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The Intellectual Landscape of Servant Leadership: A Bibliometric Study on Its Relationship with Job Satisfaction

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Abstract:

This study provides a bibliometric analysis of the evolution of servant leadership and its relationship with job satisfaction, focusing on global publication trends, influential contributors, and thematic clusters from 1990 to 2025. Using the Scopus database, 29 relevant studies were analysed to map the field's intellectual structure.

The findings revealed significant growth in publications over the past five years, with notable contributions from the United States, Indonesia, and China. Key journals, including Frontiers in Psychology and Cogent Business and Management, have been pivotal in disseminating research on servant leadership.

The analysis highlights themes like the mediating role of trust in the relationship between servant leadership and job satisfaction, the influence of ethical leadership on employee performance, and broader organizational outcomes linked to these styles. Emerging topics include servant leadership in hybrid work environments and cross-cultural contexts, highlighting the field's dynamic evolution. Despite the growing literature, limitations like the dominance of cross-sectional studies and underrepresentation of non-Western perspectives signal areas for future research.

This study offers insights into the intellectual landscape of servant leadership research and its potential to address evolving workplace dynamics, with implications for academic inquiry and organizational practice.

Abdussalam Shibani

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Résumé :

Cette étude fournit une analyse bibliométrique de l'évolution du "servant leadership" et de sa relation avec la satisfaction au travail, en se concentrant sur les tendances globales de publication, les contributeurs influents et les groupes thématiques de 1990 à 2025. À l'aide de la base de données Scopus, 29 études pertinentes ont été analysées afin de cartographier la structure intellectuelle du domaine.

Les résultats ont révélé une croissance significative des publications au cours des cinq dernières années, avec des contributions notables des États-Unis, de l'Indonésie et de la Chine. Des revues clés, dont Frontiers in Psychology et Cogent Business and Management, ont joué un rôle essentiel dans la diffusion de la recherche sur le "servant leadership". L'analyse met en lumière des thèmes tels que le rôle médiateur de la confiance dans la relation entre le servant leadership et la satisfaction au travail, l'influence du leadership éthique sur les performances des employés et les résultats organisationnels plus larges liés à ces styles. Parmi les sujets émergents figurent le "servant leadership" dans des environnements de travail hybrides et des contextes interculturels, ce qui met en évidence l'évolution dynamique du domaine. Malgré l'augmentation de la littérature, des limites telles que la prédominance des études transversales et la sous-représentation des perspectives non occidentales signalent des domaines de recherche future.

Cette étude donne un aperçu du paysage intellectuel de la recherche sur le leadership au service des autres et de son potentiel à répondre à l'évolution de la dynamique du lieu de travail, avec des implications pour la recherche universitaire et la pratique organisationnelle.

***Mots-clés** : Leadership serviteur, Satisfaction au travail, Analyse bibliométrique, Comportement organisationnel, Tendances en leadership.*

ntroduction

Servant leadership is a leadership philosophy and approach that underscores the leader's role as a servant to their followers and organisation. This concept, introduced by Robert K. Greenleaf in 1970, prioritizes the growth, well-being, and empowerment of employees and stakeholders over the leader's personal interests or organizational gains.

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As leadership research continues to evolve, servant leadership offers a promising framework for addressing complex organizational challenges and fostering positive work environments. Its principles are increasingly being incorporated into leadership development programs and organizational strategies, reflecting its growing importance in the field of organizational behaviour research.

This study highlights the relationship between servant leadership and job satisfaction, focusing on the employee-centric approach.

1-1 Problem Statement

Despite significant research, a bibliometric analysis mapping the intellectual structure and thematic trends of servant leadership and employee satisfaction remains limited.

There is a need to identify key authors, institutions, journals, and recurring themes to consolidate knowledge.

1-2 Research Questions:

RQ1: What are the major trends in the publication of servant leadership and job satisfaction?

RQ2: Who are the most influential authors, journals, and institutions in this field?

RQ3: What are the thematic clusters and research gaps in the servant leadership and job satisfaction literature?

1-3 Objectives

This study provides a bibliometric overview of servant leadership research, focusing on its impact on job satisfaction. Thematic clusters and intellectual structures in the field were analysed.

Research gaps and future directions are identified.

1. Research method

It focuses on identifying trends, intellectual structures, and thematic evolution.

The findings were compared with those of existing reviews to validate the results. The data collection process for this bibliometric analysis on servant leadership and job satisfaction utilizes the Scopus database, and using the following Query: TITLE-ABS-KEY (servant AND leadership AND job AND satisfaction).

employing a specific search query to target relevant literature published between 1990 and 2025. The search is limited to peer-reviewed journal articles, conference papers, and

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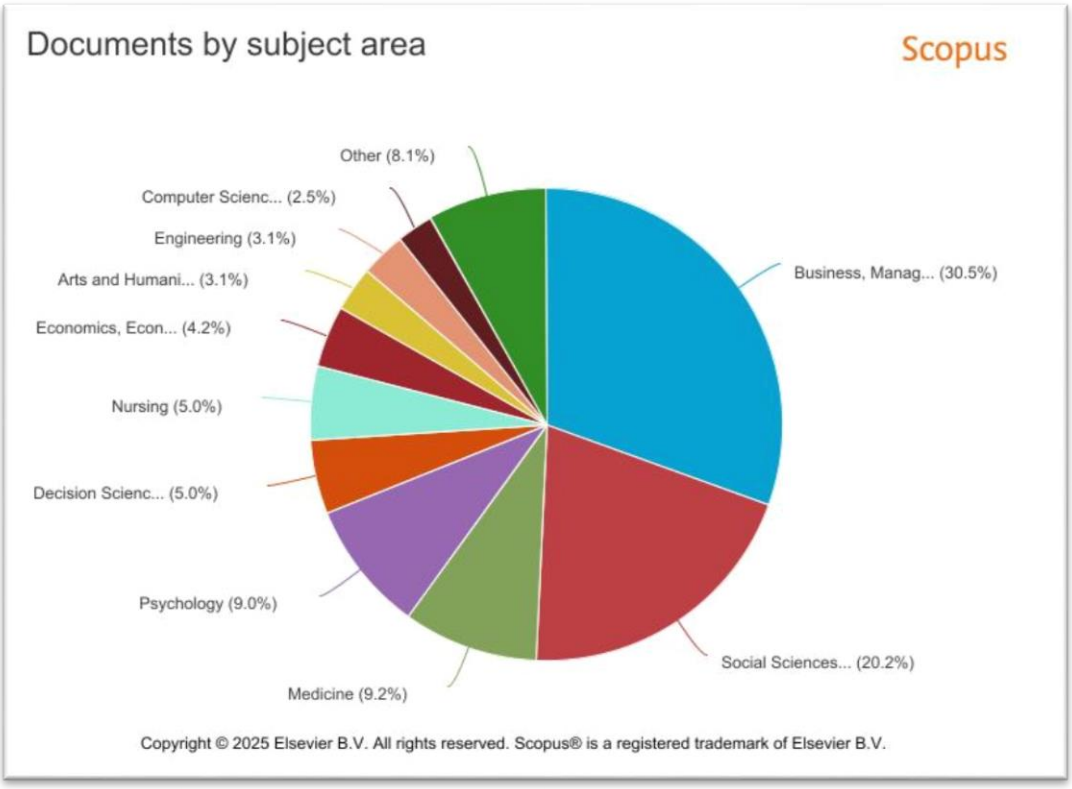
reviews to ensure the quality and academic rigor of the included studies. This approach allows for a comprehensive examination of recent developments in the field, capturing the most current research trends and findings.

The analysis employs sophisticated bibliometric tools, including VOS viewer and Scopus analytical tools, to examine multiple dimensions of the literature. These dimensions encompass publication trends over time, identification of the most influential authors, journals, and institutions based on citation metrics, and the visualization of collaboration networks among authors and countries. Additionally, the analysis explores keyword co-occurrence and thematic clusters, providing insights into the main topics and conceptual frameworks within the servant leadership and job satisfaction research domain. This multifaceted approach aims to uncover the intellectual structure of the field, highlighting emerging themes, research gaps, and potential future directions for study.

2. Results

2.1. **Documents by Subject Area**

Figure 1



This chart categorises publications into disciplines, illustrating the interdisciplinary nature of the topic.

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Key Observations:

Business, Management, and Accounting (30.5%);

The largest share of research is in this field. This is expected, as servant leadership is a core concept in organizational management that emphasises ethical leadership and employee satisfaction as key components of workplace effectiveness.

Studies have likely focused on how servant leadership improves employee performance, retention, and job satisfaction in corporate and organizational settings.

Social Sciences (20.2%):

This significant share reflects the interest in servant leadership as a sociological and cultural phenomenon. It likely covers the role of leadership in fostering collaboration, community, and social well-being.

This could include studies on the cultural contexts of servant leadership and its impact on employee attitudes in various societies.

Medicine (9.2%) and nursing (5.0%);

A notable representation from the healthcare field highlights the application of servant leadership in high-stress environments, such as hospitals. Nurses and medical professionals often report improved job satisfaction when they are led by servant leaders who prioritise employee well-being.

Psychology (9.0%):

Research in this area is likely to explore the psychological mechanisms behind servant leadership, such as its influence on employees' motivation, emotional well-being, and resilience.

Decision Sciences (5.0%)

Studies may examine how servant leadership impacts decision-making processes in organisations, emphasising participatory and inclusive leadership approaches.

Engineering, Computer Science, and Arts (combined 8.7%):

A smaller but notable share reflects studies on servant leadership in technical and creative industries, where leadership styles influence team innovation and satisfaction.

Key Takeaway:

The significant representation of fields such as Business, Social Sciences, and Psychology underscores the relevance of servant leadership across organizational,

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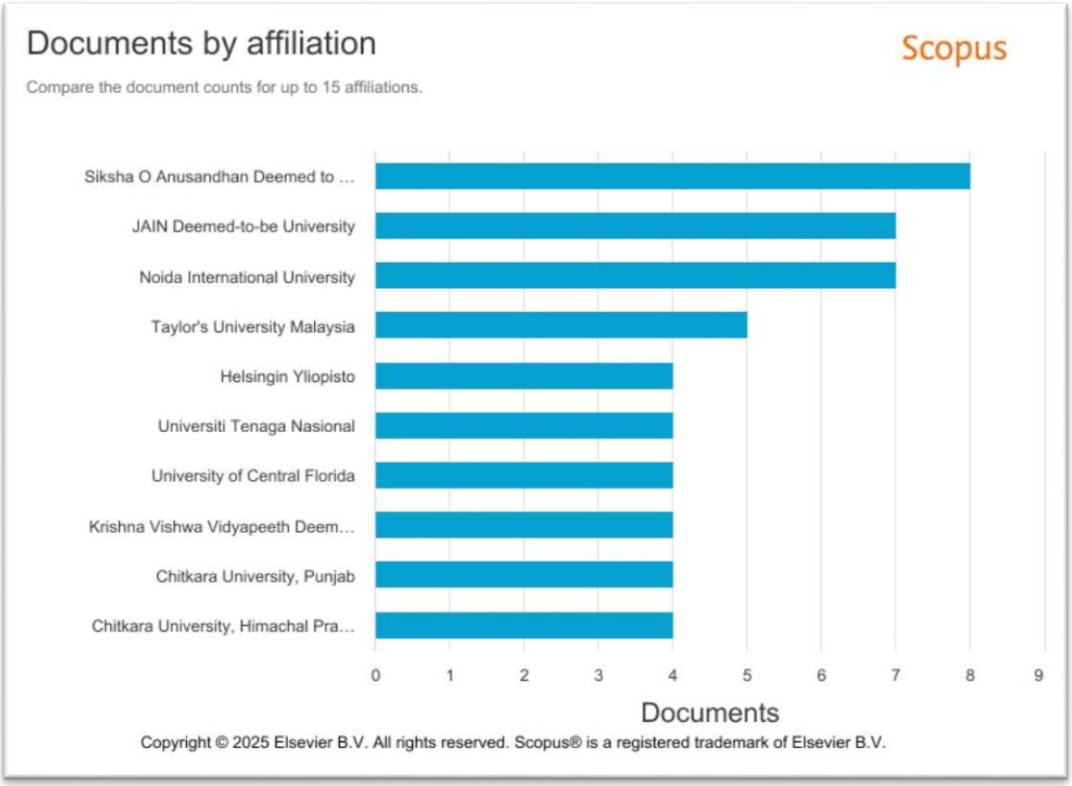
societal, and individual levels. However, the presence of disciplines such as Engineering, Computer Science, and Arts suggests its applicability in diverse, non-traditional contexts.

2.2. Documents by Affiliation

Figure 2



This chart highlights the leading academic institutions that have contributed to the field.

Key Observations:

Siksha O Anuradha Deemed University (8 documents):

This suggests a strong focus on servant leadership research in Indian academia. Likely areas of focus include employee satisfaction, ethical leadership and organizational behaviour.

JAIN Deemed-to-be University and Noida International University (7 documents each)

These institutions also emphasise servant leadership, reflecting the growing interest in leadership studies in Indian educational and organizational contexts.

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Taylor's University (Malaysia) and Helsingin Yliopisto (Finland) (6 documents each):

The contributions from Malaysia and Finland highlight the global interest in servant leadership and its application across different cultural and organizational contexts.

Universiti Tenaga Nasional and University of Central Florida (5 documents each):

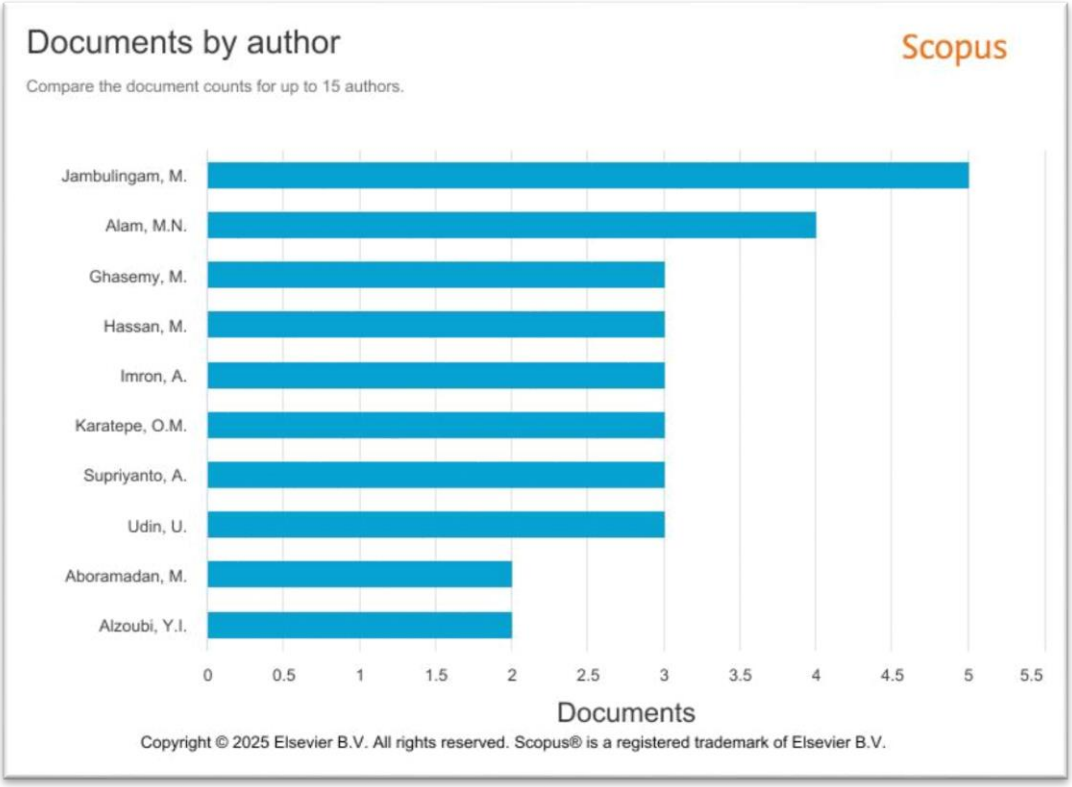
These universities emphasise the role of leadership in employee satisfaction, likely with a focus on cultural and industry-specific contexts.

Key Takeaway:

The data reveal significant contributions from India, Southeast Asia, and Europe, reflecting the global relevance of servant leadership and its increasing adoption in diverse cultural and organizational contexts.

2.3. Documents by Author

Figure 3



This section lists the most prolific authors in this field.

Key Observations:

Jambulinga, M. (5 documents):

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The leading contributor is likely to focus on specific aspects of servant leadership, such as its influence on employee performance or satisfaction.

Alam, M.N., Ghasemy, M., Hassan, M., Karatepe, O.M., and others (4 documents each)

These authors appear to have made substantial contributions, potentially examining servant leadership from various perspectives, including cross-cultural and psychological perspectives.

Other contributors (for example, Udin, U., Aboramadan, M., and Alzoubi, Y.I.)

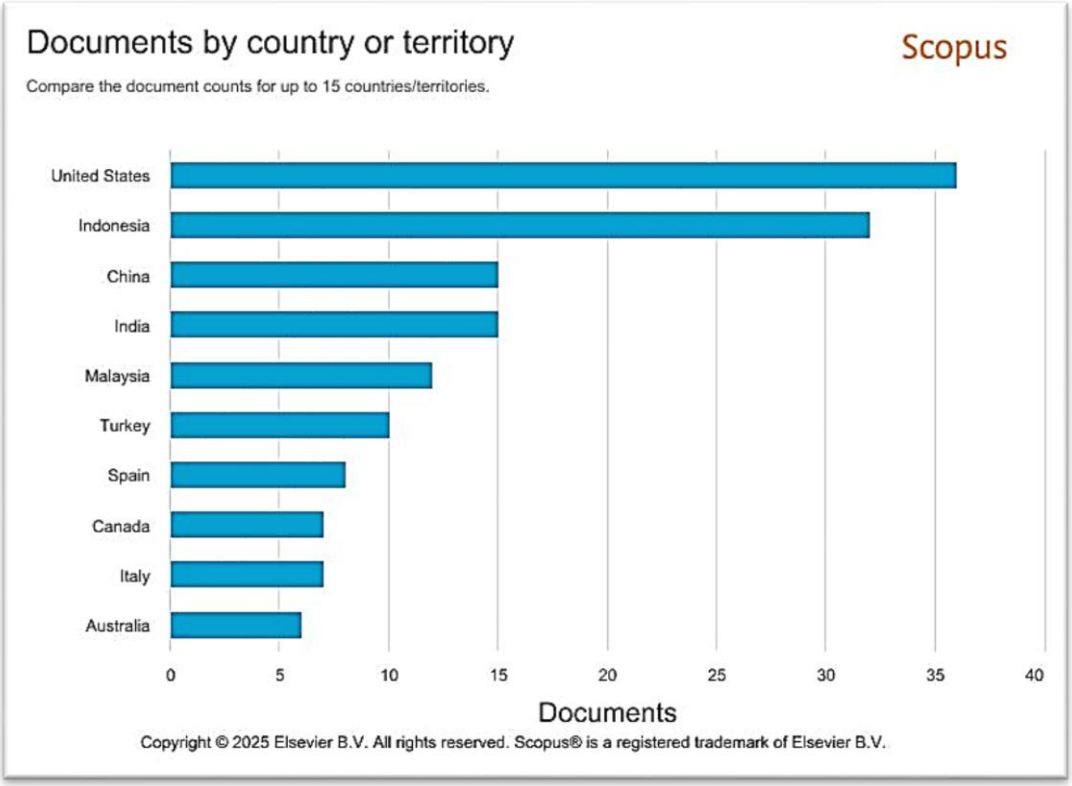
They represent diverse research focuses, likely ranging from organizational studies to cultural applications of servant leadership.

Key Takeaway:

The data suggest a mix of established and emerging researchers contributing to this field, reflecting a growing and dynamic research community.

2.4. Documents by Country or Territory

Figure *4*



This chart highlights the geographical distribution of the research output.

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Key Observations:

United States (37 documents)

The U.S. is the leading country in this field, reflecting the strong emphasis on leadership studies in U.S. academia. Likely focuses include the impact of servant leadership on organizational culture, employee satisfaction, and workplace performance.

Indonesia (27 documents)

A major contributor is the cultural alignment of servant leadership principles (e.g. collectivism and ethical leadership) with Indonesian organizational practices.

China (16 documents)

This reflects a growing interest in leadership styles that prioritise employee well-being, especially in rapidly evolving industries.

India (15 documents) and Malaysia (12 documents).

Significant contributions have been made from South and Southeast Asia, emphasising the relevance of servant leadership in these regions.

Other contributors (for example, Turkey, Spain, and Canada).

It represents diverse regions, highlighting the global applicability of servant leadership.

Key Takeaway:

The geographical distribution underscores the universal appeal of servant leadership, with strong representation from the United States, Asia, and Europe.

2.5. Documents by Type:

Figure 5

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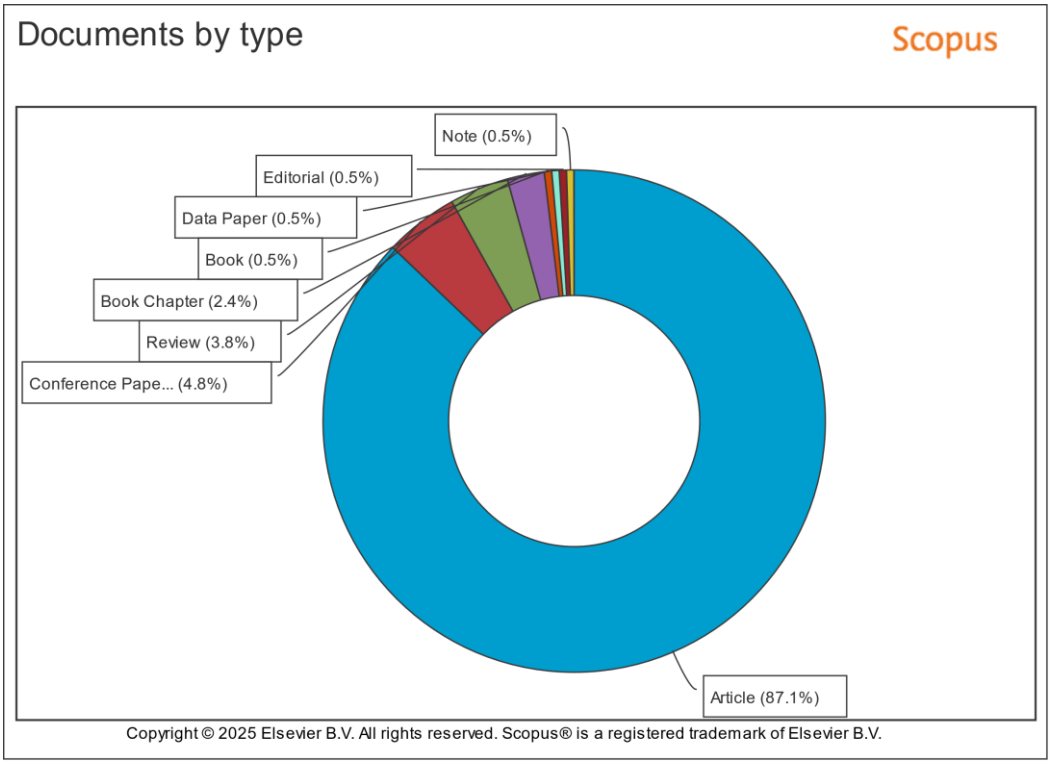

This section categorises the publications by document type.

Key Observations:

Articles (87.1%)

The dominant type of publication reflects the preference for peer-reviewed journal articles as the primary mode of dissemination.

Conference Papers (4.8%) and reviews (3.8%)

Ongoing discussions and synthesis of existing knowledge in the field are indicated.

Book Chapters and Books (combined 2.9%):

This reflects broader dissemination and practical applications.

Key Takeaway:

The dominance of journal articles highlights the academic rigor in this field, whereas conference papers and reviews suggest an active and evolving discussion.

2.6. **Documents per Year by Source**

Figure 6

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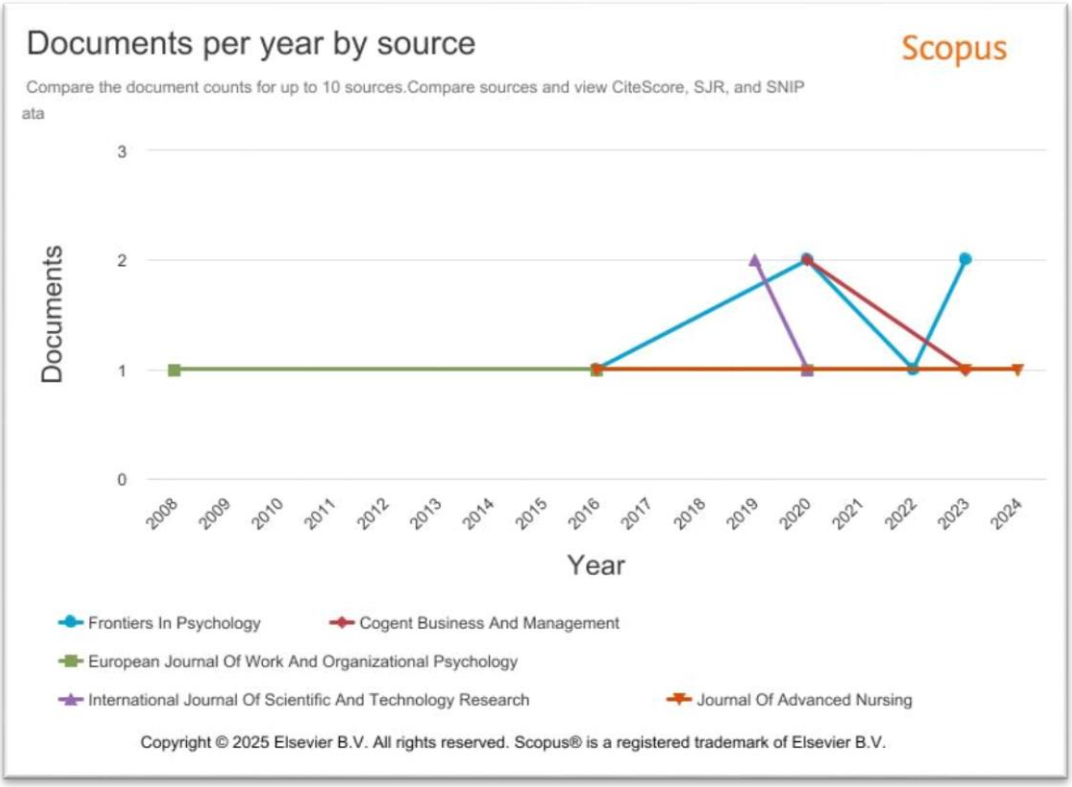

This chart tracks the annual publication trends of the leading journals.

Key Observations:

Frontiers in Psychology and Cogent Business and Management

Consistently publish papers on servant leadership, reflecting its relevance in psychology and business management.

European Journal of Work and Organizational Psychology and Journal of Advanced Nursing

The workplace and healthcare applications of servant leadership are highlighted.

Key Takeaway:

The steady output of these journals reflects a sustained interest in servant leadership across disciplines.

2.7. Documents by Year

Figure 7

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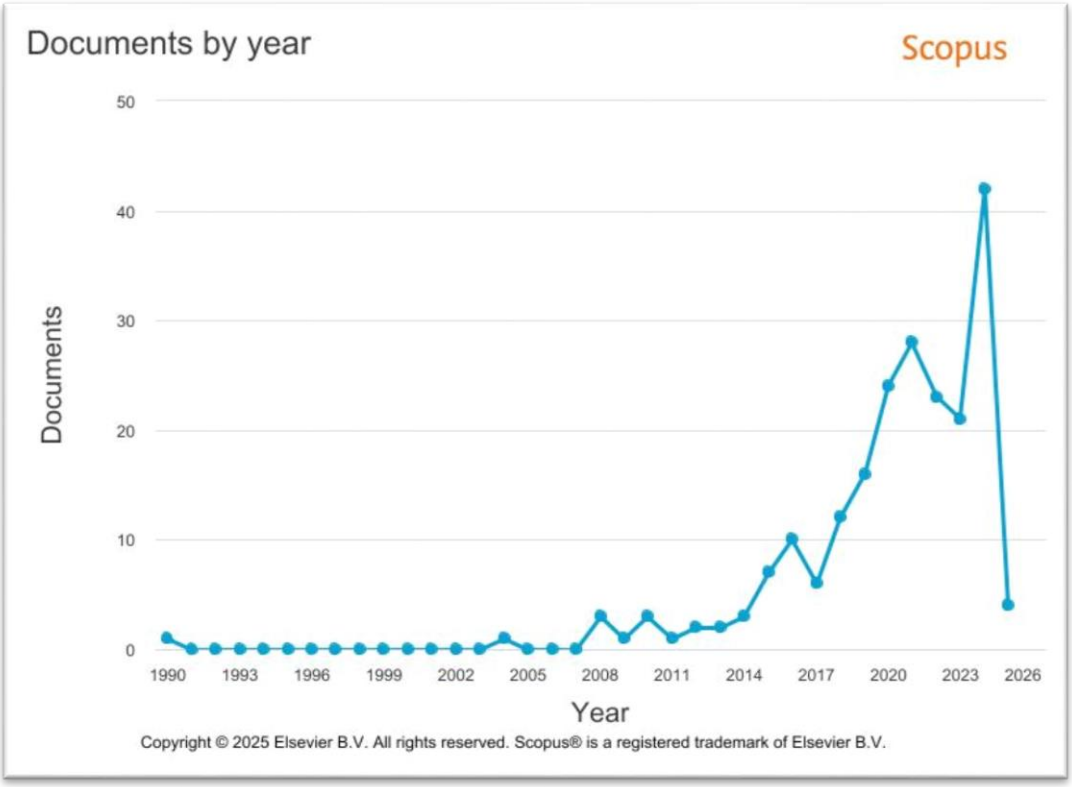

This chart shows the annual number of published documents.

Key Observations:

Slow Growth (1990–2010):

Few publications were available during this period, indicating limited early interest.

Significant Growth (2011–2023):

There was a steady rise, peaking in 2020 with 43 documents. This reflects the increasing recognition of the importance of servant leadership in modern workplaces.

Future Projections (2026):

While speculative, the data suggest a continued interest in this field.

Key Takeaway:

This growth trend highlights the increasing relevance of servant leadership in contemporary research.

3. Systematic review :

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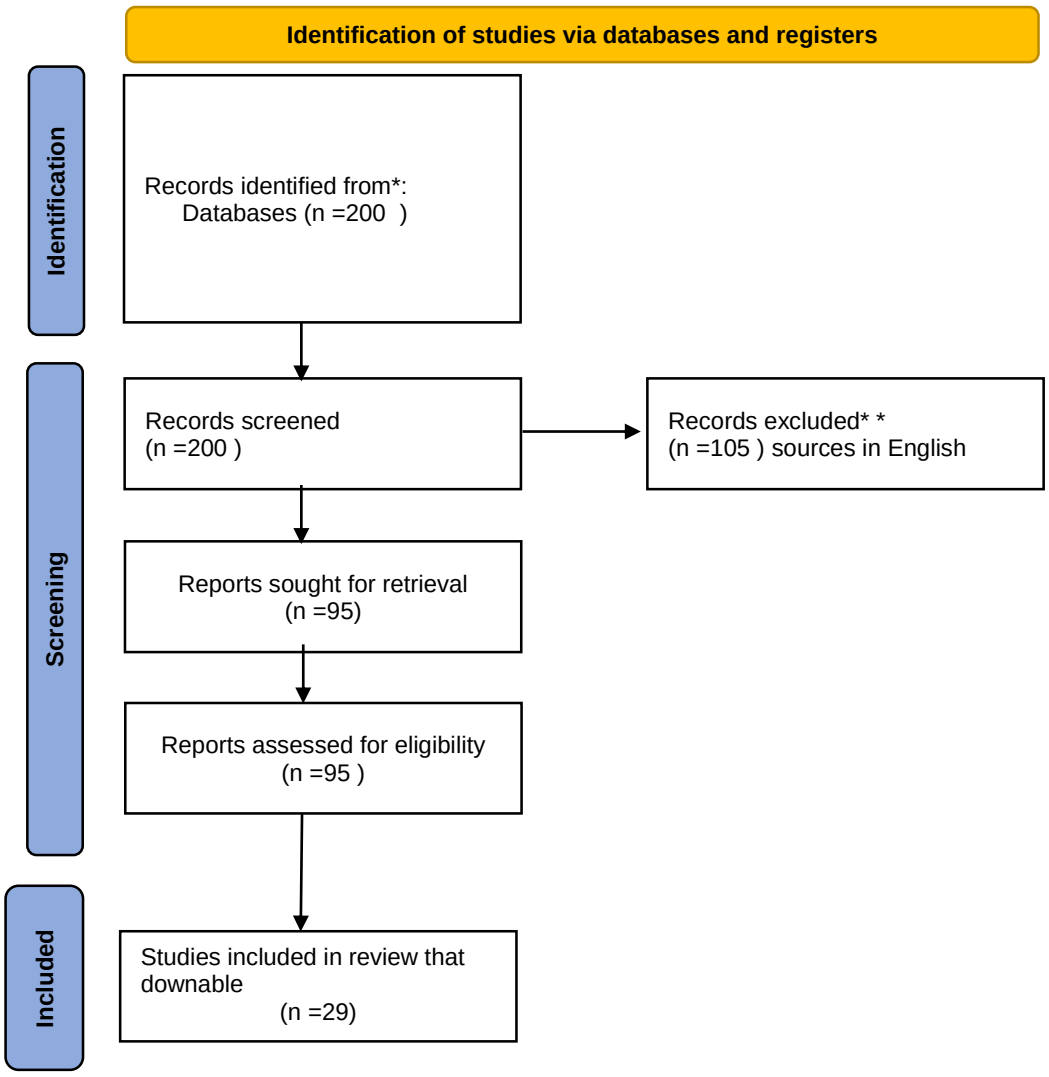
A systematic literature search was conducted to identify relevant studies examining the relationship between servant leadership and job satisfaction. The search was performed using multiple electronic databases of Scopus using the following keywords and Boolean operators: "servant" AND "leadership" AND "job" AND "satisfaction

Figure 8 TITLE PRISMA CHART



Source:(Page et al., 2021).

The initial search yielded 200 potentially relevant articles. The identification and screening process followed the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines. As shown in Figure 8, after screening for English language publications, 95 articles remained. Full-text assessment for eligibility resulted in 29 studies being included in the final review. Inclusion criteria comprised: (1) peer-reviewed empirical studies, (2) explicit focus on servant leadership and job satisfaction, (3) quantitative or qualitative methodology with clear findings, and (4) published

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between [1990-2024]. Studies were excluded if they were not available in English, focused solely on theoretical aspects without empirical data, or did not specifically address the relationship between servant leadership and job satisfaction. Figure 8 illustrates the complete search and selection process.

Table 1

Author(s) & Year	Study Design & Methods	Quantitative/ Qualitative	Key Results	Limitations
(Irving & Berndt, 2017)	Survey of over 1700 U.S. healthcare employees; regression analysis of servant leadership dimensions and job satisfaction.	Quantitative	Servant leadership (including leader purposefulness) positively impacts job satisfaction, organizational commitment, and leadership effectiveness.	Single organization (healthcare) context; cross-sectional design cannot establish causality; future studies should explore other sectors and longitudinal effects.
(Lee et al., 2018)	Survey of 300 fitness club employees in Korea; multiple regression analysis of servant leadership, organizational culture, and job satisfaction.	Quantitative	Servant leadership positively influences organizational culture and job satisfaction.	Focused only on fitness clubs in Korea; organizational culture's role needs further exploration in other industries.
Muafi and Azim (2019)	Survey of 100 employees at Al-Kahfi Islamic Boarding School; SEM-PLS used to examine the mediation of job satisfaction in the link between servant leadership and performance.	Quantitative	Servant leadership positively influenced job satisfaction but had no direct impact on performance. Job satisfaction mediated the relationship between servant leadership and performance.	Focused on one Islamic boarding school in Indonesia; limited sample size; cross-sectional design prevents causal inferences.
(Zargar et al., 2019)	Survey of 260 hotel employees in Dubai; SEM used to analyse servant leadership, trust in leader, and job satisfaction.	Quantitative	Trust in leader mediates the relationship between servant leadership and job satisfaction.	Only four hotels in Dubai studied; short versions of measurement instruments used, which may reduce depth of findings.
(Canavesi & Minelli, 2022)	Systematic literature review and bibliographic network analysis (357 papers from Scopus database); analysed trends, keywords, and co-citations using VOS viewer.	Quantitative	Identified key themes in servant leadership research, including trust, job satisfaction, and ethical leadership. Found servant leadership to be effective across cultural contexts but underexplored in technology sectors.	Limited by focus on Scopus database; qualitative insights into papers' contributions are missing; potential citation bias in identifying "popular" papers.
(Aboramadan et al., 2020)	Cross-sectional survey of 324 academics in Palestinian universities; tested hypotheses using structural equation modelling (SEM).	Quantitative	Servant leadership positively influenced work engagement and affective commitment. Job satisfaction fully mediated the effect of servant leadership on work engagement and partially mediated its effect on affective commitment.	Focused exclusively on higher education in Palestine; cross-sectional design limits causal conclusions; findings may not generalize to other countries or contexts.
(Pino et al., 2020)	Surveyed 225 MBA students in Peru; employed structural equation modelling (SEM) to test the relationship between	Quantitative	Servant leadership positively influenced job satisfaction. Ethical behavior and empowerment were significant dimensions of servant leadership driving satisfaction.	Focused on MBA students in a single Peruvian institution; findings may not generalize beyond the educational sector.

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	servant leadership and job satisfaction.			
(Khuwaja et al., 2020)	Surveyed 320 employees in Pakistan's electricity distribution sector; structural equation modelling (SEM) used to test the mediating role of organizational politics.	Quantitative	Both servant and paternalistic leadership positively affected job satisfaction and commitment. Organizational politics mediated paternalistic leadership's impact but not servant leadership's impact.	Limited to one public-sector organization in Pakistan; cross-sectional design limits causal inferences.
(Mccallaghan et al., 2020)	Cross-sectional quantitative study; surveyed 230 employees in South Africa using mediation models (PROCESS macro, SPSS).	Quantitative	Servant leadership enhances job satisfaction, organizational commitment, and reduces intention to quit. Diversity climate was found to mediate these relationships.	Limited to South African organizations; cross-sectional design limits causal inferences; diversity climate focused on single cultural context.
(Nurjanah et al., 2020)	Partial Least Squares (PLS) method; surveyed 196 civil servants in Indonesia.	Quantitative	Transformational leadership, job satisfaction, and organizational commitment positively influenced organizational citizenship behavior (OCB). Organizational commitment mediated the relationship between leadership and OCB.	Focused on civil servants in a single ministry; cultural and organizational specificity limits generalizability; cross-sectional design.
(Jamal et al., 2021)	PLS-SEM on 121 employees at the Pekanbaru Education Office, Indonesia.	Quantitative	Servant leadership and job satisfaction positively influenced performance. Religiosity moderated servant leadership negatively, reducing its impact on employee performance. Religiosity did not moderate job satisfaction's effect on performance.	Limited to one government office in Indonesia; cultural/religious context may limit generalizability; religiosity's negative moderation effect requires further exploration.
(Haji et al., 2021)	Survey of 80 employees at PT. Triple One Global, using SEM-PLS to analyze the impact of servant leadership, job satisfaction, and quality of work life on OCB.	Quantitative	Servant leadership, job satisfaction, and quality of work life positively and significantly affected organizational citizenship Behavior (OCB).	Small sample size; focused only on one company in Indonesia, limiting generalizability. Cross-sectional design prevents causal inferences.
(Ghasemy et al., 2021)	PLS-SEM on 228 Malaysian polytechnic academics to study servant leadership's dimensions on job satisfaction and motivation.	Quantitative	"Creating value for the community" and "conceptual skills" positively predict job satisfaction and motivation.	Limited to Malaysian polytechnics; cross-sectional design; findings may not apply to other contexts or industries.
(Bilge et al., 2021)	Structural Equation Modeling (SEM) on 248 Generation Y employees in Turkish industrial zones.	Quantitative	Servant leadership dimensions (e.g., empowerment, accountability) significantly affect job satisfaction.	Focused on Generation Y employees in Turkey; modesty dimension showed no significant impact, which may need further exploration.
(Setyaningsih & Sunaryo, 2021)	Path and Sitorem analyses on 136 Indonesian private middle school teachers to study transformational leadership, self-efficacy, and job satisfaction.	Quantitative	Transformational leadership, self-efficacy, and job satisfaction positively influence teacher commitment.	Small sample size; limited to non-civil servant teachers in Indonesia, which limits generalizability.

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(Blais et al., 2021)	Analysis of Public Service Employee Survey (PSES) data from Canadian government employees to measure psychosocial factors.	Quantitative	Recognition and reward, as well as involvement and influence, are key predictors of job satisfaction.	Cross-sectional design; limited to Canadian federal employees; self-reported data may introduce bias.
(Dami et al., 2022)	Cross-sectional study of 160 lecturers in Indonesian Christian higher education; used SEM-PLS to analyze trust and leader-member exchange (LMX) as mediators.	Quantitative	Servant leadership positively influenced job satisfaction, mediated by trust and LMX. Trust and LMX had complementary mediation effects, enhancing the relationship between servant leadership and satisfaction.	Focused on Christian higher education in Indonesia; findings may not generalize to secular or non-educational contexts; cross-sectional design limits causal conclusions.
(Kauppila et al., 2022)	Time-lagged survey of 667 store managers and 121 line managers in Finland; SEM used to investigate the "trickle effects" of servant leadership on leader-member exchange (LMX) and job satisfaction.	Quantitative	Line managers' servant leadership, influenced by HR managers' servant leadership, enhanced employees' perceptions of justice, LMX quality, organizational commitment, and job satisfaction.	Only conducted in one industry (retail) in Finland; hierarchical structure of firms may not apply to other industries. Focused only on "trickle effects" without exploring direct leadership effects.
(Rashid & Ilkhanizadeh, 2022)	Survey of 315 bank employees in Cyprus; PLS-SEM used to test the mediating role of trust in coworkers between servant leadership and job outcomes.	Quantitative	Trust in coworkers mediated the relationship between servant leadership and job outcomes (e.g., job satisfaction, career satisfaction, innovative work behavior).	Conducted in a single industry (banking) in Northern Cyprus; results may not generalize to other sectors or cultural contexts.
(Anshori et al., 2023)	Structural Equation Modeling (PLS-SEM) with 260 vocational high school teachers in Jember City, Indonesia.	Quantitative	Servant leadership positively influenced work engagement and motivation but did not directly affect job satisfaction or performance. Motivation and job satisfaction mediated performance outcomes.	Focused only on vocational school teachers in Indonesia; context-specific findings limit generalizability; cross-sectional design.
(Sasmita et al., 2023)	Structural Equation Modeling (SEM) with 114 senior managers at PT Angkasa Pura I, Indonesia.	Quantitative	Servant leadership positively influenced job satisfaction, knowledge sharing, and job performance, with job satisfaction and knowledge sharing mediating the relationship between servant leadership and performance.	Limited to senior managers in a single organization; does not calculate the mediating effect of knowledge sharing and job satisfaction separately.
(Alahbabi et al., 2023)	Survey of employees in UAE healthcare, using SEM and bootstrapping to test servant leadership's effect on job performance.	Quantitative	Servant leadership positively impacts job performance, mediated by employee happiness.	Limited to one healthcare organization in the UAE; cross-sectional design does not establish causation; cultural context may limit generalizability.
(Jing et al., 2024)	Two cross-sectional studies (267 and 350 medical staff in China); used the Job Demands-Resources (JD-R) model and regulatory focus theory; multiple regression analysis.	Quantitative	Regulatory foci moderated job demands and resources' effects on burnout, affective commitment, and job satisfaction. Servant leadership had a stronger positive impact on employees with weak promotion focus.	Limited to medical staff in China; cross-sectional design restricts causal inferences; generalizability to non-healthcare contexts is limited.

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(Saluy et al., 2024)	Survey of 91 Indonesian civil servants at the Directorate of Treasury Systems; used SEM-PLS to examine relationships between transformational leadership, job satisfaction, and OCB.	Quantitative	Transformational leadership and job satisfaction positively influenced OCB. Job satisfaction mediated the effects of transformational leadership on OCB. Organizational commitment alone did not predict OCB.	Small sample size (91); focused on a single government agency; cultural specificity limits broader applicability.
(Jeong, 2024)	Mixed-method survey of 170 employees from 52 social enterprises in South Korea.	Quantitative	Transformational leadership positively influenced job satisfaction, leader satisfaction, economic, and social performance. Servant leadership improved leader satisfaction and social performance but not job satisfaction.	Limited to South Korean social enterprises; entrepreneurial leadership's impact on economic/social performance was insignificant due to potential methodological constraints.
(Nazarian et al., 2024)	Multilevel structural equation modeling; 1647 employees from 128 hotels in four countries (Anglo and South Asia clusters).	Quantitative	Servant leadership positively impacted trust and job satisfaction in South Asia but not Anglo clusters. Transformational leadership had a stronger impact on organizational commitment in Anglo clusters.	Limited to hospitality industry; cultural differences in leadership impacts require further exploration; limited to two cultural clusters (Anglo and South Asia).
(Udin, 2024)	Bibliometric analysis of 94 studies (2000-2023) using VOSviewer to explore servant leadership in higher education.	Quantitative	Identified four thematic clusters: servant leadership's relationship with job satisfaction and trust; resilience and professional competence; career satisfaction; and psychological ownership.	Exclusively relied on Scopus database; broader databases like Web of Science were not included. Study is limited to bibliometric patterns and lacks empirical testing of servant leadership's impact in higher education.
(Uman et al., 2024)	Survey of 235 employees at the European Court of Auditors; SEM used to test the mediating role of communication, collaboration, and performance management practices.	Quantitative	Supportive leadership positively influenced job satisfaction via communication and collaboration. Performance management practices did not significantly mediate the relationship.	Limited to one public-sector organization; cross-sectional design; results may not generalize to other public or private organizations.
(Fakhri et al., 2024)	Bibliometric review using Scopus database; 1681 documents analyzed with VOSviewer to identify co-occurrence of keywords and trends in servant leadership research.	Quantitative	Key themes include servant leadership's links to job satisfaction, organizational citizenship behavior, and leadership development. Emerging themes include psychological well-being and stewardship.	Bibliometric analysis only; no empirical testing. Potential publication biases due to reliance on Scopus database. Findings are descriptive and lack practical recommendations.

4. DISCUSION :

Here is a comprehensive summary of the relationship between servant leadership and job satisfaction , along with insights on methodological consistency

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, cultural specificity , limitations , future research directions , and mediation effects , based on the systematic table provided.

Key Insights and Summary of the Relationship Between Servant Leadership and Job Satisfaction

5-1 Positive and Consistent Relationship:

Across all studies, servant leadership consistently demonstrated a strong positive relationship with job satisfaction.

- Servant leadership behaviours, such as empowerment , trust-building , and ethical leadership , directly impact employee satisfaction by fostering a supportive and inclusive workplace environment.

5-2 Role of Mediating Variables :

- Servant leadership often influences job satisfaction indirectly through mediators such as:

- Trust : Enhancing trust in leadership and colleagues strengthens the bond between servant leadership and job satisfaction(Dami et al., 2022)

- Motivation and Engagement : Servant leadership drives employee motivation and engagement, which in turn improves job satisfaction (Anshori et al., 2023)

- Organizational Politics : Servant leadership reduces negative perceptions of organizational politics, enhancing satisfaction and commitment (Khuwaja et al., 2020)

- Knowledge Sharing: Servant leadership promotes knowledge sharing among employees, contributing to higher satisfaction and performance (e.g, Sasmita et al., 2023).

5.3. Sector-Specific Results :

In educational settings, servant leadership fosters engagement, motivation, and job satisfaction among teachers and academics (e.g., Anshori et al., 2023)(Aboramadan et al., 2020)

In the healthcare and public sectors , servant leadership reduces stress and burnout, improving satisfaction and commitment(Jing et al., 2024) (Saluy et al., 2024)

Cultural Context :

- The effectiveness of servant leadership in enhancing job satisfaction appears to vary across cultural contexts.

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- South Asia and Indonesia : Servant leadership aligns well with collectivist cultures, where trust and leader-member exchange (LMX) are emphasised (Dami et al., 2022) (Nazarian et al., 2024).

- Anglo Clusters : Transformational leadership has a stronger impact on organizational commitment than servant leadership (Nazarian et al., 2024)

Methodological Consistency

a) Quantitative Approaches:

Most studies employed quantitative methods, particularly *tructural equation modelling (SEM) and Partial Least Squares SEM (PLS-SEM), to test hypotheses about the relationship between servant leadership, job satisfaction, and related variables.

- Surveys were commonly used, often relying on validated scales such as:

- Servant Leadership Scale (SLS)
- Job Satisfaction Scales
- Leader-Member Exchange (LMX) Scales

b) Cross-Sectional Designs:

Most studies used cross-sectional designs, which allowed for the identification of correlations and mediating relationships but limited the ability to establish causation.

c) Focus on Mediation:

Many studies have incorporated mediating variables (e.g. trust, motivation, and organizational politics) to provide a deeper understanding of how servant leadership influences job satisfaction and performance.

Cultural Specificity

a) Non-Western Contexts:

Many studies have been conducted in non-Western settings, particularly in South Asia (e.g., Pakistan, Indonesia, and Palestine). These studies highlight how servant leadership fosters trust , knowledge sharing , and motivation in collectivist cultures.

b) Differences in Cultural Clusters:

Studies comparing cultural clusters (e.g., Anglo vs. South Asia) have revealed that servant leadership may be more effective in collectivist cultures because of their emphasis on community and interpersonal relationships (Nazarian et al., 2024) In

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contrast, transformational leadership was found to be more effective in individualistic cultures.

c) Sector-Specific Cultural Variance:

- The effectiveness of servant leadership varies not only by culture but also by sector. For instance, in public-sector organizations in Indonesia, servant leadership improved performance but was moderated by religiosity (Jamal et al., 2021).

Limitations

a) Cross-Sectional Designs :

A significant limitation of the studies is the use of cross-sectional designs, which restrict the ability to make causal inferences about the relationship between servant leadership and job satisfaction.

b) Context-Specific Findings :

Many studies have been conducted in highly specific contexts (e.g. vocational schools, public-sector organisations, or healthcare settings), limiting the generalisability of the findings to other industries or cultural settings.

c) Small Sample Sizes :

Some studies had relatively small sample sizes (Saluy et al., 2024) , which may have reduced the statistical power and reliability of their findings.

d) Overdependence on Surveys:

While surveys provided valuable quantitative data, there was a lack of qualitative studies or mixed-method approaches to gain deeper insights into employees lived experiences under servant leadership.

Future Research Directions

a) Longitudinal Studies:

Future research should adopt longitudinal designs to examine the long-term effects of servant leadership on job satisfaction, trust, and organizational outcomes.

b) Cross-Cultural Comparisons:

Expand research to include a wider range of cultural contexts and explore how cultural dimensions (e.g. power distance, individualism vs. collectivism) moderate the relationship between servant leadership and employee job satisfaction.

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c) Sectoral Diversity :

Move beyond education, healthcare, and public sectors to examine the effects of servant leadership in technology , manufacturing , and entrepreneurial organisations.

d) Exploration of Moderators:

Investigate additional moderators, such as organizational justice, psychological safety, and employee resilience, to better understand the conditions under which servant leadership is most effective. Qualitative and Mixed-Methods Approaches :

Incorporate qualitative studies (e.g. interviews, case studies) to explore the lived experiences of employees and leaders under servant leadership. Mixed methods can provide a richer understanding of the mechanisms driving job satisfaction.

Mediation Effects

a) Key Mediators:

- Trust: In multiple studies, trust in leaders and coworkers consistently mediated the relationship between servant leadership and job satisfaction e.g.,(Dami et al., 2022) (Aboramadan et al., 2020)

Motivation and Engagement: Servant leadership enhances employee motivation and engagement, subsequently improving job satisfaction and performance(Anshori et al., 2023)

- Knowledge Sharing: Knowledge sharing acts as a key mediator linking servant leadership to both job satisfaction and performance(Sasmita et al., 2023)

- Organizational Politics: Negative perceptions of organizational politics are mitigated by servant leadership, leading to higher satisfaction and commitment (e.g Khuwaja et al., 2020)

b) Complementary Effects:

Studies have also highlighted complementary mediation effects, where multiple mediators (e.g., trust and LMX) jointly enhance the relationship between servant leadership and job satisfaction

Conclusions:

This bibliometric analysis provides a comprehensive overview of the intellectual landscape of servant leadership research, particularly its intersection with job satisfaction. The study reveals a marked increase in scholarly attention to this topic over the past five years, driven by its potential to enhance organizational outcomes and

employee well-being. Our findings highlight the global nature of this research, with significant contributions from diverse cultural and organizational contexts. Countries such as the United States, Indonesia, and China have emerged as leaders in the field, reflecting the widespread applicability of servant leadership principles. The analysis identifies trust, motivation, and knowledge sharing as key mediating variables that deepen our understanding of how servant leadership influences job satisfaction. These mediators underscore the importance of implementing leadership development programs that prioritize ethical behavior, trust-building, and employee empowerment.

Furthermore, the clustering of research themes—such as ethical leadership, hybrid work environments, and cross-cultural applications—indicates an evolving and dynamic field that addresses contemporary organizational challenges. Despite the robust growth in publications, the study reveals important research gaps, including the predominance of cross-sectional methodologies and the limited exploration of servant leadership in non-Western and underrepresented cultural contexts. Future research should prioritize longitudinal designs to establish causal relationships and consider mixed-methods approaches to capture the lived experiences of employees under servant leadership. Additionally, exploring servant leadership's application in hybrid and remote work environments, as well as its interplay with emerging workplace technologies, represents a promising avenue for future investigation. In conclusion, servant leadership offers a valuable framework for fostering trust, collaboration, and employee well-being in an increasingly complex and dynamic organizational landscape. By addressing existing gaps and embracing interdisciplinary approaches, future research can further elucidate the mechanisms through which servant leadership contributes to job satisfaction and organizational success. These insights hold significant implications for both academic scholarship and practical implementation, positioning servant leadership as a cornerstone of sustainable and effective organizational practices in the 21st century.

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