Bibliometric Analysis of Servant Leadership Research Trends

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Abstract: This study aims to analyze how research on servant leadership in the field of Human Resource Management is classified along with its trends and to find out what topics can be used as research variables in the future. The research method is a literature review using a bibliometric analysis approach starting from defining the keywords 'servant leadership' and 'Journal' in the Publish or Perish application with Google Scholar as a database. After narrowing the results by selecting a special topic in 'Human Resource Management, 840 related articles were obtained to be reviewed from 980 articles of initial search results. Then, I compiled meta data using the Mendeley application. The Vosviewer application was used to visualize research trends. The results showed that the classification of research on servant leadership in human resource management was divided into 7 clusters with topics centred on servant leadership, behaviour, and job satisfaction. Service, development, work engagement, servant leadership characteristics, servant, employee performance, organizational commitment, workplace, Organizational Citizenship behaviour, Turnover Intention and Servant Leadership Behavior are a cluster in the field of Human Resource management. The number and lack of variety of research needed for more review limit this research.

Keyword: Bibliometric Analysis, Servant Leadership, Mendeley, Publish or Perish, Vosviewer

INTRODUCTION

Leadership style is the life of an organization, which can lead to the achievement of common goals. In the era of globalization, human interaction is increasingly complex and widespread. Leadership has become an essential and exciting concept. The leader is the critical factor that brings the organization or group to achieve a common goal. Ghasemy & Frömbling (2022) stated that the leader is the driving force of the movement of the group or organization, forming an organizational model and developing a corporate culture that will be followed and worked on by all members on a regular and sustainable basis. Currently, the organization's activities prioritize developing performance produced by human resources. Leaders' job is to make them happy at work (Alahbabi et al., 2023). The need for leaders who can provide a spirit of creativity and innovation among employees and serve employees at all levels becomes essential for any organization (Najam & Mustamil, 2022).

Servant leadership with the idea that is carried increasingly in demand as a favourite leadership concept. that is able to answer human needs as a member of a group or organization that upholds human rights and humanity. The leader is able to influence members if there is interaction between them (Kumari et al., 2022). Each leader has different interaction skills with members. Leaders with reasonable social adjustment will find it easier to approach and interact and vice versa (Firdaus et al., 2023; Rahal & Farmanesh, 2022). Adjustment is a process involving both mental and behavioural responses, in which the individual tries to successfully cope with internal needs, pressures, frustrations, and conflicts that result in a degree of harmony between internal needs and external coercion in which the individual lives.

Given the importance of the human aspect for the organization, the role of a leader is no less critical. Leadership is an individual's ability to demonstrate personality qualities and opportunities from the environment related to how to utilize the authority possessed, control, guide and direct the behaviour of others (Yan et al., 2023). Shetty et al., (2022) state that power makes it possible to serve others and is very likely to be considered a servant leader. Leading and serving become almost interchangeable. Being a servant allows one to lead and being a leader makes one serve. Hu et al., (2023) wrote that servant leaders are individuals who tend to always serve, as natural servants who tend to be more diligent and civilized in terms of serving what is the highest priority of the needs of others than people who first lead and then force conscience with normative expectations.

Every leader can have different leadership styles from one another, and not necessarily one leadership style is better or worse than another. Of the various theories about leadership styles, according to contemporary views, the latest leadership style today and much in demand by researchers is the servant leadership style. Servant leadership is an interaction between the leader and his followers where the leader exerts influence by first serving, listening and seeing the needs of his followers to grow and develop to reach the highest potential together to achieve common goals in a society or organization (Ellahi et al., 2022; Meech & Koehler, 2023; Setyaningrum & Muafi, 2023). Servant leadership begins with sincere feelings that arise from a heart that wants to serve (Dalain, 2023). Servant leadership is a leader who cares deeply about the growth and dynamics of the lives of followers, himself and his community. Therefore he prioritizes these things over the achievement of personal ambitiousness and his passions (Anshori et al., 2023). The orientation of servant leadership is to serve followers with spiritual, moral standards (Syam et al., 2022). Servant leaders usually put the needs of followers first and treat them as co-workers, so the closeness between the two is very close because they are involved with each other (Southgate et al., 2023).

Servant leadership is a type or model of leadership developed to overcome leadership crises in the form of decreased follower trust in the leader's example. The behaviour reflected by a servant leader tends to be an example of the influence of the people he leads (Bhatti et al., 2022). In addition, servant leaders are usually directly involved in the organization to build and encourage employees to continue to grow. This can be providing services and assistance if employees experience difficulties in the organization (Canavesi & Minelli, 2022b; Qiang et al., 2023). Thus, the leader must have reasonable social adjustment; the leader must make an excellent social adjustment to ensure members' interaction, influence and development. Leaders who tend to be encouraged to develop servant leadership usually have a better social adjustment (Bieńkowska et al., 2022; Zada et al., 2023).

In non-profit organizations, servant leaders try to implement things that can keep their employees committed to the organization. An individual's ability to adjust to his environment or ability to adapt can influence the individual in his role as a servant leader (Anshori et al., 2023). Adaptive individuals can develop what is needed in servant leadership, while those who cannot make good social adjustments will develop servant leadership (van Dierendonck et al., 2023). Servant leadership is an interaction between the leader and his followers or group

members where the leader is encouraged to know and understand the needs of his followers and encourage him to do something for his followers (Canavesi & Minelli, 2022a; Howladar & Rahman, 2021). Servant leaders have leadership qualities such as courage, originality, responsibility, humility, drive to serve, and others that go far beyond personal interests (Setyaningrum & Muafi, 2023). The individual can show leadership qualities because he has good adaptability (Rahal & Farmanesh, 2022). Likewise, opinions Ghasemy & Frömbling (2022) explain that there are six main characteristics of servant leadership, namely, empowerment, accountability, standing back, humility, authenticity, courage, interpersonal acceptance, and stewardship. Good self-adjustment facilitates leaders to develop leadership qualities that will help them develop their followers' potential.

Individuals who successfully adjust to both others and groups have the opportunity to build relationships with others better, portraying good social adjustment. Thus, the leader must have reasonable social adjustment; the inability of the leader to make proper social adjustment will hinder the interaction, influence and development of members (Craun & Henson, 2022). Leaders who tend to be encouraged to develop servant leadership usually have a better social adjustment (Syam et al., 2022). An individual's ability to adjust to his environment or ability to adapt can influence the individual in his role as a servant leader (Aryee et al., 2023). Adaptive individuals can develop what is needed in servant leadership, while those who are unable to make suitable social adjustments will develop servant leadership (Bieńkowska et al., 2022).

Servant leaders are leaders who prioritize the needs of others, aspirations, and the interests of others over their own. Servant leaders are committed to serving others (Cuéllar-Sánchez et al., 2023). Dami et al., (2022) suggest that servant leadership is a management style in terms of leading and serving in harmony, and there is interaction with the environment. A servant leader is someone who has a strong desire to serve and lead, and most importantly, is being able to combine the two as positive mutual reinforcement (Gultekin & Kara, 2022; Hu et al., 2023).

Based on the description above, the author is interested in researching "Analysis of Servant Leadership in the Field of Business and Management" the main problems in this study are: (1) How is the impact of Servant Leadership on Human Resource Management classified?; (2) What is the trend of research regarding the relationship between Servant Leadership in Human Resource Management?; (3) Can the topic of servant leadership relationship in business and Human Resource Management be done for further research?

METHOD

The method used in this study is a literature review with a bibliometric approach. Literature review should be done using systematic, explicit and reproducible methods (Andreu, 2022), or mind-mapping methods that emphasize the limits of knowledge (Abdullah et al., 2019). Bibliometric analysis is an approach to examine the evolution of a research domain, including topics and authors, based on the discipline's social, intellectual, and conceptual structure (Irwansyah et al., 2019). Bibliometric analysis is commonly used in scientific fields and focuses on quantitative studies of journal papers, books, or other types of written communication (Mingaleva et al., 2023).

The bibliometric analysis method in this study was used with five steps introduced by Cuéllar-Sánchez et al., (2023). The five steps include defining "Servant Leadership" as the search keywords. initial search result, refinement of the search results, compiling statistics on the initial data, and data analysis.

1. Defining Search Keywords

The literature search will be conducted in November 2023, using the keyword Servant Leadership. PoP software with a database from Google Scholar is used to collect data. At first, we entered the query into the PoP software, used the keyword 'Servant Leadership', and set specific conditions for the 'journal'. We exclude newspapers, magazines, books, book reviews, book chapters, and anything that is not a published scientific article. From the Google Scholar database, we obtained 980 articles in the initial search that have been published.

2. Initial Search Results

Table 1 shows a list of the top ten articles identified by PoP (Unrefined Search).

Table 1. Top Articles Identified by PoP *(Unrefined Search)*

Author	Title	Cited by
Dirk van Dierendonck	Servant Leadership: A Review and Synthesis	3.522
RC Liden, SJ Wayne, H Zhao, D Henderson	Servant leadership: Development of a multidimensional measure and multi-level assessment	3.004
AG Stone, RF Russell, K Patterson	Transformational versus servant leadership: A difference in leader focus	2.775
JE Barbuto Jr, DW Whe	Scale development and construct clarification of servant leadership	2.545
RF Russell, AG Sto	A review of servant leadership attributes: Developing a practical model	2.477
DL Parris, JW Peachey	A systematic literature review of servant leadership theory in organizational contexts	1.756
S Sendjaya, JC Sarros	Servant leadership: Its origin, development, and application in organizations	1.556
JE Hoch, WH Bommer	Do ethical, authentic, and servant leadership explain variance above and beyond transformational leadership? A meta-analysis	1.526
S Sendjaya, JC Sarros	Defining and measuring servant leadership behaviour in organizations	1.488
JW Graham	Servant-leadership in organizations: Inspirational and moral	1.430

3. Refinement Of The Search Results

We exclude articles that do not fit the screening criteria; Table 2 shows the results of this process. References from seemingly important articles meet the requirements. From the initial 980 pieces, we pulled 814 articles. After checking the titles and abstracts, 166 articles were excluded for various reasons.

Table 2. Article Screening Results

Search Screening	Number of Articles
Book	98
HTML	61
Unidentified/citation link only	7
Servant Leadership Journal	814
Total	980

4. Data Analysis

This paper presents a bibliometric analysis of Servant Leadership keywords for later narrowed searches to journals from the Google Scholar database. Bibliometric analysis in this paper using the PoP application obtained 814 articles of initial search results with 3155 citations (3155 citations/year). The narrowing of search results by predefined categories left 814 articles (a decrease of 83.06%).

RESULTS AND DISCUSSION

Research findings show that the article written by van Dierendonck, (2011) entitled Servant Leadership: A Review and Synthesis, published by SAGE: Journal of Management, is the most cited article with a total of 3,522 citations in the trend research of servant leadership. The second most cited article is (Liden et al., (2008), with the title Servant Leadership: Development of a Multidimensional Measure and multi-level assessment, which has a total citation of 3,004.

After accounting for citation frequency and other metrics, we analyze the output from the PoP app into the VOSviewer app to determine what keywords appear frequently. The VOSviewer application is used to visualize bibliometric maps on three different visualizations: network visualization, overlay visualization, and density visualization.
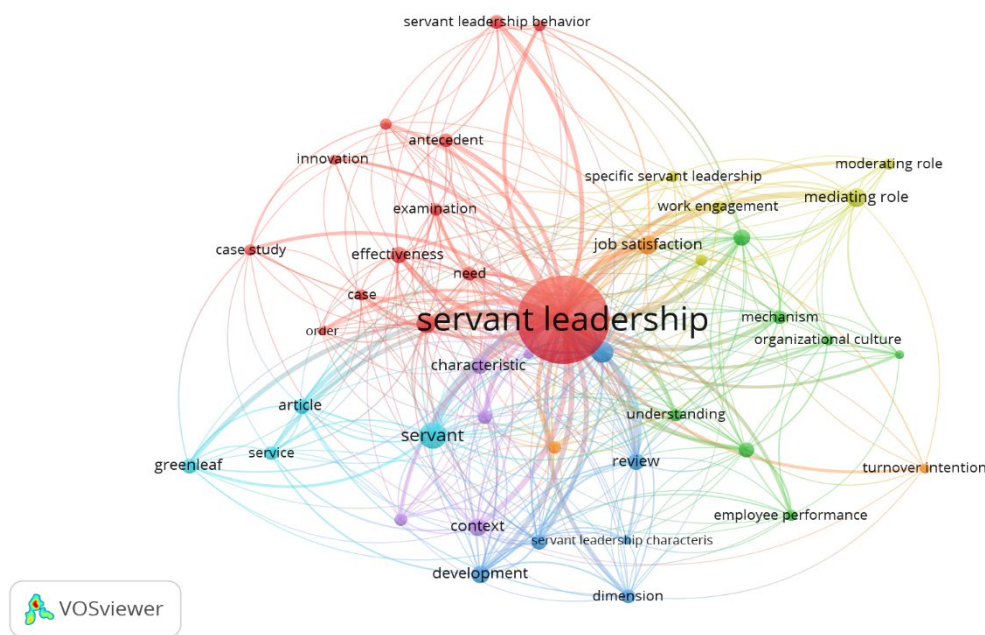

Figure 1. Research Trend Map Visualization

Complete calculations in PoP applications are performed with the number of events that appear set to 1 and generate 65 keywords and thresholds. We also issued common words such as purpose, china, value, study, results, research, and findings to get 7 clusters finally.

Table 3. Article Screening Results

Cluster and Item	Links	Occurrences
Cluster 1		
Antecedent	14	21
Effectiveness	64	31
Servant Leadership	948	848
Servant Leadership Behaviour	38	24
Cluster 2		
Employee Performance	32	14
OCB	26	10
Organizational Commitment	56	26
Cluster 3		

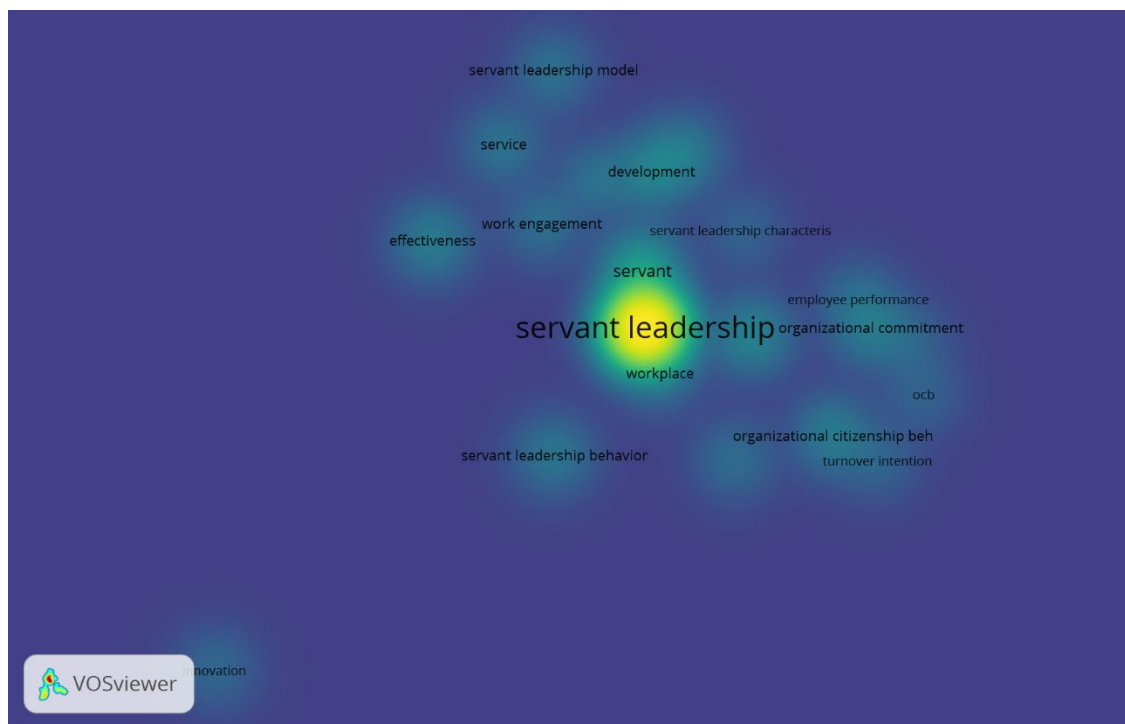|		
Development	73	35
Servant Leadership Characteristic	18	10
Servant Leadership Theory	69	28
Cluster 4		
Mediating Role	63	38
Work Engagement	34	18
Work Place	31	16
Cluster 5		
Servant Leadership Model	30	19
Implication	34	13
Characteristic	58	29
Cluster 6		
Servant	137	75
Service	41	21
Cluster 7		
Higher Education	49	19
Job Satisfaction	78	39
Turnover Intention	19	11

Figure 2. Visualization of Research Trend depth (Density)

Figure 2 displays various aspects of servant leadership context in Human Resource Management, such as service, development, work engagement, servant leadership characteristics, employee performance, organizational commitment, workplace, Organizational Citizenship behaviour, Turnover Intention and Servant Leadership Behavior. In mapping density visualization using VOSviewer software, it can be concluded that servant leadership involves various variables. Overall, this image analysis and density visualization mapping provide a more comprehensive picture of the scope and influence of servant leadership in Human Resource Management.

CONCLUSION

This research reviewed 980 articles with themes related to servant leadership in human resource management. Pieces are collected from the Google Scholar database using PoP software. The 814 articles were screened from 980 at the beginning of the search. The narrowing of search results by predefined categories left 814 articles (a decrease of 83.06%).

The gaps in the study point to a direction for future research agendas in the topic of servant leadership and its impact on the field of human resource management, particularly on leadership styles, as well as a recap and support of key findings from the review. Overall, this research topic is on an increasing trend, with particular attention needed for more research collaboration between sub-topics such as employee productivity, turnover, organizational culture, and so on.

The current study has at least two limitations. First, the study is based on a limited set of keywords and is potentially limited by the database used to collect articles. Second, although the study used formal tools such as PoP, VOSviewer, and Mendeley applications, subjective judgments by the authors could still lead to error recognition. Further research is better if it uses a larger sample size by expanding the keywords used and databases accessed. In addition, a comparison of analysis results using different bibliometric analysis software (such as BibExcel and HistCite) is also recommended.

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