.jbusres.2021.04.070
- Esen, M., Bellibas, M. S., & Gumus, S. (2020). The Evolution of Leadership Research in Higher Education for Two Decades (1995-2014): A Bibliometric and Content Analysis. *International Journal of Leadership in Education*, 23(3), 259-273. doi: 10.1080/13603124.2018.1508753
- Eva, N., Robin, M., Sendjaya, S., van Dierendonck, D., & Liden, R. C. (2019). Servant Leadership: A systematic review and call for future research. *The Leadership Quarterly*, 30(1), 111-132. doi: <https://doi.org/10.1016/j.leaqua.2018.07.004>
- Floyd, J. R. (2022). Servant leadership in the context of management techniques and management personalities *Cases on Servant Leadership and Equity* (pp. 132-146).
- Garber, J. S., Madigan, E. A., Click, E. R., & Fitzpatrick, J. J. (2009). Attitudes towards collaboration and servant leadership among nurses, physicians and residents. *Journal of Interprofessional Care*, 23(4), 331-340. doi: 10.1080/13561820902886253
- Garcia, I. (2020). e-Leadership: A Bibliometric Analysis. *International Journal of Advanced Corporate Learning*, 13(1), 19-34. doi: <https://doi.org/10.3991/ijac.v13i1.12341>
- Ghani, M. F. A., Rahim, S. A. A., & Mat, N. C. (2021). A proposed effective leadership model for the malaysian higher educational institutions of majlis amanah rakyat. *FWU Journal of Social Sciences*, 15(3), 126-139. doi: 10.51709/19951272/Fall-2021/8
- Ghasemy, M., Akbarzadeh, M., & Gaskin, J. E. (2022). Being satisfied and serving communities as outcomes of servant leadership in the academic context: policies based on a multi-level structural equation model. *Asia Pacific Education Review*, 23(1), 69-86. doi: 10.1007/s12564-021-09702-z
- Gotsis, G., & Grimani, K. (2016). The role of servant leadership in fostering inclusive organizations. *Journal of Management Development*, 35(8), 985-1010. doi: 10.1108/JMD-07-2015-0095
- Greenleaf, R. K. (1970). *The servant as leader*. Indianapolis: The Robert Greenleaf Center.
- Hallinger, P., & Kovačević, J. (2021). Science mapping the knowledge base in educational leadership and management: A longitudinal bibliometric analysis, 1960 to 2018. *Educational Management Administration & Leadership*, 49(1), 5-30. doi: 10.1177/1741143219859002

- Hallinger, P., & Kulophas, D. (2020). The evolving knowledge base on leadership and teacher professional learning: a bibliometric analysis of the literature, 1960-2018. *Professional Development in Education*, 46(4), 521-540. doi: 10.1080/19415257.2019.1623287
- Irfan, M., Salameh, A. A., Saleem, H., Tahir Naveed, R., Dalain, A. F., & Shahid, R. M. (2022). Impact of servant leadership on organization excellence through employees' competence: Exploring a cross-cultural perspective. *Frontiers in Environmental Science*, 10. doi: 10.3389/fenvs.2022.985436
- Jackson, D. (2008). Servant Leadership in Nursing: A framework for developing sustainable research capacity in nursing. *Collegian*, 15(1), 27-33. doi: 10.1016/j.colegn.2007.10.001
- Kaliska, L. (2019). *Bibliometric analysis of "transformative leadership in education" in Web of Science Core Collection*. Paper presented at the ICERI2019 Proceedings.
- Kaya, B., & Karatepe, O. M. (2020). Does servant leadership better explain work engagement, career satisfaction and adaptive performance than authentic leadership? *International Journal of Contemporary Hospitality Management*, 32(6), 2075-2095. doi: 10.1108/IJCHM-05-2019-0438
- Kyambade, M., Mugambwa, J., Nkurunziza, G., Namuddu, R., & Namatovu, A. (2024). Servant leadership style and socially responsible leadership in university context: moderation of promoting sense of community. *International Journal of Educational Management*, 38(3), 660-678. doi: 10.1108/IJEM-12-2023-0629
- Lapointe, É., & Vandenberghe, C. (2018). Examination of the Relationships Between Servant Leadership, Organizational Commitment, and Voice and Antisocial Behaviors. *Journal of Business Ethics*, 148(1), 99-115. doi: 10.1007/s10551-015-3002-9
- Lazarides, M. K., Lazaridou, I. Z., & Papanas, N. (2023). Bibliometric Analysis: Bridging Informatics With Science. *International Journal of Lower Extremity Wounds*. doi: 10.1177/15347346231153538
- Liden, R. C., Wayne, S. J., Zhao, H., & Henderson, D. (2008). Servant leadership: Development of a multidimensional measure and multi-level assessment. *The Leadership Quarterly*, 19(2), 161-177. doi: <https://doi.org/10.1016/j.leaqua.2008.01.006>
- Ludwikowska, K. (2023). Employee-oriented human resource policy as a factor shaping the influence of servant leadership on job performance. *International Journal of Productivity and Performance Management*, 72(8), 2335-2348. doi: 10.1108/IJPPM-09-2021-0525
- Maheshwari, G., & Kha, K. L. (2023). A bibliometric analysis of influence of leadership styles on employees and organization in higher education sector from 2007 to 2022. *International Journal of Leadership in Education*, 1-45. doi: 10.1080/13603124.2023.2236968
- Mantry, A. K., Pradhan, B., Tak, S., Lalotra, S. K., & Islam, M. T. (2023). The Trend of Leadership Research in Higher Education: A Bibliometric Overview and Visualization. *Journal of Higher Education Theory and Practice*, 23(8), 240-251.
- Maqbool, S., Zafeer, H. M. I., Zeng, P., Mohammad, T., Khassawneh, O., & Wu, L. (2023). The role of diverse leadership styles in teaching to sustain academic excellence at secondary level. *Frontiers in Psychology*, 13. doi: 10.3389/fpsyg.2022.1096151
- Marvi, R., & Foroudi, M. M. (2023). Bibliometric analysis: Main procedure and guidelines *Researching and Analysing Business: Research Methods in Practice* (pp. 43-54).
- McCann, J. T., Graves, D., & Cox, L. (2014). Servant leadership, employee satisfaction, and organizational performance in rural community hospitals. *International journal of Business and management*, 9(10), 28-38. doi: <http://dx.doi.org/10.5539/ijbm.v9n10p28>
- McKinney, L. J. (2004). Evangelical theological higher education: Past commitments, present realities, and future considerations. *Christian Higher Education*, 3(2), 147-169. doi: 10.1080/15363750490429426
- Meuser, J. D., & Smallfield, J. (2023). Servant leadership: The missing community component. *Business Horizons*, 66(2), 251-264. doi: 10.1016/j.bushor.2022.07.002

- Najam, U., & Mustamil, N. B. M. (2022). Does Proactive Personality Moderate the Relationship Between Servant Leadership and Psychological Ownership and Resilience? *SAGE Open*, 12(2), 21582440221087273. doi: 10.1177/21582440221087273
- Ngah, N. S., Abdullah, N. L., Mohd Suki, N., & Kasim, M. A. (2023). Does servant leadership affect organisational citizenship behaviour? Mediating role of affective commitment and moderating role of role identity of young volunteers in non-profit organisations. *Leadership & Organization Development Journal*, 44(6), 681-701. doi: 10.1108/LODJ-11-2022-0484
- Ogochi, D. K., Kilika, J. M., & Oduol, T. (2022). Servant Leadership Attributes for Non-Profit Organizations in a Developing Country: An Exploratory Survey. *Journal of Human Resource & Leadership*, 6(1), 98-124.
- Pillay, S. S., & Kikasu, E. T. (2024). Servant Leadership Style: A Key to Effective Good Governance and Sustainable Public Service Delivery in Africa. *Open Journal of Political Science*, 14(1), 52-80. doi: 10.4236/ojps.2024.141004
- Presentin, M. (2019). The servant leadership movement: How might universal leadership behaviors serve Millennials in Asia? *Cases on Global Leadership in the Contemporary Economy* (pp. 59-98).
- Robinson, G. M., Neubert, M. J., & Miller, G. (2018). Servant leadership in sport: A review, synthesis, and applications for sport management classrooms. *Sport Management Education Journal*, 12(1), 39-56. doi: 10.1123/smej.2016-0023
- Shahab, M. A., Sobari, A., & Udin, U. (2018). Empowering leadership and organizational citizenship behavior: The mediating roles of psychological empowerment and emotional intelligence in medical service industry. *International Journal of Economics and Business Administration*, 6(3), 80-91. doi: 10.35808/ijeba/165
- Simon, E., Mathew, A. N., & Thomas, V. V. (2022). Demonstrating Servant Leadership During the COVID-19 Pandemic. *Journal of Christian nursing : a quarterly publication of Nurses Christian Fellowship*, 39(4), 258-262. doi: 10.1097/CNJ.0000000000001002
- Spears, L. C. (2010). Character and servant leadership: Ten characteristics of effective, caring leaders. *The journal of virtues & leadership*, 1(1), 25-30.
- Tal, D., & Gordon, A. (2020). Leadership as an Autonomous Research Field: A Bibliometric Analysis. *Society*, 57(5), 489-495. doi: 10.1007/s12115-020-00522-2
- Tao, Y., He, J., Wang, Y.-f., & Ke, H. (2021). Strategic Leadership: A Bibliometric Analysis on Current Status and Emerging Trends. *International Journal of Organizational Leadership*, 10(4), 439-458. doi: 10.33844/ijol.2021.60608
- Taqi Norozi, M., Danaee Fard, h., & Khaef Alahi, A. A. (2021). *Explaining the Model of Effectiveness in Iranian Public Organizations Based on the Role of Servant Leadership* (Vol. 13): Tarbiat Modares University.
- Toaza, B., & Esztergár-Kiss, D. (2024). Automated bibliometric data generation in Python from a bibliographic database[Formula presented]. *Software Impacts*, 19. doi: 10.1016/j.simpa.2023.100602
- Triansyah, F. A., Suwatno, S., Ahman, E., Nurhoiriyah, N., & Ugli, Y. K. B. (2023). Focus of Research on Leadership in Islamic Education: Bibliometric Analysis. *al-fikrah: Jurnal Manajemen Pendidikan*, 11(1), 154-173. doi: https://doi.org/10.31958/jaf.v11i1.8731
- Udin, U. (2023). Leadership styles and their associated outcomes: A bibliometric review using VOS viewer. *International Journal of Human Capital in Urban Management*, 8(4), 443-458. doi: 10.22034/ijhcum.2023.04.01
- Udin, U., Handayani, S., Yuniawan, A., & Rahardja, E. (2019). Leadership styles and communication skills at Indonesian higher education: Patterns, influences, and applications for organization. *Organizations and Markets in Emerging Economies*, 10(1), 111-131. doi: 10.15388/omee.2019.10.00006

- Udin, U., Rakasiwi, G., & Dananjoyo, R. (2024). Servant leadership and work engagement: Exploring the mediation role of affective commitment and job satisfaction. *International Journal of Human Capital in Urban Management*, -. doi: 10.22034/ijhcum.2024.02.01
- van Dierendonck, D. (2011). Servant Leadership: A Review and Synthesis. *Journal of Management*, 37(4), 1228-1261. doi: 10.1177/0149206310380462
- Wong, L. Y., Sendjaya, S., Wilson, S., & Rixon, A. (2023). Evidence behind the exhortation? A rapid review of servant leadership's influence and claims in healthcare over the last decade. *BMJ Leader*, 8(1), 88-92. doi: 10.1136/leader-2023-000796
- Zada, M., Khan, J., Saeed, I., & Zada, S. (2024). How servant leadership influences the effectiveness of project management: antecedents and consequences. *Journal of Organizational Effectiveness: People and Performance*, 11(2), 307-324. doi: 10.1108/JOEPP-08-2022-0233
- Zainab, S. S., Ahmad, U. N. U., & Sheeraz, M. I. (2022). Impact of Servant Leadership on Employee Work Engagement: Mediating Role of Psychological Climate. *FWU Journal of Social Sciences*, 16(3), 94-106. doi: 10.51709/19951272/Fall2022/7
- Zarei, M., Supphellen, M., & Bagozzi, R. P. (2024). Research streams, gaps and opportunities in servant leadership research. *Leadership & Organization Development Journal*, 45(2), 251-264. doi: 10.1108/LODJ-02-2023-0072
- Kanval, N., Ihsan, H., Irum, S., & Ambreen, I. (2024). Human Capital Formation, Foreign Direct Investment Inflows, and Economic Growth: A Way Forward to Achieve Sustainable Development. *Journal of Management Practices, Humanities and Social Sciences*, 8(3), 48-61.
- Rashid, A., Jehan, Z., & Kanval, N. (2023). External Shocks, Stock Market Volatility, and Macroeconomic Performance: An Empirical Evidence from Pakistan. *Journal of Economic Cooperation & Development*, 44(2), 1-26.
- Jam, F.A., Khan, T.I., Zaidi, B., & Muzaffar, S.M. (2011). Political Skills Moderates the Relationship between Perception of Organizational Politics and Job Outcomes.
- Jam, F., Donia, M., Raja, U., & Ling, C. (2017). A time-lagged study on the moderating role of overall satisfaction in perceived politics: Job outcomes relationships. *Journal of Management & Organization*, 23(3), 321-336. doi:10.1017/jmo.2016.13