

Servant Leadership and Organisational Performance: A Bibliometric Analysis

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ABSTRACT

Servant leadership and its contribution to organizational goals are clinching acclaim, as manifested through the escalation in the number of documents, peculiarly over the last decennium, provoking compulsion for a healthier understanding in the relationships, interconnections, linkages, and overlaps in these research areas. In lieu of accruing power, servant leadership intensify on serving others which may stretch out to fellow employees, partners, customers, and community unconfined. This paper pursues the expected results by an exploration in the academic literature through a bibliometric analysis using Bibliometrix package of R and VosViewer visualization along with Sci Space for content analysis. This study propels light on the theoretical structure between the two research domains and their evolution, interaction, cluster identification, key word analysis, co-authorship, concurrence, bibliometric coupling, author impact, trend topics, world collaboration etc. There was a moderate involvement of continents and authors, who usually wrote in groups or alliances and in large groups with an escalation of publication in 2023. Leadership and Organisational Development Journal and Frontiers in Psychology published this area of research more frequently, and remarkable authors in this research domain are Liden RC and Van Dierendonck D. This study confirms the linkage between servant leadership and organisational performance through clustering and content analysis. Researches with inconsistent topics, distinct areas of research from various disciplines and vibrant in approaches are unveiled through this study. The results of the study emphasises that the two research domains (servant leadership and organisational performance) are progressing into exceptionally multidisciplinary in approach, with hybridised creative concepts.

Key words: *Bibliometric Analysis, Employee Performance, Job Performance, Organizational Performance, Servant Leadership*

Introduction

Leaders who prioritize serving the greater good by serving their own team and organisation, is the backbone of servant leadership advocated by Robert Greenleaf, pioneer in this field (Greenleaf, R. K. 1998). He developed this theory after he went through a novel *Journey to the East* by Harmen Hesse. In servant leadership, employees are encouraged to give preference to organisation through their commitment and engagement. Interestingly, growth, well-being, and empowerment of employees are the prioritisation of this leadership that foster an inclusive environment that motivates employees to thrive in their authentic self. This theory has been

modelled and proposed (Buchen, I. H. 1998) as a prospect of comprehensive transformation of higher education with five dimensions including identity, leadership, reciprocity, commitment, and the future. Furthermore, empathy, listening, awareness, healing, conceptualisation, persuasion, stewardship, foresight, building community, and commitment (Spears, L. C. 2010) are spotted as characteristics of servant leadership. The recent escalation in the documents of the area under research elucidates the growing interest in the topic. This study explores the academic literature revolving around linkages between servant leadership and organisational performance through a bibliometric perspective using Bibliometrix package of R and Vos Viewer visualisation along with Sci Space (Zhang, K., & Aslan, A. B. 2021) based on a sample of scientific publications indexed in Scopus Databases. This paper unveils conceptual structures, current trends, common background, and trending challenges within the research domains, throwing light on the interplay of servant leadership and the organisational performance. This research attempts to map influential authors, journals, and publications using author analysis, source analysis and citation analysis (Annarita, Trotta., et. al 2024) exploring the conceptual structure, evolution, and interplay between their research fields. This paper will be guided by the following research questions.

- 1) Where is the overview of research development in the field of servant leadership in Scopus database?
- 2) Identify influential authors, journals, and publications exploring the conceptual structure, evolution, and interplay between there research fields?
- 3) Is there any linkage between servant leadership and organisational performance?
- 4) What are the current trends, common background, and trending topics and challenges within the research domains?

Methods and Search Strategy

Bibliometric technique (Donthu, N., 2021) is used to analyse research database macroscopically (Van Nunen, K., 2018) and scientifically (Ellegard, O., 2018) to analyse and build indicators on dynamics as well as evolution of scientific and technical information on research domain selected. It helps to elucidate past data by combining statistical and mathematical model and move forward in scientific knowledge and to build on statistical aspects related to research domain selected for the study from global knowledge management (Gu, Y., 2004). Results are often used to rank applications for academic position, measure performance of journals, institutions, countries, and to assist funding organisation (Ugolini et. al., 2015) as well as policy makers to allocate resources for research. This section deals with search strategy adopted for the study, data cleaning and formatting, initial analysis, evolution of data, and details of data analysis. This section deals with stages of analysis based on key words, research strings, inclusion criteria, limit data criteria etc of the study. A bibliometric analysis (Ellegaard, O., et. al 2015) blended with content analysis (Harwood, T. G., et. al., 2003) was used in this study to explore the linkage between servant leadership (Annarita, Trotta., et. al 2024) and organisational performance. Bibliometric (Aria., Cuccurullo, 2017) package of R, including the graphical interface biblioshiny (Najam, Usama., et. al., 2020) along with Vos Viewer (Trotta, A., et. al 2024) visualisation network, and Sci Space (Zhang, K., & Aslan, A. B. 2021) for content analysis were used to establish linkage between servant leadership and organisational performance. The research is based on data retrieved from ‘Scopus’ database, as it is covering large percentage of academic literature (Mongeon, P., et. al 2016) and due to its enormous usage in research (Zhu, J., et. al 2020). Keywords were picked out meticulously based on

authors previous experience of research on the topic, core citations of the field, and previous literature reviews. After a scrupulous content reading and discussions with academicians, a manual selection (Annarita, Trotta., et. al 2024) of eligible key words were adopted. This process clearly defined the research boundaries fulfilling entire research area covering two research domains, servant leadership and organisational performance. Initial search was within the article title, abstract, and keywords based on the key word “servant leadership” (by 19th Feb 2024) and the results showed 1717 databases. Then the search was narrowed down (Norizah Mustamil et. al., 2020, Annarita, Trotta., et. al 2024) to ‘organisational goals’ AND ‘employee performance’ AND ‘organisational performance’ AND limit to ‘English only’ pegging down the results to 495 databases. The time span of the study was from 2005 to 2023 which covers 19 years of research data. A double step research strategy using bibliometric analysis (Trotta, A., et. al 2024) and a content analysis (Harwood, T. G., et. al., 2003) based on the research domains were adopted for this study. Quantity, quality, and structural indicators of bibliometric study (Merigó, J. M., et. al 2015) was used to extract the results. Quantity indicators (Norizah Mustamil et. al., 2020) were used for productivity of authors, journals, countries with respect to number of publications. Quality indicators were used for checking frequency of author, article or journal cited in other publications. Structural indicators were used to establish connectivity, association, and relationship among the publications. Sci Space was used for content analysis to create a table (Table 6) to establish linkage between servant leadership and organisational performance, and a personal human confirmation was also undertaken to ensure accuracy of the content. Scopus database was the only source used for this study with the keyword servant leadership and organisational performance, as the data sets were varied in nature and a higher amount of works (1717) were consolidated. Data from bibliometric databases usually detects errors (Cobo et. al., 2011), and it requires manual corrections through reading of abstracts and exclusion. Exclusion criteria (Gumus, S., et. al., 2020, Ferasso et. al 2020) helped to reduce studies unrelated to the research keywords. Finally, 495 documents remained in the database for a deeper analysis, and the exclusion criteria was significant and normal (Figuerola-Rodriguez et. al., 2019; Galvagno & Giaccone, 2019; Gumus, et. al., 2019; Keathley-Herring et. al., 2016, Tigre, F B., et. al., 2023)in bibliometric analysis.

Basic Information of Data

This section deals with basic information (Najam, U., et. al 2020) of the data, evolution, and escalation in publication based on bibliometric perspective. Basic information of data (Table 1) extracted from Scopus with the help of bibliometrix R package includes 495 data sets covering a time span of (19 years- as Scopus data starts in 2005) 2005-2024 based on the key word ‘servant leadership’ and ‘organisational performance’. During the time span there was an annual growth rate of 9.39% in research which is below normal demanding further research and development in research supported by previous researches (Najam, U., et. al 2020) in servant leadership. First article based on the keyword was found in the year 1978 (Najam, Usama., et. al., 2020) on SSCI (Social Science Citation Index) database, but the results based on Scopus database shows that researches based on the keywords (servant leadership and organisational performance) had its beginning in 2005 (Table 1, Figure 1) and up to 2013 there were few publications with frequent ups and downs supporting the previous findings (Najam, Usama., et. al., 2020) that up to 2009 the publications based on servant leadership was less than 10 percent and got the momentum in 2010. Exploration into the evolution of the research based on keyword servant leadership and organisational performance a timeline analysis was conducted during the time span (2005-2024) based on Scopus database of 495 documents. Time line was identified with

drastic variation in publications (Najam, U., et. al 2020) prompting the researcher to classify them into two, stage 1 and 2 viz. pioneer studies and development studies (Table 2).

Data Analysis

Data analysis is discussed in two sections based on bibliometric analysis and network analysis (Tigre, F B., et. al., 2023). Biblioshini in R package was used for bibliometric analysis as it is used for bibliometric studies in the discipline of management and organisations (Zupic & Cater, 2015). VOSviewer (Van Eck & Waltman, 2010) was used for network analysis to provide visualisation and detailed analysis. The visualisation of similarities (VOS) algorithm easily provides similarities co-occurrence and co-citations. Sci Space was used for extracting the core results (along with human confirmation) of the study to establish linkage between research domains.

A. Bibliometric analysis

Leading publishing journals

To better understand the linkages between the two research domains; research areas and type of journals that published the topic on research was analysed. Most relevant sources of publication (Figure 4) elucidate that Leadership and Organisational Development Journal (21) (Norizah Mustamil et. al., 2020) and Frontiers in Psychology (19) published this area of research domain more frequently. Journal of Business Ethics (13) and Leadership Quarterly (10) published succeeding in number. Local impact of sources by H index (Figure 5) also shows the similar results with h index 15 for Leadership and Organisational Development Journal, h index 10 for Journal of Business Ethics and Leadership Quarterly and h index 9 for Frontiers of Psychology.

Influential authors and affiliation statistics

Remarkable authors (Norizah Mustamil et. al., 2020) in the keyword 'servant leadership' (Table 3) elucidates Liden RC (University of Illinois, Chicago) as first with h index 9, g index 11 and total citations summing up to 2108. Van Dierendonck D (Erasmus Research Institute of Management, Netherlands) is in second position with h index 8, g index 9 and 2121 total citations. In terms of productivity over time, Nubert M J (Baylor University) has covered whole time span of the study. Liden RC (University of Illinois, Chicago) and Eva N (Monash Business School, Australia) are identified as invested in 3 publications in a year. Most influential institutions were identified using bibliometric coupling based on institutions as unit of analysis (Table 4) and the results reveals that Monash University and Renmin University of China ranks first with 18 publications, Baylor University and University of Castilla La Mancha ranks second with 16 publications contradicting (Norizah Mustamil et. al., 2020) with the previous results.

Influential countries

Influential countries (Vedula, S. B., ET. AL., 2024) analysed using R software corroborates, the most cited countries being USA ranking first (Norizah Mustamil et. al., 2020) with 5813 total citations, China ranking second with 1931 total citations and Nether lands ranking third in position with 1427 total citations (Figure 6). China ranks first and USA turned second in single country publications (Figure 7) and multiple country publications in the corresponding author collaboration. A network of collaboration in co-authorship between countries is established through bibliometrix R package. Interestingly, India is occupying sixth in position based on research domain under study and co-authorship has not yet spotted through the map demanding future research possibilities based on the research domain in single as well as country collaboration.

Globally cited papers

Globally cited papers in 'servant leadership' has been identified by bibliometrix R package as Avolio BJ (University of Nebraska, Lincoln, Nebraska 2009) with normalised TC 3.56 and 1460 total citations and secondly Van Dierendonck D (Erasmus Research Institute of Management, Netherlands 2011) with normalised TC 2.79 and 1080 total citations. A co-citation network (Table 5) established using R package identifies Van Dierendonck D (Erasmus Research Institute of Management, Netherlands) as first in cluster one and three, and Greenleaf R K as first in cluster two bestowing pioneer ship in co-citations.

B. Network analysis of publications

Cooccurrence analysis

Cartographic analysis creates rule-based map symbology to assist various map purposes and scales avoiding data duplication. It can create comprehensive representation of distribution, connection, combination, quality, and quantity of special entities. Text analysis, visualisation and network mapping can be powerfully presented using VOSviewer which is an open software mostly utilised in bibliometric analysis. Concurrence of keywords were analysed using Vos Viewer (Trotta, A., et. al 2024, Yu Y, Li Y, Zhang Z, Gu Z, Zhong H, Zha Q, Yang L, Zhu C, Chen E. 2020) software, considering a minimum of 2 co-occurrence of 1573 keywords meeting the (Figure 8) threshold of 385. For each 385 keywords, the total strength of the co-occurrence links with highest total link strength are selected and 22 small clusters were identified using normalisation method and merging of small clusters thereafter. Analysis regarding co-occurrence of authorship over time with the help of VOSviewer (Trotta, A., et. al 2024) shows how many countries invested (Figure 9) in the topics as pioneers and latterly. The total strength of the co-authorship links with other countries and with greatest total link strength disclosed that USA being the pioneer and latterly Jordan, Bangladesh, Vietnam, Indonesia, Chile, and Pakistan have invested in the research area. Impressively, India has been spotted with fewer studies in the research area inspiring the scholars to move on with further studies with an interdisciplinary approach.

Co-citation analysis

Co-citation analysis creates knowledge mapping which is effective and efficient in bibliometric analysis. Frequency with which two documents are cited together by other documents were identified (Figure 10) using R package as it is the most commonly (Ding et. al., 2001) used method in bibliometric analysis. Co-citation is the similarity in relationship between two cited publications and it can create clusters to identify key literature for interdisciplinary trends within institutions. Two publications cited together in one article (Small, 1973) were identified through this process. Author co-citation analysis provides insights on how writers connect ideas in between published works (Chen et. al., 2010). Van Dierendonck D and Greenleaf R K were identified as authors with more co-citations. Lesser dense co-citations were also identified pointing to the stimulation of interdisciplinary (Hernández, et. al., 2020) researches.

Cluster analysis

Clustering in R package is based on an unsupervised learning technique, where databases are partitioned in several groups called clusters purely on similarity. After segmentation, numerous clusters are identified, sharing common features. In the process of data mining and analysis, clustering is utilised to recognise similar data sets for bibliometric analysis. Three clusters

(leadership-human-human experiment-*red*, leadership-article-human-*blue*, adult-China-female-*green*) were identified from the keywords with the greatest total link strength by (Figure 11) cluster coupling in R package. *Red* cluster has an impact of 2.314 with frequency 65 and centrality 0.340. *Blue* cluster has an impact of 2.271 with frequency 161 and centrality 0.443. *Green* cluster has an impact of 3.658 with frequency 24 and centrality 0.268. Thematic map reveals clusters (Santos, B.B., et. al., 2024) with the keywords for the time span of 19 years using co-occurrence network. X axis represents the centrality showing importance of a theme. Centrality is the interaction degree of network clusters when compared with others. Y axis (Figure 12) represents the density of the cluster and density is the measure of the strength of the cluster network or a measure of a theme development.

Results and Discussion

A bibliometric analysis (Ellegaard, O., et. al 2015) blended with content analysis (Harwood, T. G., et. al., 2003) was used in this study to explore the linkage between servant leadership (Annarita, Trotta., et. al 2024) and organisational performance with the help of Sci Space (Zhang, K, & Aslan, A. B. 2021). To establish linkage between these two keywords, 22 literature reviews were sorted out from 495 Scopus database and a table was created with the help of Sci Space (Table 6) to elucidate the insights of the reviews directly or indirectly connected to the keyword and a human confirmation thereafter. Findings reveals varied studies based on these keywords establishing linkage directly or indirectly, and establishing boundaries and bridges in the areas of research. The key words of this study were found to be in its early stages of development prompting for researches based on these keywords in future. An exploration into mediators and moderators connecting these key words can also be an inspiration for further development. This study was conducted to explore linkage between servant leadership and organisational performance based on a time span of 2005-2024. Scopus database of 495 documents were used with the help of R package and VOSviewer for a bibliometric analysis. This study elucidates that there was an annual growth rate of 9.39% in research which is below normal demanding further research and development in research with an average document age of 4.36 exhibiting gradual rise in the number of publications per year. There was a moderate involvement of countries and authors, who usually wrote in companionship and in large groups. The impact of topic observed is high, with a large time span between 2005-2024. The most cited countries are USA and China with total citations and vice versa in single country publications and multiple country publications. Escalation of publication was spotted in 2023 and the starting point of a steady and consistent growth of documents were in the year 2013 onwards. Leadership and Organisational Development Journal and Frontiers in Psychology published this area of research more frequently, succeeded by Journal of Business Ethics and Leadership Quarterly. The results of keyword analysis elucidates that the most protuberant keyword associated with many institutions that includes numerous countries and authors are 'servant leadership' and 'leadership.' Remarkable authors in this research domain are Liden RC and Van Dierendonck D. Globally cited papers are authored by Avolio BJ (2009) and Van Dierendonck D (2011). A co-citation network identifies Van Dierendonck D as the pioneer in cluster one and three, and Greenleaf R K as pioneer in cluster two bestowing classic results in co-citations. Cartographic analysis revealed 22 small clusters using normalisation method with merging of small clusters and thereafter clusters coupling identified three main clusters, red, blue, and green. Co-authorship cartography elucidates USA being the pioneer and latterly Jordan, Bangladesh, Vietnam, Indonesia, Chile, and Pakistan have invested in the research area. Co-citation coupling corroborates Van Dierendonck D and Greenleaf R K were as authors

with more co-citations. Thematic map clusters identified four quadrant theme development in the research domain. The results of the study emphasises that the two research domains are progressing into exceptionally multidisciplinary in approach, with hybridised creative concepts. This study confirms the linkage between servant leadership and organisational performance through green cluster with its infancy. Linkage between servant leadership and organisational performance are open to exploratory and descriptive analysis. Creative and interesting linkages can be established between three clusters based on the findings of this study providing scope for further research. Servant leadership can be linked with health care in red cluster, service performance in green cluster, interconnection with work engagement, connectivity to job performance, linkage to job satisfaction, enhancement to employee creativity, enrichment of trust, promotion of psychological wellbeing, relation to employee happiness, inspiration for work engagement etc. which can help motivating new theory development, establishment of moderators and mediators and scale development in these keywords. India is occupying sixth in position in the research domain and co-authorship has not yet spotted through the Country collaboration map demanding future research possibilities based on the research domain in single as well as country collaboration.

Conceptualisation on servant leadership and organisational performance

After an in-depth review of literature of latest articles based on most cited authors, influential journals, and a bibliometric analysis, some of the challenges, research gaps and emerging new themes were identified to encourage further research and development in the research domains. A brief conceptualisation is presented in the figure (Figure 13) elucidating the connections established between servant leadership and organisational performance. Findings of the present study corroborates that research in the keywords servant leadership and organisational performance is in the development stage requiring more interventions to establish leadership styles.

TABLES

Table 1 : Main Information of the data base

MAIN INFORMATION ABOUT DATA	
Timespan	2005:2024
Sources (Journals, Books, etc)	273
Documents	495
Annual Growth Rate %	9.39
Document Average Age	4.36
Average citations per doc	34.53
References	33770
DOCUMENT CONTENTS	
Keywords Plus (ID)	465
Author's Keywords (DE)	1222
AUTHORS	
Authors	1175
Authors of single-authored docs	55

AUTHORS COLLABORATION	
Single-authored docs	63
Co-Authors per Doc	3.06
International co-authorships %	30.3
DOCUMENT TYPES	
Article	424
Book	8
Book chapter	33
Conference paper	8
Note	1
Review	21

Source: (Bibliometrix R package)

Table 2 : Evolution of the data base

Year	No of results	Percentage	Stages of development
2005	4	0.81	Stage 1: Pioneer studies
2006	1	0.20	
2008	1	0.20	
2009	4	0.81	
2010	4	0.81	
2011	4	0.81	
2012	2	0.40	
2013	12	2.42	
2014	14	2.83	
2015	20	4.04	
2016	29	5.86	Stage 2: Development studies
2017	15	3.03	
2018	35	7.07	
2019	42	8.48	
2020	51	10.30	
2021	67	13.54	
2022	76	15.35	
2023	92	18.59	
2024	22	4.44	

Source: (Bibliometrix R package)

Table 3 : Influential authors

Element	h_index	g_index	m_index	TC	NP	PY_start
LIDEN RC	9	11	0.643	2108	11	2011
VAN DIERENDONCK D	8	9	0.533	2121	9	2010

EVA N	7	7	0.778	877	7	2016
NEUBERT MJ	6	8	0.353	1002	8	2008
SENDJAYA S	6	7	0.545	1033	7	2014
WANG Z	6	8	0.667	186	8	2016
RUIZ-PALOMINO P	5	6	0.5	102	6	2015
ABORAMADAN M	4	5	1	87	5	2021
BANDE B	4	5	0.4	202	5	2015
HUNTER EM	4	4	0.333	450	4	2013

Source: (Bibliometrix R package)

Table 4 : University Affiliations

Affiliation	Articles
MONASH UNIVERSITY	18
RENMIN UNIVERSITY OF CHINA	18
BAYLOR UNIVERSITY	16
UNIVERSITY OF CASTILLA-LA MANCHA	16
BEIJING JIAOTONG UNIVERSITY	15
UNIVERSITI UTARA MALAYSIA	14
UNIVERSITAS NEGERI MALANG	13
UNIVERSITY OF SCIENCE AND TECHNOLOGY OF CHINA	13
COMSATS UNIVERSITY ISLAMABAD	12
ERASMUS UNIVERSITY	10

Source: (Bibliometrix R package)

Table 5 : Globally cited papers

Paper	DOI	Total Citations	TC per Year	Normalized TC
AVOLIO BJ, 2009, ANNU REV PSYCHOL	10.1146/annurev.psych.60.110707.163621	1460	91.25	3.56
VAN DIERENDONCK D, 2011, J MANAGE	10.1177/0149206310380462	1080	77.14	2.79
EVA N, 2019, LEADERSH Q	10.1016/j.leaqua.2018.07.004	610	101.67	13.47
LIDEN RC, 2014, ACAD MANAGE J	10.5465/amj.2013.0034	559	50.82	5.42
NEUBERT MJ, 2008, J APPL PSYCHOL	10.1037/a0012695	537	31.59	1
BARBUTO JR. JE, 2006, GROUP ORGAN MANAGE	10.1177/1059601106287091	526	27.68	1
PARRIS DL, 2013, J BUS ETHICS	10.1007/s10551-012-1322-6	475	39.58	5.33
HU J, 2011, J APPL PSYCHOL	10.1037/a0022465	355	25.36	0.92

LIDEN RC, 2015, LEADERSH Q	10.1016/j.leaqua.2014.12.002	329	32.9	5.63
HUNTER EM, 2013, LEADERSH Q	10.1016/j.leaqua.2012.12.001	301	25.08	3.38

Source: (Bibliometrix R package)

Table 6 : Literature reviews based on linkage between servant leadership and organisational performance

No	Linkage	Author's	Year	Reviews/Insights
1	Servant Leadership on Organization Productivity:	Ahmad, El, Zein., et. al	2021	Significant impact on employee performance, employee retention, employee satisfaction, and putting subordinates first.
2	Servant leadership on job performance through work engagement	A, M, Febrianti., et. al	2022	Relationship between servant leadership, work engagement, and job performance
3	Servant Leadership and Work Engagement Mediating Role of Trust in Leader Sustainability	Fatme, El, et. al	2022	Impact of servant leadership on organizational performance, role of servant leaders in improving work engagement
4	Servant leadership on organisation excellence through employee competence	Irfan, M., et. al	2022	Employee competence is a mediator and they can influence positively in organisational excellence
5	Organizational Commitment, Servant Leadership, And Empowerment on Employee Performance with Organizational Citizenship Behaviour	Iswahyudi., et. al	2022	Servant leadership has a positive effect on employee performance, which in turn affects organizational performance through mediator OCB
6	Servant leadership and employee performance	Marto, Silalahi., et. al	2022	Servant leadership has a significant and positive impact on employee performance but not on organisational performance
7	Servant leadership and green performance through green human resource practices and green servant leadership	Mansoor, A., et. al	2022	Combined impact of HR practices and green strategies promotes green performance through green servant leadership as a mediator
8	Servant leadership and organisational performance: mediator is organisational culture	Alipio, R.A.L., et. al	2023	Confirms the influence of servant leadership in the performance of the organisation
9	Servant leadership on employees' outcomes	Alvuk, D., et. al	2023	Positive correlation between servant leadership and work engagement, negative correlation between SL and turnover intention
10	Servant Leadership and Work Performance	Arshad, R., et. al	2023	Servant leadership motivates self-efficacy, justice, and organisational commitment to warrant employees work performance

11	Environmentally-specific servant leadership on organisational green performance	Hou, H., et. al	2023	Environmentally-specific servant leadership has a positive influence on organizational green performance
12	Servant Leadership on Employees' Collective Strategic Vision and Organisational Innovation performance	Ren, L., et. al	2023	Positive effect of servant leadership on employees' collective strategic vision-organisational innovation performance-organisational innovation performance.
13	Servant Leadership, Followers Job Satisfaction, Empowerment, and Performance	Sina, Eslamdoust., et. al	2023	Servant leadership, job satisfaction, empowerment, and the moderating effect of gender on these factors.
14	Influence of new leadership styles on employee performance	Susita, D., et. al	2023	Employee job performance is positively and directly influenced by courtesy and sportsmanship
15	Servant Leadership and Knowledge employee performance	Ghlichlee, et. al	2024	Conductive to employee innovative behaviours leading to high knowledge employee performance
16	Servant Leadership and Emotional intelligence and adaptive performance	Balti, M, et. al	2024	Direct influence on managers and indirect influence on employees
17	Servant leadership and job satisfaction	Gil, A.J., et. al	2024	Servant leadership has a positive and significant relation to job satisfaction
18	Servant leadership and employee emotional intelligence and individual adaptive performance	Balti, M., et. al	2024	Emotional intelligence and servant leadership climate has influence on individual adaptive performance
19	Servant leadership in health care	Demeke, G.W, et. al	2024	Servant leadership has a positive relationship organisational outcome in health care sector
20	Servant Leaders' strategic vision on the development of Service Organisations	Srouf, B., et. al	2024	Correlation between servant leadership and strategic vision in the development of service sector organisations
21	Servant leadership-entrepreneurial bricolage to competitive advantage-sustainability performance	Abukari, A. J., et. al	2024	Positive moderator of entrepreneurial bricolage and competitive advantage
22	Servant leadership in higher education	Nawaz, A., et. al	2024	Positive association between servant leadership and innovative performance

(Source: Compiled by author using Sci Space)

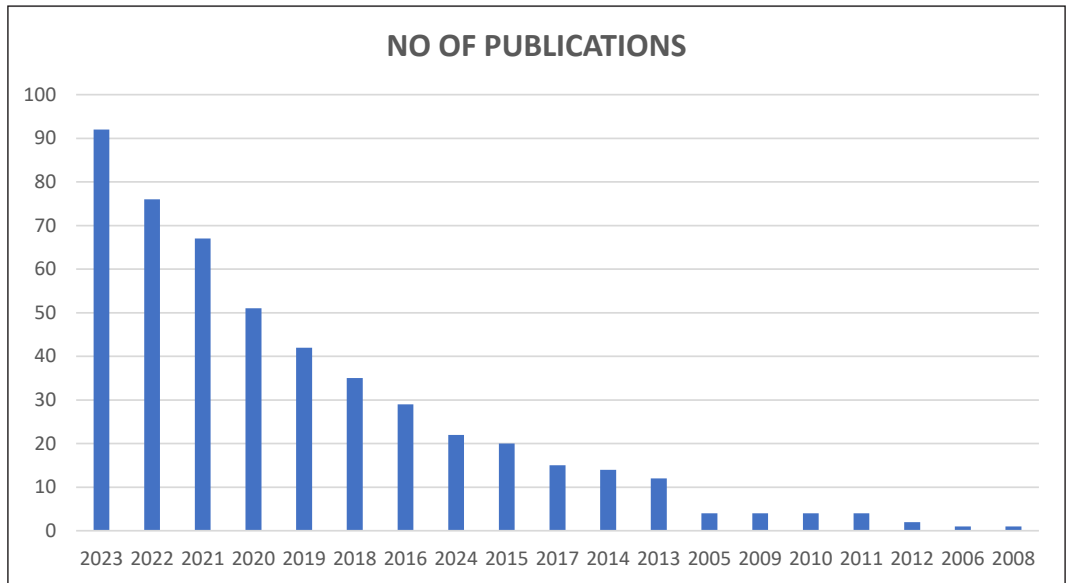
Author Contributions: Conceptualization, Data curation, Investigation, Methodology, Validation, Writing—original draft, and Writing—review and editing.

Funding: This research received no external funding.

Conflicts of Interest: The authors declare no conflict of interest.

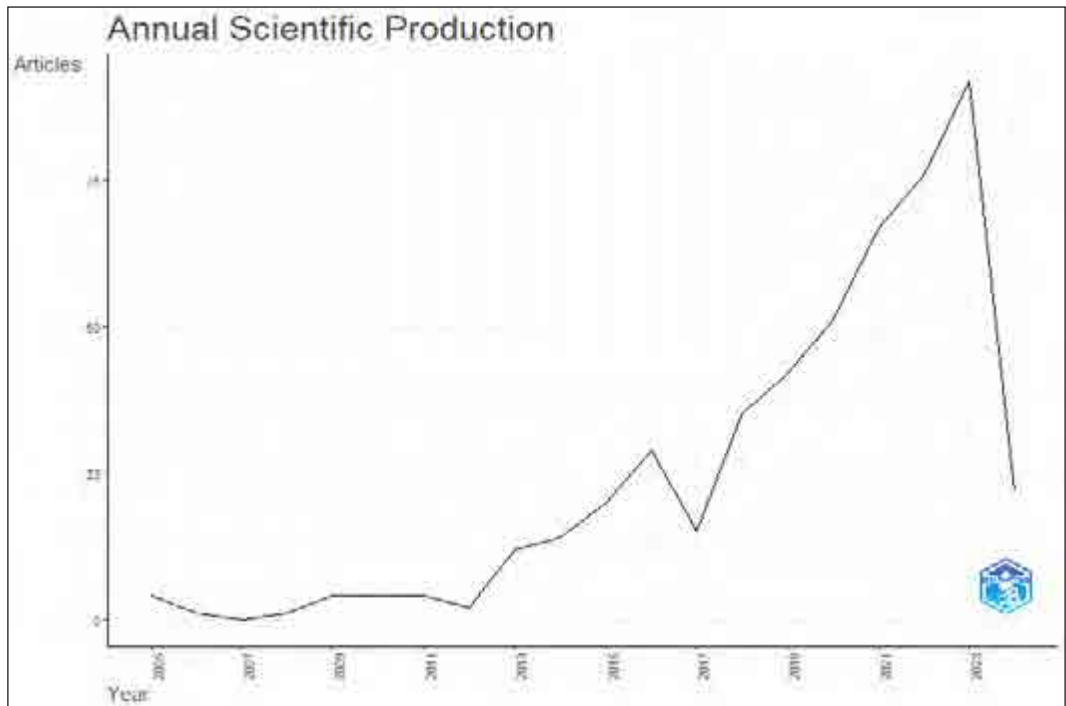
FIGURES

Figure 1. Number of results per year



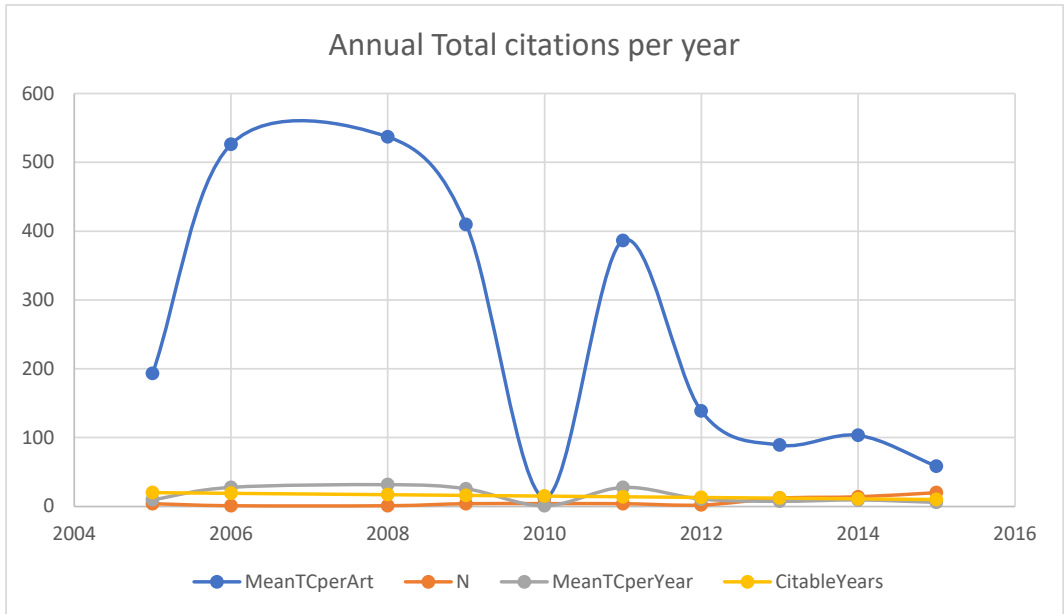
Source: (Bibliometrix R package)

Figure 2. Annual Scientific production



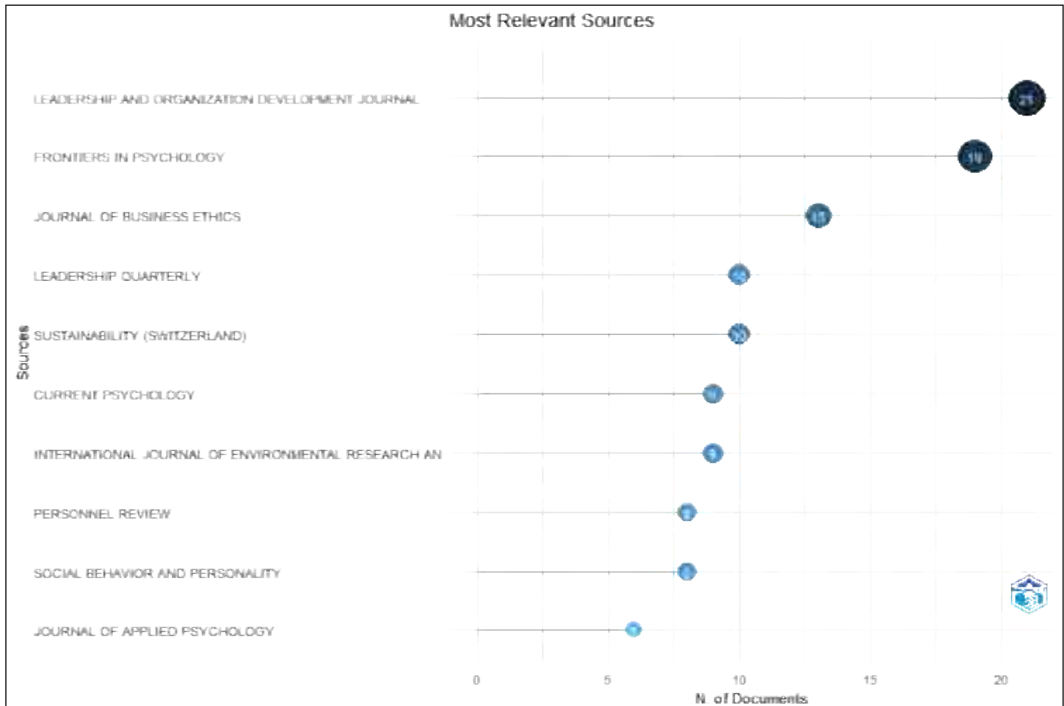
Source: (Bibliometrix R package)

Figure 3. Annual total citations per year



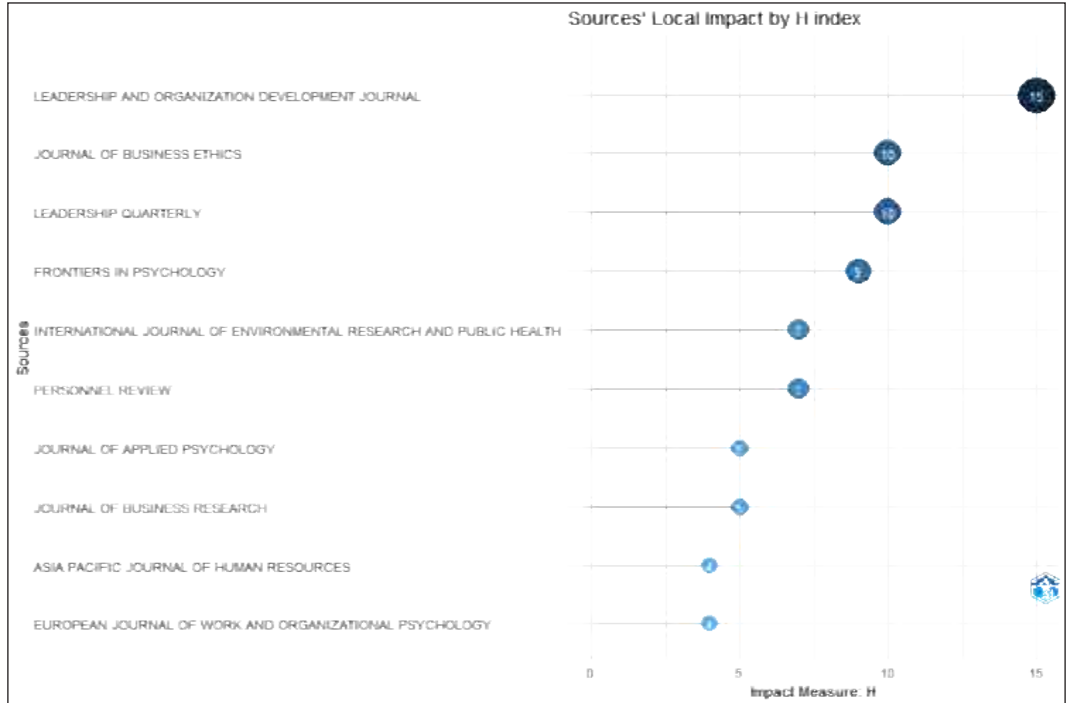
Source: (Bibliometrix R package)

Figure 4. Most relevant sources



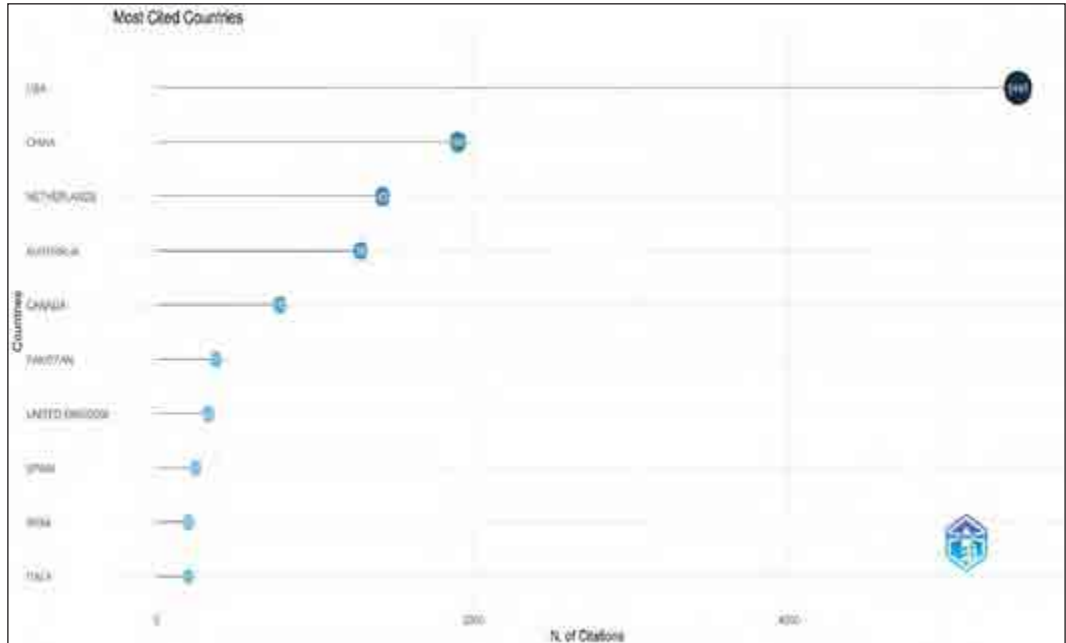
Source: (Bibliometrix R package)

Figure 5. Source's Local Impact by H index



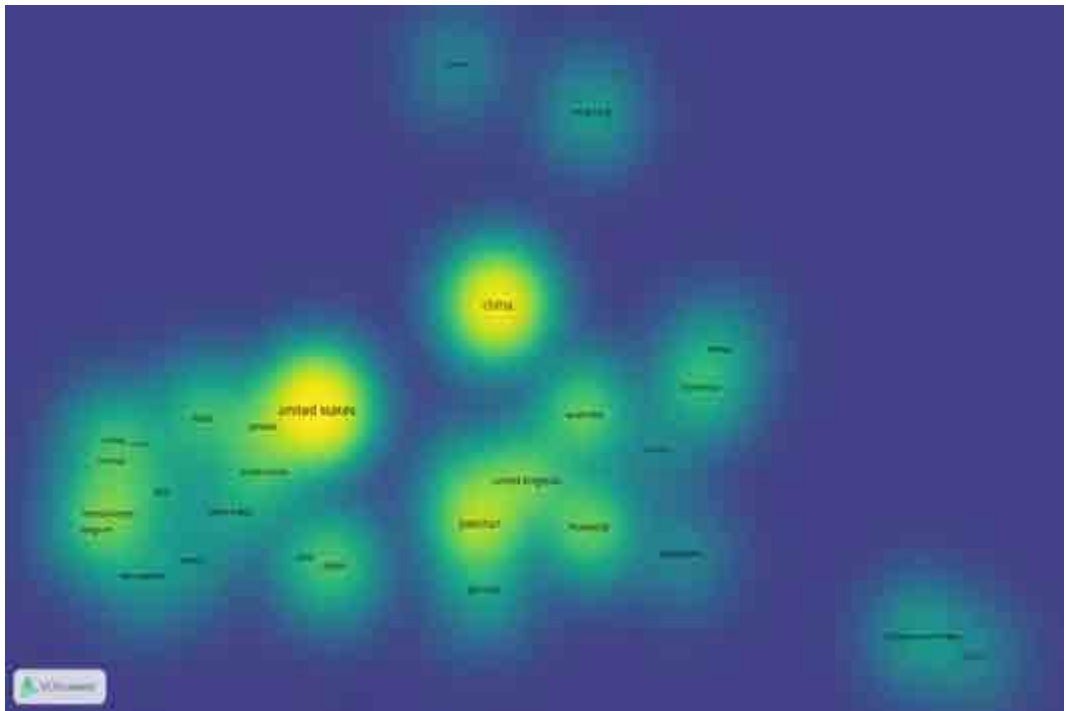
Source: (Bibliometrix R package)

Figure6. Most cited countries



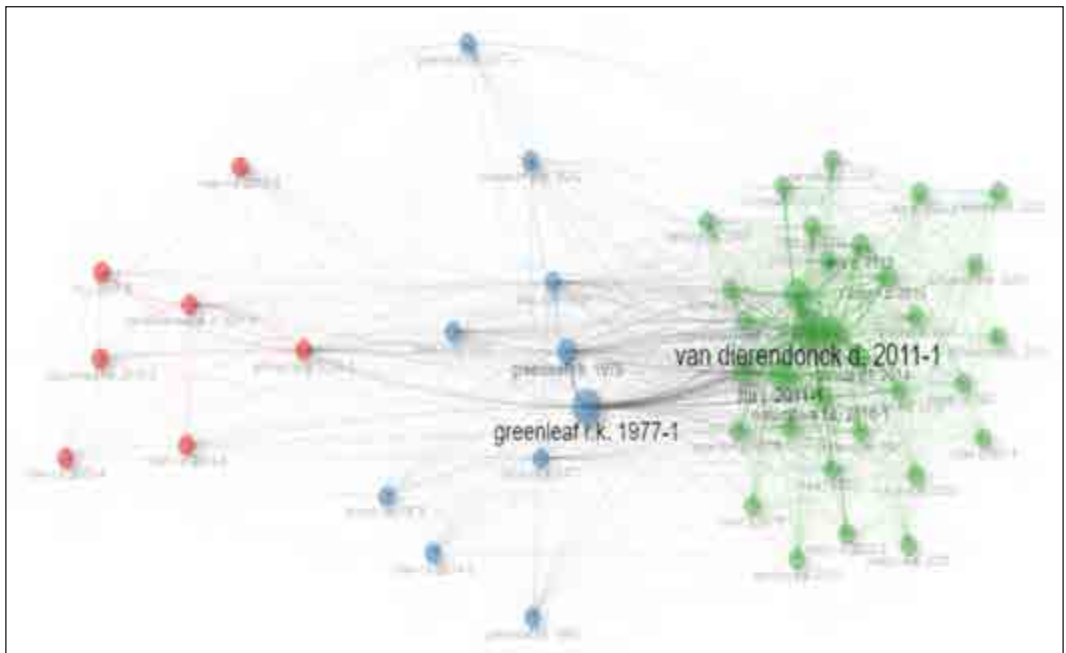
Source: (Bibliometrix R package)

Figure9. Co-authorship links with countries



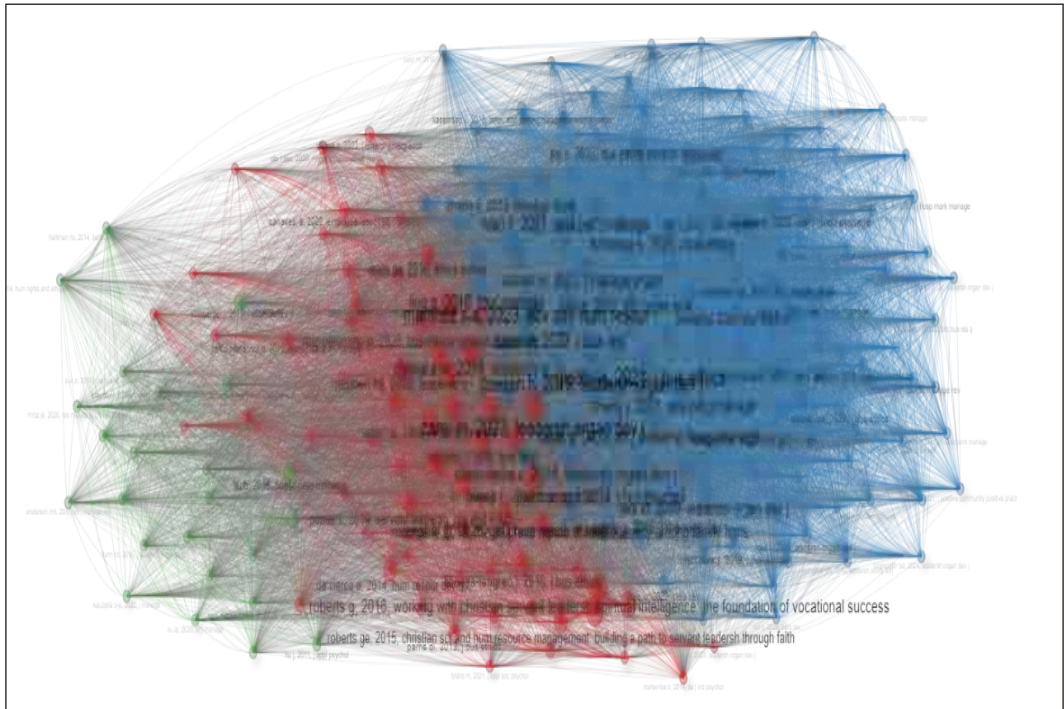
Source: (VOSviewer)

Figure 10. Clusters by co-citation



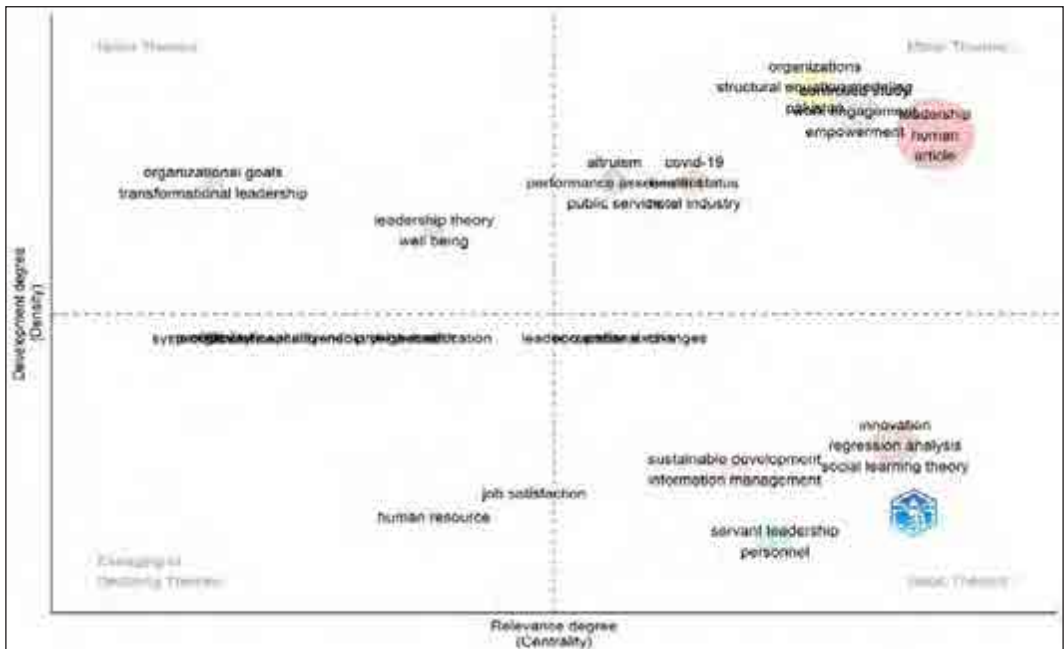
Source: (Bibliometrix R package)

Figure 11. Clusters by Coupling



Source: (Bibliometrix R package)

Figure 12. Clusters by Thematic Coupling



Source: (Bibliometrix R package)



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