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GLOBAL TRENDS IN LEADERSHIPS, RESILIENCE, AND INNOVATIVE WORK BEHAVIOUR: A BIBLIOMETRIC ANALYSIS

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Abstract:

A proposed bibliometric is an analysis of leadership and resilience in IWB (innovative work behaviour) from 2016 to 2026. With the rapid digital transformation, instability and confusion in around the world, it is struggling to be having workplaces with flexibility of leadership and employee for ensure sustained Innovation. However available literature is fragmented lacking synthesis around proposition made about this potentially major evolving area of research. Closing this gap, the study systematically tables the development, impact and thematic content of the literature, clarifying how knowledge in this area has progressed. A total of 518 Scopus-indexed documents were extracted and cleaned through OpenRefine by using a rigorous bibliometric methodological approach. Scopus Analyzer was employed for descriptive performance analysis while VOSviewer was used to conduct science mapping, co-author, citation and keyword co-occurrence analyses. Our findings illustrate a rapid and sustained increase in publications from 2020 onward, reflecting rising scholarly interest fueled by the forces of digitalization and pandemic-initiated operational difficulties. Innovative work behaviour with a central thematic link between

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leadership styles (transformational, servant, ethical, inclusive and digital leadership) and resilience-related psychological mechanisms such as empowerment, self-efficacy and work engagement. Publications output and strength of collaborative links indicate a less clear change for countries lead by economic words including China, Pakistan and Malaysia. Thematic clustering points to a heavy reliance on leadership focused and individual-level explanations, while digital capability and sustainability perspectives are relatively under-participated in the literature. Together, this study offers a theoretical mapping of the intellectual heritage of the field, a review of various hotspot and underexplored areas, an updated understanding of changing patterns in research into leadership to resilience to innovative work behaviour in modern organizations.

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Keyword:

Bibliometric Analysis, Innovative Work Behaviour, Leadership, Organisational Innovation, Resilience, VOSviewer



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Introduction

Leadership, resilience, and innovative work behaviour (IWB) have taken on a new interdependent role in organisations as the drivers of sustained performance and competitive edge during an increment of volatile, uncertain, complexity and ambiguous conditions. Leadership is no longer just about setting direction or exerting influence; it is a key lever to activate resource, to decide whether individuals and organizations will endure shocks, adapt to change and eventually thrive in crisis (Karimi et al., 2023; Prayagetal., 2023).

In contrast, resilience is also transferred from a mere concept of rebounding from challenges and failures, to becoming a more holistic skill set that helps people and organizations survive through adversity while recovering or even thriving (Yuan & Woodman, 2010; Țîmbaliuc, 2025). At the same time, IWB has long been theorized as a multi-phase, volitional behaviour encompassing opportunity discovery, idea evolution, advocacy and execution essentially underpinning organizational innovation, learning, and sustainability (AlEssa & Durugbo, 2021; Yuan & Woodman, 2010). The ability to compare these constructs in a common analytical landscape provides an overview of the ways that leadership, resilience and innovative work behaviour have developed as research fields (Onsori et al., 2025; T. Asurakkody & Shin, 2018). Both theoretical and empirical works align in expecting that leadership is a prominent antecedent of both resilience and IWB. Based on the Job Demands–Resources (JD–R) model, leadership practices can buffer the impact of job demands and organizational resources by shaping employees' psychological states and behaviours. High levels of psychological capital

(i.e., hope, efficacy, resilience and optimism) built through transformational and directive leadership has been proven to reinforce organizational resilience in crisis settings as positive resources that are available for use during high strain. (Njaramba & Olukuru, 2025). Through individualized consideration, intellectual stimulation, inspirational motivation, and idealized influence, help employees reappraise challenges, focus on constructive work outcomes, and apply novel technical solutions in ways that reduce demands and increase resources. (Njaramba & Olukuru, 2025).

Along way, it has been showcased in tourism and examine up that outsider inclusive and resilient leadership styles, as e.g. insider status, shared vision, task leadership and change management encourage employee psychological resilience as reflected in adaptive responses especially during the COVID 19 pandemic emerging from Chinese associations (Xintian & Peng, 2023; Prayag et al., 2023). More abstract leadership resilience conceptual work has also identified a set of intrapersonal characteristics that are important for leaders themselves to function under chronic levels of stress, such as hardiness, emotional regulation, self-efficacy, optimism, and tolerance for ambiguity (Ledesma, 2014; Prayag et al., 2023; Țîmbaliuc, 2025). These perspectives show leadership as not only a source of resilience but also path for that resilience to flow through individuals and into the organization more broadly.

At the same time, research on innovative work behaviour (IWB) has also shifted from defining innovation only as an endpoint to conceptualising it as a process where employees engage in behaviours such as opportunity exploration, idea generation and solicitation of ideas followed by promotion and championing of those ideas before ultimately executing them, which overcoming various hurdles to achieve the successful outcome or innovation (Ledesma, 2014; Sjahrudin et al., 2024). Behaviours are influenced by multi-level antecedents, such as individual factors (e.g. intrinsic motivation, competence, psychological empowerment, emotions), group-based factors (e.g. team support, trust, quality of leader–member exchange) and organizational level factors (e.g. leadership styles, HRM practices, innovation climate and organizational culture) (AlEssa & Durugbo, 2021; T., A. Asurakkody & Shin, 2018; Sjahrudin et al., 2024; Srirahayu et al., 2023; Muchiri et al., 2019; Parveen & Reddy, 2024). Empirical research has shown that transformational leadership is one of the primary predictors of IWB, facilitating creativity and implementation by the way it structures work, allocates resources, and signals expectations (Karimi et al., 2023; Bilal Afsar & Umrani, 2019; Muchiri et al., 2019; Koroglu & Ozmen, 2021). Innovate behaviour is determined and helps convert innovative efforts into performance and sustainability of business in terms of mechanisms such as employees psychological capital (Karimi et al., 2023), perceptions of fairness (Bilal Afsar & Umrani, 2019), perceived organizational support (Muchiri et al., 2019) and psychological empowerment & intellectual capital (AlEssa & Durugbo, 2021; Srirahayu et al., 2023; Sjahrudin et al., 2024; Lee, 2025).

In addition, previous research indicates that there are several overlapping ways which leadership promotes both organizational and employee resilience by creating cultures of learning, ethics and flexibility, trust, psychological safety and citizenship behaviours that promote adaptability and innovation (Prag, 2022; Sunoto & Daryanto, 2025; Ayoko, 2021; Gichuhi, 2021). It also enhances resilience through ethical climates, organizational learning cultures, flexibility including novel innovation under pressure (Onsori et al, 2025; Sunoto & Daryanto, 2025). Leadership is a direct and indirect contributor to IWB through specifically psychological, contextual resources such as psychological capital, work engagement, supportive climates; autonomy, as the main characteristics of resilient systems (Parveen &

Reddy,2024; Srirahayu et al., 2023; Karimi et al., 2023;B Afsar & Umrani, 2020;Koroglu & Ozmen, 2021). Next, resilient employees who maintain well-being, engagement and proactive problem-solving with strain may be more likely to sustain IWB notwithstanding setbacks, resource constraints and role overload which indicating that resilience may also act as both a preceding variable for innovative efforts as well as an outcome (T. A. Asurakkody & Shin, 2018; Srirahayu et al., 2023).

While there is a growing scholarly interest in leadership, resilience and innovative work behaviour (IWB), most existing studies explore these constructs mostly in isolation or through select empirical relationships. Earlier studies have viewed either leadership styles or employee innovation, resilience outcomes in isolation which limits our knowledge of how these streams of the research have developed together within a broader academic community. As a result, the intellectual architecture, impact factors, thematic evolution and interaction structures of the leadership resilience IWB relationship remain under integrated. To cover this gap, bibliometric analysis is conducted in this study between 2016 and 2026. This study adds to existing knowledge and offers an evidence-based agenda for further research by identifying dominant themes, influential publications, collaboration networks, and emerging research directions. Hence, it forms the foundation and underlying research questions that guide the bibliometric research of this emerging domain. Given this gap, the current research adopts a bibliometric analysis to explore and find out evolution, influence and thematic trends within literature on these areas which lead us formulate the following research questions:

RQ1: How has the scholarly publication trajectory on leadership and resilience in relation to innovative work behaviour evolved between 2016 to 2026?

RQ2: Which publications have exerted the greatest scholarly influence on leadership, resilience-related mechanism and innovative work behaviour?

RQ3: Which countries have emerged as the principal contributors to the literature of leadership, resilience and innovative work behaviour, based on publication volume and citation impact?

RQ4: What dominant and emerging thematic structures characterize research on leadership, resilience-related mechanism and innovative work behaviour, as identified through author keyword co-occurrence analysis?

RQ5: What patterns of international scientific collaboration are evident in research of leadership, resilience and innovative work behaviour, as revealed by country-level co-authorship networks?

Methodology

Bibliometric analysis refers to the collection, organization and assessment of bibliographic data from scientific literature. (Alves et al., 2021; Assyakur & Rosa, 2022; Verbeek et al., 2002). Beyond traditional descriptive measures like publication outlet, time and authors (Wu & Wu, 2017). Bibliometric approaches also encompass more complex methods capable of identifying intellectual structures within a research domain (e.g. document co-citation analysis). Systematic review of the literature is a cyclical process of keyword development, comprehensive database search and detailed analytic evaluation. The structured process forms of the classical decomposition which also serves as consistent data from which to build a meta corpus of research, improving the repeatability and reproducibility of research findings (Fahimnia et al., 2015).

The study used high impact papers because it is typically give important contributions to the theory base of the research fields. To obtain findings consistency and reproducibility as before date limit (Al-Khoury et al., 2022; Di Stefano, et al., 2010; Khiste & Paithankar, 2017), the study chose a particular single source of Scopus from where it relevant materials can be accessed. In line with bibliometric approach, only peer-reviewed journal articles were included, and books and lecture-based sources were discarded to uphold scientific robustness (Gu et al., 2019). Using Elsevier's Scopus database which normally note full for its broad coverage of categories, are publications from 2016–2026 identified and collected.

Data Search Strategy

The present bibliometric analysis study on Global Trends in Leadership, Resilience and Innovative Work Behavior were focused on the systematically bridge the intellectual structure and global research trends at the triadic of leadership, resilience and innovative work behavior. All data were retrieved from Elsevier's Scopus databases, which a high quality, peer-reviewed organization and management system research source.

The search strategy was designed to be broad and inclusive of scholarship related to leadership, resilience and work behaviour innovation. This search string is designed to allow for as much intellectual flexibility as possible in threading together conceptually related streams of literature, given the nature of this hybrid cross-sectional and interdisciplinary domain; thus, stylizing it without restricting the whole base apparatus strictly as triadic empirical studies. Adopting this preparatory approach focused on retrieval sensitivity to integrate proximate resilience related scholarship and hopeful conceptual connections within the emerging leadership innovation research space. The search results included all peer-review journal articles from 2016 up to present 2026 year limited only from Scopus, as indicated in Table 1.

Table 1: The Search String.

Scopus	TITLE (leadership AND innovative behavior OR Resilience) AND (LIMIT-TO (LANGUAGE , "English")) AND (LIMIT-TO (PUBYEAR , 2016) OR LIMIT-TO (PUBYEAR , 2017) OR LIMIT-TO (PUBYEAR , 2018) OR LIMIT-TO (PUBYEAR , 2019) OR LIMIT-TO (PUBYEAR , 2020) OR LIMIT-TO (PUBYEAR , 2021) OR LIMIT-TO (PUBYEAR , 2022) OR LIMIT-TO (PUBYEAR , 2023) OR LIMIT-TO (PUBYEAR , 2024) OR LIMIT-TO (PUBYEAR , 2025) OR LIMIT-TO (PUBYEAR , 2026)) AND (LIMIT-TO (DOCTYPE , "ar"))
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The authors focused on article titles, allowing them to highlight conceptual specificity and mitigate the risk of including works with titles that evoked a more distant sense of leadership or innovation. Restricting results to journal articles written in the English language allowed maintaining uniformity in analysis and better comparability across studies, while restricting document types of peer-reviewed articles also adhered to common guidelines promoted by literature from bibliometrics that identify journal publications as primary sources of validated theoretical and empirical knowledge; see Table 2.

Table 2: The Selection Criterion Is Searching

Criterion	Inclusion	Exclusion
Language	English	Non-English
Document Type	Article	Others
Timeline	2016 – 2026	Before 2016

The timeline from 2016 to 2026 was chosen to be representative of when the narrative for leadership started with more large-scale movements like digital transformation, Industry 4.0 and new types of resilience within organisations. During this period, there was a significant change from traditional hierarchical models of leadership towards more flexible and technology enabled and people-centred models of leadership with increased recognition that resilience is an essential organisational capability needed to respond effectively to uncertainty and disruption. These selection criteria provided a final dataset of 518 peer-reviewed journal articles indexed in Scopus, which constitutes a rich and methodologically robust basis for bibliometric analysis. Datasets of this size may facilitate descriptive assessments including publication patterns, major contributing journals, influential authors and contributions by region, as well as more complex relational analysis such as co-citation networks, collaboration structures and thematic mapping. The corpus provides an integrated analytical framework for bringing together leadership, resilience and innovative work behaviour to detect core intellectual groundings, emerging research themes and interdisciplinary bridges. These aspects, combined with a rigorous search process and transparency in inclusion standards, as well as the explicit sampling strategy will be visible throughout the manuscript. It also enhance the study's validity, replicability and depth of interpretation. The adopted methodology provides a reasoned and objective interpretation of the global research trends on leadership, resilience related mechanisms and innovative work behaviour, which revealing the intellectual structure, theme development over time and future research clusters.

Data Cleaning Process

Records obtained before bibliometric analysis were exported from Scopus in CSV format and loaded into OpenRefine to ensure that the data had undergone a data cleaning and standardization process. This is a very important of data cleaning step to ensures the accuracy, uniformity, and reliability of bibliographic information before conducting network analysis and visualization.

The cleaning process involves identifying duplicate entries, correcting inconsistencies in author names, standardizing spelling and capitalization variations of keywords of the same author, and removing incomplete or inconsistent metadata entries. Harmonizing keywords that differ in spelling, abbreviation, or format increases the accuracy of keyword co-occurrence analysis and thematic mapping. Such a procedure reduces the possibility of inconsistencies in the data set and improves the quality of the bibliometric networks generated with VOSviewer. The cleaned and standardized data set contains 518 journal articles as the result. All descriptive, citation, co-authorship, and keyword co-occurrence analyses conducted in this study were then based on the cleaned data set, thus increasing the reliability, validity, and repeatability of the bibliometric assessment.

Data Analysis

Created by Nees Jan van Eck and Ludo Waltman at Leiden University in The Netherlands, VOSviewer is one of the most famous tools for bibliometric visualization. (Van Eck & Waltman, 2017). It allows systematic study of scientific literature, supports network visualization and cluster-themed research detection methods, and generates density maps. Its flexible analytical framework provides users with the ability to investigate different types of bibliometric linkages including co-authorship, co-citation, and co-occurring keywords as well as a comprehensive overview of intellectual and thematic trends in any field. VOSviewer is a powerful tool for managing and visualizing big bibliometric data sets, featuring an easy-to-use interface and constant methodological updates. The bibliometric indicators, visual outputs depending on user needs and multiple-source data further strengthen the efficiency of this software in academic research.

One of the main strengths of VOS viewer is reading complex bibliometric data in simple visually friendly maps. The network analysis tools can cluster related items, find patterns of co-occurring keywords, and present density plot top 20% hot spots and dominant themes in the research field. The tool is highly intuitive for the researchers across all stages in their early careers or even experienced academic which aims to understand trends. Ongoing updates and developments are aimed to keep it relevant in this fast-changing methodological landscape of bibliometrics. Thus, VOSviewer has become one of the most widely used bibliometric tools to map scientific domains and reveal relationships between authors, publications, authors within publications on research topics.

This study collected bibliometric data, including publication year, article title, author information (for example, name and affiliation), source journals/publication sources, citation count and author keywords from the Scopus database and exported them in a CSV format for publications between 2016–2026. This analysis was performed with the VOSviewer system (version 1.6.19), which uses VOS mapping and clustering methods to construct and analyse bibliometric networks in a systematic fashion. VOSviewer achieves this by obtaining a reduced-dimensional representation of items (e.g. publications or journals) in which the distance between any pair of items reliably indicates their level of association, as opposed to conventional Multidimensional Scaling (MDS) (Van Eck & Waltman, 2010). The visualization of bibliometric networks aims to help experts in interpreting complex patterns, similarities, and relationships between research works hence facilitating the understanding of emerging topics and fields (Appio et al., 2014; Cobo et al., 2011). The formula can be expressed as ((Van Eck & Waltman, 2007): -.

$$AS_{ij} = \frac{C_{ij}}{w_i w_j}$$

The value is proportional to the ratio of the actual number of times *i* and *j* co-occur to the number of times they would be expected to co-occur if their occurrences were statistically independent. (Van Eck & Waltman, 2007).

Result and Discussion

RQ1: How has the scholarly publication trajectory on leadership, resilience, and innovative work behaviour evolved between 2016 and 2026?

The longitudinal trend of theoretical development on how researchers have studied Leadership, Resilience and Innovative Work Behaviour between 2016 and 2026 clearly indicates an evolution showing the increasing relevance as a field for academic practitioners. This relatively low number of studies indicates that the research landscape is fragmented, with these three areas primarily studied independently and not from an interrelated research angle. Traditional models still influenced research on leadership, and resilience was largely examined in limited psychological or crisis settings. Interest in innovative work behaviour was indeed increasing, but primarily with either a micro-individual level or, somewhat detached from the main field of management research, a relationship to specific human resources practices. This early period seems more one of conceptual laying the foundation, where core concepts were being defined in isolation rather than mapped coherently to ensure systematic understanding which could explain the relatively lower volume of research published at that time.

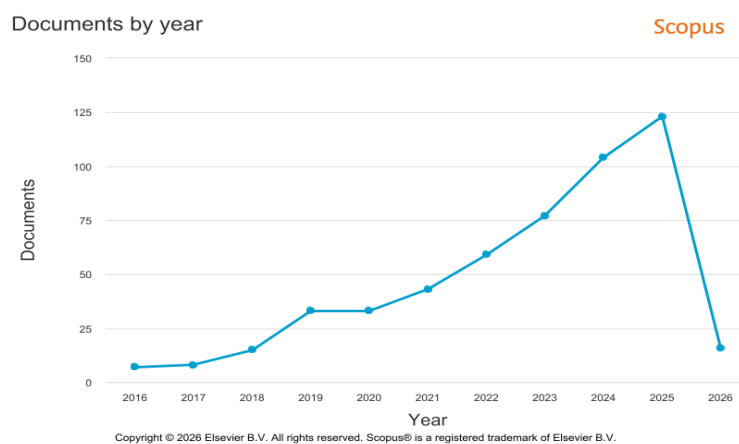


Figure 1: Trend Of Research on Leadership, Resilience and Innovative Work Behaviour by Years

The significant increase in publications since 2019 demonstrates a shift towards comprehensive and actionable research. This is seen more significantly as digital transformation and Industry 4.0 take hold, further mobilizing leadership in the work to produce innovation. The increase in publications to this journal is significant and is due to the global crisis from 2020 to 2024 where COVID-19 has indeed put organizational resilience at the forefront, making it a core core skill. Amidst uncertainty and disruption, researchers have been able to identify leadership as a key factor in fostering resilience and directing attention in an innovative direction. This positive upward trend in 2025 and 2026 suggests that the field is maturing beyond crisis management situations and can survive the long term to ensure sustainable research across changing organizations. This stable recent approach not only shows no signs of falling away; in fact, it has become representative of a mature body of work increasingly characterized by a stronger theoretical framework and more advanced methodology, accompanied by a steady journey from early exploratory interrogation to better theory. Overall, in the publication pattern, it can be proven through research across a variety of contexts, from a separate research topic, to a stronger one in the same stream.

This also confirms that leadership resilience is seen as a cornerstone as a basis for innovation in modern organizations. In the year of 2026 publication data are based on shallow coverage of the partial year, with data collection occurring early in the year. Thus, the publication count for 2026 should be interpreted with caution and is not indicative of a decrease in academic

interest. What they are seeing to date is more likely due to continued collection of the data than a true decrease in research activity.

RQ2: Which publications have exerted the greatest scholarly influence on leadership, resilience-related mechanism and innovative work behaviour?

The top 10 most cited articles in the dataset have demonstrate a definitive and persistent focus on leadership-related psychological & motivational aspects as foundational to IWB. Specifically, at the top of the list, there are studies examining transformational, inclusive, ethical and entrepreneurial leadership which imply that research attracting a huge citation attention tends to center on models that promote active employee engagement for autonomy and creative expression. The most cited manuscripts, under creative self-efficacy, are positioned as the main mediating mechanism. This indicates a larger trend in the literature towards psychologically based models linking leadership behavior and individual innovation (Newman et al. 2018).

From the findings of previous research (B. Afsar & Umrani, 2020; Javed et al. 2019; Qi et al. 2019), all emphasize the main influence of variables such as learning motivation, psychological safety, perceived organizational support and the impact of innovation on the environment. From these findings, it can be suggested that research that contributes to deeper and more complex meanings from multiple dimensions and is not directed to the academic field. In addition, the dominance of these impactful studies among leading journals including the Journal of Business Research, Tourism Management and Public Administration Review shows that journal rankings play an equally important role in the clarity of interdisciplinary relevance as the rigor of the study methodology. The development of the classical leadership model towards a contextual approach can be evidenced by citation trends and this depends on temporal and thematic perspectives.

Significant research around 2016–2018 has focused on transformational leadership and ethics, which remain consistent with proven theory and have strong empirical support in the tourism, healthcare, and public administration sectors. These studies have received high citations and are part of the evidence base linking leadership to innovative work behavior (IWB). A recent, widely published study by Erhan et al. (2022), which builds on similar ideas, shows an increased focus on digital leadership and inclusive leadership, perhaps reflecting the need for organizations to be more agile and adaptive to meet the rapidly evolving digital transformation landscape, a highly diverse workforce, and systemic uncertainty. These relatively low citation numbers for newer works are not to be seen as implying both less importance but rather a symptom of the lag that is associated with the gathering of citations in bibliometric analysis. In summary, the most referenced studies exhibit few common features as example: a combination of theoretical perspectives. This ideally supported by psychological mechanisms and relevance to real life organisational change. This trajectory indicates that leadership, resilience related constructs and IWB research is a relatively mature but evolving field from which impactful work still resides in the future across multiple levels, contexts and study digitally embedded leadership. Relevant articles are provided in Table 3 along with additional details. While multiple studies have been published that are highly cited which focus mainly on leadership and innovative work behaviour. there are many others which include several of the psychological mechanisms related to resilience including self-efficacy, psychological safety, and adaptive capability as key underpinnings in the field of research relating to organisational resilience.

Table 3: Most Cited Authors

No	Authors	Title	Year	Source title	Cited by
1	(Newman et al., 2018)	The effects of employees' creative self-efficacy on innovative behaviour: The role of entrepreneurial leadership	2018	Journal of Business Research	386
2	(Bilal Afsar & Umrani, 2019)	Transformational leadership and innovative work behaviour: The role of motivation to learn, task complexity and innovation climate	2020	European Journal of Innovation Management	319
3	(Javed et al., 2019)	Impact of inclusive leadership on innovative work behaviour: The role of psychological safety	2019	Journal of Management and Organization	291
4	(Dhar, 2016)	Ethical leadership and its impact on service innovative behaviour: The role of LMX and job autonomy	2016	Tourism Management	249
5	(Miao et al., 2018)	How Leadership and Public Service Motivation Enhance Innovative behaviour	2018	Public Administration Review	231
6	(Khan et al., 2020)	The Interplay of Leadership Styles, Innovative Work behaviour, Organizational Culture, and Organizational Citizenship behaviour	2020	SAGE Open	216
7	(Qi et al., 2019)	Impact of inclusive leadership on employee innovative behaviour: Perceived organizational support as a mediator	2019	PLoS ONE	205

8	(Choi et al., 2016)	How transformational leadership facilitates innovative behaviour of Korean workers: Examining mediating and moderating processes	2016	Personnel Review	194
9	(Erhan et al., 2022)	From conventional to digital leadership: exploring digitalization of leadership and innovative work behaviour	2022	Management Research Review	175
10	(B Afsar & Masood, 2018)	Transformational Leadership, Creative Self-Efficacy, Trust in Supervisor, Uncertainty Avoidance, and Innovative Work behaviour of Nurses	2018	Journal of Applied Behavioral Science	170

RQ3: Which countries have emerged as the principal contributors to the literature of leadership, resilience, and innovative work behaviour, based on publication volume and citation impact?

With 140 publications, China become the most prolific contributor to leadership style and resilience literature that are concerning in innovative work behaviour research, suggesting the availability of a more robust research base as well as its strong governmental emphasis on innovation-driven economic growth alongside rapidly changing organizations. Pakistan (77 publications), Indonesia (59), and Malaysia (45) also in the top ten, show how adaptive leadership and workforce resilience are at the forefront of strategy for many emerging economies. As they continue to innovate despite institutional instability both economically and socially whilst resource constrained. Australia and South Korea each show a publication count of 30 publications. This suggests that a good publishing system can support high levels of research theory, but the data also shows a small number of publications through international journals. In addition, countries such as Turkey, India, the United Arab Emirates and Thailand show a decline in the number of publications. This is likely due to national innovation strategies, the advancement of higher education systems, and organizational modernization. Overall, this geographical distribution offers a complex research landscape, and parts of Asian countries are influenced by local challenges and policy concerns, as well as differing knowledge production practices between countries. (See Table 4).

Table 4: No Of Publications by Countries

NO	COUNTRY/TERRITORY	No of Publication	Percentage
1	China	140	29.2
2	Pakistan	77	16.0

3	Indonesia	59	12.3
4	Malaysia	45	9.4
5	Australia	30	6.3
6	South Korea	30	6.3
7	Turkey	27	5.6
8	India	25	5.2
9	United Arab Emirates	24	5
10	Thailand	23	4.8

Key findings show that the geographical distribution of Southeast Asian countries including Indonesia, Malaysia and Thailand accounts for the majority of research output in this area. The idea is rooted in the region's growth, larger workforce and greater exposure to climate shocks, technological shifts and competition. All of this comes together to meet the urgent need for resilient leaders and employee-driven innovation. Many Southeast Asian organisations operate in hybrid institutional environments that combine some of the weaknesses often found in developing markets with the need to act like world-class competitors. In such situations, organisations need innovative work behaviours to remain flexible and sustainable. Leadership and resilience are therefore no longer theoretical concepts but are seen as essential skills to manage uncertainty and build sustainable development. In addition, government support for innovation and the internationalisation of higher education and investment in human capital have prompted more dialogue between research on leadership and innovation success. The continued availability of research output from Southeast Asia has shown that the reach and importance of developing models of leadership and resilience that are appropriate to the regional context are mature and strongly reinforce their relevance as contributors to the imaginative work behaviours needed for global progress.

The unbalanced distribution of global publications on the relationship between innovative work behaviour and leadership and resilience has seen China emerge as the main contributor with 140 studies. This is a manifestation of the strong research boundaries, public policy on development and the continuing global academic interest in leadership, which can drive human resource approaches to embrace digital transformation. Two countries, Indonesia (59) and Malaysia (45), recorded higher participation in the study after Pakistan. This highlights the growing importance of leadership and resilience in emerging markets struggling with institutional weaknesses and market pressures. The majority of published research comes from these countries, which are predominantly Asian. While Australia and South Korea may operate in more advanced research environments, with 30 publications each, this suggests a more rigorous selection of results targeting more niche international journals. Turkey (27), India (25), the United Arab Emirates (24) and Thailand (23) also contribute to the broader global interest in research on innovative work behaviour and leadership, particularly in cultural areas experiencing rapid organizational and technological change.

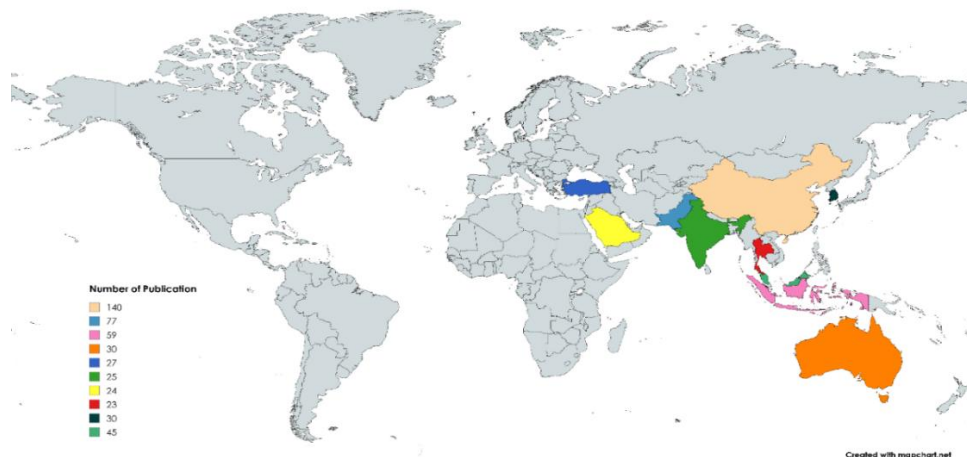


Figure 2: No of publication by World Map

Overall, the geographic patterns have benchmarked that research in this area is closely related to real-world needs for adaptive leadership and resilient employees. This also reinforces innovative work behavior as a critical organizational capability in a variety of economic and institutional contexts.

RQ4: What dominant and emerging thematic structures characterize research on leadership, resilience-related mechanism and innovative work behaviour, as identified through author keyword co-occurrence analysis?

The analysis method in VOSviewer is based on keyword co-occurrence, which is based on the premise that very high co-occurrence indicates conceptual closeness. In a network map, coherent or co-occurring keywords are typically placed close to each other while other keywords (with less interaction) appear further apart. Nodes are located based on the frequency of keyword occurrence and the thickness of the links (relative link strength) indicates how closely related they are across the entire data set. This means that the visualization not only provides context to popularity, it also creates an atmosphere of relationship importance; recurring groups will be connected and will generate a shared perception of interactions with others. This data shows that the most important topic area is “innovative work behavior” 368 occurrences; with a total link strength of 927, and this makes it the main focus of the literature rather than innovation at the organizational or system-wide level. It lies at the core of a leadership style cluster that is loaded with theories that include transformational, servant, ethical, inclusive and entrepreneurial leadership, and psychology that includes psychological empowerment, creative self-efficacy, work engagement and intrinsic motivation. This methodological choice is appropriate and fitting.

The full count is extended to all common keywords, which serves to capture the full range of ideas without correction for author or journal productivity. While low-frequency terms are generally noise, setting a minimum threshold of five occurrences will allow underused but meaningful concepts to be retained in cases where they are likely to appear. Only 86 of the 647 keywords originally collected met this criterion, indicating that most terms are rare, isolated, or context dependent. This provides insight into flaws in the analysis, or the detailed understanding of the conceptual landscape. Do not draw conclusions by clustering and ensure that smaller, highly specific topics such as workplace bullying/uncertainty

avoidance/technology acceptance will be visible. Setting cluster_min_size to one allows topics to remain separate. The 10 clusters that emerge indicate a heterogeneous but systematic research domain, which also reflects the diversity of themes yet maintains coherence of the study. (See Figure 3).

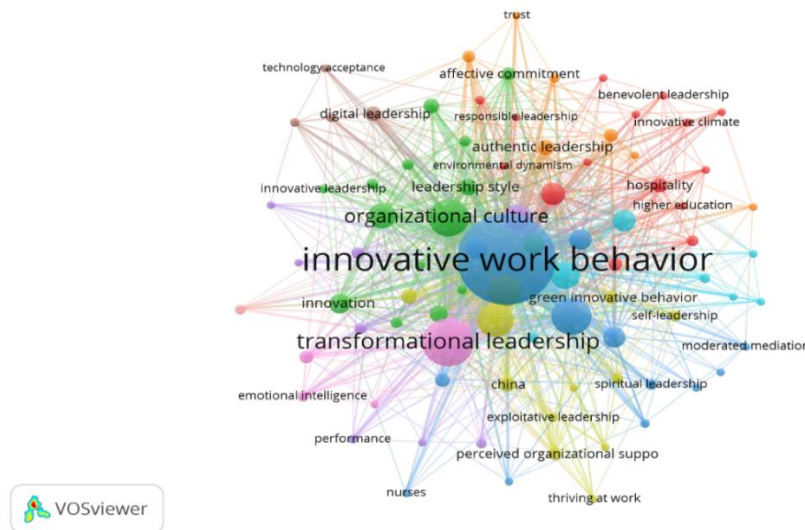


Figure 3: Network Visualization Map of Keywords' Co-Occurrence

The map reveals the strengths and areas of literature that are overemphasized. The prominence of various leadership styles, particularly transformational, servant, ethical, inclusive, ambidextrous and empowering leadership, suggests that research on innovative work behavior (IWB) has approached near-full saturation through the lens of leadership. The results support the social exchange and self-determination framework rather than structural or institutional foundations, such as psychological empowerment, creative self-efficacy, work engagement and affective commitment as the main explanatory mechanisms. The use of structural equation modeling, PLS-SEM and moderated mediation as the basis for the mechanistically robust domain, lacks the intellectual weight to be causal and instead opts to continue testing equivalent models using alternative names rather than proceeding with theory development.

In terms of context, although clusters referring to SMEs, hospitality, banking/finance, public government related service providers, higher education and nursing are present where similar to the national contexts shown by China and Pakistan, they are comprehensive in terms of representation of emerging or service-oriented economies while exhibiting demographic imbalances that limit generalizability. The introduction of constructs such as digital leadership, digital literacy, information technology and technology adoption leads to a delayed but rapid position towards the IWB framework in the context of the digital age. Furthermore, this context is still on the periphery and has not been integrated as an important element in the rationale of its convergence with the psychological constructs defined by leadership. Less clear but still weak concepts are those around sustainability such as green innovative behavior, climate for innovation, sustainability, responsible leadership. This clearly shows the under-theorized intersection between innovative behavior and the Environmental, Social and Governance (ESG) agenda. In conclusion, it is now provided to the domain through the fulfilment of the basic goals of bibliometric analysis where it reflects theoretically mature domains but in opposite directions. It therefore clearly states a saturation point for scholars, identifies gaps

where integration is lacking, and suggests new directions for future research that may create explanations for innovative work behavior. This aims to identify how leadership style modifications can be incorporated into a broader digital and sustainability focus.

RQ5: What patterns of international scientific collaboration are evident in research of leadership, resilience and innovative work behavior, as revealed by country-level co-authorship networks?

The analysis of co-authorship across countries using VOSviewer can be considered as a first step towards explaining the geographical dimension of scientific output and collaboration, rather than simply representing a simple measure of publication dominance. Conceptually, it examines the interdependence of countries based on co-authorship of scientific publications under the assumption that collaborative publishing implies research collaboration and knowledge transfer and integration into networks across countries. In this framework, each node represents a country, and the size of the node reflects the number of manuscripts produced, while links indicate the frequency of authors from two different countries collaborating on the same publication. However, in this scenario, the total strength of links becomes the most important measure, reflecting not only output or impact but also the intensity of collaboration. Using the full-count method, the findings of each country appearing in a given publication are meaningful. Furthermore, equal credit for the work and its collaborative relationships. This is considered a rational strategy when participation and engagement, rather than partial presence or hegemony, are the main objectives. Five documents are set as the threshold as this can be considered a minimum level of engagement. Occasional engagement is not shown in this topic, and out of 76 countries, only 29 reach this threshold. This explains that international cooperation is concentrated rather than widely spread across the world.

By setting the minimum cluster distance to 1, it realistically avoids lumping together countries that are less closely related, together in a dominant combination. This has allowed for naturally acceptable peripheral countries to be included without distortion. In this case, VOSviewer identifies five clusters, indicating that the domain is characterized by several centers of collaboration rather than a single global network. This is important, as the emergence of clusters in this context represents collaborative closeness, not just geographic or income-based proximity.

The results are far more informative than simply creating a hierarchical classification of countries. China dominates both productivity and collaboration focus, while exhibiting by most accounts the highest total link strength and number of publications, closely followed by Pakistan. This observation challenges long-held beliefs by showing that research on innovation and leadership is shaped by Western economies. Instead, the visualization shows Asia and the Global South not as marginalized but rather as core pillars of collaborative networks.

Next are the countries that have a strong position in the overall fit of the data, with Malaysia, Australia, Britain and the UAE acting more as nodes in clusters that are interconnected with each other and form part of the global knowledge producers. In contrast, established high-impact research hubs such as the United States, Germany and the Netherlands show moderate link strength but relatively large citation numbers, suggesting that their prominence in this field is driven more by intellectual impact than by the weight of collaboration.

Given that the Middle Eastern nations states (UAE, Saudi Arabia, Oman and Jordan) are found to be in the top cluster, this suggests a strong regional collaborative approach that may be influenced by common institutional contexts, labour market synergies and policy goals. In parallel, countries such as Indonesia and Vietnam show high document counts but low link strength indicating that scholarship tends to be domestic or internal and less integrated across national borders. (Please refer to Figure 4).

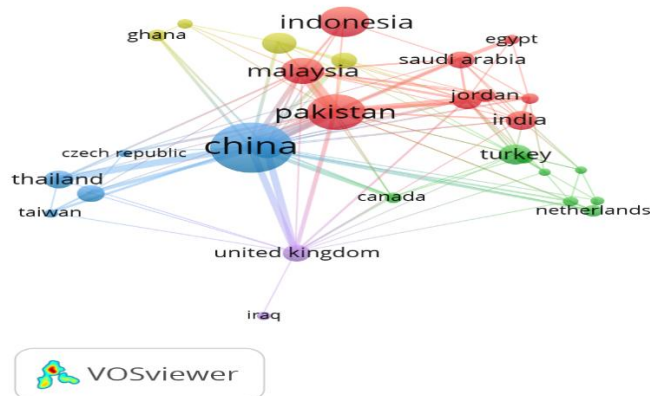


Figure 4: Network Visualization Map of Co-Authorship

From a knowledge-body perspective, this co-authorship structure reveals three key aspects of publishing. First, while the empirical knowledge base in emerging markets adds contextual relevance, it risks being too theoretically appropriate if not supported by good theory. Second, knowledge is diffuse within clusters rather than more globally, explaining the strong circulation within the blocs of cooperation and transfer is weak. This explains why similar models tend to fail when tested repeatedly. Third, the map shows important research opportunities to combine theory across very different clusters, as there are typically only weak links between the Asian-led clusters and the Western regions. This co-authorship analysis reveals not only the dynamic nature of publishing but also the patterns of communication, the degree of isolation and the intellectual pockets that are rapidly developing in this landscape. This is essential for the literature to overcome its exponential growth and become an increasingly aggregated, truly global scholarship.

The implications of this bibliometric analysis have revealed the evolution of innovative work behavior research along a trajectory dominated by leadership aspects and addressed the reliance on leadership styles and psychological mechanisms as drivers of employee innovation in early scholarship. Resilience does not appear to be a prominent construct in the top-cited foundational studies, but its relevant capability elements of psychological empowerment, self-efficacy, adaptability and work engagement are found to be implicitly integrated into the leadership and innovation research stream. This suggests that resilience has evolved over time into an integrative concept rather than a separate research area. Thus, the identified thematic structure reflects a transitional period in which leader-centered responses remain the dominant explanation, while resilience and digital age perspectives act more as connective tissue linking individual-level readiness and ongoing innovative work behavior. As a result, the discipline appears to be moving away from conventional leadership-innovation models to more integrative frameworks. This suggests resilience as an important organizational capability to engage with uncertainty, digital transformation and complex work environments. These

findings also lay the foundation for future empirical investigations involving multi-level associations between leadership, resilience, and innovative work behaviors in the context of digitally transforming organizations.

Limitation

There are several key points that need to be noted in this publication. First of all, this analysis only finds relevant data that is also indexed from the Scopus and Web of Science databases. Apart from the databases mentioned here such as Dimension, or Google Scholar cannot be accessed completely and comprehensively. In addition, the use of English in the publication of the manuscript is also a potential limitation to the information of the findings. This is because, data identified using English will be selected, and other than English language has been removed. Moreover, the type of publication published is also one of the limitations. Non-journal publications such as conference papers, books, book chapters were also removed during the search. In addition, bibliometric analysis has limitations because it identifies publication patterns, citation structure, collaboration networks and theme development but does not provide causal links between leadership and mechanisms related to resilience and innovative work behaviour.

In addition, the 2026 publication data is considered incomplete because it reflects the early-stage publication record throughout the year of publication, and continuous data collection. To obtain complete data, a period of 12 months or a year is better and stronger. Therefore, adding the year 2026 to the publication allows this systematic review to identify recent developments and emerging research directions only during that period.

Future studies should consider adopting a broader selection of bibliographic databases, along with coverage of other document types outside the domain of peer-reviewed journals, to increase the comprehensiveness of the coverage of identifications and retrievals in the literature. In addition, longitudinal studies might focus on the dynamics of themes in this domain over time, along with bibliometric and empirical studies that identify unexplored research areas such as digital leadership, sustainability-oriented innovation, resilience capabilities and their intersection with Industry 4.0 and/or modern organizational trends. Such studies may enrich existing knowledge on the changing relationship between leadership, resilience-related mechanisms and innovative work behavior.

Conclusion

This bibliometric study explores the global research landscape on leadership and resilience with innovative work behaviors over the period 2016-2026. It proposes to create a landscape of growth publications. This includes data on who is contributing, and which countries are leading in the field. This aims to uncover dominant research trends and analyse patterns of international collaboration. The analysis also explains the evolution of the research field in times of digital disruption and organisational challenges, by integrating a range of scholarly outputs.

Findings show a significant increase in professional publications after 2020. The data suggest that a strong academic focus is being placed on leadership and resilience in disruptive contexts. The main conceptual framework is innovative work behaviors that contribute to leadership styles including transformational, inclusive, ethical, servant and digital leadership. In addition,

psychological factors related to resilience such as empowerment and self-efficacy as well as work engagement. Analysis of the current literature reveals a thematic organisation built around psychology has encouraged, regionally focused leadership-centred approaches. This is supported by more complex quantitative methods. Additionally, developing economies, particularly in Asia such as China, Pakistan, Malaysia and Indonesia, dominate the publication/collaboration topics. The pattern of international collaboration reveals regional clusters of research activities, rather than global networks.

Third, the results shed light on the academic institutions, thematic areas and geographical coverage of research on leadership, resilience and innovative work behaviour. Furthermore, the analysis reveals some new and relatively scarce perspectives, especially on research in digital capabilities, sustainability, multi-level leadership modes and research into resilience and innovative work behaviour. From a practical perspective, the findings suggest that adaptive leadership practices and resilience are becoming increasingly important to fuel employee innovation in a changing environment. A limitation of the study is that it relies on a single database and English language articles, which may limit its scope. Future research could expand on this study by including other databases, multiple document types, longitudinal studies or cross-level theoretical frameworks.

This study significantly contributes to a better understanding of the relationship between leaders and resilience, which have both been conceptualized as interdependent motivators of innovative work behaviour. This makes the findings relevant as innovative work behaviour is linked to contemporary strategic capabilities for organizational success, especially in an increasingly digital and changing environment.

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