Mapping the Research Landscape: A Bibliometric Analysis of Innovative Work Behavior and Leadership Trends

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Keyword	Abstract
Bibliometric, Innovative Work Behavior, Leadership, Literature review	*This study explores research trends and thematic patterns at the intersection of Innovative Work Behavior (IWB) and leadership through a bibliometric analysis using the Scopus database. The analysis includes 427 publications from 2019 to 2024. The bibliometric analysis was conducted using VOSviewer, a tool widely recognized for visualizing bibliometric networks. The software facilitated the identification of co-occurrence patterns, and thematic clusters. Keyword co-occurrence analysis revealed dominant themes such as "Innovative Work Behavior," "Transformational Leadership," and "Knowledge Sharing," while citation analysis identified influential authors and foundational works in the field. Cluster analysis highlighted interconnections between leadership styles, knowledge sharing, psychological safety, and organizational commitment, providing actionable insights into research gaps and emerging trends. Future research should explore Digital Leadership as a catalyst for innovation in hybrid work environments and Inclusive Leadership to enhance team-based innovation through psychological safety and diversity. Studies should also consider contextual factors such as cultural and sectoral differences, particularly in public and higher education institutions, to address the dynamic demands of modern organizations.*

I. Introduction

In recent years, interest in organizational effectiveness has increased markedly. Innovative work behavior (IWB) is increasingly recognized as a crucial driver of organizational success in today's dynamic and competitive environment (Mukapit, 2024; Kudien, 2018). Despite the extensive research on the relationship between leadership and IWB, several gaps remain. More research is needed to explore the nuanced interplay between different leadership styles and their impact on specific dimensions of IWB (AlEssa & Durugbo, 2022). Future studies could investigate how leadership can best support the implementation and sustainability of innovative ideas, not just their generation (Gkontelos, 2022). Further research should also investigate the mediating and moderating roles of additional organizational and individual factors (Bos-Nehles & Veenendaal, 2019). For example, the influence of organizational justice, work-life balance, and generational differences on IWB could be explored more thoroughly (Dayanti, 2024). Cross-cultural studies are also needed to understand the contextual factors that shape the relationship between leadership and IWB in different national and organizational cultures (Iqbal, 2020 and Guo, 2022). Furthermore, longitudinal studies are needed to track the long-term effects of different leadership interventions on IWB and organizational performance (Ahmed, 2024).

Finally, more research is needed to develop and validate reliable and valid measures of IWB across various contexts.

Despite this growing interest in IWB consistently across studies presents a challenge (Dayanti, 2024). However, a common thread emerges: IWB encompasses the generation, promotion, implementation, and sustainment of novel ideas and practices that benefit the organization (Gkontelos, 2022). This definition encompasses a range of behaviors, from suggesting improvements to existing processes (Alajhar, 2022) to developing entirely new products or services (Pawar, 2016) . The operationalization of IWB in empirical studies often involves multi-item scales that capture these various dimensions (Rahmah, 2023 and Setiyawami, 2023). The specific items included in these scales can vary depending on the research context and the theoretical framework employed. For instance, some scales might focus more heavily on the idea generation aspect, while others might emphasize implementation or sustainability.

Several organizational factors mediate the relationship between leadership and IWB. Organizational citizenship behavior (OCB), encompassing actions that go above and beyond formal job requirements (Alajhar, 2022), plays a significant mediating role. Leaders who foster a positive work environment and encourage OCB indirectly enhance IWB (Alajhar, 2022). Similarly, knowledge sharing facilitates the dissemination of ideas and fosters collaborative innovation (Agusven, 2024 and Khan, 2023). Leaders who promote a culture of knowledge sharing create a fertile ground for IWB to flourish (Mayastinasari, 2023). Furthermore, psychological safety, defined as a shared belief that the team is safe for interpersonal risk-taking (Javed, 2017 and Patel, 2022), is crucial for employees to feel comfortable expressing new ideas and challenging the status quo. Leaders who create psychologically safe environments indirectly stimulate IWB (Patel, 2022). Other mediating variables include intrinsic motivation (Junbish, 2023 and Kim, 2023), work engagement (Kalsoom, 2024 and Li, 2019), and perceived organizational support (Rahmah, 2023 and Qi, 2019).

In an increasingly dynamic and competitive organizational environment, Innovative Work Behavior (IWB) has been recognized as one of the key drivers of organizational success. The relationship between leadership and IWB has become a significant research topic that requires deeper exploration in order to have a significant impact on the topic of IWB research with a leadership approach. This study aims to map research trends and thematic patterns at the intersection of IWB and leadership through bibliometric analysis. This study aims to provide a comprehensive map that can serve as a basis for further research development in this area.

This article presents a bibliometric analysis using the Scopus database to determine the research areas with the greatest research output, the countries and languages responsible for most innovative work behavior (IWB) research, the year in which research on IWB began, the journals that publish most research, and the most relevant authors with publications on IWB. This study thus aims to orient researchers who are new to IWB research so that they know which journals and authors to consult when studying this phenomenon.

II. Literature Review
Innovative work behavior (IWB)

Innovative Work Behavior (IWB) refers to employees' intentional efforts to generate, introduce, and apply new ideas, processes, or products that benefit their organization. It encompasses idea exploration, idea generation, idea promotion, and idea realization to improve performance or solve problems in the workplace. The literature reveals a strong association between leadership styles and IWB (Khan, 2012), (Afsar, et al, 2014). Transformational leadership, characterized by idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Pawar, 2016). consistently emerges as a positive predictor of IWB (Junbish, 2023), (Setiyawami, 2023), (Mayastinasari, 2023). Transformational leaders inspire and empower their followers to engage in innovative activities (Pawar, 2016), fostering a climate of creativity and risk-taking (kudien, 2018). In contrast, laissez-faire leadership, marked by a lack of involvement and direction, is often associated with lower

levels of IWB (Khan, 2012). Transactional leadership, which focuses on contingent rewards and punishments, shows mixed results (Khan, 2012), (kudien, 2018), suggesting that its impact on IWB might depend on other contextual factors. Furthermore, studies have explored other leadership styles such as empowering leadership (Basar, 2024), (, 2022), authentic leadership (Khan, 2024), and servant leadership (Alajhar, 2022), (Cai, 2018), all demonstrating varying degrees of influence on IWB. The effectiveness of each leadership style likely depends on the specific organizational context, industry, and employee characteristics.

The relationship between leadership and IWB is also moderated by various individual and contextual factors. Individual factors such as creative self-efficacy (Quang, 2022; Sarwoko, 2020; Khan, 2023), work passion (Quang, 2022), employee commitment (Quang, 2022 and Fatima, 2017), and locus of control (Kudien, 2018) can either amplify or diminish the effect of leadership on IWB. Employees with high levels of creative self-efficacy are more likely to translate leadership support into innovative actions (Sarwoko, 2020). Similarly, a strong work ethic and commitment to the organization can increase the likelihood of employees engaging in IWB (Quang, 2022). Contextual factors such as organizational climate (Setiyawami, 2023), organizational culture (Pratiwi, 2021), access to resources (Middleton, & Hall,2021), and job autonomy (Cai, 2018), (Kalsoom, 2024), (Arifin, 2024) can also moderate this relationship. A supportive organizational climate that values innovation and provides employees with the necessary resources is crucial for translating leadership support into tangible innovative outcomes (Setiyawami, 2023).

The impact of leadership on IWB has been examined across various organizational contexts. Research has explored IWB in the education sector (Basar, 2024), (Hidayat, 2022), (Lambriex-Schmitz et, all., 2020), high-tech firms (Cai, 2018), manufacturing companies (Setiyawami, 2023), the service sector the banking industry (Kr, 2016), and the public sector (Khan, 2024), (Haspemi, 2023). Studies in the education sector emphasize the role of principals' leadership in creating innovative climates and supporting teachers'

IWB (Basar, 2024), (Hidayat, 2022). Research in high-tech firms highlights the importance of employee-centered leadership styles in promoting IWB (Cai, 2018). In manufacturing contexts, the focus is often on how leadership can facilitate adaptation to technological changes and optimize production processes (Setiyawami, 2023). Across these contexts, the common theme is the need for leaders to create supportive environments that encourage risk-taking, knowledge sharing, and collaboration.

III. Method

This study employed a bibliometric analysis approach to systematically explore research trends, influential authors, and thematic patterns at the intersection of innovative work behavior (IWB) and leadership. The data for the analysis were extracted from the Scopus database access at Desember 25, 2024, chosen for its comprehensive coverage of peer-reviewed literature in social sciences, management, and related fields. The search strategy was meticulously designed using the keywords "innovative work behavior" and "leadership", with Boolean operators to refine results and exclude irrelevant studies (n = 427). The search was conducted across article titles, abstracts, and keywords to ensure the inclusion of all relevant publications. The dataset was limited to journal articles and conference proceedings to focus on scholarly contributions and avoid duplication or redundancy.

After retrieving the dataset, the bibliometric analysis was performed using VOSviewer, a widely recognized tool for visualizing bibliometric networks. VOSviewer enables the identification of co-authorship networks, citation relationships, and keyword co-occurrences. It also facilitates the creation of visual maps that highlight clusters and connections among authors, institutions, and research topics. The analysis encompassed several key metrics, including publication trends, citation counts, and co-authorship patterns, as well as keyword co-occurrence networks to uncover emerging themes and research gaps in the field.

The workflow began with the cleaning and preprocessing of the dataset to eliminate

duplicates and irrelevant entries, followed by descriptive statistics to understand the dataset's scope. The next step involved generating bibliometric maps using VOSviewer, which identified key clusters of research topics, influential authors, and their collaborative networks. The co-occurrence analysis of keywords revealed thematic clusters, while citation and co-citation analyses provided insights into foundational works and dominant theoretical frameworks in the domain of IWB and leadership.

IV. Result and Discussion

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Trend Analysis by publication year

Based on Graph 1, the publication trend in the last five years (2019-2024) shows a significant increase. In 2019, the number of publications was recorded at 31 documents, which then increased consistently to 42 documents in 2020 and 44 documents in 2021. This increase was even sharper in 2022 with 55 documents and jumped dramatically in 2023 with 89 documents, until it peaked in 2024 with 117 documents. This trend reflects the increasing attention and research in relevant areas, likely driven by the urgency of certain topics
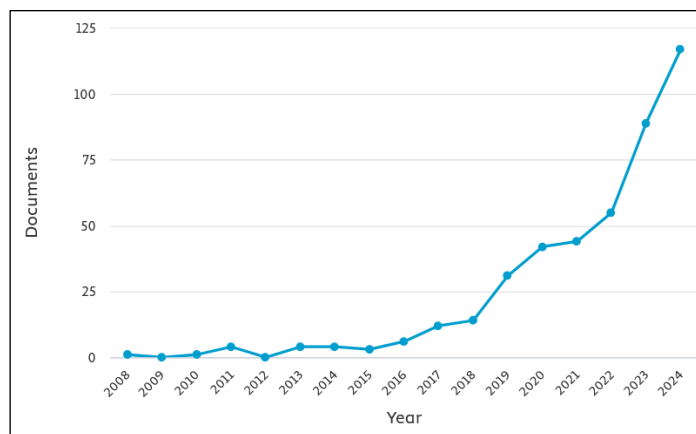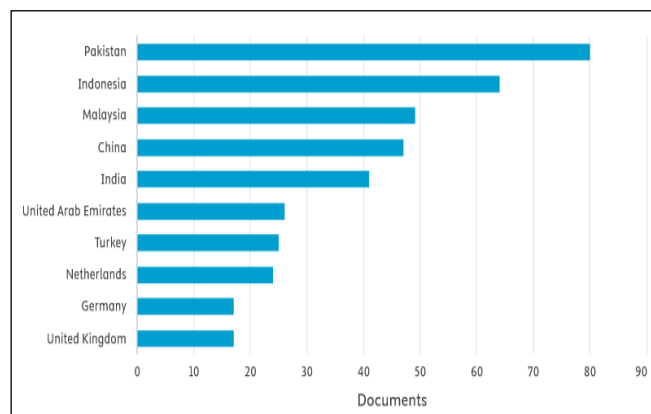

Source: Scopus Analysis by Author's (2024)

Graph 1. Documents by year

Trend Analysis by Country

Based on the publication trend analysis, the five countries with the highest number of publications are Pakistan, Indonesia, Malaysia, China, and India (Figure 2). Pakistan is in the first position with the number of publications reaching 80 documents, followed by Indonesia with 64 documents. Malaysia is in third place with 49 documents, slightly higher than China with 47 documents. India ranked fifth with 43 documents. This data shows the dominance of Asian countries

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Source: Scopus Analysis by Author's (2024)

Graph 2. Documents by country

Trend based on Documents by Subject Area

Based on Documents by Subject Area, the field of "Business, Management, and Accounting" dominates the number of publications with 249 documents, followed by "Social Sciences" with 136 documents (Figure 3). The field of "Psychology" is in third place with 64 documents, followed by "Economics, Econometrics, and Finance" with 57

documents, and "Computer Science" with 47 documents. The dominance of the "Business, Management, and Accounting" field shows the high interest and need for research in the context of management and accounting, while the presence of social and psychological fields reflects the relevance of multidisciplinary studies to answer global challenges. This indicates the importance of developing cross-disciplinary knowledge to increase research impact.

Source: Scopus Analysis by Author's (2024)

Graph 3. Documents by Subject Area

Analysis Trend Network Visualization

Graph 4. Network Visualization

The trend network visualization highlights the interconnectedness of key concepts related to Innovative Work Behavior (Figure 4). Central to the map are terms like "innovative work behavior" and "transformational leadership," suggesting their pivotal role in research on workplace innovation. Closely linked nodes, such as "psychological empowerment," "knowledge sharing," and "organizational culture," indicate that these factors significantly influence or relate to IWB. The green cluster represents concepts tied to creativity, learning, and sustainability, emphasizing their role in fostering innovation, while the red and blue clusters explore leadership styles, motivation, and employee engagement.

The network also showcases emerging trends, such as the role of self-leadership, psychological safety, and inclusive leadership, in promoting IWB. Terms like "higher education," "public sector," and "manufacturing companies" suggest the relevance of IWB across diverse sectors and in response to current global challenges. This visualization reflects the multidisciplinary nature of IWB research, highlighting the critical interplay between individual, organizational, and environmental factors in driving workplace innovation.

Analysis Trend Overlay Visualization
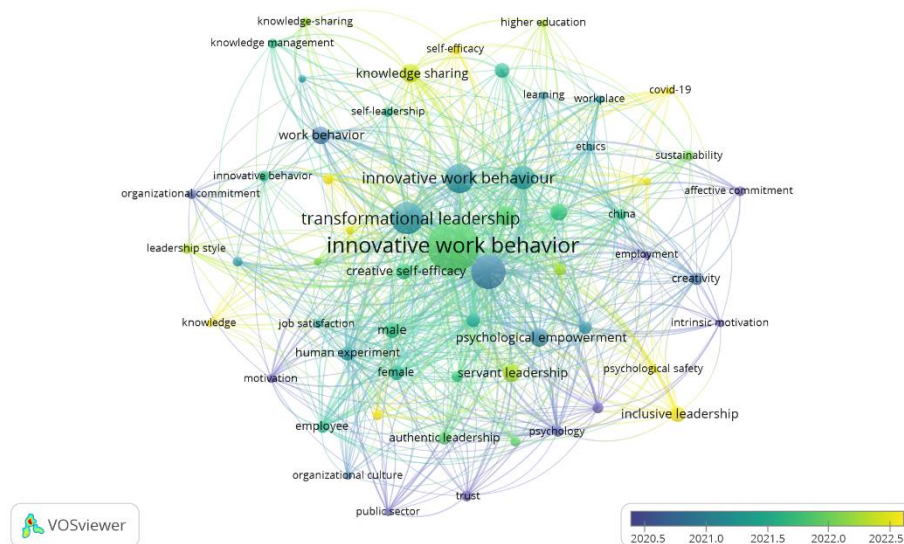
Graph 5. Overlay Visualization

The trend overlay visualization (Figure 5) of Innovative Work Behavior (IWB) reveals the temporal progression of research focus within the field. The color gradient, ranging from blue (earlier research) to yellow (more recent studies), shows a shift in interest. Earlier studies, represented in blue, predominantly focused on foundational concepts such as transformational leadership, organizational culture, and psychological empowerment. These themes have long been recognized as critical drivers of IWB.

In contrast, more recent studies, shown in yellow, highlight emerging areas such as sustainability, Covid-19, inclusive leadership, and self-efficacy. These trends suggest that research is increasingly addressing contemporary challenges and integrating innovative approaches to adapt to changing workplace dynamics. The focus on topics like creativity, psychological safety, and intrinsic motivation further emphasizes the growing importance of fostering supportive and inclusive environments for innovation in

diverse contexts, including higher education and the public sector.

Analysis Trend Density Visualization

Graph 6. Density Visualization

1. Cluster 1 includes 15 main items, yaitu employee, female, male, human experiment, humans, innovation climate, job performance, job satisfaction, leadership style, organizational commitment, organizational culture, proactive personality, psychology, work environment, dan innovative behavior. Item-item ini menunjukkan keterkaitan antara perilaku kerja inovatif dengan berbagai faktor seperti gaya kepemimpinan, lingkungan kerja, budaya organisasi, dan karakteristik individu. Hal ini menegaskan pentingnya pendekatan holistik dalam mendorong perilaku inovatif melalui pengelolaan organisasi yang efektif dan dukungan dari lingkungan kerja yang kondusif.

2. Cluster 2 includes 15 main items, yaitu China, covid-19, creativity, employment, ethical leadership, ethics, higher education, information technology, innovation, intrinsic motivation, leadership, learning, sustainability, work engagement, workplace.

3. Cluster 3 includes 13 main items, yaitu creative self-efficacy, empowering leadership, innovative work behavior, job crafting, knowledge management, knowledge sharing, knowledge-sharing, self-efficacy, self-leadership, servant leadership, social cognitive theory, work behavior. Secara keseluruhan, cluster ini mengindikasikan bahwa kombinasi kepemimpinan yang mendukung, pengelolaan pengetahuan, dan kepercayaan diri individu menjadi pendorong utama bagi IWB.

4. Cluster 4 includes 7 main items, yaitu empowerment, motivation, pakistan, psychological empowerment, public sector, transformational leadership, trust. Cluster ini menyoroti pentingnya kombinasi kepemimpinan, kepercayaan, dan pemberdayaan psikologis dalam mendukung perilaku kerja inovatif, khususnya dalam konteks sektor publik.

5. Cluster 5 includes 5 main items, yaitu authentic leadership, indonesia,

knowledge, psychological capital, transactional leadership.

6. Cluster 6 includes 2 main items, yaitu inclusive leadership, psychological safety.
7. Cluster 7 includes 1 main items, yaitu affective commitment. Cluster ini menunjukkan pentingnya affective commitment, yaitu keterikatan

emosional karyawan terhadap organisasi, yang menjadi dasar dalam memotivasi perilaku inovatif. Komitmen afektif ini mencerminkan bahwa keterlibatan emosional terhadap tujuan organisasi dapat menjadi pendorong signifikan untuk inovasi.

Trend Analysis based on keywords

Table 1. Ten highest keywords

No	Keyword	Occurrences	Total Link Strength
1	Innovative Work Behavior	217	504
2	Leadership	97	381
3	Transformational Leadership	88	241
4	Innovation	47	156
5	Male	21	137
6	Innovative Work Behaviour	70	133
7	Female	18	123
8	Work Engagement	32	120
9	Human Experiment	17	114
10	Psychological Empowerment	29	98

Source: VOSviewer (2024)

Table 1 shows that the top 10 keywords with the greatest strength in this literature are led by Innovative Work Behavior, which recorded 217 occurrences and a total link strength of 504, confirming the high attention to this topic. Leadership comes in second place with 97 occurrences and a total link strength of 381, followed by Transformational Leadership with 88 occurrences and a link strength of 241, indicating the significant role of leadership in the context of innovation and work behavior. Innovation is also one of the main keywords with 47 occurrences and 156 link strength, underlining its relevance. The contribution of gender in academic discussions is reflected in the keywords Male (21 occurrences, 137 link strength) and Female (18 occurrences, 123 link strength). In addition, aspects such as Work Engagement (32 occurrences, 120 link strength) and Human Experiment (17 occurrences, 114 link strength) highlight the focus on work engagement and human experimentation. Psychological Empowerment (29 occurrences, 98 link strength) completes the list with its emphasis on psychological

factors that support innovative behavior in the workplace. This data reflects the integration of leadership, innovation, gender and psychological factors in the top 10 most influential keywords in this study.

V. Conclusion

This literature review demonstrates a strong and multifaceted relationship between leadership and IWB. Transformational leadership consistently emerges as a positive predictor of IWB, although the effectiveness of other leadership styles depends on various mediating and moderating factors. Organizational factors such as OCB, knowledge sharing, and psychological safety play crucial mediating roles, while individual and contextual factors such as creative self-efficacy, organizational climate, and access to resources moderate this relationship. Research across various sectors highlights the importance of creating supportive environments that foster innovation, collaboration, and risk-taking.

Research trends over the past five years indicate a significant increase in publications related to Innovative Work Behavior (IWB) and leadership, particularly from Asian countries such as Pakistan and Indonesia. Transformational Leadership dominates this research due to its substantial role in driving both individual and organizational performance and innovation.

The research gap highlights that innovative leadership styles, such as Digital Leadership and Inclusive Leadership, require greater attention, especially in supporting digital transformation and fostering psychologically safe work environments. Digital Leadership is highly relevant in the technology-driven era, while Inclusive Leadership can significantly enhance team innovation through diversity and inclusion. Furthermore, although gender studies have been part of the literature, the impact of gender differences on responses to specific leadership styles, particularly in promoting IWB, still requires deeper investigation.

Future research is encouraged to explore leadership styles relevant to modern dynamics, including Digital Leadership as a catalyst for digital transformation and Inclusive Leadership to support team-based innovation. Contextual studies that consider local values are also essential, particularly in the public sector and higher education (Jadmiko et al., 2024 & Wati et al., 2024), to understand how psychological safety, trust, and affective commitment can support IWB. By integrating multidisciplinary approaches, such research can offer richer insights to enhance organizational effectiveness in addressing global challenges.

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