

Review

Mapping Leadership and Organizational Commitment Trends: A Bibliometric Review

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Abstract: This study conducts a comprehensive bibliometric and content analysis of scholarly articles investigating the relationship between leadership and organizational commitment. Utilizing the Web of Science Core Collection database, the research encompasses a rigorous search strategy focused on terms such as “leadership”, “distributed leadership”, “transformational leadership”, and “organizational commitment”. We selected a final dataset of 2110 peer-reviewed papers from the management and business domains after filtering through over 10,000 sources. The analysis identifies five key clusters to expand the understanding between leadership and organizational commitment: (1) “The Future of Remote Work and Its Impact on Organizational Commitment”, (2) “Authentic Leadership in the Age of Climate Organizational Change”, (3) “Job Satisfaction Promotes Leadership and Organizational Commitment by Empowering Attitudes and Perceptions”, (4) “Study of Leadership Style and Culture as Antecedents of Organizational Performance”, and (5) “Leadership in the Digital Age: Exploring the Intersection of Transactional and Transformational Leadership Styles”. This study’s originality lies in its extensive bibliometric examination, offering novel insights and guiding future research directions, thereby significantly contributing to the understanding and advancement of the field.

Keywords: leadership; organizational commitment; Web of Science; co-occurrence analysis; bibliographic-coupling analysis; bibliometric analysis



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1. Introduction

The process of persuading and leading individuals or organizations to reach a shared objective is known as leadership. It entails charting a course, inspiring and encouraging others to follow, and giving the tools and assistance needed to help them achieve (Tang 2019). While employees’ emotional attachment and devotion to their organization are referred to as “organizational commitment”, employees identify with and are devoted to the aims and values of their business to a certain extent (Redondo et al. 2021). Effective leaders can inspire and motivate employees to become more dedicated to the organization. Employees are more likely to be involved in their jobs and to experience a sense of belonging and purpose inside the firm when they feel linked to and supported by their leaders. Leadership is also responsible for shaping an organization’s culture and values. Leaders may foster a culture of integrity, respect, and collaboration by setting a good example and advocating ethical behavior. This can lead to higher levels of organizational commitment (Sapta et al. 2021).

Leadership and organizational commitment are two critical variables that might influence a company's or organization's success. Effective leadership can inspire and encourage people to work together toward a common objective, whereas a strong sense of corporate commitment can lead to greater employee effort, productivity, and loyalty. However, much remains unknown regarding the link between leadership and organizational commitment, as well as how these two characteristics interact and impact one another (Gomes et al. 2022).

One potential study question is how leader–member interchange affects organizational commitment. Despite the recognition of organizational commitment and leadership as crucial components for achieving success, a comprehensive understanding of their relationship and interaction remains lacking. It is particularly unclear how the quality of the connection between a leader and a subordinate influences organizational commitment. Further research is needed to determine how distinct leader–member interaction styles, such as authoritarian or laissez-faire, affect organizational commitment. By filling these information gaps, a bibliometric analysis may offer important insights into the best practices for creating strong leader–member relationships and encouraging organizational commitment among employees.

The scientific literature explicitly demonstrates the link between leadership and organizational commitment. Keskes et al. (2018) found that leader–member interchange mediates the relationship between transformational leadership and organizational commitment. Kim and Shin (2019) observed similar findings in their study on transformational leadership behaviors, the empowering process, and organizational commitment, examining the moderating influence of organizational structure in Korea. Liu et al. (2021) investigated the impact of perceived organizational safety support and organizational commitment on employee safety behavior. Nurjanah et al. (2020) examined the effect of transformational leadership, work satisfaction, and organizational commitments on organizational citizenship behavior (OCB) within the Department of Education and Culture's Inspector General. Additionally, Deressa et al. (2022) established the relationship between organizational commitment and organizational justice among healthcare workers in Ethiopian Jimma Zone public health facilities.

Despite the extensive research highlighting the role of leadership in motivating creativity and organizational commitment, there remains a significant gap in understanding the role of specific leadership styles, such as authoritarian and laissez-faire, in organizational commitment. To address this gap, a more in-depth analysis of how these distinct leader–member interaction styles affect organizational commitment is essential. By exploring these nuances, we can better understand and develop best practices for fostering strong leader–member relationships and enhancing organizational commitment among employees.

This bibliometric review focuses on the impact of remote labor as it evaluates trends in leadership and organizational commitment. It sheds light on the drawbacks and benefits of remote work settings, as well as how they affect commitment among employees. The study focuses on the importance of genuine leadership in organizational climate change and examines how it promotes a favorable workplace culture and increased employee commitment. It also looks at the relationship between organizational commitment, leadership styles, and job satisfaction. The evaluation also looks into how culture and leadership style affect how well a business performs. The research helps managers and HR specialists increase employee commitment and improve organizational performance. The directions for future research are also determined.

Although there is a growing number of studies on the relationship between leadership and organizational commitment, there is a dearth of comprehensive literature evaluation on the subject. The study recognizes the importance of a systematic literature review in assisting future researchers in gathering dispersed information on leadership and organizational commitment, identifying gaps in the existing literature, and making recommendations for future research to remedy those gaps. Furthermore, this study will help determine which countries have the most and least publications, as well as which publishers were most and least mentioned in the articles examined. This study presents a detailed literature

review utilizing bibliometric methodologies, identifying several patterns in the relationship between leadership and organizational commitment. This report aims to aid in the future enhancement of creative management systems by researching and discussing the relationship between leadership and organizational commitment. The main aim of this literature review is to focus on the crucial concepts that can potentially influence leadership and organizational commitment. Additionally, it seeks to establish a solid foundation for future research in the specified clusters relating to leadership and organizational commitment.

2. Materials and Methods

We used bibliometric analysis to create a map of research trends related to leadership and organizational commitment from 1992 to 2022. The significant evolution of leadership and organizational commitment theories and practices over the last three decades motivated the choice of this period, capturing both the maturation of these fields and the emergence of new trends, such as the impact of digital transformation and remote work on organizational dynamics. When undertaking the bibliometric study, the authors concentrated on parameters such as the average annual manuscript output, overall contributions across nationalities, most cited articles, leading authors' productions over time, most relevant keywords, trend concerns, visualization techniques, and connectivity cluster analysis.

According to [Behl et al. \(2022\)](#), bibliometric analysis stands out as a unique method of literature analysis because it employs mathematical and quantitative techniques to analyze practically effective interactions through written sources. In recent years, there has been an increase in the number of studies that have used the literature review as an analytical technique. People widely acknowledge the significance of bibliometric analysis in assessing scientific progress. The advancement of technology and the increasing availability of online resources have made conducting bibliographic research easier. Web-based bibliographic databases, such as the Web of Science, Scopus, and Google Scholar, drive this trend.

In our study, we looked at keywords such as organizational commitment ([Herrera and De Las Heras-Rosas 2021](#)), authentic leadership ([Margiadi and Wibowo 2020](#)), meta-analysis ([Liu et al. 2020](#)), and antecedents ([Chaudhuri et al. 2022](#)). The phases in this research procedure are as follows:

1. We identify the relevant literature through database searches.
2. We filter and select peer-reviewed articles.
3. We extract the key bibliometric indicators.
4. We analyze trends and patterns in the data.
5. Using bibliometric software, we visualize the findings.

This comprehensive approach enabled us to provide a detailed overview of the research landscape in leadership and organizational commitment, highlighting key contributions, influential authors, and emerging trends over the specified period.

It is essential to identify research gaps and trends in the field of education to guide future research endeavors. While various studies have explored latency analyses, there remains a need for a comprehensive review that establishes a framework for future studies and provides a global perspective on delay analysis research. This study aims to address this gap by employing scientometric analyses to examine the most prominent research questions and conduct a literature review on delayed analytical approaches in the context of leadership and organizational commitment. The following sections outline the methodology employed in this study to achieve these objectives.

2.1. Database Selection

To map bibliographic data, researchers have a range of databases at their disposal, including the Dimensions Database, Google Scholar, the Web of Science, and Scopus. For this study, scientometric analysis was conducted using the Web of Science database, which encompasses a comprehensive collection of scientific papers. The analysis focused specifically on delay evaluations within the context of leadership and organizational commitment.

In order to guarantee the authenticity and trustworthiness of the results, data gathering should always be supported by an appropriate research technique. The Web of Science database, which is well known and used for its thorough coverage of scientific articles, was used in this work to conduct the scientometric analysis. The researchers intended to provide a solid foundation for their study by combining all pertinent scientific studies, including those addressing delay evaluations in leadership and organizational commitment. The study gains access to a dependable and well-established source of bibliographic data by using a respected database like the Web of Science, which also strengthens the validity of the research technique.

2.2. Keyword Recognition

To collect scholarly publications related to delay studies in the relationship between leadership and organizational commitment, appropriate keywords were identified. Consequently, articles from various categories were retrieved from the Web of Science Database for the bibliometric study. Upon conducting a detailed review of the retrieved articles, it was observed that the terms ‘leadership’ and ‘organizational commitment’ were frequently present in the titles, abstracts, and keywords of these publications. To further enhance the keyword selection, Vosviewer was utilized to extract additional keywords from all the articles associated with leadership and organizational commitment (Qudah et al. 2023; Al Qudah et al. 2024).

2.3. Finding Required Paperwork

In the “Advanced Search” section of the Web of Science Database, the following query was entered: “ALL = (‘leadership OR distributed leadership OR transformational leadership’) AND ‘organizational commitment’”, with the language set to “All” and document types set to “All”. The search results were further refined by limiting the Web of Science Categories to include Management, Business, Applied Psychology, Other Educational Topics, Educational Research, Multidisciplinary Psychology, Nursing, Public Administration, Interdisciplinary Social Sciences, Hospitality Leisure Sport Tourism, and Industrial Relations Labor, as depicted in Figure 1.

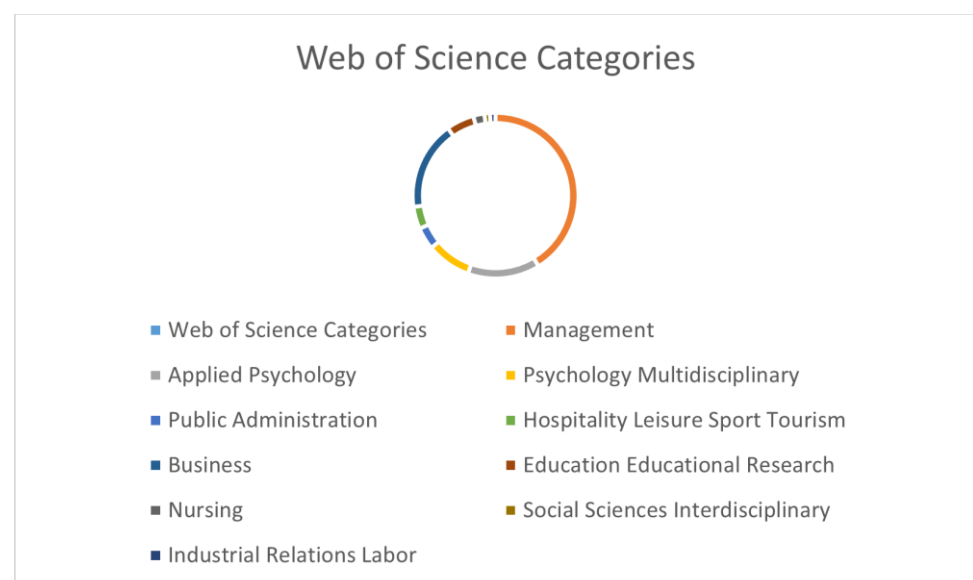


Figure 1. Web of Science Categories related to leadership and organizational commitment.

The reliability of our results was contingent upon the correctness of the queries used to gather the data. In order to cover all the bases with our study, we developed a long list of pertinent search phrases, such as “leadership” and “organisational commitment”. There were 12,715 publications published before February 2023 that came up in the first

search. We then used a two-stage procedure to fine-tune the outcomes. At first, we used an online screening tool to zero in on reviews and publications written in English covering relevant subjects, including business management, corporate governance, and companies. The screening process reduced the original set of 2787 documents by excluding articles from general-interest periodicals in fields such as computer science, engineering, medicine, and biology. To make sure every piece of content was relevant to business, a subjective review method was used in the second phase. Two separate researchers double-checked each chosen study to make sure it had a link to leadership and organizational commitment. We were able to narrow the dataset down to 2110 articles after removing 677 duplicates using this subjective screening approach. When these keywords were entered into the Web of Science Database, a total of 2110 published papers spanning the period of 1992 to 2022 were identified.

Studies on the relationship between leadership and organizational commitment may aid in understanding the elements that influence an individual's commitment to an organization, as well as how different forms of leadership may affect an individual's degree of commitment. This research has practical relevance for firms because it may help them discover tactics for increasing employee commitment and improving overall performance. Additionally, understanding the link between leadership and organizational commitment may help researchers understand organizational behavior and the elements that influence individual and collective performance within companies.

One of the critical points in this work, however, is the need for a clear description that allows for understanding the domains of activity on which these studies have focused. For example, have studies on leadership and organizational commitment focused on doctors, nurses, or hospitality workers? Answering this question can give us insight into the areas or sectors of activity where these relationships have received the most research. Extensive research has examined leadership and organizational commitment across various sectors, such as healthcare (e.g., doctors and nurses), education (e.g., teachers and academic staff), hospitality (e.g., hotel and restaurant employees), and corporate settings (e.g., managerial and non-managerial employees). By identifying the specific domains of activity, we can better contextualize the findings and tailor strategies to enhance leadership effectiveness and organizational commitment in diverse organizational contexts.

2.4. Selection of Science Mapping Tool

To explore a scientific topic effectively, it is crucial to employ a suitable science mapping technique. While there are various tools available, some of the most commonly used ones include VOSviewer 1.6.19, Gephi 0.9.7, CiteSpace 6.1.R3, Sci2 v1.3, and HistCite 12.3.17. Gephi is an open-source and free tool specifically designed for visualizing and analyzing graphs and networks. CiteSpace, another free application, focuses on scientific mapping by displaying and analyzing concepts and connections within the literature. VOSviewer, a widely popular platform, offers visually appealing graphic representations of data and includes text-mining capabilities. After conducting a thorough evaluation of available software options, it was determined that VOSviewer is the most suitable tool for this study. Consequently, the scientific publications collected from the Web of Science Database using the relevant keywords were visualized and analyzed using VOSviewer software 1.6.19 (Xie et al. 2020).

2.5. Scientometric Techniques

Using VOSviewer software 1.6.19, the current patterns regarding the delay analysis issue in leadership and organizational commitment, the gaps in the literature, potential future study topics, and the potentially most significant countries, organizations, Journals, publishers, and authors were discovered. We employed a 'Mappings Using Bibliographic Data' investigation as a scientometric technique. The bibliographic data were subjected to 'Citation' and 'Bibliographic Coupling' analysis. The most frequently cited authors

were picked for citation analysis. Bibliographic coupling analysis was performed on the countries that published one of the most delay analysis-related papers.

Using a literature strategy that combines quantitative and qualitative methodologies, our study thoroughly examines the previous work on leadership and organizational commitment. The bibliometric methodologies used by [Khan et al. \(2020\)](#), [Paltrinieri et al. \(2019\)](#), [Al Momani et al. \(2023\)](#), [Aladayleh et al. \(2023\)](#), [Al-Qudah et al. \(2022\)](#), and [Alqudah et al. \(2023a\)](#) are notable. These form the basis of our citation and network analysis. The investigation uses three crucial paths, including content analysis, keyword analysis, and bibliographic coupling analysis. For data analysis, we mainly use the robust tool ‘VOSviewer’ ([Al-Qudah et al. 2022](#); [Alqudah et al. 2023a](#)). The complex relationships within the literature may be better understood with the use of VOSviewer’s visual mapping and network analysis ([Van Eck and Waltman 2010, 2011, 2013, 2017](#)).

3. Findings and Discussions

3.1. WoS Database on Leadership and Organizational Commitment Publications: Evolution, Contributors, and Methodological Issues

To quantify publishing activity, one counts the number of publications published by a certain unit (authors, citations, journals, affiliations, publishers, and countries, among others) within a specific period. Measures of publishing activity provide us with a perspective on the structuring of the topic under investigation, as well as the most relevant journals, academic institutions, and countries reporting on it ([Bautista-Bernal et al. 2021](#)). This section presents the most relevant bibliometric analysis outcomes in order to examine how the body of literature on leadership and organizational commitment has developed over the duration of the study period (1992–2022). There were 2110 papers published in 41 different scientific journals. The most significant and efficient academic institutions are analyzed, as are their interconnections.

According to the findings, the literature on leadership and organizational commitment has developed at an exponential rate in recent years. Figure 2 shows that there was very little publishing activity over the first 10 years, averaging 5 to 10 publications each year. As can be seen, the rise has multiple peaks during the next ten years, followed by a yearly increase of ten publications. Over the next two years, the number of articles grew, reaching 77 in 2013 and 88 in 2014. The revolution, on the other hand, began in 2015. The majority of publications ($n = 246$) were published in 2020; however, the majority of citations were made in 2022 (9941 citations).

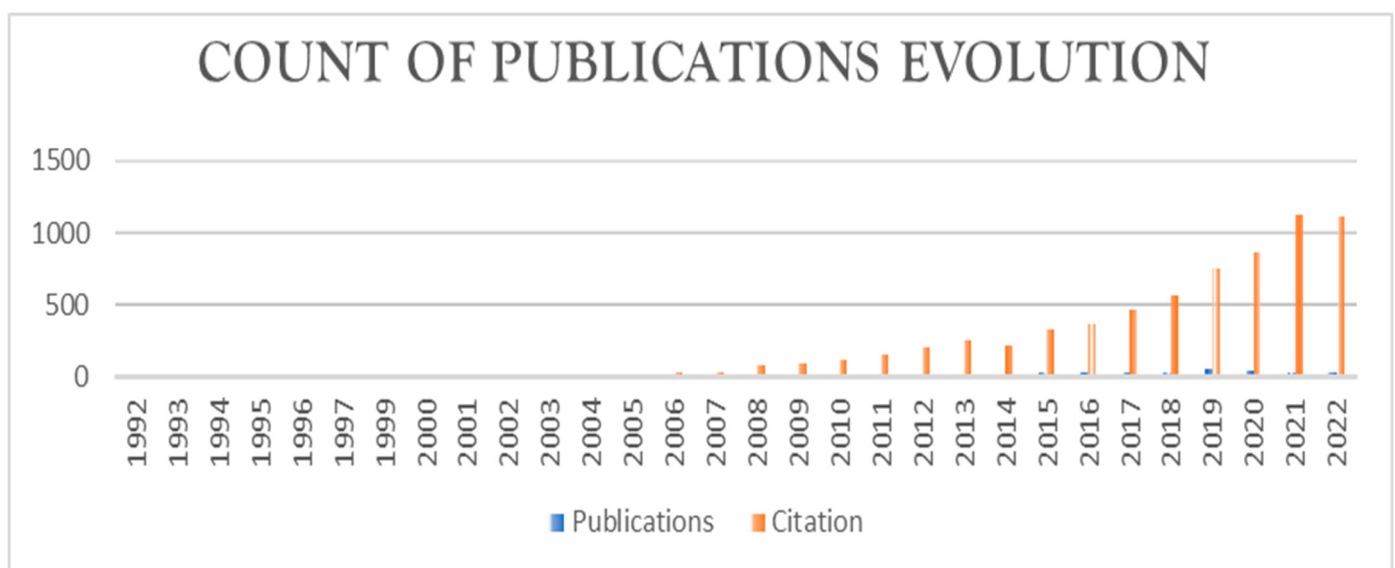


Figure 2. Count of publications evolution from 1992–2022.

There has been a significant increase in the number of publications related to leadership and organizational commitment in recent years. This trend is likely due to a number of factors, including the increasing importance of effective leadership and commitment to organizational goals in today's business environment as well as the growing interest in research on these topics within the academic community (Herrera and De Las Heras-Rosas 2021). Likewise, leadership and organizational commitment are both critical factors in the success of any organization. Effective leaders are able to inspire and motivate their teams, while organizational commitment is essential for building a strong, cohesive team and achieving long-term success. Therefore, it is not surprising that there has been a rise in the number of publications on these topics as researchers and practitioners seek to better understand and improve upon these important areas (Berkovich and Bogler 2021).

On the other hand, there are many different approaches to studying leadership and organizational commitment, and the research on these topics is likely to continue to grow and evolve over time. However, the increasing focus on these topics is a positive development, as it will help organizations better understand how to foster strong leadership and commitment within their teams and achieve their goals.

Table 1 lists the journals and publishers with the most publications demonstrating leadership and organizational commitment. The first is the Leadership Organization Development Journal, which contains 52 articles, has an h-index of 18, and a total of 944 citations (TC). Then there is Frontiers in Psychology, which has 48 publications, an h-index of 11, and 323 total citations. Therefore, these two journals account for 4.74% of all published works. The Journal of Applied Psychology, however, has a higher citation rate ($n = 5733$). The Emerald Group Publishing, on the other hand, has 365 articles, a 37 h-index, and 4587 total citations (TC). Taylor and Francis came in second, with 231 articles, a 37 h-index, and 4586 total citations. Therefore, these two publishers are responsible for 28.5% of all publications. Elsevier, on the other hand, has a higher citation rate ($n = 9922$).

Table 1. Most relevant journals and publishers of publications citing leadership and organizational commitment.

Journals	Publications	h-Index	TC	Publishers	Publications	h-Index	TC
Leadership and organization development	52	18	994	Emerald Group Publishing	365	37	4587
journal Frontiers in psychology	48	11	323	Taylor and Francis	231	37	4586
International journal of human resource management	42	22	1385	Sage	220	43	7407
Journal of business ethics	39	25	2112	Elsevier	187	54	9922
Leadership quarterly	35	28	4530	Wiley	178	47	8976
Sustainability	33	7	149	Springer Nature	136	34	3412
Procedia social and behavioral sciences	25	11	382	Mdpi	67	10	419
Journal of Asian finance economics and business	24	7	121	Frontiers Media Sa	53	11	323
International journal of organizational leadership	23	5	82	Lippincott Williams	35	15	1230
Journal of applied psychology	21	20	5733	Amer Psychological Assoc	26	22	6042

Furthermore, the Journal of Applied Psychology has contributed to a wide range of topics related to leadership and organizational commitment, such as the effects of leadership on employee performance, the relationship between leadership style and organizational commitment, and the impact of individual and organizational factors on leadership effectiveness. Therefore, research in these areas has significant implications for increasing organizational and leadership performance as well as employee well-being and

satisfaction. Elsevier publications and investigations have looked at a variety of topics related to leadership and organizational commitment, such as the effects of leadership on employee performance, the relationship between leadership style and organizational commitment, and the impact of individual and organizational factors on leadership effectiveness. Therefore, research in these areas has significant implications for increasing organizational and leadership performance as well as employee well-being and satisfaction.

In Table 2, we can observe that the USA, China, Turkey, Canada, Malaysia, South Korea, and Australia accounted for 1381 out of the 2110 articles or 65.45% of the analyses with reference to nations and territories. The majority of articles (582 or 27.58%) were produced in the USA; therefore, strong academic and research infrastructure, funding possibilities, demand for leadership and organizational commitment research, and high-quality publication channels may all contribute to the high volume of scientific study on these keywords in the United States.

Table 2. Most productive countries publishing on leadership and organizational commitment.

Countries/Regions	Publications	Countries/Regions	Publications
USA	582	Taiwan	82
China	251	India	80
Turkey	123	Germany	79
Canada	120	Spain	63
Malaysia	103	Israel	41
South Korea	103	Netherlands	41
Australia	99	Italy	38
England	99	Belgium	36
Pakistan	98	Iran	35
Indonesia	86	Saudi Arabia	34

In the United States, scientific publications on leadership and organizational commitment have investigated a wide range of topics, including the effects of leadership on employee performance, the relationship between leadership style and organizational commitment, and the impact of individual and organizational factors on leadership effectiveness. These papers frequently contained empirical investigations in which hypotheses were tested and statistical methods were employed to assess the data received from study participants. Overall, research in these areas has significant implications for increasing organizational and leadership performance as well as employee well-being and satisfaction.

Table 3 ranks the most prominent authors based on the total number of publications they produced or co-wrote and the number of citations they received in the WoS database. Each of the top authors published at least seven publications throughout the period under consideration. Based on the number of publications, Vandenberghe C was the most productive author and had the highest academic reputation, with an h-index of 10 and a g-index of 63. Walumbwa FO, on the other hand, received the most citations (n = 1006).

Table 3. The most relevant authors of publications citing leadership and organizational commitment.

Authors	Number Publications	Citation	h-Index	g-Index	Affiliation
Vandenberghe C	16	386	10	63	HEC Montreal business school
Devos G	11	371	9	45	Ghent University
Kim S	11	414	7	40	University of Nevada
Newman A	11	595	9	63	Deakin University
Liu Y	9	138	9	53	Renmin University of China
Mousa M	9	64	5	17	Pontifical Catholic University of Peru
Walumbwa FO	9	1006	9	57	State University System of Florida
Miao Q	8	439	7	54	Zhejiang University
Park S	8	59	4	5	Louisiana State University System
Felfe J	7	202	6	30	University of Hamburg

Table 4 shows that the top publication affiliations are all academic institutions. There are 60 Canadian publications and 270 American publications. The University System of Ohio and the State University System of Florida are the most productive, with each publishing 70 papers. The majority of the top affiliations, on the other hand, were American, with the Pennsylvania Commonwealth System of Higher Education (PCSHE) and the Pennsylvania State University leading citations ($n = 5572$). Three were Canadian, while the others were from Iran, Belgium, and China.

Table 4. Most productive universities regarding leadership and organizational commitment.

Affiliations	Number Publications	Country	Affiliations	Number Publications	Country
State University System of Florida	41	USA	Comsats University Islamabad Cui	20	Pakistan
University System of Ohio	29	USA	Hec Montreal	20	Canada
University System of Georgia	28	USA	Ghent University	19	Belgium
Pennsylvania Commonwealth System of Higher Education Pcshe	27	USA	Western University University of Western Ontario	19	Canada
University of Texas System	26	USA	Zhejiang University	19	China
California State University System	24	USA	Texas A M University System	18	USA
Pennsylvania State University	22	USA	University System of Maryland	18	USA
Islamic Azad University	21	Iran	Bar Ilan University	17	Israel
Universite De Montreal	21	Canada	State University of New York Suny System	17	USA
Arizona State University	20	USA	University of London	17	England

Universities in the United States, as well as universities and research institutes across the world, have made major contributions to the subject of leadership and organizational commitment via their research endeavors. University faculty members who are experts in these fields and perform studies on leadership and organizational commitment are common. Furthermore, graduate students working on research projects in these areas as part of their courses or doctorate dissertations are common in universities. These researchers' studies can serve to expand our understanding of these themes and can have practical consequences for boosting organizational success and member well-being. Universities may also help to prepare the next generation of leaders and practitioners in various fields through their teaching and training programs.

3.2. VOSviewer Software on Leadership and Organizational Commitment Publications: Mapping and Visualizing

Bibliographic coupling is a measure of two sources' similarity based on the overlap of their reference lists. It is often used in bibliometrics, the study of patterns and trends in scientific research and publishing, to uncover linkages between diverse sources and investigate the structure of research domains. To determine bibliographic coupling, we compared the reference lists of two sources and counted the number of references they shared. This is given as a percentage or proportion of the total number of references in each source. A high level of bibliographic coupling between two sources indicates that they are connected and may belong to the same study tradition or topic. A low amount of bibliographic coupling may imply that the sources are unrelated or belong to separate research traditions. The biggest circle in Figure 3 corresponds to the Journal of Management Development, which contains the most papers on leadership and organizational commitment, according to Table 2. The map with the most citations (176) and the highest overall link strength (488) is The Leadership and Organizational Development Journal, which has the most published papers and the highest total link strength (526) on the map. It also received the second-highest number of citations (150). Finally, the requirements include

one minimum citation from each of the 41 publications. In total, 373 links and 1994 total link strengths were discovered, resulting in four distinct clusters.

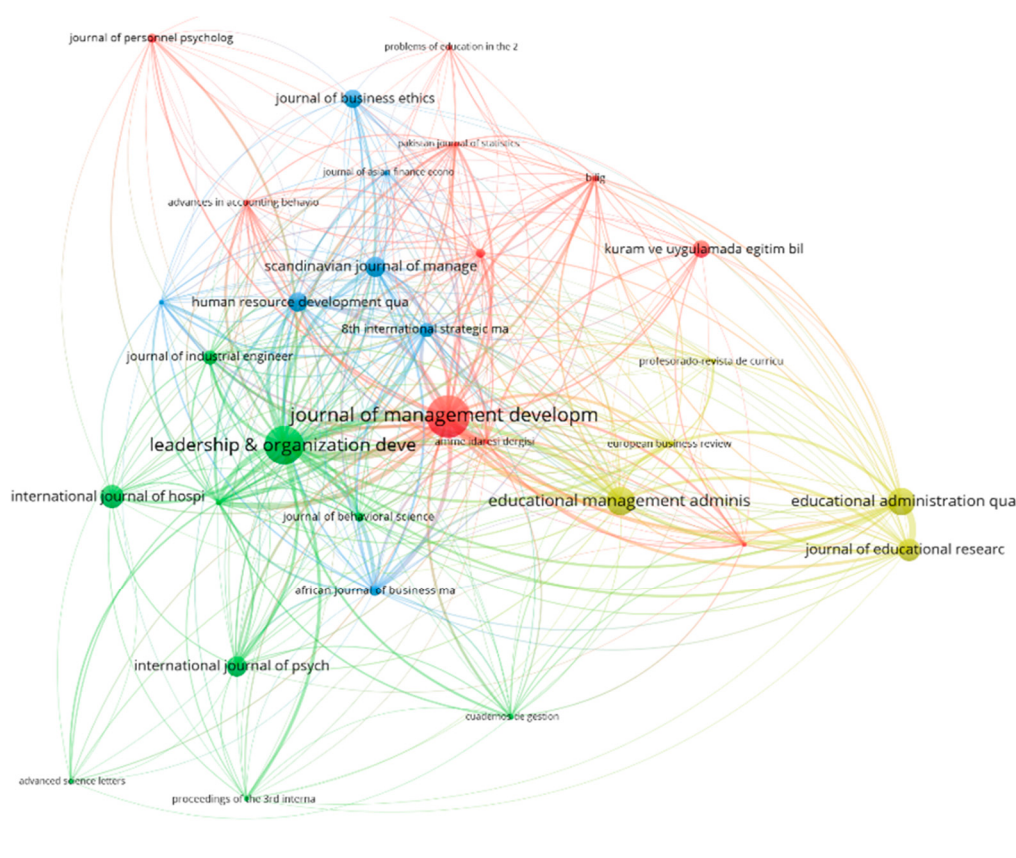


Figure 3. Bibliographic coupling of sources' network visualization on leadership and organizational commitment.

Figure 4 depicts the network of collaboration between countries and regions. To generate results, at least one document's criterion is used, and up to fifty of the most representative bibliographic links are shown. Labels represent items, and circles are the default shape. The label and circle size of an object correspond to its weight; therefore, the item with the largest label and circle is the most significant. The distance between different items represents how closely related the nations are in this research subject, and lines linking items represent relationships. The ability to examine countries or areas with comparable characteristics is the map's main advantage. Countries that share a continent, in particular, generally have a similar profile and appear adjacent to one another on maps (Alqudah et al. 2023b; Alshanti et al. 2024).

The United States is represented by the first largest circle in Figure 4, which is near Malaysia, Belgium, Turkey, Spain, England, Taiwan, and Canada. Similarly, in the United States, where the majority of articles were produced in the fields of Management, Psychology Applied, Business, Public Administration, Nursing, Education Educational Research, Hospitality Leisure Sport Tourism, Psychology Multidisciplinary, Industrial Relations Labor, Ethics, Social Work, Communication, Public Environmental, Occupational Health, and Health Policy Services, it is expected that 27.55 percent of all link strengths were produced (Alqudah et al. 2023a; Abdo et al. 2021). Psychology, sociology, and political science are all disciplines included in this research. Concurrently, additional publications on the implications of leadership and organizational commitment account for an estimated 28% of published research on these topics (Qudah et al. 2021a; Al Karabsheh et al. 2021). This research includes studies focused on the social ties specific to leadership as well as the

development of research and environmental ramifications. There was also interest in the construction of an intelligent leadership and organizational structure, which had already begun in the United States and was rumored to be spreading to other nations (Abu Huson et al. 2024; Magboul et al. 2024). As seen in Figure 3, the five groups are intimately tied to discussions about leadership and organizational commitment.

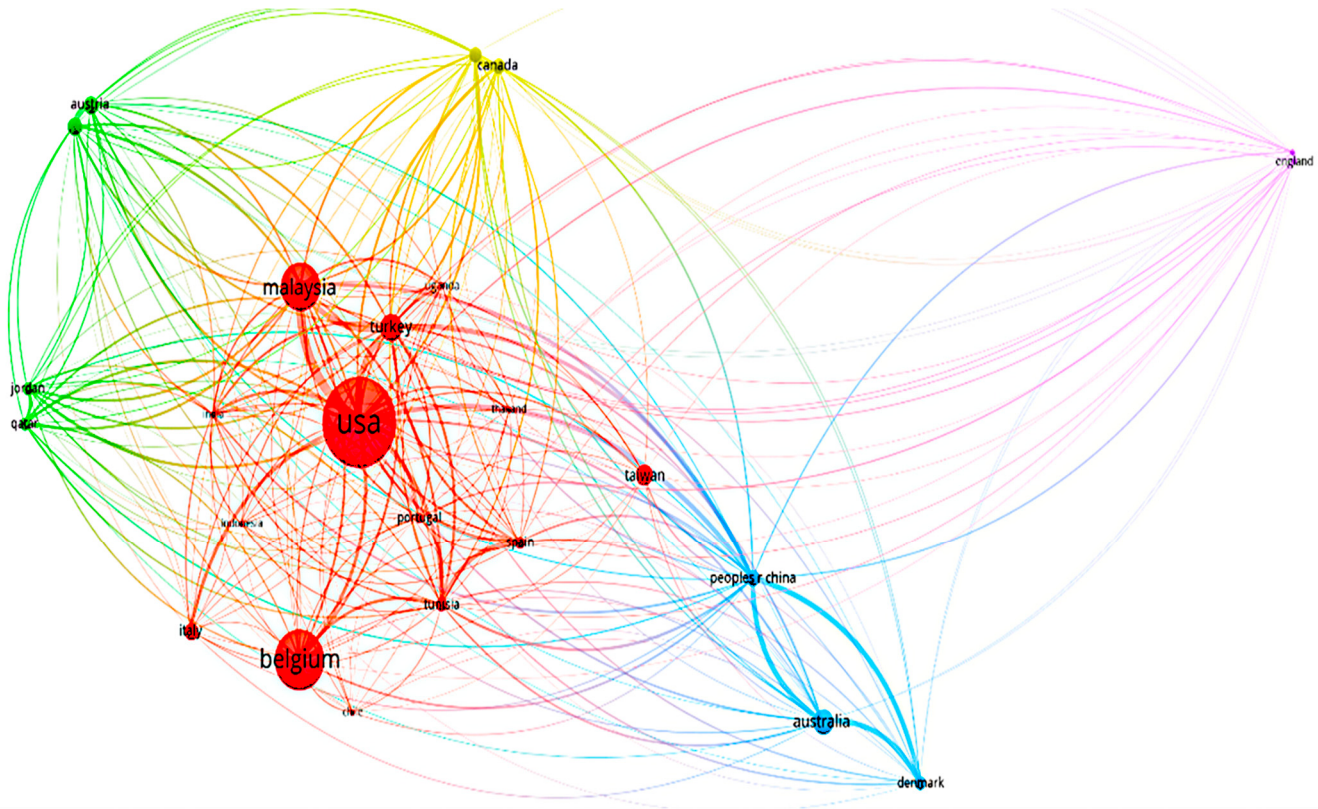


Figure 4. Bibliographic coupling of countries' network visualization on leadership and organizational commitment.

The organizational cooperation network is depicted in Figure 5. At least one document is included in the findings, and up to fifty of the most relevant bibliographic associations are presented. By default, items are symbolically represented by a circle and a label. The label and circle size of an object correspond to its weight, so the item with the largest label and circle is the most essential. In this study subject, the distance between various elements reveals how linked they are to one another, while the lines linking them disclose their relationships. The map's main value is its ability to pinpoint universities that have comparable characteristics. The study developed nine clusters, as universities from the same continent generally have similar features and appear together on maps (Alqudah et al. 2024; Al Karabsheh et al. 2024). Ghent University (Belgium) has the most citations, as shown by the largest circle (189). Using three published publications on leadership and organizational commitment as well as the map's acceptable total connection strength (450), Nova Southeastern University (United States) follows with citations (122) and total link strength (518), as shown in Figure 5. The fact that colleges in the United States are highly networked demonstrates that there is an active exchange of methods, leadership, and organizational commitment.

On the other hand, author bibliographic coupling (ABC) is a subcategory of bibliographic coupling that refers to the occurrence in which two authors cite the same article(s) in publications produced by the exact same authors. According to the ABC presumption, the more references two authors share within their collected works, the more similar their study is (Alqudah et al. 2023a; Al Momani et al. 2023). The value of document bib-

liographic linkage for investigational data mining and scientific visualization has been examined. The top 124 contributing authors are shown in Figure 6 in order of the number of publications referenced. With 477 citations, Devos, Geert, Van Keer, Hilde, and Ebrahim are the most referenced writers in leadership and organizational commitment articles (Al Qudah et al. 2023; Arabyat et al. 2023). Each of the top 124 authors has 30 publication citations related to leadership and organizational commitment. The red, green, and purple clusters in Figure 6 correspond to the names of authors whose research focuses on the keywords listed in that figure. Furthermore, the purple cluster in Figure 6 is significantly different from other authors' involvement and interest in other clusters (Aldabbas et al. 2023; Aladayleh et al. 2023).

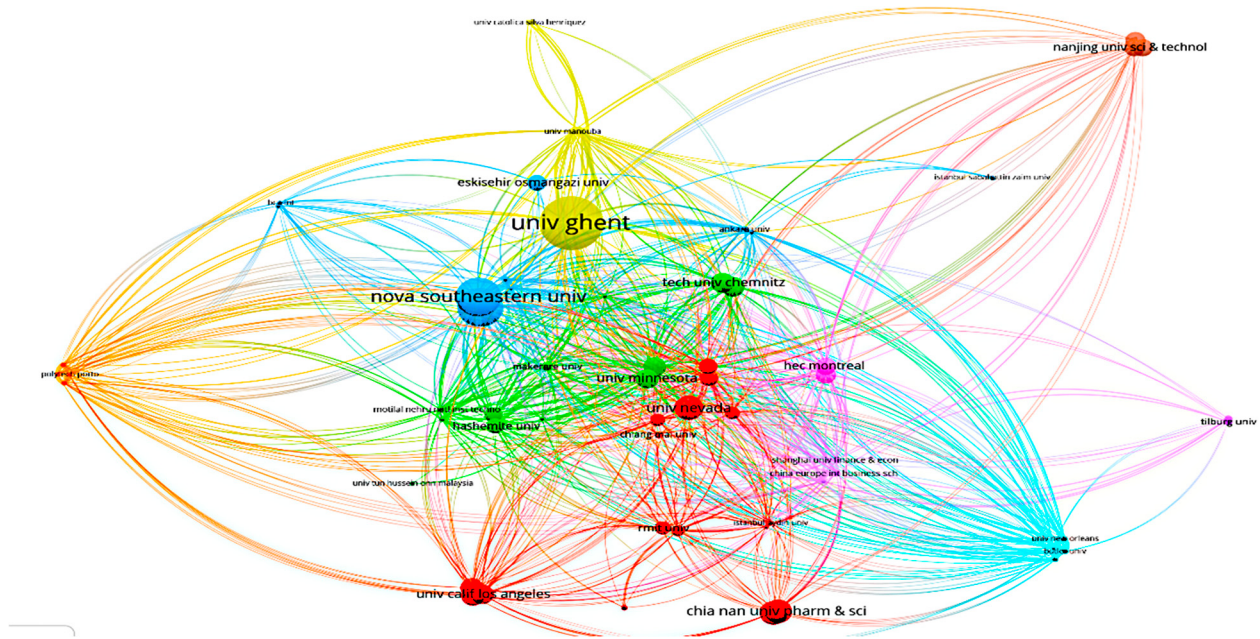


Figure 5. Bibliographic coupling of universities' network visualization on leadership and organizational commitment.

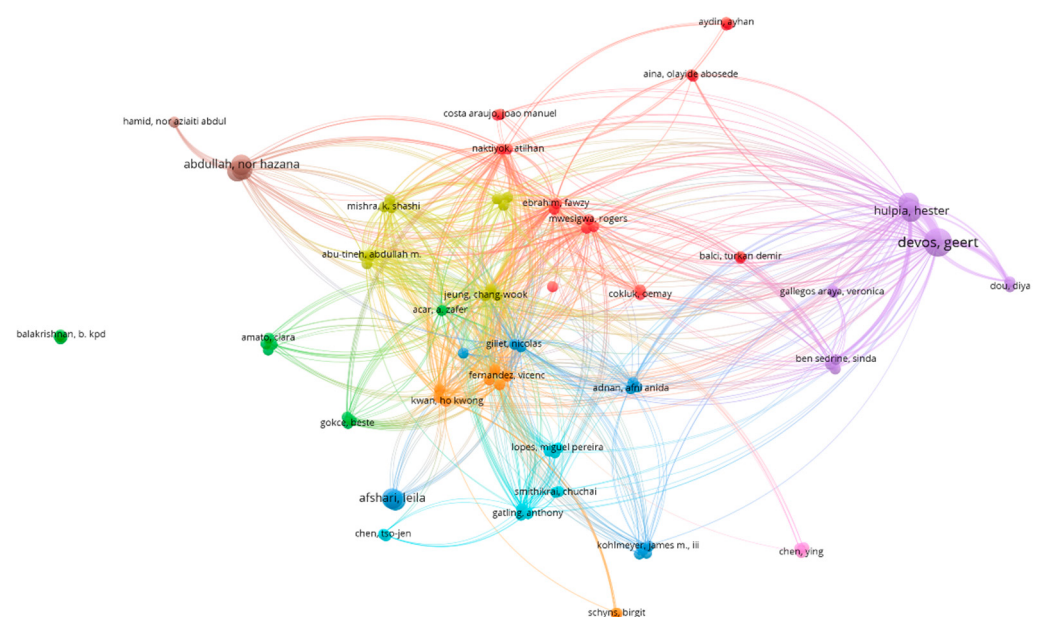


Figure 6. Bibliographic coupling of authors' network visualization on leadership and organizational commitment.

3.3. Main Research Interests Concerning Leadership and Organizational Commitment

VOSviewer was utilized to conduct a keyword co-occurrence analysis based on the bibliographic data. The full counting strategy was employed to identify instances of phrases across all texts. A minimum occurrence threshold of three was set to determine the most significant keywords, which were then selected to define the trend in the study of leadership and organizational commitment. Figure 7 presents the frequently recurring keywords found in the publications. The appearance of keyword maps in a certain number of articles is determined by their co-occurrence in the title, abstract, and keyword sections.

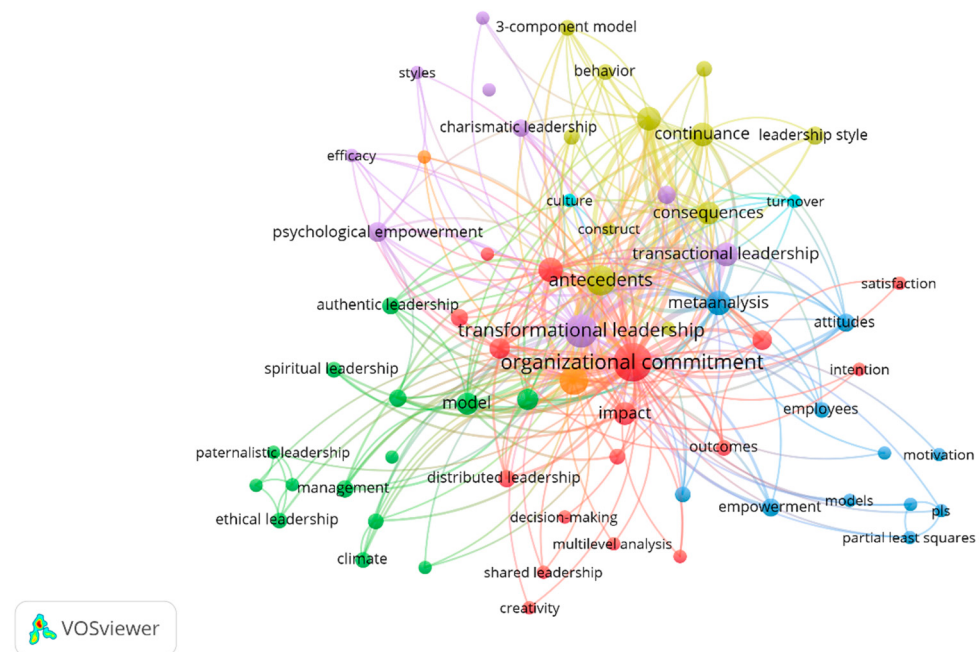


Figure 7. Co-occurrence of keywords' network visualization on leadership and organizational commitment.

Mapping and clustering techniques are employed to gain insights into the network structure, and these approaches are commonly used in bibliometric and scientometric studies. Density and overlay visualizations allow us to identify the most prominent phrases in the field and highlight additional terms that may require further investigation.

In this study, the term “co-occurrence” was employed to conduct a clustering analysis, which involves grouping connected entities into clusters based on their relationships. These word associations can span various scientific domains, allowing for the identification of patterns within the research. The cluster analysis in this study was conducted by examining the co-occurrence of terms in the data.

The analysis resulted in the identification of five distinct clusters, consisting of a total of 66 keywords out of the initial 207. These clusters were determined based on the number and strength of linkages between the keywords. The map representation (Figure 7) shows the interconnectedness of the clusters, with stronger keyword links observed in the central clusters and weaker links in the peripheral clusters.

Cluster 1 consists of 17 items, while Clusters 2, 3, 4, and 5 comprise 14, 11, 15, and 9 items, respectively. Additionally, similar characteristics were identified in the fourth, sixth, and seventh clusters, leading to their consolidation as they can mutually benefit and contribute to future trends.

3.4. Research Trends on Leadership and Organizational Commitment

Co-occurrence analysis is an effective and multivariate tool for identifying patterns and exploring new research fields. In the context of co-word analysis, it involves examining

the co-occurrence or common appearance of two terms in a given text to evaluate the intellectual and conceptual structure of a specific scientific subject (Li et al. 2016). This analysis entails constructing a network of co-occurrences and establishing similarity metrics. These similarity measures are then used in statistical tests like clustering and multidimensional scaling (MDS). Science maps can be generated to display author affiliations, articles, publications, and keywords. The appearance of keyword maps in a certain number of articles is determined by their co-occurrence in titles, abstracts, and keywords. Both maps and principal component analysis (PCA) are utilized to gain insights into the structure of the network, and these methodologies are commonly employed in bibliometric and scientometric research (Sedighi 2016).

To analyze the co-occurrence of keywords, the authors utilized VOSviewer, a program that creates a network description of objects based on the total number of linkages and their strengths. In this analysis, the size of the circles representing each keyword reflects their importance or significance in the research (Kristiana and Tukiran 2021). Cluster analysis was employed to identify the established areas in leadership and organizational commitment research and to identify potential future trends. The bibliometric maps were carefully examined using VOSviewer, which allows for various map representations, with each emphasizing a different aspect of the network. In this study, all keywords were considered, and a detailed counting method was applied (Sinkovics 2016).

3.4.1. Cluster 1: “The Future of Remote Work and Its Impact on Organizational Commitment”

The cluster (Red) “The Future of Remote Work and Its Impact on Organizational Commitment” contains 17 items in total. Keywords like “effect”, “organizational performance”, “psychological capital”, and “satisfaction” are among the most important topics in this research. Cluster 1 keywords are listed in Table 5 along with how frequently they appear and their correlations.

Table 5. Keywords in cluster 1 related to leadership and organizational commitment.

Keywords (Cluster 1):	Links	Total Links Strength	Occurrences	Relative
Organizational Commitment	64	309	47	0.12
Job-Satisfaction	41	108	12	0.031
Impact	43	72	10	0.025
Work	34	64	7	0.018
Leadership	29	45	6	0.015
Distributed Leadership	17	27	4	0.01
Support	21	28	4	0.01
Job-Performance	16	23	3	0.008
Outcomes	20	26	3	0.008
Creativity	12	14	2	0.005
Decision-Making	15	16	2	0.005
Intention	9	11	2	0.005
Multilevel Analysis	13	15	2	0.005
Organizational Performance	14	15	2	0.005
Psychological Capital	14	17	2	0.005
Satisfaction	9	11	2	0.005
Shared Leadership	15	18	2	0.005

In recent years, remote work has gained popularity, and we expect this trend to continue. Many businesses have embraced remote work as a means of increasing staff productivity and job satisfaction while simultaneously lowering expenses (Alshibly and Alzubi 2022). However, remote labor might have a detrimental influence on organizational commitment. Remote employees may feel less connected to their colleagues and the organization as a whole because they lack the face-to-face interactions and social relationships that are present in a regular office setting. This might lead to a decrease in commitment and involvement (Silva and Dias 2016). Organizations should make an effort to build a

sense of community and connection among remote employees through frequent virtual meetings, social events, and other types of contact to offset this. Furthermore, they should provide remote employees with the tools and assistance they need to be productive and successful in their jobs (Werang and Pure 2018).

Following the map, it becomes apparent that the “red cluster” is a prominent term that will require further research. For instance, we anticipate the development and adaptation of remote work in the coming years. We expect more firms to embrace remote work policies and tactics as the benefits of remote work become more apparent. Following the COVID-19 epidemic, remote work has become the norm, and many organizations are now attempting to make remote work a permanent option for their staff (Bentein et al. 2005; Vandenberghe and Tremblay 2008; Vandenberghe et al. 2007; Devos et al. 2014; Kim and Shin 2019; Newman et al. 2011, 2018). Furthermore, the utilization of technology will play a significant role in the future of remote employment. Collaboration tools, video conferencing, and other technological advancements will make it simpler for distant employees to stay connected and productive. Furthermore, virtual and augmented reality technologies will allow remote employees to feel more linked to their colleagues and the workplace environment. Overall, remote work is a trend that will continue to alter the future workplace. Organizations that can adjust to this new style of working will be in a better position to recruit and retain top personnel as well as generate greater business results (Mark et al. 2022; Ng et al. 2022).

Clarifying the construct of organizational commitment is a crucial debate in the literature. Scholars have discussed organizational commitment as either a three-factor construct (affective commitment, normative commitment, and continuance commitment), a two-factor construct (combining affective and normative commitment with continuance commitment), or a second-order construct. Affective commitment refers to the emotional attachment an employee has to their organization. Normative commitment pertains to the feeling of obligation to remain with the organization. Continuous commitment is defined as the perceived cost of leaving the organization. Differentiation or integration of these dimensions is critical for understanding the nuanced ways in which leadership styles can influence various aspects of organizational commitment. Leadership styles impact these different forms of commitment, particularly in the context of remote work (Meyer et al. 1991; Wasti 2003; Solinger et al. 2008).

3.4.2. Cluster 2: “Authentic Leadership in the Age of Climate Organizational Change”

The cluster (Green) “Authentic Leadership in the Age of Climate Organizational Change” contains 14 items in total. Keywords like ethical leadership, self-efficacy, spiritual leadership, moral leadership, and paternalistic leadership are among the most important topics in this research subject. Cluster 2 keywords are listed in Table 6 together with how frequently they appear and their correlations.

Authentic leadership is a style of leadership founded on the values of honesty, openness, and constancy. In the age of climate-related organizational transformation, genuine leaders are critical to helping businesses through the challenging process of transitioning to sustainable practices and lowering their carbon footprint (Bakari et al. 2017). Such leaders set a good example, speak freely and honestly, and are dedicated to making a positive difference in the world. They also encourage and enable staff to take action toward sustainability and learn about the topic on a regular basis. In the process of implementing climate change efforts, authentic leadership is critical for gaining the trust and buy-in of workers, customers, and other stakeholders (Petersen and Youssef-Morgan 2018).

The map shows the green cluster to be a complicated keyword that needs further research, with increased emphasis on the circular economy. The “circular economy” is an economic concept that tries to reuse and recycle products and materials to keep them in use for as long as feasible. This method of reducing waste and pollution is gaining acceptance and is likely to gain much more traction and collaboration in the future. Climate change will necessitate cross-sector collaboration and alliances since no single organization or government can handle the problem alone (Kim and Shin 2019; Newman et al. 2011,

2018). We expect to see more organizations collaborating to share knowledge, resources, and technology to address the problem. Similarly, regarding increased usage of technology, technological advancements will be critical in helping firms become more sustainable. This will involve anything from leveraging data and analytics to optimize operations and cut emissions to producing new environmentally friendly materials and products (Campbell et al. 2021; Domínguez-Escrig et al. 2022; Jung 2022).

Table 6. Keywords in cluster 2 related to leadership and organizational commitment.

Keywords (Cluster 2):	Links	Total Links Strength	Occurrences	Relative
Model	32	69	9	0.023
Citizenship Behavior	37	69	8	0.02
Authentic Leadership	24	35	4	0.01
Management	18	29	4	0.01
Mediating Role	28	41	4	0.01
Climate	18	24	3	0.008
Ethical Leadership	19	24	3	0.008
Self-Efficacy	20	27	3	0.008
Spiritual Leadership	16	21	3	0.008
Benevolent Leadership	19	23	2	0.005
Collective Efficacy	16	17	2	0.005
Moderating Role	19	22	2	0.005
Moral Leadership	19	23	2	0.005
Paternalistic Leadership	19	23	2	0.005
Satisfaction	9	11	2	0.005

3.4.3. Cluster 3: “Job Satisfaction Promotes Leadership and Organizational Commitment by Empowering Attitudes and Perceptions”

The cluster (Blue) “Job satisfaction promotes leadership and organizational commitment by empowering attitudes and perceptions” contains 11 items in total. Keywords such as “meta analysis”, “empowerment”, “motivation”, and “self-determination” are among the most important topics in this research subject. Cluster 3 keywords are listed in Table 7, together with how frequently they appear and their correlations.

Table 7. Keywords in cluster 3 related to leadership and organizational commitment.

Keywords (Cluster 3):	Links	Total Links Strength	Occurrences	Relative
Meta analysis	46	109	12	0.031
Attitudes	26	43	5	0.013
Empowerment	28	38	5	0.013
Employees	19	24	3	0.008
Job Satisfaction	15	20	3	0.008
Models	15	16	2	0.005
Motivation	14	15	2	0.005
Partial Least Squares	14	18	2	0.005
Perceptions	18	20	2	0.005
PLS	14	18	2	0.005
Self-Determination	14	18	2	0.005

Employees can be empowered by a sense of fulfillment and purpose in their jobs, which can lead to a more positive attitude and perception of the firm (Qing et al. 2020). Employees who are content with their work are more likely to be engaged, driven, and devoted to the organization’s goals, making them more likely to take on leadership responsibilities and contribute to the organization’s overall success. Therefore, employee satisfaction can lead to higher staff retention, which can help maintain organizational stability and continuity (Bentein et al. 2005; Vandenberghe and Tremblay 2008; Vandenberghe et al. 2007). Job

happiness may also lead to better communication and cooperation among employees since satisfied workers are more receptive to working with others and more willing to share ideas and information. This can help to create a healthy work atmosphere and generate a sense of togetherness and collaboration inside the business (Fragkos et al. 2020).

Accordingly, the map indicates that the blue cluster is a challenging aspect that will require much more research. The sense of fulfillment and purpose in their work may empower employees, leading to more favorable attitudes and perceptions of the company. Employees who are satisfied with their jobs are more likely to be engaged, focused, and dedicated to the organization's goals, making them more likely to take on leadership duties and contribute to the overall success of the business (Vandenbergh et al. 2007; Devos et al. 2014; Kim and Shin 2019). Employee happiness can therefore contribute to increased staff retention, which can help to preserve organizational stability and continuity. Job satisfaction may also lead to better communication and collaboration among employees since satisfied people are more open to working with others and more willing to share ideas and information. This can help foster a positive work environment and a sense of belonging and collaboration inside the organization (Nwachukwu et al. 2022; Su et al. 2022).

This study also brings into focus the debate raised in the literature about whether organizational commitment is a three-factor construct (affective commitment, normative commitment, and continuance commitment), a two-factor construct (affective and normative commitment together and continuance commitment), or a second-order construct. Affective commitment refers to the emotional attachment an employee has to their organization. Normative commitment pertains to the feeling of obligation to remain with the organization. Continuous commitment is defined as the perceived cost of leaving the organization. Differentiation or integration of these dimensions is critical for understanding the nuanced ways in which leadership styles can influence various aspects of organizational commitment. Further research should explore how these different forms of commitment are impacted by leadership styles, especially in the context of employee satisfaction and job fulfillment (Meyer et al. 1991; Wasti 2003; Solinger et al. 2008).

3.4.4. Cluster 4: “Study of Leadership Style and Culture as Antecedents of Organizational Performance”

The cluster (Yellow) “Study of Leadership Style and Culture as Antecedents of Organizational Performance” contains 15 items in total. Keywords like “normal” commitment, “leadership style”, “employee commitment”, and “organizational culture” are among the most important topics in this research subject. Cluster 4 keywords are listed in Table 8 along with how frequently they appear and their correlations.

Table 8. Keywords in cluster 4 related to leadership and organizational commitment.

Keywords (Cluster 4):	Links	Total Links Strength	Occurrences	Relative
Antecedents	53	184	22	0.056
Performance	56	159	19	0.048
Continuance	35	91	11	0.028
Normative Commitment	35	95	11	0.028
Consequences	39	96	10	0.025
Leadership Style	12	19	5	0.013
3-Component Model	21	31	3	0.008
Behavior	16	23	3	0.008
Organizational Culture	16	22	3	0.008
Predictors	19	26	3	0.008
Construct	15	16	2	0.005
Schools	16	17	2	0.005
Culture	15	17	2	0.005
Turnover	16	23	2	0.005
Employee Commitment	11	14	2	0.005

Organizational performance is said to be influenced by leadership style and organizational culture. Organizational culture refers to the common values, beliefs, and practices that affect an organization's behavior, whereas leadership style relates to how a leader conducts himself and makes choices. Certain leadership styles, such as transformational leadership, have been shown to be favorably related to organizational performance, while others, such as autocratic leadership, have been found to be adversely connected (Bentein et al. 2005; Newman et al. 2018). Likewise, organizations with a positive culture, such as one that promotes creativity and cooperation, tend to outperform those with a bad culture. It is crucial to highlight, however, that the link between leadership style, culture, and performance is complicated and varies depending on the environment and sector (Kalkan et al. 2020).

Afterward, the map indicates that the yellow, light blue, and orange clusters are challenging terms that will require further investigation in the future. A recent trend has been a growing interest in understanding the influence of leadership style and culture on organizational performance. One emerging trend is the acknowledgment of the relevance of cultural intelligence in leadership. Cultural intelligence is the capacity of leaders to comprehend and negotiate cultural variations within and between companies. As the global corporate environment grows more varied and linked, professionals who can effectively lead and manage diverse teams will be in great demand (Wang et al. 2022). Another trend is the emphasis on ethical and sustainable leadership (Bentein et al. 2005; Vandenberghe and Tremblay 2008; Newman et al. 2011, 2018). Organizations are increasingly realizing the benefits of ethical and sustainable practices, and leaders who can demonstrate a commitment to these principles are more likely to be seen as effective. Finally, the value of emotional intelligence in leadership is becoming more widely recognized. Emotional intelligence refers to leaders' capacity to comprehend and control their own emotions as well as the emotions of others. According to research, leaders with strong emotional intelligence are more effective at managing teams and organizations. Therefore, emotional intelligence is an important factor in effective leadership and organizational performance (Naveed et al. 2022; Nasim et al. 2022).

3.4.5. Cluster 5: "Leadership in the Digital Age: Exploring the Intersection of Transactional and Transformational Leadership Styles"

The cluster (Purple) "Leadership in the Digital Age: Exploring the Intersection of Transactional and Transformational Leadership Styles" contains nine items in total. Keywords such as transformational leadership, transactional leadership, leader–member exchange, and psychological empowerment are among the most important topics in this research subject. Cluster 5 keywords are listed in Table 9 along with how frequently they appear and their correlations.

Table 9. Keywords in cluster 5 related to leadership and organizational commitment.

Keywords (Cluster 5):	Links	Total Links Strength	Occurrences	Relative
Transformational Leadership	64	222	31	0.079
Transactional Leadership	38	88	11	0.028
Psychological Empowerment	29	50	6	0.015
Leadership Styles	23	36	5	0.013
Charismatic Leadership	25	35	4	0.01
Affective Organizational Commitment	4	4	2	0.005
Efficacy	13	20	2	0.005
Leader-Member Exchange	13	16	2	0.005
Styles	17	21	2	0.005

Leadership in the digital era has become increasingly challenging as technology continues to advance at a rapid pace. Exploring the interplay of transactional and transformational leadership styles is one approach to understanding leadership in this environment.

Transactional leadership is a form of leadership that focuses on attaining particular goals and objectives through a clear line of command and a system of incentives and penalties. This style is frequently useful in situations when clear expectations and a well-defined framework are required (Ruloff and Petko 2022). Transformational leadership, on the other hand, is a leadership style that focuses on inspiring and motivating followers to realize a common vision. This style is frequently beneficial in circumstances requiring change and creativity (Bentein et al. 2005; Vandenberghe and Tremblay 2008; Kim and Shin 2019; Newman et al. 2011, 2018). A leader who is able to set clear objectives and expectations while also inspiring and encouraging followers to attain them exemplifies the convergence of transactional and transformational leadership styles (Bunjak et al. 2022). This leader recognizes the value of structure as well as flexibility in attaining success in the digital era. Leadership in the digital era necessitates a blend of technical knowledge, strategic thinking, and the ability to connect with and inspire people. A leader who can blend transactional and transformational leadership styles is well-positioned to manage and succeed in the fast-changing digital world (Odugbesan et al. 2022).

Based on the map in Figure 7, the purple cluster appears to be a complicated term that requires further investigation. Leadership styles that successfully integrate transactional and transformational methods are likely to be the most successful in the digital era. Transactional leaders are concerned with preserving the status quo and attaining specified goals through clear expectations and incentives, but transformational leaders inspire and encourage followers to not just meet but surpass expectations. Combining these two leadership styles can result in a more effective and efficient approach to corporate transformation and success. To keep up with the quick speed of technological development, digital leaders are likely to integrate more use of technology and data analysis, as well as a more flexible and adaptive leadership style (Stoeckli et al. 2018; Duke et al. 2021).

3.5. Future Research Directions

Future research on the “future of remote work and its impact on organizational commitment” should focus on several key areas. Firstly, investigating the long-term effects of remote work on organizational commitment is essential, as current studies predominantly address short-term impacts. Research should explore how sustained remote work influences employee engagement and organizational loyalty over time. Additionally, examining the effectiveness of various strategies to foster connection and community among remote employees could provide insights into enhancing organizational commitment. Future studies might also investigate the role of emerging technologies, such as virtual and augmented reality, in mitigating the potential negative effects of remote work on employee engagement. Lastly, to support remote work environments and maintain high levels of organizational commitment, research should consider adapting different leadership styles (Alshibly and Alzubi 2022; Silva and Dias 2016; Werang and Pure 2018; Qudah et al. 2021b; Mark et al. 2022; Ng et al. 2022).

Research in the cluster “Authentic Leadership in the Age of Climate Organizational Change” should focus on understanding the role of authentic leadership in guiding organizations through climate-related transformations. Future studies should explore how authentic leaders can effectively drive sustainability initiatives and achieve tangible environmental outcomes. Investigating the impact of authentic leadership on employee motivation and engagement in the context of sustainability efforts is crucial. Moreover, research should examine how organizations can integrate authentic leadership practices with emerging concepts like the circular economy and technological advancements to enhance their sustainability performance (Bakari et al. 2017; Petersen and Youssef-Morgan 2018; Campbell et al. 2021; Domínguez-Escrig et al. 2022; Jung 2022).

Future research on “Job Satisfaction Promotes Leadership and Organizational Commitment by Empowering Attitudes and Perceptions” should delve into how job satisfaction influences leadership development and organizational commitment. Researchers should investigate the mechanisms through which job satisfaction enhances employee motiva-

tion and leadership capabilities. Additionally, examining the relationship between job satisfaction and different forms of organizational commitment—*affective, normative, and continuance*—could provide deeper insights into how satisfaction impacts employee loyalty. Future studies should also explore how leadership styles interact with job satisfaction to influence organizational performance and employee retention (Qing et al. 2020; Fragkos et al. 2020; Nwachukwu et al. 2022; Su et al. 2022).

Research on the cluster “Study of Leadership Style and Culture as Antecedents of Organizational Performance” should aim to clarify how various leadership styles and organizational cultures impact performance. Future studies should explore the interaction between leadership styles—such as *transformational and transactional*—and organizational culture to understand their combined effect on performance outcomes. Additionally, research should investigate the role of cultural intelligence and ethical leadership in enhancing organizational performance in a globalized business environment. Understanding how cultural and leadership factors influence organizational performance across different industries and settings can provide valuable insights for practitioners (Kalkan et al. 2020; Wang et al. 2022; Naveed et al. 2022; Nasim et al. 2022).

Future research on “Leadership in the Digital Age: Exploring the Intersection of Transactional and Transformational Leadership Styles” should investigate how digital transformation influences the effectiveness of transactional and transformational leadership styles. Studies should explore how leaders can balance these styles to navigate the challenges of the digital era and enhance organizational outcomes. Research should also examine how digital tools and technologies affect leadership practices and employee engagement. Furthermore, future studies might investigate the role of leadership in fostering digital innovation and adapting organizational strategies to the evolving digital landscape as shown in Table 10.

Table 10. Future research directions for leadership and organizational commitment clusters.

Cluster	Future Directions	Sources
1. The Future of Remote Work and Its Impact on Organizational Commitment	Investigate long-term effects of remote work on organizational commitment; explore strategies to foster remote employee connection; examine impact of emerging technologies on remote work; study leadership styles adapted for remote environments.	Alshibly and Alzubi (2022); Silva and Dias (2016); Werang and Pure (2018); Mark et al. (2022); Ng et al. (2022)
2. Authentic Leadership in the Age of Climate Organizational Change	Explore role of authentic leadership in driving sustainability; investigate impact on employee motivation and engagement in sustainability efforts; integrate authentic leadership with concepts like circular economy and technological advancements.	Bakari et al. (2017); Petersen and Youssef-Morgan (2018); Campbell et al. (2021); Domínguez-Escrig et al. (2022); Jung (2022)
3. Job Satisfaction Promotes Leadership and Organizational Commitment by Empowering Attitudes and Perceptions	Investigate mechanisms through which job satisfaction enhances leadership and organizational commitment; explore relationship between job satisfaction and various forms of commitment; examine interaction of job satisfaction with leadership styles.	Qing et al. (2020); Fragkos et al. (2020); Nwachukwu et al. (2022); Su et al. (2022)
4. Study of Leadership Style and Culture as Antecedents of Organizational Performance	Explore interactions between leadership styles and organizational culture; investigate cultural intelligence and ethical leadership impacts; study influence of these factors on performance across different industries.	Kalkan et al. (2020); Wang et al. (2022); Naveed et al. (2022); Nasim et al. (2022)
5. Leadership in the Digital Age: Exploring the Intersection of Transactional and Transformational Leadership Styles	Examine how digital transformation impacts transactional and transformational leadership styles; explore balance between these styles in the digital era; investigate role of digital tools in leadership practices and employee engagement.	Sources to be determined based on specific research articles and recent studies.

3.6. Discussion and Future Trends

In order to improve theoretical knowledge in this area, this study explored the existing literature regarding leadership and organizational commitment. Based on bibliometric analysis, five notable clusters were found to dominate the literature:

Cluster 1: “The Future of Remote Work and Its Impact on Organizational Commitment” discusses the increasing trend of remote work and how it may impact employee commitment to their organization. This may include factors such as communication, trust, and autonomy. As technology progresses and businesses recognize the benefits of a remote workforce, remote work is becoming more prevalent. The trend of remote labor is anticipated to continue in the future, undermining organizational commitment. Employee engagement and commitment may be altered as a result of changes in communication, trust, and autonomy within a business. Effective management and communication practices, on the other hand, can help offset negative consequences and foster a pleasant remote work experience for employees.

Cluster 2: “Authentic Leadership in the Age of Climate Organizational Change” examines the role of authentic leadership in navigating the challenges of organizational change related to climate change. This may include topics such as sustainability, ethics, and social responsibility. Organizations are challenged with adopting and implementing sustainable practices. In this climate, authentic leadership is becoming increasingly vital as leaders must negotiate the difficulties of organizational transformation while being honest and loyal to their principles. Authentic leaders may inspire and steer their firms toward sustainable practices while still acting morally and socially responsibly. This trend of true leadership in climate change mitigation is expected to continue in the future as organizations face increased pressure to act and solve this global catastrophe.

Cluster 3: “Job satisfaction promotes leadership and organizational commitment by empowering attitudes and perceptions” suggests that job satisfaction can have a positive impact on both leadership and organizational commitment by empowering employees’ attitudes and perceptions. According to the trend, work satisfaction may result in beneficial results such as better leadership and enhanced organizational engagement. This is because pleased employees have more favorable views and impressions of their jobs, which may lead to higher motivation, productivity, and engagement. This, in turn, can lead to improved performance and increased dedication to the company.

Cluster 4: “Study of Leadership Style and Culture as Antecedents of Organizational Performance” examines the relationship between leadership style, organizational culture, and performance. This may include topics such as transformational leadership, cultural intelligence, and strategic management. Organizational performance is strongly influenced by leadership style and organizational culture. A study of this connection can reveal how various leadership styles can be employed to foster a favorable company culture that leads to increased performance. Transformational leadership, for example, focuses on inspiring and encouraging followers to work toward a common goal, and it has been linked to beneficial results like employee engagement and satisfaction. Cultural intelligence, on the other hand, refers to a person’s capacity to comprehend and adapt to various cultural norms and values, and it is becoming increasingly relevant in today’s international economic climate. Furthermore, the study of leadership style and culture may aid firms in strategic management by aligning their leadership style and culture with their overall strategy, leading to improved performance. This trend is expected to continue as the value of strong leadership and a healthy organizational culture in generating organizational success becomes more generally acknowledged.

Cluster 5: “Leadership in the Digital Age: Exploring the Intersection of Transactional and Transformational Leadership Styles” looks at how leadership styles are evolving in the digital age, with a focus on the intersection of transactional and transformational leadership styles. This may include topics such as technology, innovation, and change management. According to the trend, as the world grows more digital, leadership styles will evolve as well. The convergence of transactional and transformational leadership styles is becoming increasingly essential as leaders must balance the need for stability and structure (transactional) with the need for creativity and change (transformational). Leaders will need to modify their leadership styles as technology advances and firms become more digital in order to effectively manage these changes and generate innovation.

Topics like technology, innovation, and change management may be covered, as well as the development of skills such as digital literacy and strategic thinking.

3.7. Implications for Theoretical and Practical

This study enriches the leadership and organizational commitment literature by introducing several novel theoretical insights. It integrates authentic leadership with climate-related organizational change, offering a fresh perspective on how leaders can drive sustainability and environmental responsibility within organizations. Additionally, it broadens our understanding of leadership in remote-work contexts by highlighting the crucial role of community and connection in sustaining engagement, a topic not extensively explored in previous research. The study's exploration of the combined use of transactional and transformational leadership styles in the digital era provides a nuanced framework for understanding leadership effectiveness amidst technological and organizational changes. By focusing on job satisfaction as a key factor influencing leadership effectiveness and organizational commitment, the study adds depth to the theoretical discourse on how employee engagement impacts organizational outcomes. Overall, these contributions offer a more comprehensive view of leadership by addressing contemporary challenges such as remote work, climate change, and digital transformation, thereby advancing the theoretical understanding of the field.

The practical implications of this study are multifaceted and actionable for organizations aiming to enhance performance and employee engagement. Employers should prioritize fostering a sense of community among remote employees through regular virtual meetings, social events, and other engagement strategies to counteract the lack of face-to-face interactions. Providing remote workers with essential tools and support is also crucial for maintaining productivity. In terms of climate-related organizational change, developing authentic leaders who model sustainability and promote a culture of learning and empowerment is vital. Organizations should leverage technology to support sustainable practices and improve operational efficiency. Additionally, creating a fulfilling work environment that emphasizes effective communication, collaboration, and idea sharing can enhance job satisfaction, leading to higher employee retention and organizational stability. Leadership styles that balance transactional and transformational approaches, along with a focus on ethical and sustainable practices, are likely to drive better performance. By addressing these practical considerations, organizations can better navigate the complexities of remote work, climate change, and the digital era, ultimately achieving more effective and sustainable outcomes.

4. Conclusions and Limitations

This study made a valuable contribution to our understanding of the leadership and organizational commitment literature by providing a systematic clustering of studies and identifying emerging research areas. The study carefully selected relevant publications and journals from the WoS core collection that are related to leadership and organizational commitment. It then analyzed these publications and identified five distinct categories. This research allows scholars in the field to examine different assumptions and track the evolution of the subject in terms of topics, contexts, and measurement. The findings of this bibliometric study are particularly important for informing future research by providing crucial information to other scholars.

Through content analysis of 2110 articles, it was found that the field of leadership and organizational commitment is still in its early stages, with limited qualitative research methods being employed. Despite being relatively new in terms of publication since 1992, text analysis revealed that its impact in the field of commerce and information systems library science has been rapidly growing, which is intriguing. However, its significance in development studies and educational administration has only experienced a moderate increase.

This study will broaden the exposure of studies on leadership and organizational commitment, as well as increase the efficacy of interdependent connections and their impacts on social capital, technology, and organizational commitment. Another lesson from this research is the importance of corporate culture in leadership and organizational commitment as a critical approach to interpersonal relationships.

Limitations

The study has certain limitations that should be acknowledged. The primary limitation pertains to the utilization of the Web of Science (WoS) database for the bibliometric analysis. Unfortunately, due to financial constraints, our organization was unable to subscribe to the WoS database. Therefore, it is recommended that future research endeavors explore the literature on leadership and organizational commitment by encompassing all reputable databases, including WoS and Scopus, to ensure comprehensive coverage. Additionally, it is worth mentioning that other potential limitations of the study may include the selection criteria for included articles, the choice of keywords, and the period of the analysis. These factors may influence the scope and representation of the literature review. Hence, researchers should carefully consider and address these limitations when designing and conducting future investigations in this area.

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