



INFLUENCE OF LEADERSHIP STYLE ON PERFORMANCE: A BIBLIOMETRIC REVIEW

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INFO ARTIKEL	ABSTRAK
Diterima 07 Oktober 2023 Direvisi 23 November 2023 Diterima 25 November 2023 Tersedia online 29 November 2023 Key Words Leadership, Personality, Leader Preference	<p>Leadership style is an external component that has a considerable influence on staff performance motivation. A good leadership style may enhance employee motivation and performance, whereas a negative leadership style can decrease employee motivation and performance. As a result, it is critical for organisations to understand and research successful leadership styles in order to increase employee engagement. In terms of bibliometric analysis, this article will analyse the link between leadership style and staff performance motivation. This essay will start by defining a leader, employee performance motivation, and leadership style.</p> <p>ABSTRAK Gaya kepemimpinan merupakan komponen eksternal yang mempunyai pengaruh cukup besar terhadap motivasi kinerja pegawai. Gaya kepemimpinan yang baik dapat meningkatkan motivasi dan kinerja pegawai, sedangkan gaya kepemimpinan yang negatif dapat menurunkan motivasi dan kinerja pegawai. Oleh karena itu, penting bagi organisasi untuk memahami dan meneliti gaya kepemimpinan yang sukses untuk meningkatkan keterlibatan karyawan. Dari segi analisis bibliometrik, artikel ini akan menganalisis hubungan antara gaya kepemimpinan dan motivasi kinerja staf. Esai ini akan dimulai dengan mendefinisikan pemimpin, motivasi kinerja karyawan, dan gaya kepemimpinan.</p>

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1. Introduction

1.1 Background

Organisations must guarantee that their staff are motivated to perform at their best in today's more competitive business environment. Because motivated individuals are more productive, involved, and devoted to accomplishing organisational goals, motivation is a critical aspect in increasing employee performance. Employee performance motivation, on the other hand, is significantly impacted by external elements such as work environment and leadership style, as well as internal factors such as personal wants and professional goals. Leadership style is one external aspect that has a big influence on staff performance motivation. A good leadership style may enhance employee motivation and performance, whereas a negative leadership style can decrease employee motivation and performance. Therefore, it is important for organizations to understand and study effective leadership styles in increasing employee motivation.

In terms of bibliometric analysis, this article will analyse the link between leadership style and staff performance motivation. This article will start with a definition of a leader, then go on to employee performance motivation and leadership style. Furthermore, this essay will go through theories, different sorts of leadership styles, and strategies for increasing employee motivation. Finally, this article will summarise the key findings and offer advice for organisations seeking to improve employee motivation. The article's second goal is to give a more in-depth knowledge of the link between leadership style and staff performance motivation. It is intended that this article will serve as a resource for organisations seeking to improve employee engagement and performance via the development of a successful leadership style.

1. Literature review

Employee performance in an organisation is heavily influenced by leadership style. Different leadership styles can influence employee behaviour, motivation, and performance in different ways. The purpose of this literature study is to investigate the impact of leadership style on employee performance. Recent research has concentrated on certain components of leadership style and their influence on staff performance. Avolio, Waldman, and Einstein (1988), for example, focused on transformational leadership, which entails inspiring and motivating individuals to attain their goals. According to the findings of this study, transformational leadership is favourably associated to employee performance.

Bass (1985) conducted another research on transactional leadership, which entails defining clear goals and paying staff for meeting them. Transactional leadership was found to be favourably connected with employee performance, albeit not as significantly as transformational leadership. Other research have looked at the link between leadership style and certain employee behaviours or results. According to Joo and Lim (2014), participative leadership, which includes employees

in decision-making, is favourably connected with job satisfaction and organisational commitment. While different leadership styles may be more successful in certain contexts, transformational and transactional leadership styles have been demonstrated to be positively connected with employee performance on a regular basis.

Finally, leadership style has a significant impact on staff performance. Different leadership styles can influence employee behaviour, motivation, and performance in different ways. In certain cases, transactional leadership may be successful in ensuring that staff reach their performance expectations, but transformational and servant leadership are connected with greater motivation, job satisfaction, and organisational commitment. In order to maximise employee performance, organisations must examine the leadership style that best meets their needs and the needs of their people.

2. Research Methods

The research method employed was a literature review with bibliometric analysis. The literature study approach consists of a sequence of actions linked to library data collection, reading and recording, and managing research resources (Zed, 2008:3). The research's goal is to identify the many literatures that have been used in it, evaluate them, and draw conclusions. This research builds on the findings of previous studies to gain a better understanding of the link between leadership style and employee performance motivation (Rahmah & Jamiat, 2022).

Bibliometric analysis was performed to aid scholars in evaluating the bibliography's contents based on keywords in scientific papers published in journals. The steps taken include collecting data in the form of scientific articles with the help of Publish or Perish (PoP) software, re-checking and filling out bibliographic attributes in the author keyword section, and then performing a bibliometric analysis with VOSviewer with the output being a tracking visualization (Amier & Pradana, 2022).

3. Results and Discussion

4.1 Definition of Leader

Suradinata (1997:11) argues that a leader is a person who leads a group of two or more people, both an organization and a family. While leadership is the ability of a leader to control, lead, influence the thoughts, feelings or behavior of other people to achieve predetermined goals. While leadership is an ability that is inherent in a person who leads which depends on various factors, both internal factors and external factors. The leader, if translated into English, becomes "LEADER", who has the task of LEADing the members around him. While the meaning of LEAD is:

1. Loyalty, a leader must be able to arouse the loyalty of his colleagues and give his loyalty in kindness.
2. Educate, a leader is able to educate his colleagues and pass it on to his colleagues.
3. Advice, provide suggestions and advice on existing problems.
4. Discipline, setting an example in discipline and upholding discipline in every activity.

4.2 Definition of Employee Performance Motivation

Employee performance motivation is an internal condition that drives people to satisfy their needs, be satisfied, and accomplish organisational goals. Employee performance motivation is associated with internal and external variables that encourage workers to work harder, more effectively, and productively in order to achieve organisational goals.

Individual requirements, such as the need to feel appreciated, acknowledged, and satisfied at work, are internal elements that drive employee performance motivation. The work atmosphere, rewards, and leadership support are all external elements that impact employee performance motivation.

4.3 Definition of Leadership Style

A leader's leadership style is the manner or style by which he or she directs and influences subordinates or team members to achieve common goals. Different parts of leadership style include how to communicate, make choices, motivate, manage tasks and responsibilities, and lead as a whole. Leadership styles differ according to the leader and the environment. There are various well-known leadership styles, including authoritarian, democratic, laissez-faire, transformational, and transactional. Each leadership style has advantages and disadvantages that might affect the motivation and performance of subordinates or team members.

1. Autocratic

The autocratic leadership style is often also referred to as the authoritarian leadership style. In this style, the leader has full control over the decisions and actions taken, regardless of input or opinions from subordinates or team members. Leaders who adopt an autocratic leadership style often order tasks directly and provide little or no opportunity for their subordinates to participate in the decision-making process.

2. Democratic

Democratic leadership style is often also referred to as participative leadership style. In this style, the leader involves his subordinates or team members in the decision-making process and provides opportunities for them to express opinions and ideas. Leaders who apply a democratic leadership style prioritize teamwork and seek to reach consensus in decision making.

3. Laissez-faire

The laissez-faire leadership style is often referred to as the delegative leadership style. In this style, the leader gives complete freedom to his subordinates or team members in making decisions and carrying out their duties. Leaders who adopt a laissez-faire leadership style tend to provide little direction or guidance, and entrust full responsibility to their subordinates or team members.

4. Transformational

The transformational leadership style focuses more on influencing subordinates or team members to behave and think positively. Leaders who apply a transformational leadership style have the ability to motivate and strengthen the performance of their subordinates or team members by providing strong inspiration and motivation, as well as providing support and recognition for their achievements.

5. Transactional

The transactional leadership style focuses more on rewarding and punishing subordinates or team members depending on their performance. Leaders who apply a transactional leadership style usually reward good performance and provide sanctions or punishments for poor performance. These leaders often use reward systems and discipline to motivate and control the performance of their subordinates or team members.

Each type of leadership style has different strengths and weaknesses, and effective leaders usually have the ability to adapt to different situations and choose the most appropriate leadership style. Furthermore, according to Ishak Arep and Tanjung (2003: 23) states that in achieving the goals as stated above, namely to be able to control or influence and motivate other people, then in the application of Human Resource Management 4 (four) types of leadership styles are usually used, namely :

1. Democratic Leadership is a leadership style that focuses on the ability to create morale and the ability to create trust
2. Dictatorial or Autocratic Leadership, namely a leadership style that focuses on the ability to impose his will that is able to gather his followers for his personal and/or group interests with a willingness to accept any risk whatsoever.
3. Paternalistic Leadership, namely the form between the first (democratic) and second (dictatorial) styles above. Basically the will of the leader must also apply, but in a way or through democratic elements. The system can be likened to a dictator covered in democracy.

4. Free Rein Leadership, which is a leadership style that completely surrenders all Human Resource Management operating policies to its subordinates by adhering only to the basic provisions set by their superiors.

Oktafani et al. (2022) state that a leadership style that is inappropriate or inappropriate for the application of leaders to their workers can impair motivation, performance, and, ultimately, job satisfaction. In accordance with this, Winardi (2004) defines a leader as someone who, by his personal talents, with or without an official appointment, can encourage the group he leads to work together to achieve certain goals. In general, a leadership strategy or perspective comprises of:

1. Trait Theory

This theory places more emphasis on aspects of personality such as intellectualization, emotions, physical condition (age, height and weight) and other personal traits. This theory focuses on two aspects of leadership behavior and leadership styles. The first aspect emphasizes the functions performed by the leader in the group. In order for the group to run effectively, a person must carry out two main functions, namely:

- a) Functions related to the task (task related), or problem solving, which concerns providing suggestions for solutions, information and opinion.
- b) Group or social maintenance functions, including everything that can help the group run more smoothly, agreement with other groups, mediating differences opinion and so on. The second aspect of the behavioral leadership approach focuses on the leader's style in relation to subordinates.

2. Contingency Theory

The Situational- contingency approach illustrates that the style used depends on factors such as situation, task, organization and other environmental variables. Well-known situational theories are (a) Robert Tannenbaum and Warren H. Schmidt, (b) Fielder, (c) Hersey and Blanchard, (d) Leader Member Exchange Theory, (e) Path Goal Theory, (f) Participation Model .

3. Behavior Theory

Describing specific behaviors differentiates leaders from non-leaders. Ohio researchers identified two groups of behaviors that influence leadership effectiveness, namely initiating structure and consideration. The consideration factor describes a very warm relationship between a superior and a subordinate, mutual trust, kinship and respect for the ideas of subordinates. The initiative structure explains that a leader regulates and determines organizational patterns, communication channels, role structures in achieving organizational goals and how to implement them.

4. Transformational Theory

Leadership theory develops in many directions such as transformational leadership. Transformational leadership is the style used depending on factors such as situation, employee, task, organization and other environmental variables. There are 4 (four) elements that underlie transformational leadership, namely:

- a) Charisma
- b) Inspiration
- c) Intellectual Stimulation
- d) Individualized Consideration

Through the use of graphical visual mapping from the publication of a study on the topic of cooperative learning, this section will further investigate the findings of this meta-analysis. Significant or distinctive terms detected in several articles were mapped by co-occurrence based on the findings of the keyword mapping study. The dynamics, dependencies, and interactions between knowledge and configuration elements can be identified by mapping.

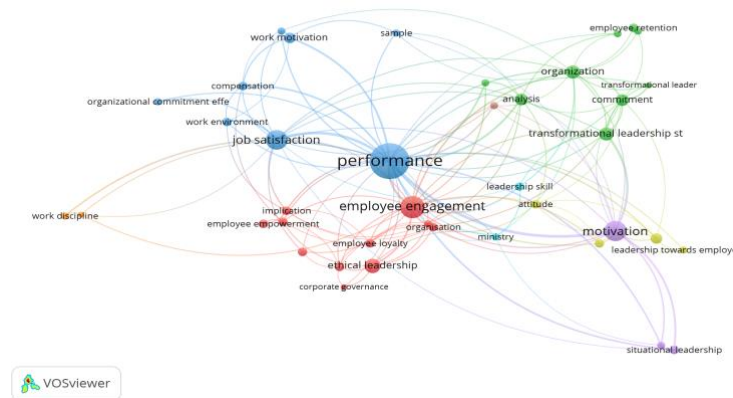


Figure 1: Bibliometric Map

Science mapping is a bibliometrics-related strategy for describing a scientific field. By creating landscape maps that include scientific principles into their portrayal. The findings of the combined word map publishing visualisation network for a paper on the role of leadership on employee motivation are shown in Figure 2.

The network visualisation depicts the relationship between the concepts that are visualised. Figure 1 shows that the association between themes is evaluated through the title and keywords of the article rather than the complete substance of the article. The picture also depicts distinct colours that indicate different aspects of each cluster. From Figure 1, we can see a number of terms that often appear in publications about leadership on employee motivation displayed with the relationship of other keywords in three main groups, namely:

- Cluster 1 (11 Items): Corporate Governance, Employee Empowerment, Employee Engagement, Employee Loyalty, Ethical Leadership, Implication, Organization, Organizational Commitment, Process, Servant Leadership, and Worker.

- Cluster 2 (9 Items): Analysis, Commitment, Effective Leadership, Employee Retention, Organization, Talent Management, Team Temporal Leadership, Transformational Leader, and Transformational Leadership Style.
- Cluster 3 (8 Item): Compensation, Job Satisfaction, Organizational Commitment Effect, Performance, Sample, Significant Effect, Work Environment, and Work Motivation.

The bibliometric analysis indicates a number of terms that appear often in study target papers. As additional keywords are discovered, the size of the circle grows. While the correlation between terms indicates how closely they are related to one another. Cluster 1 in the graphic is highlighted in red and comprises the phrases corporate governance, employee empowerment, and others. Cluster 2 is also symbolised by the colour green, which contains themes like analysis, dedication, and successful leadership. Each cluster in Figure 1 depicts the connections between the keywords of each study and the subject of leadership on employee motivation. We offer network analysis as well as an analytical overlay. The overlay visualization will show traces of historical research. This shows the relationship between the topic and the year description. Overlay the visualization to show smaller clusters, namely:

- Cluster 4 (4 Items): Attitude, Case Study, Factor, and Leadership Towards Employee Performance.
- Cluster 5 (3 Items): Motivation, Situational Leadership, and Work Culture.

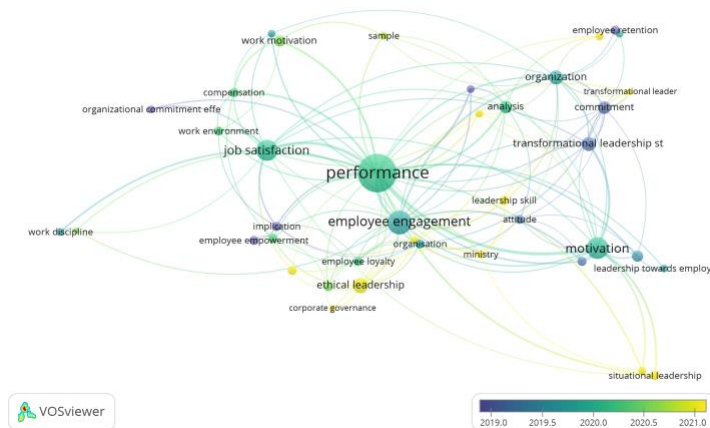


Figure 2: Overlay Map

Lastly, we show the density visualization. Density analysis will show an emphasis on the study group. Density can be used to see parts of research that are rarely done. The more detail the color will be red. If the color is getting bluer, it indicates that there is less discussion of the topic. The smallest clusters can be shown more clearly by density analysis. Here, we find the smaller clusters related to cooperative learning are:

- Cluster 6 (4 Items): Leadership Skill and Ministry.

- Cluster 7 (3 Items): Lack and Work Discipline.
- Cluster 8 (3 Items): Order.

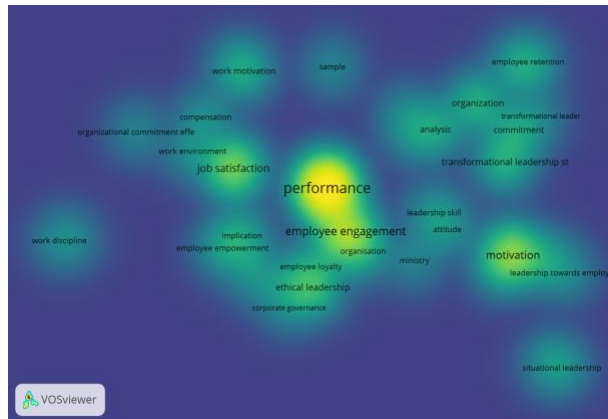


Figure 3: Density Map

5. Conclusion

The research's goal is to identify the many literatures that have been used in it, evaluate them, and draw conclusions. This research pulls results from a variety of works in order to have a better knowledge of the link between leadership style and employee performance motivation.

The terms that frequently appear in publications about leadership on employee motivation are shown by the relationship of other keywords in the three main groups, according to an analysis of several publications of a research on leadership using bibliometric techniques using VosViewer software. The bibliometric analysis then displays a number of keywords that are often utilised in research target papers. As additional keywords are discovered, the size of the circle grows.

In addition to network analysis, we also feature an analysis overlay. The overlay visualization will show traces of historical research. This shows the relationship between the topic and the year description. Here, we found smaller clusters related to cooperative learning, namely: Cluster 6 (4 Items): Leadership Skill and Ministry, Cluster 7 (3 Items): Lack and Work Discipline, and Cluster 8 (3 Items): Order.

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