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Systematic Review

Leadership Styles and Employees' Innovative Behavior: A Systematic Review Using Bibliometrics

Wayu Eko Yudiatmaja^{1,2*}, Roy Valiant Salomo³, and Eko Prasajo⁴

Author Affiliation

¹ Doctoral Student, Faculty of Administrative Sciences, Universitas Indonesia, Indonesia.

² Assistant Professor, Faculty of Social and Political Sciences, Universitas Maritim Raja Ali Haji, Indonesia.

³ Associate Professor, Faculty of Administrative Sciences, Universitas Indonesia, Indonesia.

⁴ Professor, Faculty of Administrative Sciences, Universitas Indonesia, Indonesia.

*Corresponding author e-mail: wayuguci@umrah.ac.id

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Abstract

Several studies extensively reviewed innovative behavior in the workplace, but the relationship between leadership styles and innovative behavior are underdeveloped in the existing literature. Therefore, this study aimed to contribute to the body of knowledge by systematically reviewing prior studies on leadership styles and employees' innovative behavior. The Data were obtained using the preferred reporting items for systematic reviews and meta-analyses (PRISMA) guidelines. A quantitative systematic literature review using a bibliometric approach was conducted to analyze 184 articles and 85 journals published between 1995 and 2022. The results showed a significant increase in the number of articles on the topics from 2021 to 2022, indicating the dominance of Asian scholars and countries. The current review classified the major topics into seven clusters, encompassing several prominent terms, namely servant leadership, creative self-efficacy, work engagement, transformational leadership, ethical leadership, and knowledge sharing. This study contributed to behavioral sciences by mapping key topics on the relationship between leadership styles and innovative behavior through the intersection of management, psychology, and quantitative literature studies.

Scott and Bruce (1994) were the first to promote the study of innovative behavior through their seminal work. Innovative behavior is rooted in behavioral sciences and social psychology (Amabile, 2017), and has been further explored in the field of management studies to explain employees' creative behavior and attitude in the workplace. It refers to the behavior that motivates individuals to employ creative ideas and methods to accomplish tasks and address problems within the workplace (Bos-Nehles et al., 2017; Lukes & Stephan, 2017). Janssen (2000) defined innovative behavior as activities that generate, socialize, and implement creativity to enhance both individual and organizational performance. Over the past four decades, study on innovative employees' behavior has emerged as a prominent topic in behavioral sciences, psychology, management, and organization studies (Farrukh et al., 2022). These studies encompassed the examination of antecedents, mediators, moderators, and consequences of such behavior for employees and organizations.

In terms of antecedents, numerous studies examined and identified potential predictors of innovative behavior. Various dimensions of the individual and environment in an organization, such as organizational

climate, leader-member relationship, and individual characteristics, can influence innovative behavior. Among these antecedents, leadership styles have been extensively examined (McCann & Sparks, 2019). Leadership styles are related to unique characteristics embedded and practiced by the leaders while relating to the subordinates (Zheng et al., 2019). Various leadership styles play crucial role in fostering individual innovation, including transformational (Amankwaa et al., 2019; Li et al., 2019), empowering (Günzel-Jensen et al., 2018), spiritual (Zhang & Yang, 2021), servant (Nguyen et al., 2023; Vuong, 2022), and inclusive leaderships (Javed et al., 2021).

Innovative behavior has been extensively reviewed by several scholars using both narrative and bibliometrics literature review approaches. While traditional literature reviews have qualitatively illustrated the factors influencing innovative behavior, bibliometric reviews provide a descriptive quantitative analysis, capturing relevant authors, sources, countries, and trend topics (Linnenluecke et al., 2020). Within the narrative stream, a few scholars, such as Hughes et al. (2018), Asurakkody and Shin (2018), and Kwon and Kim (2020), conducted reviews. However, they did not fully capture the main authors, sources, and topics in the field. From a bibliometric perspective, Peng et al. (2021), Salam and Senin (2022), and Farrukh et al. (2022) reviewed the concept of innovative behavior. Previous bibliometric reviews did not specifically focus on the linkage between leadership styles and innovative behavior. Leadership styles can be defined as various features of a leader that influence employees' attitude and behavior (Yudiatmaja et al., 2023). Therefore, this present study contributes to the field of behavioral science by reviewing the literature on transformational leadership and innovative behavior using a bibliometric approach.

This review addresses study gaps by systematically and quantitatively analyzing the literature that explores the relationship between leadership styles and innovative behavior, as published in peer-reviewed journals from 1994 to 2022. To fill these gaps, the following research questions were formulated:

1. How is the historical development and trajectory of publication in the study of leadership styles and employees' innovative behavior?
2. Who are the most prolific authors, journals, institutions, and countries studying leadership styles and employees' innovative behavior?
3. What is the knowledge structure of the study of leadership styles and employees' innovative behavior?
4. What potential topics could be explored in future studies?

The rest of this paper is structured into four sections. The next section presents the literature review of existing studies and describes the process of bibliometric analysis. Methodological issues were discussed in the subsequent section, while the following section presents the results of bibliometric review. Lastly, the main findings were explained in relation to prior studies in the discussion section. This section also suggests future study avenues and limitations of this current study.

Literature Review

This section provides an overview of previous reviews on innovative work behavior and outlines the process of conducting a systematic literature review using bibliometrics. The aim is to clarify the position of current reviews and describe the guidelines of the bibliometric approach.

Existing Reviews

Previous studies reviewed innovative behavior through various modes of systematic literature review (SLR). From the perspective of narrative SLR, Hughes et al. (2018) systematically reviewed leadership styles influencing innovative behavior. They identified several leadership styles that positively and negatively influence innovation in the workplace, as well as the possibility of mediating variables.

Asurakkody and Shin (2018) reviewed innovative behavior in nursing, analyzing 51 articles from various journals. They also developed a comprehensive model of nurses' innovative behavior, including antecedents, attributes, and consequences. Interestingly, this study found that leadership styles can predict innovative behavior. Similarly, using the job-demand resources (JDR) model, Kwon and Kim (2020) proposed an integrative model influencing employees' engagement and its subsequent impact on innovative behavior.

On the bibliometric side, Peng et al. (2021) reviewed all dimensions of innovation in an organization, encompassing individual, team, and organizational innovations, using a bibliometric approach. The study also identified the most productive authors, journals, countries, and topics within these three levels of innovation based on articles published in journals indexed by the Web of Science. Meanwhile, Farrukh et al. (2022), and Salam and Senin (2022) specifically focused on individual innovation. These two reviews are quite similar in terms of purpose and sources database, as they proposed similar research questions and used the Scopus database. Lastly, these reviews successfully mapped the relevant authors, sources, countries, and trending topics in the study of employees' innovative behavior. However, they did not address the specific antecedents of innovative behavior, particularly leadership styles.

Several study gaps can be identified from the previous reviews. First, there is a lack of information regarding specific reviews related to the relationship between leadership styles and innovative behavior. Although Asurakkody and Shin (2018) found that leadership styles were potential antecedents of individual innovation in nursing, they did not sufficiently review which styles effectively foster followers' innovative behavior. Secondly, previous studies had insufficient knowledge about the most prolific authors, journals, and countries due to the absence of quantitative review in this area of interest. Lastly, the studies had not provided knowledge mapping to understand the trending study cluster and topics in this area.

The present review contributes to the body of knowledge in behavioral sciences in two ways. Firstly, it extends Hughes's et al. (2018) by systematically reviewing the field of leadership styles and innovative behavior using bibliometric analysis. According to Pahlevan-Sharif et al. (2019), bibliometric approach can capture key information, such as journals, authors, topics, and countries. Therefore, this current study applies advanced systematic review methods by using bibliometric analysis to map relevant studies and generate a robust intellectual framework of the nexus between leadership styles and innovative behavior. Secondly, this review provides valuable insights for future study in this area, including antecedents, mediators, moderators, and consequences.

Process of Bibliometrics Review

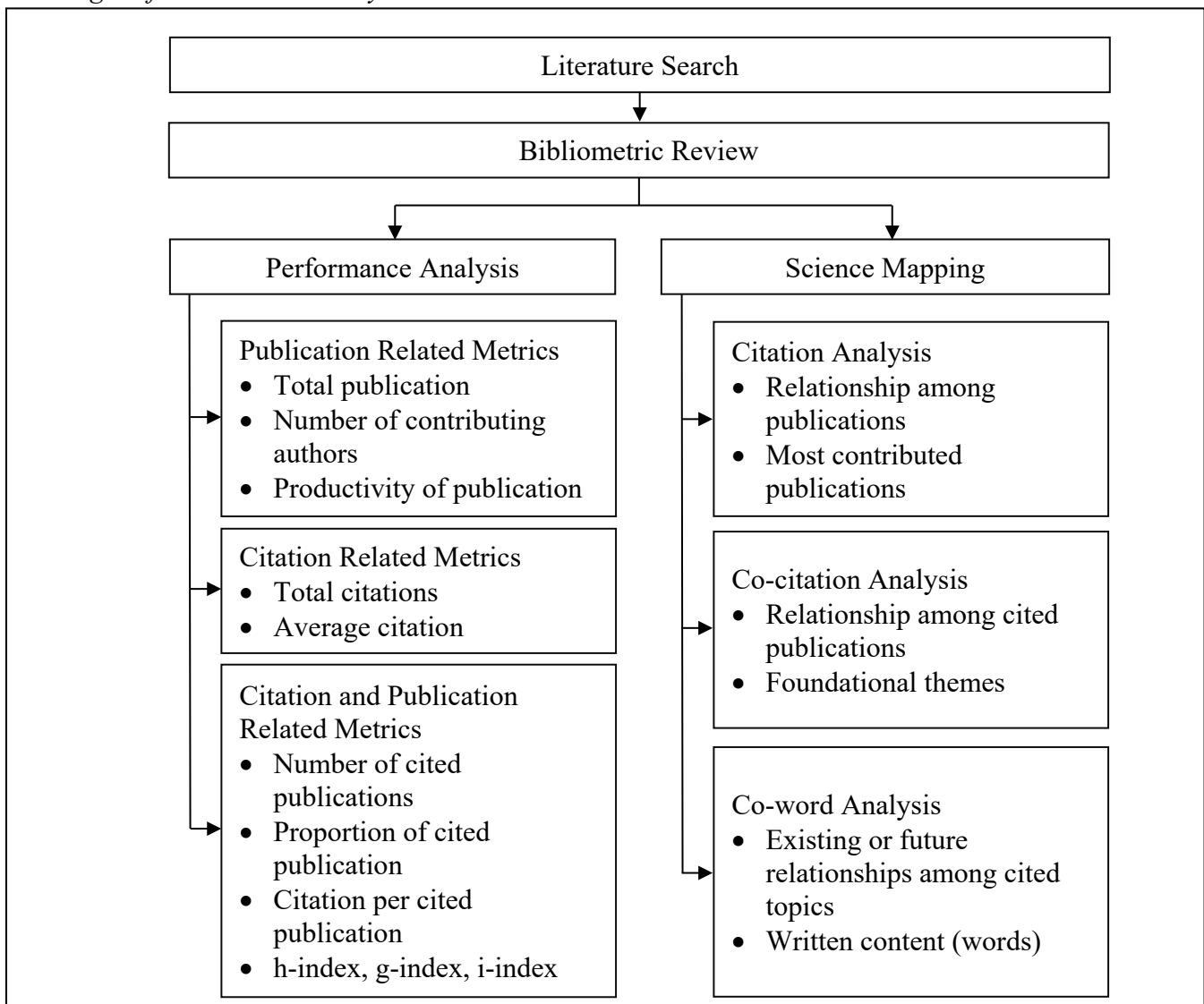
Pati and Lorusso (2018) classified systematic literature review (SLR) into narrative (traditional) and quantitative literature reviews. A quantitative literature review comprises bibliometrics and meta-analysis (Donthu et al., 2021). Bibliometrics is a review method that utilizes quantitative and statistical techniques to analyze and map knowledge derived from selected publications (Mukherjee et al., 2022). This method has been widely used by scholars across various disciplines, including behavioral science (Ansari et al., 2020) and management (Zupic & Čater, 2015). Bibliometric methodologies enable scholars to analyze aggregated bibliographic data generated by experts who share their perspectives through authoring, cooperation, and citation. This information can be combined and evaluated to gain insights into the structure of the field, academic collaboration, and area of focus (Zupic & Čater, 2015). Moreover, bibliometric analysis can be used for a range of functions, including studying the intellectual framework of an existing field and identifying developing trends in paper and periodical achievement, network patterns, as well as study representatives (Verma & Gustafsson, 2020).

Before conducting bibliometrics, it is important to define the scope and purpose of the bibliometric review. This is followed by selecting appropriate bibliometric techniques. Subsequently, scholars search

the literature from various sources, including published articles in book, book chapters, journals, and proceedings. Numerous online databases can be utilized to obtain relevant publications. However, many scholars prefer to use PubMed, Scopus, and Web of Science repositories (AIRyalat et al., 2019) because these three databases are more trusted by academia. The collected data can be processed using software packages such as HistCite, R-software, VOSviewer, Citespace, and Ucinet (Moral-Muñoz et al., 2020). The data can be analyzed in the subsequent stage using bibliometrics. According to Donthu et al. (2021), the process of bibliometrics analysis encompasses several steps, including performance analysis, science mapping, and network analysis. While performance analysis assesses the studies and scholarly output of organizations, science mapping makes the complexities and architecture of scientific areas visible (Zupic & Čater, 2015). Network analysis focuses on collaboration among authors and institutions. Considering the research questions, the current review only applies performance analysis and science mapping. The phase of bibliometrics analysis used in this study is illustrated in Figure 1.

Figure 1

The Stages of Bibliometric Analysis



Method

Literature Search

This review applied a rigorous method in searching and selecting the literature and analytical strategy. The data collection process adapted the preferred reporting items for systematic reviews and meta-analyses

(PRISMA) protocol (Page et al., 2021), as shown in Figure 2. The data were obtained from the Clarivate Analytics Web of Science database on 2nd October 2022. This database is widely recognized and utilized by scholars in the fields of management and behavioral sciences for conducting a literature review, as demonstrated by Chen et al. (2018), Peng et al. (2021), and Yang et al. (2022). It comprised the most extensive repository and a variety of scientific disciplines from 1990 to the present (Nicu & Fatorić, 2023). In terms of the publication time, articles from 1994 to 2022 were selected. Furthermore, 1994 was selected as a starting point because it marked the publication of the first article on innovative behavior by Scott and Bruce (1994). A combination of the Boolean logic "AND" and "OR" was used during the article search (Létourneau et al., 2022). The complete query used were "leadership" AND "innovative behavi*" OR "employee* innovative behavi*" OR "innovative work behavi*" OR "individual innovation" OR "employee innovation" OR "employee innovativeness". These keywords provided a more comprehensive coverage than other reviews on similar topics, specifically Peng et al. (2021), Salam and Senin (2022), and Farrukh et al. (2022). These queries were entered as Topic (TITLE-ABS-KEY) in the Web of Science repository to identify relevant studies.

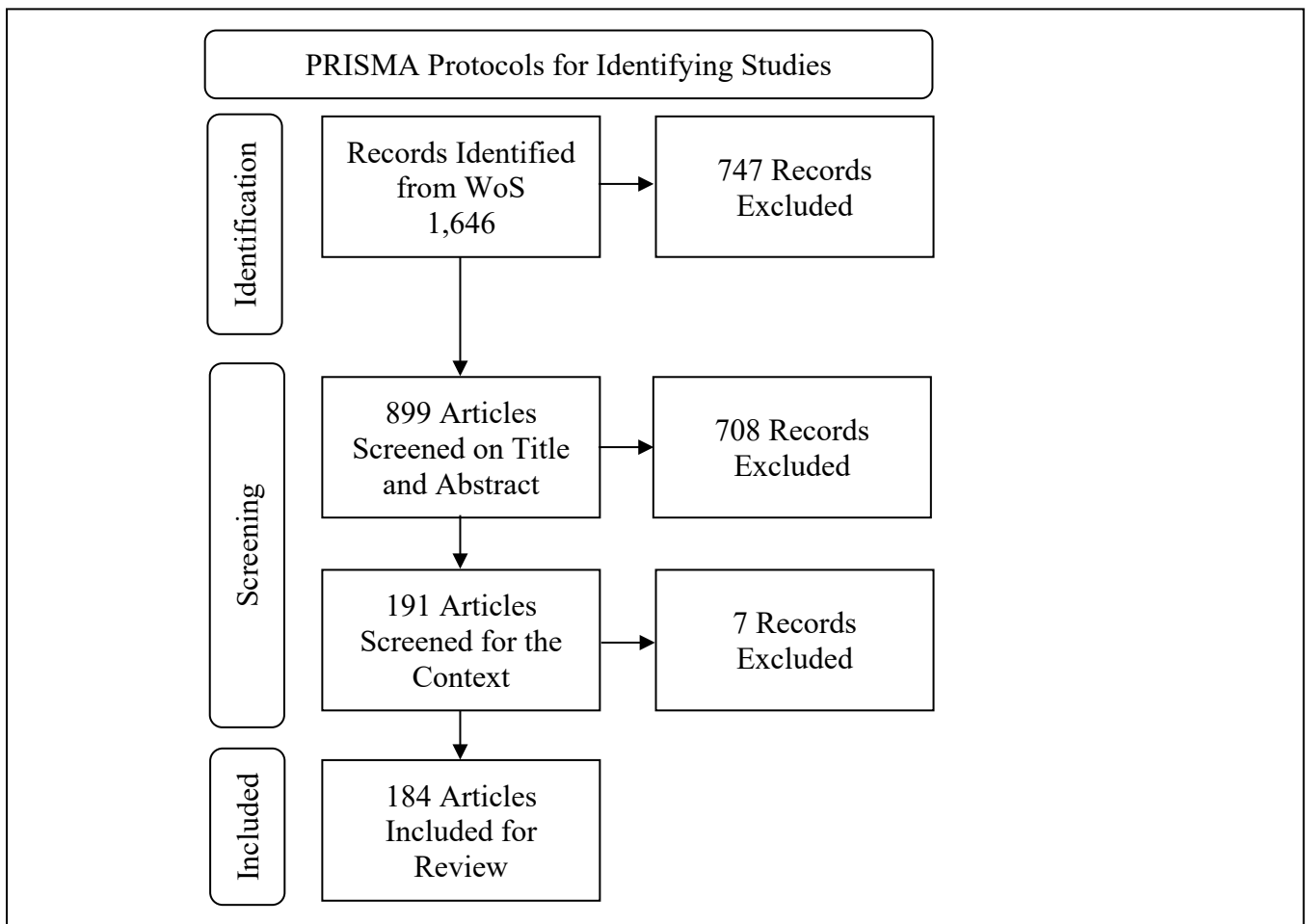
Study Selection

The search queries used in this study identified a total of 1,646 relevant articles, while inclusion and exclusion criteria were applied in selecting the relevant studies. This present study expanded on the review of Peng et al. (2021) by focusing on journals published in English and included in the Social Science Citation Index (SSCI) as well as Science Citation Index Expanded (SCIE) categories. The decision to employ SCIE's category journals was based on the limited number of publications addressing individual innovation issues indexed by SCIE Web of Science, such as Sustainability and International Journal of Environmental Research and Public Health. A total of 747 documents were excluded as they did not meet the criteria. This included conference papers, review papers, early access, editorial notes, non-English articles, Emerging Source Citation Index (ESCI), and Art and Humanities Citation Index (AHCI) databases. This resulted in a total of 899 articles. Subsequently, the experts read and checked the article's title, abstract, and keywords, selecting only those containing leadership styles in the title, abstract, or keywords. After the review, 191 articles were retained, while 908 were excluded. The final checking was conducted to ensure only articles focusing on innovative behavior at the individual level were included. As a result, seven articles were removed from the screening as they analyzed organizational and team levels of innovative behavior. In total 1,462 articles that did not meet the criteria were excluded from the literature search, while 184 were retained for further analysis. These articles were exported in plain text format and prepared for computation.

Bibliometric Analysis

This study employed a systematic literature review using bibliometrics, a quantitative-based bibliographic method for reviewing literature. It facilitated the performance measurement of articles, journals, countries, and authors (Mas-Tur et al., 2020). Rather than providing a descriptive overview of the literature, this current study conducted quantitative analysis. In this review, data were analyzed into three stages and bibliometrics was used to address research questions. The first stage involved assessing the number of articles and citation frequency through descriptive analysis. A Microsoft Excel spreadsheet was used to count the number of articles and citations. In the subsequent stage, performance analysis was used to identify scientific productivity, including influential authors, articles, journals, and countries (Gaviria-Marin et al., 2018). Several software were employed in this stage, particularly HistCite and Biblioshiny. HistCite, an open-source software, was used to create timelines of bibliographic data from the Web of Science, focusing on topics, authors, organizations, or source journal inquiries (Shah et al., 2020). On the other hand, Biblioshiny, a non-coder bibliometrics tool using R-software, was utilized to analyze performance and science mapping of papers indexed by Scopus and Web of Science (Aria & Cuccurullo, 2017). Lastly, science mapping was applied using VOSviewer to assess trending topics within the field. VOSviewer, an open-access software, aided in mapping keywords (Moosa et al., 2022), as well as identifying study clusters and trending topics.

Figure 2
PRISMA Flow Chart for Literature Search

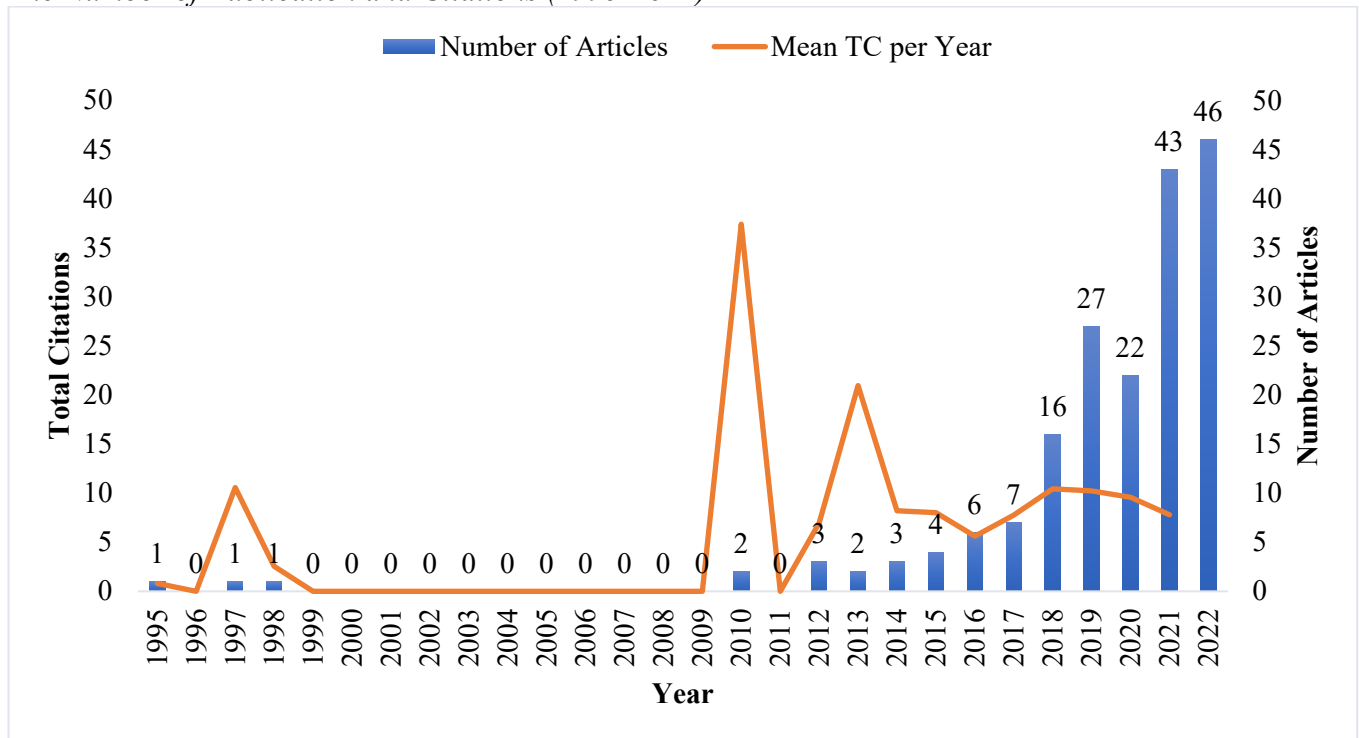


Results

Historical Development of Publication

The growth of publication reflects the historical development and trajectories on leadership styles as well as innovative behavior over the years. This growth was assessed based on the publication number and average total citations (TC) per year. Figure 3 illustrates the development of publications and citations discussing leadership styles and innovative behavior in the workplace from 1995 to 2022. The analysis showed that the first article related to leadership styles and innovative behavior was Guastello's (1995) paper, published in 1995. This paper investigated the relationship between facilitative leadership and individual innovation of security officers. It was published in the *Journal of Creative Behavior*, one of the most significant contributors to the field. Although the publication disappeared in 1996, it resurfaced in 1997 and 1998, and remained absent for more than a decade. The highest number of articles was published in 2021 and 2022, with a total of 89 related to the topic. Specifically, 43 and 46 articles were published in 2021 and 2022, respectively. This represents a twofold increase in the number of articles compared to the previous years. Furthermore, 2010 and 2013 recorded the highest number of citations per year, with 37 and 21 citations, respectively. These figures signify a more than twofold increase in citation compared to other years.

Figure 3
The Number of Publication and Citations (1995-2022)



Key Authors, Articles, Journals, and Countries

Using HistCite, the most impactful authors and articles on leadership styles and innovative behavior were identified. The analysis focused on total local citation (TLC) rather than total global citation (TGC). TLC refers to the number of citations from papers or authors with the same topic, acknowledged as a local paper, while TGC is the number of citations from all topics. The results are presented in Table 1 and 2, depicting the top ten authors in the field. Table 1 shows that Afsar from Hazara University (Pakistan) is the most influential author on this topic, with six published journal papers and 36 citations. The study of Afsar et al. (2014), which examined the effect of transformational leadership and employees' innovative behavior in China emerged as the most cited paper (Table 2). The popularity of Afsar was followed by Javed, a countrymate from NAMAL College Mianwali, with six articles and 34 citations. Khan from United Arab Emirates University ranked next, with 4 articles and 31 citations. The other impactful authors included Newman (Deakin University, Australia), Arjoon (The University of the West Indies, Jamaica), Choi (Korea University, South Korea), Kang (Korea University, South Korea), Masood (Hazara University, Pakistan), Umrani WA (Sukkur Institute of Business Administration, Pakistan), and Ahmad (COMSATS University Islamabad, Pakistan).

Table 2 shows the ten most cited articles on leadership styles and innovative behavior. The article by Pieterse et al. (2010), published in the Journal of Organizational Behavior, was the most important paper. This article assessed the impact of transformational and transactional leadership on innovative behavior, considering psychological empowerment as a moderator. It received 39 local and 423 global citations. The next influential paper was by Yidong and Xinxin (2013) in the Journal of Business Ethics. This publication examined the influence of ethical leadership on innovative employees' behavior in China, yielding 28 local and 230 global citations. Another notable article was the one linking transformational leadership and innovative behavior by Afsar et al. (2014). Published by Industrial Management and Data, this article garnered a total of 23 local and 108 global citations.

Table 1
Most Cited Authors

Rank	Author(s)	NP	Percentage	TLC	TLC/t	TGC	TGC/t
1	Afsar B	6	3.3	36	5.89	384	77.77
2	Javed B	6	3.3	34	9.13	265	65.03
3	Khan AK	4	2.2	31	8.63	178	46.62
4	Newman A	6	3.3	30	7.27	316	76.32
5	Arjoon S	3	1.6	27	6.83	178	42.58
6	Choi SB	4	2.2	17	2.57	157	27.00
7	Kang SW	3	1.6	17	2.57	155	26.00
8	Masood M	3	1.6	9	2.00	172	34.10
9	Umrani WA	3	1.6	8	2.33	127	41.67
10	Ahmad MS	2	1.1	8	4.00	43	25.67

Note. NP, number of publications (articles); TLC, total local citations; TGC, total global citations; TLC/t, total local citations per year; TGC/t, total global citations per year (Shah et al., 2020).

Table 2
Most Cited Articles

Rank	Title of Paper	Author(s)	Journal	LCS	GCS
1	Transformational and transactional leadership and innovative behavior: The moderating role of psychological empowerment	Pieterse et al. (2010)	Journal of Organizational Behavior	39	423
2	How ethical leadership influence employees' innovative work behavior: A perspective of intrinsic motivation	Yidong and Xinxin (2013)	Journal of Business Ethics	28	230
3	Transformational leadership and innovative work behavior	Afsar et al. (2014)	Industrial Management and Data Systems	23	108
4	Leader-member exchange and transformational leadership: An empirical examination of innovative behaviors in leader-member dyads	Basu and Green (1997)	Journal of Applied Social Psychology	21	264
5	Impact of inclusive leadership on innovative work behavior: The role of psychological safety	Javed et al. (2019)	Journal of Management and Organization	20	121
6	Transformational leadership, innovative behavior, and task performance: Test of mediation and moderation processes	Aryee et al. (2012)	Human Performance	17	154
7	How transformational leadership facilitates innovative behavior of Korean workers: Examining mediating and moderating processes	Choi et al. (2016)	Personnel Review	11	63
8	Innovative behavior: How much transformational leadership do you need?	Bednall et al. (2018)	British Journal of Management	10	52

Table 2 (Continued)

Rank	Title of Paper	Author(s)	Journal	LCS	GCS
9	Toward an understanding of when and why servant leadership accounts for employee extra-role behaviors	Panaccio et al. (2015)	Journal of Business and Psychology	9	74
10	How leadership and public service motivation enhance innovative behavior	Miao et al. (2018)	Public Administration Review	9	79

Note. TLC, local citation score; TGC, global citation score (Shah et al., 2020).

The most cited journals were identified by checking the number of citations for the journal publishing articles related to leadership styles and innovative behavior. This analysis was conducted using Biblioshiny. Table 3 shows the ranking of the most prolific journals. Despite having a relatively small number of publications, the Journal of Business and Psychology, published by Springer, had the highest number of citations than others (240). Consequently, it emerged as the most cited journal based on this measurement. The second cited journal was the Leadership and Organization Development Journal, published by Emerald Group, with 12 articles and 211 citations. Other impactful journals included Sustainability (193 citations), European Journal of Innovation Management (193 citations), Frontiers in Psychology (193 citations), Personnel Review (193 citations), Journal of Nursing Management (193 citations), Environmental Research and Public Health (193 citations), International Journal of Environmental Research and Public Health (193 citations), Chinese Management Studies (193 citations), as well as International Journal of Hospitality Management (193 citations).

Table 3*Most Cited Journals*

Rank	Journal	NP	TC	h-index	g-index	m-index	IF
1	Journal of Business and Psychology	3	240	3	3	0.3	6.84
2	Leadership and Organization Development Journal	12	211	7	12	0.88	4.274
3	Sustainability	16	193	9	13	1.8	4.089
4	European Journal of Innovation Management	7	181	7	7	2.33	4.85
5	Frontiers in Psychology	10	156	5	10	1	4.426
6	Personnel Review	5	134	4	5	0.57	3.899
7	Journal of Nursing Management	4	73	4	4	1	4.705
8	International Journal of Environmental Research and Public Health	5	66	5	5	1.25	4.799
9	Chinese Management Studies	3	31	3	3	1	2.415
10	International Journal of Hospitality Management	3	16	3	3	1.5	11.129

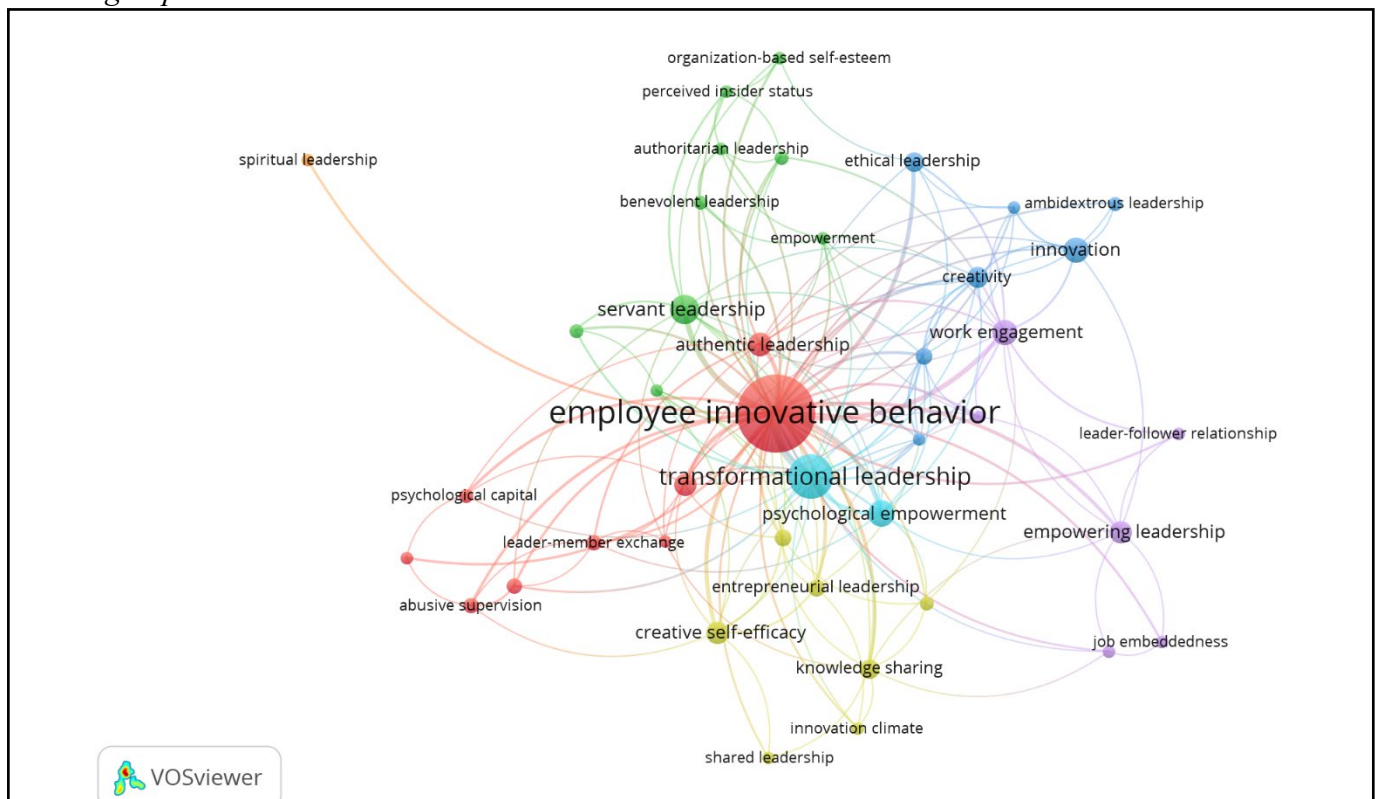
Note. Rank based on TC; NP, number of publications (articles); TC, Total Citations; IF, five-year journal impact factor traced from WoS Repository (Shah et al., 2020).

In this study, contribution of countries was assessed base on the total number of publications generated by of corresponding authors from each country. The results show the countries that contributed the most to the study of leadership styles and innovative behavior. The results showed that authors from China contributed the most to this study, since they published a significantly higher number of articles than others. They participated in this study with 79 papers from 1994 to 2022, which accounted for approximately 43% of the total publications. Following China, Pakistan and South Korea were notable contributors, with 17 and 14 articles, respectively. A few countries joined as challenges, including the Netherlands (9 articles), Australia (8 articles), the United States (8 articles), Turkey (5 articles), Germany (4 articles), Italy (4 articles), Iran (3 articles), and United Kingdom (3 articles). Several others were represented by two articles, namely Cyprus, Denmark, India, Malaysia, Norway, Saudi Arabia, and Spain, while Belgium and Bosnia contributed one article each.

Knowledge Structure and Key Topics

Knowledge structure refers to the development of topics and subtopics investigated in previous studies. Following the methodology Moosa et al. (2022), knowledge structure was examined using VOSviewer to calculate co-occurrences. Co-occurrence analysis explores how frequent certain topics are use together in previous studies. This study selected a minimum of three threshold occurrences in running the data. The results yielded 434 keywords, of which 50 met the threshold criteria. The keywords were checked, and six similar keywords, namely "innovative work behavior", "innovative work behavior", "innovative behavior", "innovative behavior", "employees' innovative behavior", "employee innovation" were replaced by "employee innovative behavior". Three irrelevant keywords, namely "leadership", "leadership styles", and "China", were removed. After these adjustments, a total of 41 topics remained, and were further grouped into 7 clusters represented by distinct colors, as shown in Figure 4. Each cluster has significant keywords, including employees' innovative behavior (144 occurrences), servant leadership (16), innovation (13), creative self-efficacy (10), work engagement (13), and transformational leadership (37). These figures indicate the seven keywords are the trending topics.

Figure 4
Trending Topics



Note. Based on Author Keywords, 3 Occurrences Minimum, 30 Links.

In addition to the trending topics, Figure 4 highlights emerging topics in the study of leadership styles and innovative behavior. The emerging topics are reflected by those with relatively low co-occurrences, indicating their infrequent discussion. They include creativity (9), ethical leadership (8), knowledge sharing (8), entrepreneurial leadership (6), intrinsic motivation (6), psychological safety (6), abusive supervision (5), job performance (5), leader-member exchange (5), ambidextrous leadership (4), benevolent leadership (4), humble leadership (4), job autonomy (4), proactive personality (4), psychological capital (4), affective commitment (3), authoritarian leadership (3), creative process engagement (3), empowerment (3), innovation climate (3), job embeddedness (3), leader-follower relationship (3), organization-based self-esteem (3), organizational identification (3), perceived insider status (3), perceived organizational support (3), shared leadership (3), spiritual leadership (3), and trust in leader (3).

Discussion

This study aims to systematically review the studies on leadership styles and innovative behavior. Using bibliometrics analysis, this present study identified key authors, journals, and topics within this field. The review assessed the number of documents and citations from 1994 to 2022. The results showed that year 2010 had an average citation frequency higher than others, despite only two articles being published. These articles were published by Pieterse et al. (2010) as well as de Jong and den Hartog (2010), with 39 and 0 citations, respectively (Table 2). The number of articles generally increased yearly, specifically from 2018 to 2022, indicating leadership styles and innovative behavior currently fascinate scholars' interest. These results are similar to previous reviews, namely Peng et al. (2021), Farrukh et al. (2022), as well as Salam and Senin (2022).

This study analyzed the most impactful authors in this field. Table 1 shows ten articles and their respective authors. Interestingly, most of the authors were from Asia, with five from Pakistan, namely Afsar, Javed, Masood, Umrani, and Ahmad. The rest was from South Korea, namely Choi and Kang. The results showed that studies on this topic have spread across continent and dominated by Asian scholars. According to Figure 4, this observation aligns with the authors countries of origins, where Korea (14 articles) and Pakistan (17 articles) emerged as significant contributors. The dominance of Asian scholars in this field indicates that the study of leadership styles and innovative behavior is more advanced and attractive in Asia compared to other regions of the world. These results contradict Salam and Senin (2022) as well as Farrukh et al. (2022). This was because H-Index and total citations were used as parameters to identify key authors, resulting in conflicting rankings. According to Salam and Senin (2022) as well as Farrukh et al. (2022), Odoardi (Università Degli Studi di Firenze, Italy), Montani (International University of Monaco), and Battistelli (Laboratoire de Psychologie, France) were the top three most cited authors.

The results showed 10 contributed articles on the topic (Table 2). Interestingly, the article on the nexus of transformational leadership and innovative behavior emerged as leading and most cited article, including Pieterse et al. (2010), Afsar et al. (2014), Basu and Green (1997), Aryee et al. (2012), Choi et al. (2016), and Bednall et al. (2018). Transformational leadership was the most interesting topic in the field. It aligned with the key topics illustrated in Figure 5, where transformational leadership (37 occurrences) was one of the most frequent keywords used by the authors.

Regarding the journals, the results highlighted 10 prolific journals in the field (Table 3). These journals encompassed various focuses and scopes, including business and management, psychology, environment, nursing, and tourism. The results conveyed two meanings, first, the topic of innovative behavior has attracted the attention of various scholars and disciplines, even though it was initiated by management scholars (de Jong & den Hartog, 2010; Scott & Bruce, 1994). Secondly, the leading journals in this field prioritized various issues rather than focusing solely on a single subject, such as the Journal of Creative Behavior and Creativity and Innovation Management. This contrasted with previous reviews that identified more consistent journals, such as the Academy of Management Journal, European Journal of Innovation Management, Sustainability (Switzerland), Journal of Management, Administrative Science Quarterly, and Organization Science (Farrukh et al., 2022; Peng et al., 2021). The disparity in results arises

from the previous reviews' focus on innovative behavior, while the current review encompasses the more expanded topic, the link between leadership styles and innovative behavior.

Transformational leadership had 92 occurrences and 729 total link strengths, indicating that it was the most trending topic of leadership style. Transformational leadership was developed by Bass (1985) to draw leaders who use their ability to motivate, affect, stimulate, and consider the subordinate. This has become a significant concern for scholars, as a substantial number of previous studies believe that transformational leadership is a strong predictor of innovative behavior (Kark et al., 2018). When leaders effectively utilize their influence, followers are promoted to be more creative and innovative in the workplace (Yudiatmaja et al., 2023).

Agenda for Future Study

This study reviewed the trending topics on the issue of leadership styles and innovative behavior. It identified various trending topics, as indicated by the highest occurrences (Figure 5). However, there are numerous topics that have been rarely represented, with lowest occurrences. These topics can be studied by future scholars to address the issue (Moosa et al., 2022). To facilitate this, the potential topics were classified into several study clusters. Table 4 presents these clusters, along with related author(s) and research questions, which could be adopted by future studies. The studies should include various leadership styles, such as shared, spiritual, authoritarian, benevolent, and ambidextrous leaderships, as predictors. The studies should also use several mediating variables that have received limited attention in previous studies, such as psychological capital, innovation climate, creative process engagement and perceived organizational support. More studies are expected to adopt several moderating constructs, such as trust in the leader, team reflexivity, and organizational identification. Furthermore, regarding the theoretical framework, future studies can use specific theories, such as the conservation of resources theory and psychological perception to link the relationship. Several variables, such as job and organizational performance, can affect employees' innovative behavior (Yudiatmaja et al., 2021).

Table 4

Future Study Directions

Study Clusterz	Future Research Question	Relevant Author(s)
Leadership styles as antecedent	How do shared, spiritual, authoritarian, benevolent, and ambidextrous leaderships affect employees' innovative behavior?	Vandavasi et al. (2020), Zhang and Yang (2021), Zhang et al. (2021), Meng et al. (2022), Wang et al. (2021)
Potential mediators	What is the mediating role of psychological capital, innovation climate, creative process engagement, and perceived organizational support in the interplay between leadership styles and innovative behavior?	Bak et al. (2022), Malibari and Bajaba (2022), Saeed et al. (2019), Qi et al. (2019)
Potential moderators	What is the moderating effect of trust on leaders, team reflexivity, and organizational identification in the nexus between leadership styles and innovative behavior?	Afsar and Masood (2018), Wang et al. (2019), Su et al. (2020)
Theoretical basis	What is the essential role of the conservation of resources theory and psychological perception in understanding the relationship between leadership styles and innovative behavior?	Chen and Huang (2016), Meng et al. (2022)
Behavioral consequences of innovative behavior	What is the impact of innovative behavior on employees' job outcomes?	Yamin (2022), Kül and Sönmez (2021)

Limitations and Implications

Limitations of the Review

The results of this current review were limited in several dimensions. Its generalizability was limited to the articles published on the Web of Science, as this study merely used a single database for the collection of articles. Therefore, future studies need to incorporate more resources from various databases, such as Scopus and PubMed. This is crucial for the bibliometric method to evoke complex keywords and networks (Zupic & Čater, 2015). Despite quantitatively reviewing the model of leadership styles and innovative behavior, this study did not calculate the significant path, effect size, and determination effect associated with the relationship. Therefore, future reviews should consider employing meta-analysis to capture these aspects (Akhter et al., 2019; Yudiantmaja et al., 2022). Even though the current review encompassed all leadership styles linked to innovative behavior, future reviews can focus on specific leadership styles, such as charismatic, abusive, transactional, and benevolent.

Implications for Behavioral Science

This review made significant contribution to the theory and practice of study on leadership styles and innovative behavior. In terms of theoretical implications, this study provided two essential contributions to the behavioral sciences literature. First, it contributed to innovative behavior by providing a systematic review of the nexus of leadership styles and innovative behavior using bibliometrics analysis. Second, Hughes et al. (2018) developed a model that examined the relationship between leadership styles and innovative behavior by reviewing and identifying key antecedents of leadership styles, as well as the mediators affecting employees' innovative behavior. The results enriched previous reviews by offering an integrative model, encompassing not only antecedents and mediators but also moderators, consequences, and theories explaining the topics. In practice, the results of this review are beneficial for future scholars who will study leadership styles and innovative behavior. They can utilize this review to advance the current state of the arts. This study provided several clusters and questions that can be adopted by future investigations. Also, scholars can use a combination of study streams and questions to promote their novelties (Yudiantmaja, 2019; Yudiantmaja et al., 2018).

Conclusion

In conclusion, this present review provided an overview of the literature discussing leadership styles and innovative behavior in journals indexed by the Web of Science. The results showed diverse and crucial insights in this field. A significant increase in articles was observed from 2021 to 2022 for the dynamic of publications related to the topic from 1995 to 2022. Furthermore, several trending topics were reported, including servant leadership, creative self-efficacy, work engagement, and transformational leadership. Rare topics were revealed, particularly in relation to innovation climate, job embeddedness, and organization-based self-esteem. This study also recorded the most contributed and cited authors, articles, journals, and countries. The results showed a variety of pivotal study groups and questions that guide future studies. This study contributed to the field of behavioral science by providing key authors, outlets, and topics of leadership styles influencing employees' innovative behavior.

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