

Leadership Style in The Private Sector: Bibliometric Analysis

Akbar Riskal Amani¹, Syamsul Hadi Senen²

¹ Universitas Pendidikan Indonesia

² Universitas Pendidikan Indonesia

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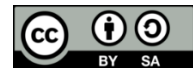
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ABSTRACT

Even though the private sector faces many challenges about human resources, there is still a dearth of literature on HR management methods in the private sector and private enterprise. The purpose of this research is to review the literature on private sector leadership style practices and how they affect other constructs. The Google Scholar database was chosen, and the publish or perish program was utilized to gather literature data. "Leadership style on private sector" is the keyword that is employed. 200 publications from 2018 to 2023 were found in the first search. After that, 43 references were found after the 200 literatures were chosen, Data on the most cited articles, prestigious journals, and top publishers were gathered using the Mendeley reference system and the Publish or Perish program. In addition, the VOS Viewer was used to process the 43 references to provide cluster data, which included the objects that were present in each cluster. There were also illustrations of author networks connected to keywords, overlay visualizations, and density visualizations. An overview of leadership style research is given by this study, with a focus on the commercial sector.

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Corresponding Author:

Name: Akbar Riskal Amani

Institution: Universitas Pendidikan Indonesia

Email: akbarriskalamani@upi.edu

1. INTRODUCTION

Private sector human resources (HR) are currently facing several difficulties that may have an impact on business development and organizational effectiveness [1]. Obtaining and keeping top-notch personnel is one of the biggest obstacles [2]. Companies need to be more creative in their recruitment and retention efforts due to the intense competition in the labor market [3]. Additionally, employees may have skill shortages due to the rapid advancement of technology [4]. To make sure staff members have the necessary abilities, organizations

must devote time and resources to training and development [5]. A comprehensive and flexible approach to HR management in the private sector is necessary to meet these issues [6].

Identifying and developing leadership talent, as well as making sure that leaders at all levels have the necessary skills, are just a few of the unique challenges that leaders in the Human Resources (HR) function or leaders at various levels within an organization frequently face [7]. Additionally, HR leaders frequently play a role in developing or changing organizational culture [8]. A major issue is making sure that

company culture and values foster a positive work environment and support corporate objectives [9]. Successful HR leaders are those who can adapt to change, understand the needs of the team and the organization, and provide leadership that motivates and inspires [10]. These challenges create opportunities for continued leadership development and growth [11].

Preferences for leadership styles can vary between employees, depending on their personality, values, and experience [12]. However, some common elements that employees often want in a leadership style are that they appreciate leaders who are open and transparent in communication, they want to know about the vision, goals and direction of the company and employees tend to like leaders who empower them by giving them freedom and responsibility [13]. This includes giving employees the autonomy to make decisions regarding their work. In addition, leaders who build good interpersonal relationships with employees tend to gain their support and loyalty [14]. Strong relationships create a positive work environment, employee empowerment can provide a variety of positive outcomes for individuals, teams and the organization as a whole, empowered employees feel they have control over their own work and decisions [15]. This can increase intrinsic motivation, which in turn, can increase productivity and performance [16].

An atmosphere of empowerment can foster more harmonious interactions between coworkers and superiors as well as between subordinates and subordinates [17]. As a result, there may be less conflict and more cooperation. Workers that experience empowerment and appreciation are typically more devoted to their employers [18]. This may result in lower rates of employee churn as well as lower expenses for hiring and training new hires [19]. In addition to being advantageous to each individual, employee empowerment is essential to the organization's performance as a whole [20]. It fosters an atmosphere in which each team member may contribute as much as possible

and has a sense of purpose and connection to the company's goals [21].

Although much research on HR management has been carried out in the last decade, there is still little literature that discusses HR management practices in the context of leadership styles in the private industrial sector [22]. believes that HR management is a leadership style in the private industrial sector [19]. There are many negative issues regarding HR management related to tourism, such as low wages, difficult working hours, and limited opportunities for career development [23]. The high turnover rate of employees at the managerial or operational level in the private sector industry will result in reduced productivity and company profits, and increased training and employee replacement costs [24].

This paper aims to study research gaps with a bibliometric analysis of literature related to leadership styles in the private industrial sector. Articles published and indexed by Google Scholar (GS) are analyzed and categorized based on their distribution and author affiliation. This analysis can see what research topics are the subject of many publications, and topics related to future leadership styles in the private industry sector that provide opportunities for further research. The methodology used to carry out the analysis is bibliometric analysis, including method steps related to the implementation of GS data-based software and publish or perish (PoP). Then the results were analyzed using VOSviewer and continued with a discussion session and conclusions from the literature study using bibliometric analysis that had been carried out.

2. METHODS

Determining keywords

The term "leadership style on private sector" was used to conduct a literature search in December 2023. Using the Google Scholar (GS) database and the Publish or Perish (PoP) program, a literature search was conducted. Publish or Perish was selected due to its present effectiveness in article discovery.

Google Scholar was selected due to its current largest database and ease of access.

Initial Search Results

There were only 200 articles with these keywords in the first search, which was conducted using "keywords" and a year restriction of 2018–2023. All relevant article information, including the title, author, affiliation, abstract, keywords, and references, is preserved in the Research Information System (RIS) format for the results.

Search Results Improvements

Articles that were appropriate and indexed in the GS database were selected from these 200 data points. The data excludes proceedings, newspapers, books, book reviews, and book chapters. All that was obtained were journal articles. 43 genuinely appropriate items were so obtained. After that, a RIS file containing the data repair findings is saved. The Mendeley bibliography program was then used to import the RIS data.

Statistical Compilation of Initial Data

The updated data is checked again for completeness of the journal article

components (year of publication, volume, number, page, etc.).

Data Analysis

PoP software was used for the bibliographic data collecting in this study. Nonetheless, the Vos Viewer program is utilized for the bibliometric network's study and visualization. VoS viewer is utilized because it can handle big data sets efficiently and yield visually appealing analysis and conclusions. Based on co-citation networks, ViosViewer may also generate publication maps, author maps, journal maps, and keyword maps.

3. RESULTS AND DISCUSSION

The data analysis using PoP before correction includes 200 articles from the Google Scholar database. After that, after making corrections by going over 200 but, 43 articles were found to be appropriate. The comparison of the raw data between the first and corrected pencarian results may be seen in Table 1.

Table 1. Matrix Comparison

Data Matrix	Initial Search Result	Repair Search Results
Publication Year	2018-2023	2018-2023
Citation Year	5 (2018-2023)	5 (2018-2023)
Paper	200	43
Citation	10525	2239
Cites/Years	2105.00	447
Cites/Paper	52.63	47.81
Cites/Author	4821.33	472
Papers/Author	95.99	49,21
Author/Paper	2.69	2.63
h_index	62	43
g_index	88	52
hI_norm	37	29
hI_annual	7.40	440
hA-index	32	27

Source: Researcher Data Processing Results (2023)

To highlight the most relevant contributions to this study, 10 articles with the most relevant statistical data were selected from 43 articles containing the term "leadership style on private sector." The results can be shown in Table 2.

Table 2. The Ten Most Referenced Articles

No	Cite	Author	Title	Year	Source	Publisher
1	249	A Razak, S Sarpan, R Ramlan	Effect of leadership style, motivation and work discipline on employee performance in PT. ABC Makassar	2018	International Review of ...	ProQuest
2	212	C Musinguzi, L Namale, E Rutebemberwa...	The relationship between leadership style and health worker motivation, job satisfaction and teamwork in Uganda	2018	... healthcare leadership	Taylor & Francis
3	153	BE Maamari, A Saheb	How organizational culture and leadership style affect employees' performance of genders	2018	International Journal of Organizational ...	Emerald
4	149	Y Xie, W Xue, L Li, A Wang, Y Chen, Q Zheng...	Leadership style and innovation atmosphere in enterprises: An empirical study	2018	... Forecasting and Social ...	Elsevier
5	126	M Al-Yami, P Galdas, R Watson	Leadership style and organisational commitment among nursing staff in Saudi Arabia	2018	Journal of nursing ...	Wiley Online Library
6	125	MC Bligh, JC Kohles, Q Yan	Leading and learning to change: the role of leadership style and mindset in error learning and organizational change	2018	Journal of Change Management	Taylor & Francis
7	100	T Hentschel, S Braun, C Peus...	The communality-bonus effect for male transformational leaders—leadership style, gender, and promotability	2018	European Journal of Work ...	Taylor & Francis
8	97	F Zaghini, J Fiorini, M Piredda, R Fida, A Sili	The relationship between nurse managers' leadership style and patients' perception of the quality of the care provided by nurses: Cross sectional survey	2020	International journal of ...	Elsevier
9	96	RJ Kelly, LR Hearld	Burnout and leadership style in behavioral health care: A literature review	2020	The journal of behavioral health services & research	Springer
10	89	F Ohunakin, AA Adeniji, OA Oludayo...	Employees' retention in Nigeria's hospitality industry: The role of	2019	Journal of human ...	Taylor & Francis

Source: Researcher Data Processing Results (2023)

Table 2 shows that, with 249 citations, the article by Razak et al. (2016) received the most number of citations from other writers. The article, which looked at the impact of supervisor-level executives' leadership styles on worker performance and job satisfaction, was published in the International Review of Management and Marketing Hospitality Management by ProQuest. 149 employees of PT ABC Makassar participated in this study as responders. The study's findings demonstrated that employees are more apt to be pleased and devoted to supervisors who possess transformational leadership qualities and can foster and protect their staff members' growth to enhance their productivity.

Research findings in the interim in their study on health worker motivation, job satisfaction, and teamwork, Musinguzi et al. (2018) found that transformational leaders outperformed transactional leaders (42%) and laissez-faire leaders (14%). Motivation, job happiness, and teamwork were all favorably connected with transformational leadership, whereas job satisfaction and teamwork were positively correlated with transactional leadership. Leaders who exhibited idealized influence-behavior and intellectual stimulation were positively related to motivation, while management by exception was negatively connected with motivation. Intellectual stimulation was positively

correlated with job happiness. The idealized influence-behavior, idealized influence-attributed, and contingent reward were all positively correlated with teamwork.

According to research findings Hentschel et al (2018) Despite significant progress, women are still underrepresented in leadership roles in the workforce. We contend that male and female leaders are assessed differently depending on how gender-congruent their leadership style is, despite research showing that there is no difference between their leadership behaviors. We examine assessments of men and women who demonstrate transformational leadership (a style characterized by collective behaviors consistent with stereotypes about women) and autocratic leadership (a style characterized by agentic behaviors consistent with stereotypes about men), based on arguments from expectancy violation theory. We used a three-study research strategy that included a two-wave field survey with business leaders and two experimental investigations. Higher assessments of promotability were obtained overall from transformational leadership because of elevated views of the communality and efficacy of the leaders. Significantly, men were more positively impacted by these impacts, and men who exhibited transformational leadership were thought to be more promoteable than women. This suggests that male transformative leaders have a communality-bonus impact.

Based on research by Maamari & Saheb (2018) examined the impact of team performance on the chosen leadership style and the significance of company culture on leader style. The results of this study, which examined the Middle Eastern leadership strata under the current unstable climate, were Cross-sectional data from 40 service companies revealed some interesting results that highlight the interrelationship between these third variables. These results imply that supervisors should apply the concept's findings to provide workers further training and skill development in addition to fostering a diverse, accepting, and adaptable workplace

culture. then the next research results from Xie et al (2018) The findings demonstrate that: (1) transformational leadership style can help to foster individual identification and trust; (2) transformational leadership style is more beneficial for fostering innovation atmosphere; (3) leaders who adopt a transformational leadership style find it easier to foster trust, and that trust has a positive impact on innovation atmosphere; (4) trust and individual identity are beneficial for fostering innovation atmosphere; (5) trust and individual identification act as a mediator between transformational leadership style and innovation atmosphere; and (6) trust acts as a mediator between transactional leadership style and innovation atmosphere, but individual identity does.

Private sector leadership styles have previously been discussed in the health sector by researching nurses in Saudi Arabia conducted by Al-Yami et al (2018) with the result Transformational leadership was the most dominant leadership style. Once the effects of nationality, hospitals, manager/staff status, and other factors were taken into account, transformational leadership emerged as the most significant driver of organizational commitment. The perceptions of nurse managers and nursing personnel regarding transformational and transactional leadership styles grew as they aged. Then the leadership style in the private health sector, especially nurses, was also studied by Zaghini et al (2020) by examining a sample of nurses in private hospitals in Rome, Italy with the findings supported the theory that when nurses felt content with their leadership, they had less interpersonal conflict and burnout, behaved less inappropriately, and patients were happier with the caliber of care the nurses delivered. Patients' opinions of nurses' treatment were influenced by their leadership and behavior. Thus, in order to raise the standard of patient care, managers of healthcare services should carefully consider these findings.

Leadership style in Change Management has also been researched previously by Bligh et al (2018) with results

laissez-faire leadership styles actively prevent employee error learning, transformational leadership actively promotes much more positive attitudes about it. It may come as a surprise to hear that, in two out of the three samples, laissez-faire leadership had the greatest and most detrimental impact on the orientation toward error learning, even though followers with fixed mindsets claimed to be less likely to learn from mistakes under any leadership style. Our research looks at the connection between employee error learning and leadership style, and it shows that insensitive leaders can be especially harmful in environments where fostering innovation and creativity is a goal of organizational transformation.

Research on leadership style has also been done in the hotel sector; Ohunakin et al. (2020) examined the connection between transformational leadership style, retention turn over and work satisfaction in this study.

This research has findings that the staff members of six operational university guesthouses in South-West Nigeria were given a total of 324 questionnaires. The fit of the model was evaluated using structural equation modeling. The results showed that job satisfaction was positively impacted by idealized influence, intellectual stimulation, inspirational motivation, and customized consideration, and negatively by turnover intention. Furthermore, idealized influence and personalized attention improved life happiness, but intellectual stimulation and inspiring drive had no beneficial impact. Job satisfaction and life satisfaction had a positive correlation, but turnover intention and life satisfaction had a negative correlation. To enhance employees' work attitudes and behaviors, it was suggested that hospitality firms adopt a transformational leadership style.

Table 3. The Most Popular Publishers That Publish Articles Related to Leadership Style in the Private Sector

No	Publisher	Total Article	Percentage
1	Emerald	15	34.8%
2	Taylor & Francis	10	23,25%
3	Elseveir	6	13,96%
4	Wiley	5	11,63%
5	MDPI	4	9,4%
6	Springer	2	4,65%
7	ProQuest	1	2,3%
Total		43	100%

Source: Researcher Data Processing Results (2023)

Regarding publishers that publish a lot of articles related to Leadership Style in the Private Sector, the top level is the Emerald publisher with 15 articles found in the 2018-2023 period. Next, not far behind Emerald is Taylor & Francis with 10 articles found, followed by Elseveir's with 6 articles, then Wiley with 5 articles, then MDPI with 4 articles, then Springer with 2 articles and finally ProQuest with 1 article.

Topic Visualization Using VOSViewer

Network visualization data related to the revised keyword "Leadership Style in the Private Sector" can be seen in Figure 1. Figure 2 shows the visualization overlay, and figure 3 studies the visualization of density.

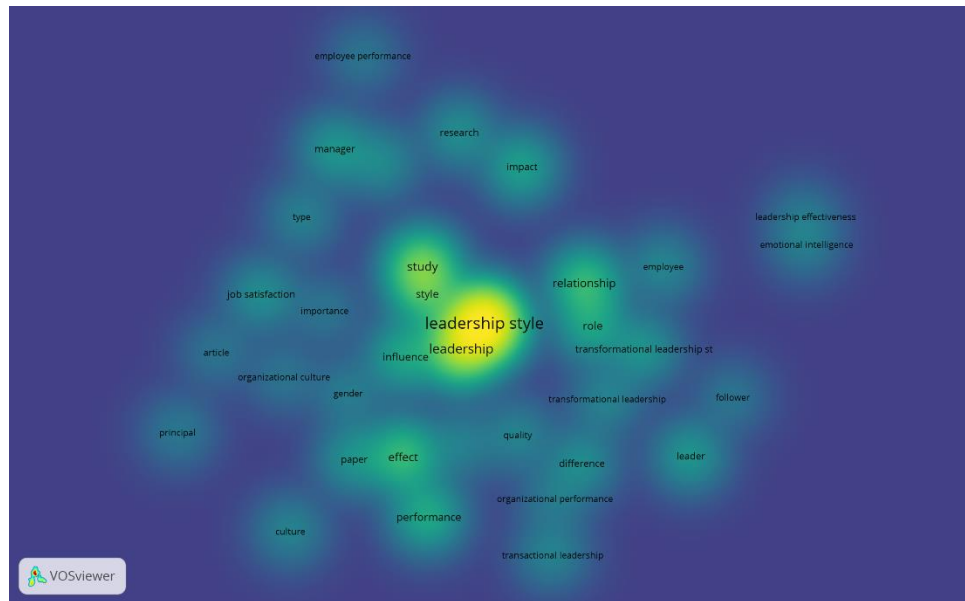


Figure 2. Overlay Visualization

Figure 3 color palette of blue, green, and yellow demonstrates the breadth of the research. The hue gets closer to yellow the more studies there are on a given keyword element. On the other hand, the hue is closer to blue the less research has been done on a certain keyword element.

4. CONCLUSION

The literature and writers pertaining to the term "Leadership Style in the Private Sector" are reviewed in this study. The literature review's findings suggest that research on leadership styles in the private sector is still restricted to a small number of corporations, universities, hospitals, and tourism-related establishments, compared to

studies in other domains. The majority of the research locations were in Asia, Europe, and Africa. Researchers have examined the relationship between transactional and laissez-faire leadership styles in the workplace in relation to other variables, like motivation and work discipline, within the same cluster based on prior studies that utilized cluster analysis. Research on the role of leadership style as a mediator or moderator variable in the link between employee behavior variables is one area of study that can be addressed using network visualization. To complete the current database, more research on employee work involvement in the private sector across various locales, cultural backgrounds, and income levels is required.

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