

## **SERVANT LEADERSHIP: AN OVERVIEW AND BIBLIOMETRIC ANALYSIS**

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### **ABSTRACT**

So far, many theories or styles of leadership have been developed, proposing different leadership styles. One of the most interesting leadership styles and possibly becoming a trend in the future is servant leadership. The philosophical foundation of the servant leadership style has been around for several years, but it is still not called the Servant Leadership style. Being a leader should be providing services or prioritizing or take good care of his team. The main purpose of this article is to examine the servant leadership style, want to know how this style of Servant leadership has developed over the last ten years (2013-2022)?, To find suggested facts related to servant leadership activities through Bibliometrics assisted with tools VOSviewer software for citation analysis, Coupling Bibliographic, Country Co-Occurrence and top authors. This journal reviews Servant Leadership with the metadata of 44 scientific journals on Scopus and Lens.org. Jawad Khan was found as the most author reviewing Servant Leadership, as many as three scientific article documents (Zada, M et al, 2022), (Chen, M et al, 2022), (Zada, S, et al, 2022), and the United States as the highest state reviews servant leadership.

**Keywords:** *Servant Leadership, Attendant Leadership*

### **A. INTRODUCTION**

The leadership style used in the organization varies, as well as the impact resulting from the use of the leadership style. With the changes caused by several domino effects in the world, for example due to covid-19 (Ruiz-Palamino, et al, 2022) changes in the world's social economy, and digitization, so that the development of organizations or companies also follows, also causing a leadership crisis because it is increasingly difficult and complex. Becoming a leader in this era requires a dynamic figure and has five important criteria (According to Northouse-2007 in Lowder, 2009) in order to build successful followers or subordinates, the five criteria are as follows: intelligence, self-confidence, determination, integrity, sociability (Pg 4).

From previous research, (Najam, 2020) Servent Leadership has been popular since Greenleaf in 1977 after publishing his Essay. Dierendonck's, 2011 (in Adiguzel, 2019) Servant Leadership Theory exists and grows to answer the growing concerns of stakeholders due to changes in the business and social world.

(Coetzer, 2017) Servant leadership is a fragment of other leadership styles, but unique in its intent and leadership focus, and multidimensional leadership attributes. Where always putting people or subordinates first and the leader aims to achieve an extraordinary vision that creates value for society. As stated in the letter of the Al\_quran in Surah Asy-Syu'ara (26): 215 and Surah Al-Hijr (17) 24, which means that it indicates that a leader must "Humble your wings" (tawadhu'lah) to his followers. According to Greenleaf, 2016 (in Najam, 2020) Servant Leadership Research is divided into three interesting phases to study. The first phase, researchers are enthusiastic about examining conceptual definitions and developing constructively from various existing and tested theories, developing variables related to multidimensional servant leadership and focusing on the causes that occur and the results obtained when using a servant leadership style, this is in the second phase. And in the third phase, focuses on exploring mediating or moderating variables and constraints that affect or influence servant leadership.

The objectives of this Servant Leadership Bibliometric research are as follows:

1. How has Servant Leadership developed so far, especially over the past 10 years in the context of Human Resource Management?
2. Which countries, and which authors discussed Servant Leadership?
3. Which channels (Bibliographic Coupling) and by whom were the citations used in previous studies?
4. Possible variables (Occurrence) that can be further investigated in the next research?

From the objectives presented, the author uses a bibliometric approach in order to provide a broad overview and structured, quantitative and objective analysis of previously published studies that focus on servant leadership. By using bibliometrics, the authors hope to identify some potential areas and gaps in previous research and provide technical considerations for future researchers.

## **B. LITERATURE REVIEW**

### **Servant Leadership**

Servant Leadership (Najam, 2020) This term was first used by Robert K Greenleaf in 1977, stating that serving leaders are called emerging because of the natural urge of humans to serve / help others who desire to lead people with the motive of serving their needs. Adapting from Greenleaf, Russell and Stone, 2002 (in Duff, 2013) argues that Servant Leadership is a leadership approach that is characteristic, the focus of leaders is to support and develop or bring up abilities to achieve their best and highest potential.

Many previous studies (Paesen et al, 2019) have provided positive effects of servant leadership, such as the following variables: organizational behavior, trust in leaders and organizations, organizational level and team level performance, organizational commitment, employee satisfaction. There are ten characters that must be carried out as a Servant Leadership style leader according to Spears, 2004 (in Hai & Van, 2021) as follows : Listening, Empathy, Healing, Awareness, Persuasion, Conceptualization, Foresight, Stewardship, Commitment to the

growth of people, Building community, as shown in Figure 1. The author gives an easy conclusion; Listening - The leader who likes to be an active listener by listening - responding - helps clarify what his subordinates / team say. Empathy - The leader has touch (sensitivity) with his team. Healing - The leader is able to create emotional healing or emotional care for himself, and with others. Awareness - The leader is able to see the situation from a balanced position and is more integrated to understand issues involving ethics, power, and values. Persuasion - The leader who is able to convince others. Conceptualization - The leader thinks long-term (visionary), and conceptualizes. Foresight - The Leader who is always observant and thorough in every incident and decision making. Stewardship - The leader must be open in accepting aspirations and mutual trust between superiors and subordinates. Commitment to People Growth - The leader must be in the mindset of developing subordinates or delegating tasks. Building Community - The leader must be able to build and expand his network.



Figure 1: Ten characteristics of serving leaders – Spears (in Hai & Van, 2021)

The author discusses a few characteristics of servant leadership, including the characteristics of listening. According to Davies, 2002 (in Basuki, 2020) by listening, a leader tries to find out the needs of his subordinates verbally or figuratively from my experience, the best listening skill is to respond when someone has an opinion and pay attention to that person, because by doing so, we are judged as leaders who listen. The characteristics of empathy are of course things that must be possessed as a leader, namely sensitivity to the conditions of their subordinates, but leaders must also not be easily swept away in empathy, must be firm in making decisions that are the key to action.

The meaning of the next characteristic is healing. The point is that a leader must be able to heal the downturn in his condition or for others, in accordance with the opinion of Basuki, 2020. opinions that are in line (Agatha, 2021) are able

to cheer up hopeless employees and also those who suffer emotional wounds so as to make employees whole again and excited. One more interesting characteristic, namely Stewardship is (agatha, 2021) a person who has servant leadership must have an attitude of trust in his employees and must also have openness and persuasion rather than controlling his employees.

### **C. RESEARCH METHODS**

The “servant leadership” style is a leadership style that still intersects or cut off with other leadership styles, its closeness to transformational leadership theory and ethical leadership (Najam, 2020). So the difference is not much different from these leadership theories. To get optimal results, the preparation of this article is divided into five main stages as follows:

From Figure 2, are the stages in conducting this bibliometric research. Before compiling or collecting data, the problem formulation is first carried out,

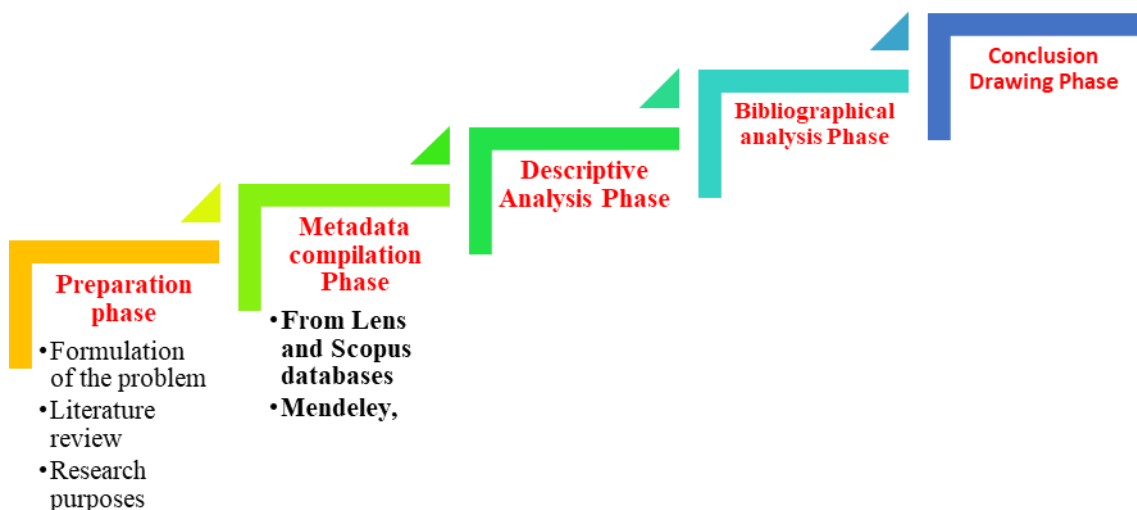


Figure 2: Flowchart of the bibliometric research flow “Servant Leadership” – (Najam, 2020)

the servant leadership style already exists (Hai & Van, 2021a) since 40 years ago. Is it still used in the current era? How many scientific journals that discuss servant leadership. For the research objectives to be achieved, where the authors put in the introduction as well as a literature review.

The research method used by the author uses Bibliometrics assisted by the use of the VOSViewer software. The analysis used in this journal is; Citation analysis, co-occurrence analysis, and bibliographical coupling analysis.

The bibliometric method is used to provide (Wedhatama, 2021) the results of quantitative analysis of written publications. This type of analysis is based on identification from a collection of literature, namely publications in a broad sense and in certain subject areas sourced from trusted and valid data or journals, such as on Web Of Science (WOS), Scopus, Google Scholar, Lens both closed / open

access. This researcher uses a tool in the form of VosViewer, where the purpose (Van Eck & Waltman, 2015) of VOSViewer is to provide an overview of the structure of scientific literature on a particular topic.

Many other variants of literature studies, (Mukherjee, 2022) bibliometrics are interesting, because they are not done manually (eg, thematic reviews). The discussion reviewed in the literature studies outside this tends to be subjective, and less comprehensive in scope. So that this bibliometric is more objective and comprehensive (eg, hundreds, thousands, even millions of indexed articles can be collected) using technological assistance in the form of software, such as the VOSViewer that the author uses.

This citation analysis is to identify when the main journal is used as a reference for citations in a field of publication, to measure the popularity of previous journals, and whether they are still relevant in the current year. According to Zatorski & Fichna, 2017 (in Setyowati, 2020) the more the journal is referred/cited, the more important the journal is and increases the "Impact Factors" Katrenko, 2015 (in Setyowati, 2020)

According to Kessler, 1963 (in Rupadha, 2016) Is a document that is adapted from two journals which are published jointly. So one document of interest has been selected by two journals to use in their bibliographies. The more documents or scientific works that are Bibliographic Coupling, the two scientific works will have a high frequency of Coupling Strength.

## D. RESULTS AND DISCUSSION

### Metadata Compilation Phase

Journals searched using the main keywords Servant Leadership OR Attendant leadership OR Servant Leader in the HRM scope are sourced from Lens.org and Scopus or journals indexed in the Web Of Science (WOS). The boundaries of the metadata to be retrieved are grouped using Lens.org. Main keywords as above, publication age ; Last 10 years (2013-2022), open access / close access. Found 239 articles. The need for grouping articles to be examined in bibliometric research (Van Eck & Waltman, 2017) to identify ; references, authors, network of authors, and topics discussed..



Figure 3: Process at the data compilation phase

<b>Item</b>	<b>Recorded information</b>
<b>Citation</b>	Author, Scopus ID, DOI, Title of article, Year of publication, Number of citations, Type of document, Type of journal access, Author references, Scope of research.
<b>Journal data</b>	ISSN, Affiliation, Publisher, Editor, Original language of journal, Correspondence address, ORCID (Open Researcher and Contributor ID), Journal Title, Volume, Edition, Pages, crossref, Journal abbreviation.
<b>Abstract and keywords</b>	Abstract, keywords from the author, index.
<b>Other information</b>	Author's university and country, journal website, library application.

Table 1: Bibliographical document settings in .CSV format from lens.Org

The use of table 1, can be used in the bibliometric mapping of several units to be studied. From obtaining metadata, (Setyowati, 2020) Then it is managed with Mendeley's scientific document management tools for checking and with Mendeley's tools, (Wedhatama, 2021) filtering using document types (article and conference paper), then selecting manual by reviewing the title, abstract, and keywords of each article to ensure that all articles that will be used are in accordance with the focus of the research to be carried out, then the documents are exported into one .CSV format file.

#### **Descriptive Analysis Phase**

From the compilation stage earlier, 239 scientific articles were obtained, then 44 scientific articles were selected, complete bibliographic data which was open access, totaling 36 scientific articles, and 8 scientific articles which were closed access. In this research, using open and closed access metadata.

In the descriptive analysis stage several views will be seen analysis of 44 selected scientific articles, such as from the scope of research per country's top scientific journal authors seen from the documents produced.

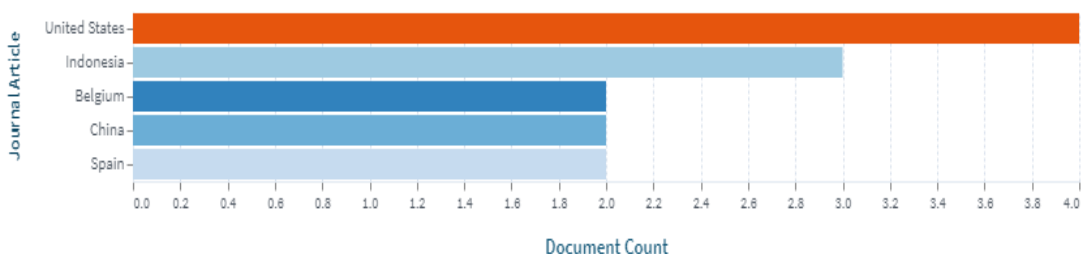
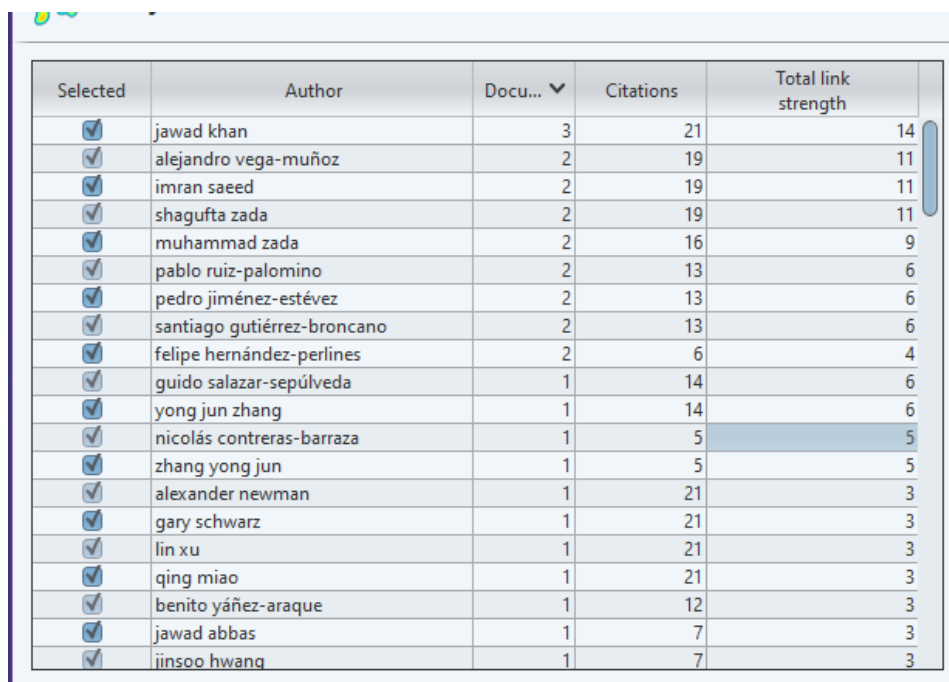


Table 2: Most countries review Servant Leadership - from lens.Org

### Productive countries in reviewing servant leadership

From the 2013-2022 range in terms of the author's country with the number of scientific articles produced on the topic of Servant Leadership. There are five top countries, first occupied by the United States which is the highest with four scientific articles, one of which is from Regent University (Greasly et al, 2014) that there is a meeting point between leadership theory and psychological theory focused on leader behavior from the uniqueness of the leader's personality. Here's another scientific article – “Servant Leadership and Employee Engagement: A Qualitative Study” (Canavesi, A., & Minelli, E., 2021) “Use hierarchy for “liberating servant leadership” instead of controlling employees” (Nobles, B., 2019). The second position is occupied by Indonesia, with three scientific articles, one of which, (Basuki, 2021) variations in Servant Leadership behavior appear such as habitus (knowledge and skills), capital (economic, cultural, social, and symbolic) and arena (social relations). The next positions are occupied by Belgium, China and Spain, each of which has two scientific articles.

### Dedication authors on Servant Leadership



Selected	Author	Docu... ▼	Citations	Total link strength
<input checked="" type="checkbox"/>	jawad khan	3	21	14
<input checked="" type="checkbox"/>	alejandro vega-muñoz	2	19	11
<input checked="" type="checkbox"/>	imran saeed	2	19	11
<input checked="" type="checkbox"/>	shagufta zada	2	19	11
<input checked="" type="checkbox"/>	muhammad zada	2	16	9
<input checked="" type="checkbox"/>	pablo ruiz-palomino	2	13	6
<input checked="" type="checkbox"/>	pedro jiménez-estévez	2	13	6
<input checked="" type="checkbox"/>	santiago gutiérrez-broncano	2	13	6
<input checked="" type="checkbox"/>	felipe hernández-perlines	2	6	4
<input checked="" type="checkbox"/>	guido salazar-sepúlveda	1	14	6
<input checked="" type="checkbox"/>	yong jun zhang	1	14	6
<input checked="" type="checkbox"/>	nicolás contreras-barraza	1	5	5
<input checked="" type="checkbox"/>	zhang yong jun	1	5	5
<input checked="" type="checkbox"/>	alexander newman	1	21	3
<input checked="" type="checkbox"/>	gary schwarz	1	21	3
<input checked="" type="checkbox"/>	lin xu	1	21	3
<input checked="" type="checkbox"/>	qing miao	1	21	3
<input checked="" type="checkbox"/>	benito yáñez-araque	1	12	3
<input checked="" type="checkbox"/>	jawad abbas	1	7	3
<input checked="" type="checkbox"/>	iinsoo hwang	1	7	3

Table 3: Most Servant Leadership authors from VOSViewer

The authors who dedicated the most Servant leadership scientific articles in the 2013-2022 period were four, Jawad Khan with three scientific articles (Zada, M. et al, 2022), (Chen, M. et al, 2022), (Zada,S, et al, 2022), Alejandro Vega-Muñoz, Imran Saaed, Shagufta Zada who each dedicated two scientific articles. Where these four authors collaborate with each other in writing scientific articles. As (Zada, S, et al, 2022) shows that leaders who use the Servant Leadership style, that it is typical of leaders who like to share work-related knowledge with their

employees and that there is a harmonious relationship between leaders and employees due to the emergence of high psychological security significant.

With this it can be concluded that this serving leadership style can strengthen the relationship between employees and superiors, and the work process flows well because of knowledge or information that is shared with each other (no boundaries or no prestige with others who will share knowledge related to the work being carried out).

### Bibliometric analysis Phase

Bibliometrics (Van Eck & Waltman, 2015) is a quantitative scientific study based on the bibliography to be studied. So for bibliometric mapping in the field of science is a quantitative scientific study to visually present an analysis of trusted scientific literature based on bibliographical data that has been obtained or compiled. Where is the purpose (Van Eck & Waltman, 2015) of this VOSViewer to provide an overview of the structure of the scientific literature on a particular topic. Based on (Van Eck & Waltman, 2015), (Aribowo, 2019), (Setyowati, 2020) the method used for bibliometric analysis with the Servant Leadership theme uses the VOSViewer application edition 1.6.18. Where to create a bibliographic visualization of metadata (Aribowo, 2019) from Servant Leadership. Aspects to be presented are: Reference Network or Citation together, Bibliography Network of Authors and Affiliates, Analysis of Research Trends (Van Eck & Waltman, 2015) (Wedhatama, 2021).

### Citation analysis

Identify the number of journals which are widely referred/cited. According to Zatorski & Fichna, 2017 (in Setyowati, 2020), the more journals referred to/cited make the journal more important than journals that are minimally referred/cited. According to Katrenko, 2015 (in Setyowati, 2020) a high number of referrals reflects an impact factor, researchers tend to choose journals that have a high impact factor to publish their research results.

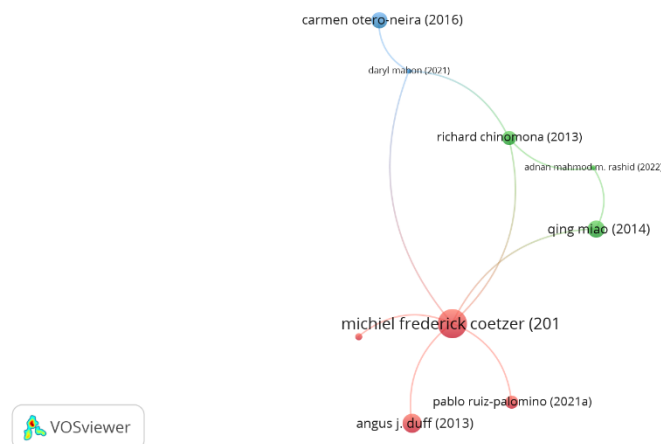


Figure 4 : Citation metadata by document – From VOSViewer



Judging from the VOSViewer graph for Citation of documents, it is divided into three clusters, red color, there are four items, three items in green, two items in blue. Where the graph also considers the links between authors which are symbolized (Van Eck & Waltman, 2015) the size of the circles in the paragraph. The author describes in the following table:

Table 4: Citation seen from the journal title – From VOSViewer

#	AUTHOR	YE AR	CITATI ON	LIN K	PUBLISHE R	COD E
1	Michiel Frederick Coetzer, Mark Bussin, Madelyn Geldenhuis	201 7	59	6	MDPI AG	Red
2	Angus J. Duff	201 3	26	1	Emerald	Red
3	Pablo Ruiz-Palomino, Santiago Gutiérrez-Broncano, Pedro Jiménez-Estévez, Felipe Hernández-Perlines	202 1	12	1	Elsevier BV	Red
4	Shruti Gupta	201 3	4	1	North American Business Press	Red
5	Qing Miao, Alexander Newman, Gary Schwarz, Lin Xu	201 4	21	2	Wiley- Blackwell	Green
6	Carmen Otero-Neira, Concepción Varela-Neira, Belén Bande	201 6	18	1	Emerald	Blue
7	Richard Chinomona, Moipone W. Mashiloane, David Poee	201 3	14	3	Richtmann Publishing	Green
8	Adnan Mahmud M. Rashid, Shiva Ilkhanizadeh	202 2	0	2	Frontiers Media SA	Green
9	Daryl Mahon	202 1	0	3	Valparaiso University	Blue

From table 4, it shows that Servant Leadership can exist or correlate with other things, both organizations and with humans personally. As in (Coetzer, MF, et al, 2017) it is comprehensively explained about Servant Leadership from the characteristics, competencies, objectivity and functions or roles. Really opened the veil about this leadership style, namely the function of servant leadership there are four namely; 1. Set, translate, and Execute a Higher Purpose Vision; 2. Become a Role Model and Ambassador; 3. Align, Care, and Grow Talent ; 4. Continuously Monitor and Improve.

### Bibliographic Coupling

According to Kessler, 1963 (in Rupadha, 2016) states that there is at least one document that is referenced/cited together by two scientific papers published later. The more documents or scientific works that are Bibliographic Coupling, the two scientific works will have a high frequency of Coupling Strength.

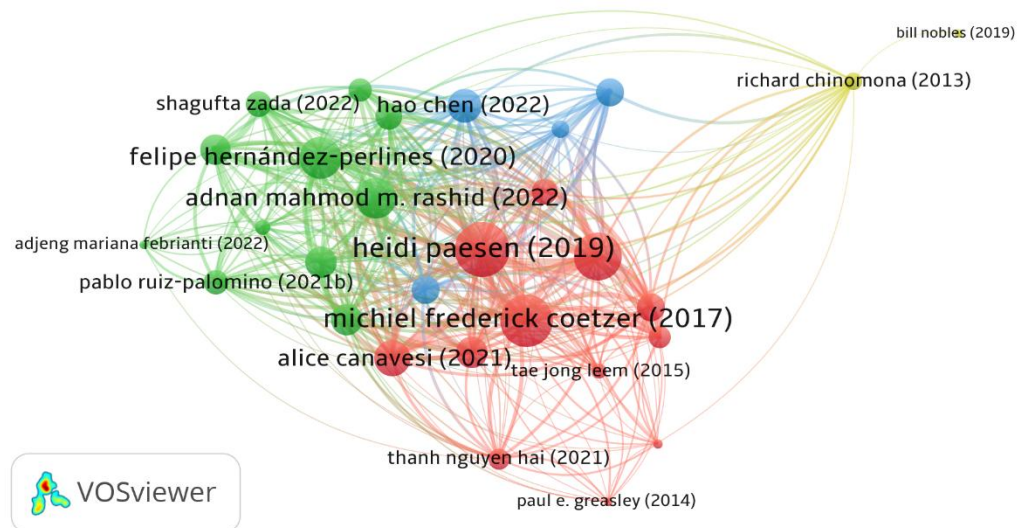


Figure 5 : Document-based metadata Bibliometric Coupling – From VOSViewer

There are 4 clusters, red = 12 items, green = 11 items, blue = 4 items, yellow = 2 items. The use of Servant Leadership as many as 210 total link strengths (Paesen, 2019) in organizations tends to reduce employee deviation. (Otero-Neira, 2016) shows that there is an increase in the performance of supervised employees, and a growing sense of "we" or a sense of ownership between employees and superiors. After that there are (Coetzer, 2017) 197 total link strengths, (Hernández-Perlines, 2020) 152 total link strengths, (Rashid, 2020) 151 total link strengths, (Canavesi, 2021) 130 total link strengths, (Chen, 2022) 119 total link strengths, (Qin, 2021) 113 total link strengths, (Mahon, 2021) 109 total link strengths, (Ruiz-Palomino, 2021a) 109 total link strengths, (Chen, 2022) as many as 106 total link strength, (Miao, Gašková, 2020) as much as 97 total link strength.

### Co-Occurrence Analysis

This function is to find out (Wedhatama, 2021) how many keywords are often used in research, either abstract or in titles. As for this article, there are eight clusters for co-occurrence, here indicating the keywords from 2013-2022 where developments show trends. (Yuan, 2020) Organizations that use Servant leadership show an increase in COB (Customer-Oriented Behavior) behavior in their employees along with increased employee vitality and their organizational identification (Chen, 2022) A leader who uses the Servent leadership style has the character to share knowledge them and inspire their employees to engage in the process of nurturing individual creativity. Provides intellectual stimulation to

encourage people to think outside the box and develop creative ideas. (Ruiz-Palamino, 2022) The use of Servant Leadership by superiors or supervisors has a positive effect on employee health during the Covid-19 pandemic accompanied by the use of PSC (Personal Social Capital).

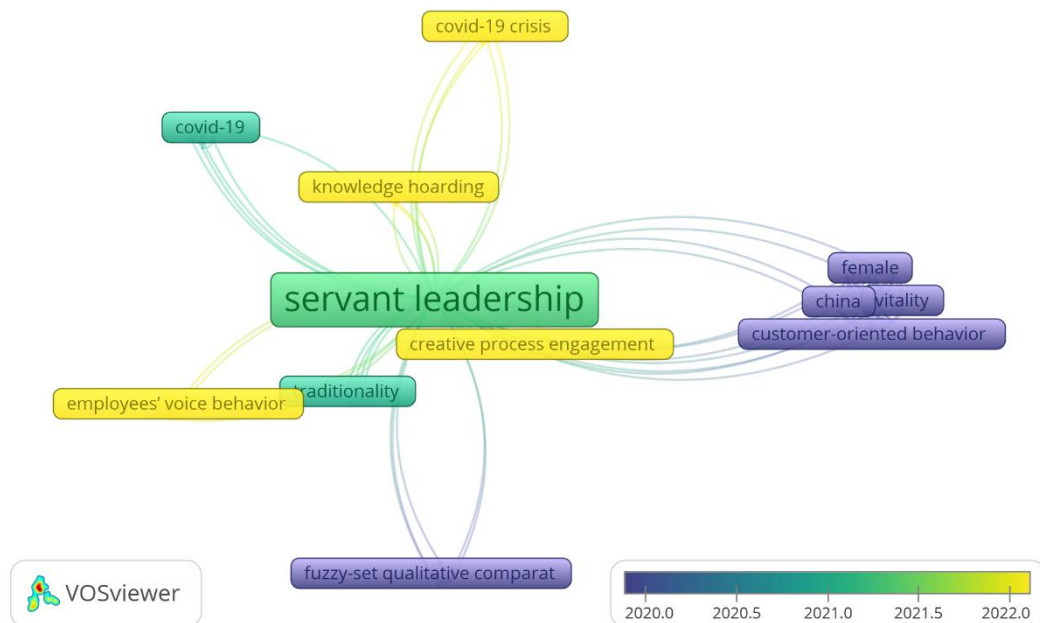


Figure 5 : Document-based metadata co-occurrence – From VOSViewer

(Chen, 2022) shows that psychological security and the ability to learn from employee mistakes act as a separate mediation and become a chain mediation in the Influence of Servant Leadership on employee voice (opinion) behavior. From the analysis of Co-Occurrence, it shows that this trend extends to the management of superiors and subordinates, psychological conditions in a company, and the events that are experienced.

Scientific journals that focus on discussing Servant leadership are eight journals, the others connect with other topics such as, in China, Cross-sectional studies, Customer-Oriented Behavior (COB), Covid-19, Dual-mechanism, Male, Female, Humans, Employee Depression, Creative Process Engagement and so on where there is one journal in each.

## E. CONCLUSIONS AND RECOMMENDATIONS

Looking at the bibliometric research Serving Leadership is an interesting topic, and has various relationships with other topics. From the results of data processing and analysis that has been carried out, several things that can be concluded are as follows:

1. Of the 239 metadata obtained with a range of 2013-2022, (Setyowati, 2020), (Wedhatama, 2021) were selected using the Mendeley application and the Lens.org website to become the 44 metadata obtained.

2. Analysis of the descriptions found, a.) Author's country, where is the author's country that has been productive from 2013-2022 with the topic of Servant Leadership. The first rank of four documents is occupied by the United States (Greasly et al, 2014), "Servant Leadership and Employee Engagement: A Qualitative Study" (Canavesi, A., & Minelli, E., 2021), "Use hierarchy for "liberating servant leadership" instead of controlling employees" (Nobles, B., 2019), "Can Infuse Servant Leadership into Supervision Mitigate Against Employee Burnout"(Mahon, D., 2021). second place is occupied by Indonesia with three documents, including "Servant leadership behavior" (Basuki, 2021), "The Effect of Servant Leadership on Employee Performance Through Burnout at PT BPJS Ketenagakerjaan Karimun jawa Branch Office" (Rizaldi, 2022), "Analysis of the Influence of Organizational Climate, Servant Leadership, and Intrinsic Motivation on Organizational Citizenship Behavior (OCB) at PT. BIOMETRIK CITRA SOLUSI" (Musyaffaah, 2022), for the next ranking a number of two Belgian, Chinese, Spanish documents. b.) The most authors, the most contributing authors in reviewing Servant Leadership in 2013-2022 are Jawad Khan, as many as three scientific article documents (Zada, M et al,2022), (Chen,M et al, 2022), (Zada,S, et al, 2022), Alejandro Vega-Muñoz, Imran Saaed, and Shagufta Zada each of whom dedicated two scientific articles.
3. Bibliometric analysis, (Van Eck & Waltman, 2015) is a quantitative scientific study based on the bibliography to be reviewed. a.) Citation Analysis, the most cited scientific journals are (Coetzer, 2017) with 59 citations, six links, with the title "The Functions of a Servant Leader" Through (Multidisciplinary Digital Publishing Institute) MDPI AG. b.) Bibliographic Coupling, there are four clusters. The first cluster has 12 scientific documents in red, the second cluster has 11 scientific documents in green, the third cluster has 4 scientific documents in blue, the fourth cluster has 2 scientific documents in yellow. (Coetzer, 2017) 197 total link strengths, (Hernández-Perlines, 2020) 152 total link strengths, (Rashid, 2020) 151 total link strengths, (Canavesi, 2021) 130 total link strengths, (Chen, 2022) 119 total link strengths, (Qin, 2021) 113 total link strengths, (Mahon, 2021) 109 total link strengths, (Ruiz-Palomino, 2021a) 109 total link strengths, (Chen, 2022 ) as many as 106 total link strengths, (Miao, 2021) as many as 99 total link strengths, (Gašková, 2020) as many as 97 total link strengths. c.) Co-Occurrence Analysis, a scientific journal that focuses on discussing Servant leadership in eight journals, others connecting with other topics such as, in China, Cross-sectional studies, (Yuan, 2020) Customer-Oriented Behavior (COB), Covid-19, Dual-mechanism, Male, Female, Humans, Employee Depression, (Chen, 2022) Creative Process Engagement, and so on where there is one journal in each.

Where these topics can be used as a reference for further research in the future that can be related to Servant Leadership.

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