

## Leadership Effectiveness: A Systematic Literature Review

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### Abstract

The aim of this systematic literature review is to investigate the factors affecting leadership effectiveness and to establish a theoretical background for future studies. A total of thirty-two studies covering leadership effectiveness in different sectors from 2015 to 2024 were identified and analysed via a Preferred Reporting Items for Systematic Reviews and Meta-Analysis method using descriptive content analysis and research characteristics. Excel and VOS Viewer software were used for bibliometric analysis. These studies were found in Scopus, Taylor and Francis, Web of Science, PubMed, and Wiley databases. Leadership styles, professional skill, motivation, understanding of leadership, leaders' behaviour, leadership styles, organizational culture, organizational commitment, augmenting systems and services, job duties, salary, working conditions, and corruption are the main determinants. This study reviews thirty-two research publications from reputable databases using systematic review methods, then carefully analyses and combines the results in descriptive content and bibliometric analyses. The results suggest that the topic will continue to attract more research.

### Introduction

Leadership effectiveness is an evolutionary process of interconnected events and feedback to events. Effective leadership is often viewed as the foundation for organizational performance and growth. Effective leadership is a source of the competitive advantage for organizations, and the foundation for organizational performance and growth (Kim 2007). Leadership is the ability to influence the attitudes, beliefs, and abilities of employees to achieve organizational goals. It is crucial for the successes or failures of organizational performance (Teame et al. 2022). According to Pierro et al. (2005), leadership effectiveness is defined by a leader's ability to mobilize and influence followers.

The leadership of an organization needs not only to be successful today, but they also need to be successful tomorrow to stay in control and flourish. Quality control and quality assurance are no longer sufficient for most organizations. They need to build an awareness of the

sustainability components into processes of their management and business practices (i.e., internal and external ones) to be judged as successful in corporate decision-making and business behavior in organizational performance over the long term (Svensson and Wood 2012). Leaders play an essential role in leveraging the benefits and mitigating the challenges of multicultural teams. Transformational leadership is thought to be effective across organizational contexts, though little is known about the antecedents of transformational leadership behaviors and effectiveness in multicultural settings (Lisak and Harush, 2021). In addition, in the study of Srirahayu et al. (2024) transformational leadership impacts librarian innovative behavior and innovation climate in Indonesia's public library. According to Ikegune (2017) and Offem (2021), leadership styles of librarians in south-south universities of Nigeria influence their administrative effectiveness.

The Essential Behavioral Leadership Qualities (EBLQ) method is also effective in showing patterns of incongruence (and any congruence) between the essentiality of assessed items and the level of effectiveness of a leader on the items (Oyinlade 2006). Ethical leadership and empowering leadership have positive associations with leader-member exchange, subordinate affective commitment, and perception of leader effectiveness. In different sectors, leadership is crucial for organizational effectiveness. According to Yang (2023) leadership is a critical component of any successful organization, and it is essential for leaders to be cognizant of the challenges they may encounter and the responsibilities they must fulfill.

A systematic review is a process for reviewing relevant literature using a comprehensive, pre-planned strategy to locate existing literature, evaluate its contribution, analyze and synthesize findings, and report on evidence to allow conclusions (Ionescu 2014). Bibliometric study provides a description of the research field by identifying the driving publishing journals, affiliation statistics, and most influential authors and expressive publications in the research field (Tigre and Curado 2023). This study aims to systematically review and perform bibliometric study on leadership effectiveness.

## Theoretical Background

Global markets have increased the challenges faced by business organizations, causing them to manage their employees across varying cultures, time zones, and complex organizational structures. Thus, more effective leadership skills are required to enhance business survival and continuity (Rahman and Castelli 2013). Healthcare managers had a low capacity for vision creation, implementation, and developing followership; in particular, the ability for vision creation

was very low. Educational status, managerial position, emotional intelligence, and leadership style were the factors affecting healthcare leadership effectiveness (Teame et al. 2022).

The potential of intelligence to positively predict a leader's effectiveness has been attributed to research on cognitive, emotional, and social intelligences. However, the role of an effective, intelligent leader has changed, as increasing demands are being placed on organizations, managers, and employees alike (Gage 2016). Transformational leadership was positively related to personal identification with the leader, which was significantly associated with followers' innovativeness, affective organizational duty, and turnover intention.

In addition, personal identification with the leader significantly mediated the relationships of transformational leadership with followers' affective organizational commitment and turnover intention (Zhu et al. 2012). Emotional intelligence has been identified by some as the crucial element needed for this effective leadership (Prati et al. 2006).

Leadership is at the heart of effective management. Whether intentional or unintentional, the actions and attitudes of those in positions of authority affect the actions and attitudes of employees (Erkutlu 2008). In social identity analyses of leadership, the role of leader group prototypicality (the extent to which the leader is representative of the collective identity) in leadership effectiveness is emphasized (Cicero et al. 2010). The culture and perceptions of leadership effectiveness indicate that the source of information related to the basis for effective leadership is likely to vary in different cultural contexts (Kwantes and Boglarsky 2007).

Leadership effectiveness is defined as achieving directed outcomes in terms of productivity, quality, and satisfaction in a given situation, and it relies on four sets of variables (Dubrin 2008):

- Leaders' characteristics and traits indicating inner qualities of the leader, such as self-assurance and problem-solving ability, which assist the leader to perform effectively in different situations.
- Leaders' behavior and style, which refers to knowledge creation, acquisition, sharing and dissemination through exploration of latest communication technologies, can play the crucial role in enhancing productivity, intellectual capital, cost-effectiveness and innovativeness of an organization for ensuring a competitive advantage and sustainable intellectual growth (Samanta et al. 2023).

According to Tariku Ferew et al. (2020), professional skill, motivation, understanding of leadership, leadership models, working experience, and corruption are the influencing factors that affect the effectiveness of leadership. From different reviewed articles, there is a gap indicating that the choice of databases could have affected the number of relevant articles.

Second, relevant studies using terms other than the keywords used were not found in the literature search. Third, the inclusion criteria of keywords in abstracts could also have excluded relevant papers.

Finally, this review, despite the use of inclusion and exclusion criteria, entails making personal decisions on what is relevant versus irrelevant literature and may be another limitation of conducting this type of study (Herrmann and Kara 2017). Therefore, this study aims to investigate the factors affecting leadership effectiveness and review the practice of leadership effectiveness in different sectors.

## Research Methods

Snyder (2019) explained that there are several approaches to literature review methodology which are commonly used in social sciences, such as systematic literature review, semi-systematic literature review, and integrative literature review. This study employed a systematic literature review and bibliometric study of leadership effectiveness.

### Data Collection

This study was started by setting a review procedure, adapted from Rethlefsen et al. (2021). Figure 1 displays the Preferred Reporting Items for Systematic Reviews and Meta-Analysis that were obtained based on the research objective. As displayed below, only thirty-two of the original 1,005 articles were ultimately included in the investigation, which enables the precise outline and plan to be followed in the process of review.

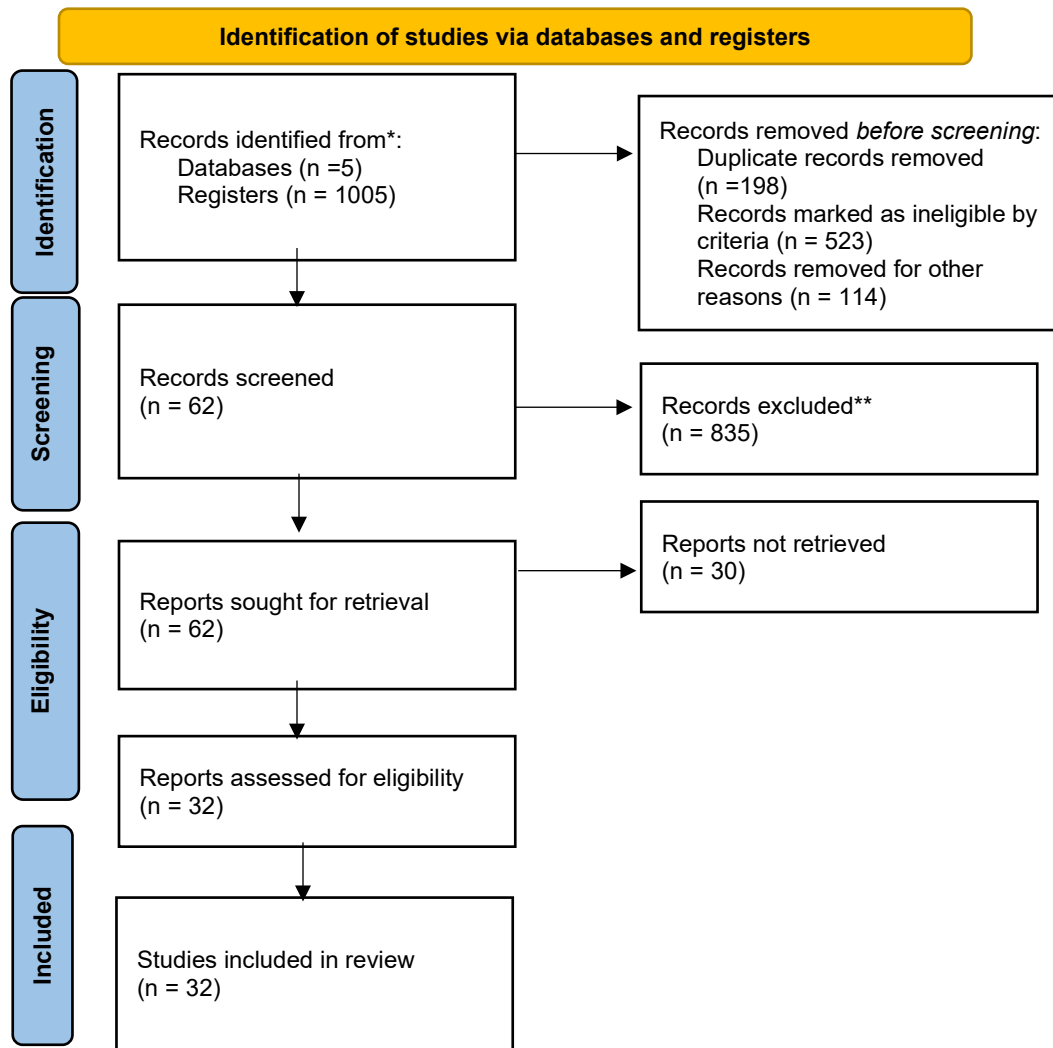


Figure 1. Displays the PRISMA that Were Obtained

### Selection of Databases

Articles in databases included in the scope of the research provide a set of high-quality peer-reviewed journals. Studies on leadership effectiveness in the databases were scanned in collaboration with the key in the systematic review. The databases were systematically searched for eligible studies and the data were derived from the databases Scopus, Taylor and Francis, Web of Science, Wiley, and PubMed. Based on this review, the researcher selected thirty-two articles from amongst 1,005 papers that were uncovered in the databases.

## Inclusion and Exclusion

The current study used some inclusion and exclusion criteria. Four inclusion criteria were employed: search boundary, time of publication, language, and keywords. As per the recommendation of Tasdemir and Gazo (2018), to ensure search completeness, some additional journals were added to the list but were published in international peer-reviewed journals, which are considered to be the most reliable sources. The results of the search were obtained from English-language journal articles published from 2015 to 2024 in peer-reviewed journals. In addition, the study used a series of inclusion criteria to screen papers for the review. These factors included: English language, years of papers publication  $\geq 2015$ , papers that had been published in peer-reviewed journals, keywords used “leadership” and “effectiveness.”

The exclusion criteria include relevance, quality, and duplication. This was done via reading the abstract and conclusion of downloaded articles from different databases. Relevance was affected by choosing whether articles fit to keywords used as search. To ensure the quality, the study excluded unpublished articles, books, reports, theses, dissertations, different reviews, working papers, and conference papers to enhance the findings from this review. Duplicated articles were excluded by assigning a code for each article and manual detection.

## Data Analysis

PRISMA involves a four-phase process of minimum “evidence-based” evaluation and reporting existing literature through “systematic reviews and meta-analysis” (Moher et al. 2019). In this study, PRISMA is a process of evaluating literature studies that focus on this study and descriptive content analysis, as well as review questions that were established at the start of the review process. Descriptive content evaluation was carried out using the data extraction form's categories (Snilstveit et al. 2012). This was accomplished by tabulation, specifically for the discussion of research characteristic results. Excel and VOS Viewer software were used for bibliometric analysis.

Bibliometric analysis is a popular and rigorous method for exploring and analyzing large volumes of scientific data. It enables us to unpack the evolutionary nuances of a specific field, while shedding light on the emerging areas in that field. Accordingly, we endeavor to present an overview of the bibliometric methodology, with a particular focus on its different techniques, while offering step-by-step guidelines that can be relied upon to rigorously perform bibliometric analysis with assurance (Donthu et al. 2021). Bibliometric analysis is a tool that can be used to evaluate published data. A systematic review and bibliometric analysis were used to summarize the previous empirical and theoretical literature.

Table 1. Summarized Review of Leadership Effectiveness Studies

Year	Author Name(s)	Title	Study Objective	Results
2022	Karolina Oleksa-Marewska and Joanna Tokar	Facing the Post-Pandemic Challenges: The Role of Leadership Effectiveness in Shaping the Affective Well-Being of Healthcare Providers Working in a Hybrid Work Mode	To examine role of leadership effectiveness in shaping the affective well-being of healthcare providers working in a hybrid work mode.	The results of this study expand the knowledge on the competencies of healthcare leaders and shed new light on the management of medical employees performing remote and hybrid work.
2015	Jana Mesterova, Jakub Prochazka, and Martin Vaculik	Relationship between Self-Efficacy, Transformational Leadership and Leader Effectiveness	This research aims to empirically investigate the relationship between a leader's self-efficacy, transformational leadership, and leader effectiveness.	Findings show that the relationship of self-efficacy to transformational leadership was not supported, as was the association between a leader's self-efficacy and criteria of leader effectiveness.
2022	Kiros Teame, Ayal Debie, and Mikiyas Tullu	Healthcare Leadership Effectiveness among Managers in Public Health institutions of Addis Ababa, Central Ethiopia: A Mixed Method Study	This study aims to assess healthcare leadership effectiveness and associated factors among managers working at public health institutions in Addis Ababa, Ethiopia.	Findings show that healthcare managers had low capacity for vision creation, implementation, and developing followership; particularly the ability of vision creation. Lack of leadership knowledge and skills and frequent use of autocratic leadership were challenges for healthcare leadership effectiveness.
2015	Simon A. Black	Qualities of Effective Leadership in Higher Education	To examine qualities of effective leadership in higher education.	Results show that higher education leaders need a combination of leadership and management competencies to address the challenges faced in the sector; separation of these facets is counterproductive and will not address the negative impact of managerial perceived within institutions.
2018	Kimberley Breevaart and Hannes Zacher	Main and Interactive Effects of Weekly Transformational and	To identify the effect of transformational and	Findings show that it is important to consider interactions between different

		Laissez-faire Leadership on Followers' Trust in the Leader and Leader Effectiveness	laissez-faire on leadership effectiveness.	leadership behaviors when studying leadership effectiveness.
2023	Bambang Budi Wiyono, Aan Komariah, Abdulelah A. Alghamdi, Sultoni, and Mochammad Fahlevi	The Influence of Principals' e-Leadership on the Effectiveness of Schools' Public Relations and Organizational Improvement	This study examines the effect of principals' e-leadership on the effectiveness of schools' public relations and school improvement.	The study results showed that there is a direct influence of principals' e-leadership on the effectiveness of schools' public relations.
2022	Cheryl E. Gray, Paul E. Spector, Janelle E. Wells, Shayla R. Bianchi, Claudia Ocana-Dominguez, Casey Stringer, Javier Sarmiento, and Tiffany Butler	How Can Organizational Leaders Help? Examining the Effectiveness of Leaders' Support During a Crisis	To investigate the efficacy of organizational leaders' support efforts during a crisis.	Findings show that leaders should be especially careful to provide helpful support and avoid providing unhelpful support. This is the first known research to investigate the efficacy of organizational leaders' reactions to a crisis and provide specific insights to inform what employees do and do not appreciate from their leadership during a crisis.
2017	Mitra Madanchian, Norashikin Hussein, Fauziah Noordin, and Hamed Taherdoost	The Impact of Ethical Leadership on Leadership Effectiveness among SMEs in Malaysia	To examine the relationships between ethical leadership and leader's effectiveness, based on data from managers and employees of SMEs in Malaysia	The findings of this research shows that ethical leadership has direct and positive effect on leadership effectiveness.
2018	Jakub Prochazka, Martin Vaculik, Petr Smutny, and Stanislav Jezek	Leader Traits, Transformational Leadership and Leader Effectiveness	To explore the mediation effect of transformational leadership in the relationship between leaders' personality	The results show that interpreted with the knowledge that they were obtained in a simulation game environment on a sample of students.



			characteristics and effectiveness	
2023	Deni Nurcahya	Effective Leadership and Good Governance: Studies on the Implementation of Regional Autonomy	This study aims to determine the effectiveness of leadership and good governance that occurs in regional autonomy.	The results show the effectiveness of leadership and good governance that occurs in regional autonomy, where in this case the leadership factor has a strategic and important role in creating a government that is characterized and assisted by the regulations of good governance so that the existence of local government can be utilized properly.
2019	Mitra Madanchian and Hamed Taherdoost	Assessment of Leadership Effectiveness Dimensions in Small Medium Enterprises (SMEs)	The purpose of this study is to assess the leadership effectiveness dimensions in SMEs, specifically, Malaysian SMEs.	The result showed that leadership effectiveness dimensions play an important role in measuring the leadership effectiveness and impact SMEs performance.
2016	Madline Jayana, Khuan Wai Bing, and Kamurudin Musa	Investigating the Relationship of Adaptive Leadership and Leadership Capabilities on Leadership Effectiveness in Sarawak Schools	To explore assessment of the relationship of adaptive leadership and leadership capabilities on leadership effectiveness in Sarawak schools	The study reports that school leadership effectiveness is ultimately based upon several other factors beyond adaptive leadership and leadership capabilities.
2021	Bayad Jamal Ali and Govand Anwar	Strategic Leadership Effectiveness and Its Influence on Organizational Effectiveness	To explore the link between the sustainable competitive advantage and strategic effectiveness.	The results showed that absorptive self-leadership on sustainable competitive advantage had the strongest impact, while managerial wisdom as self-leadership on sustainable competitive advantage had the weakest influence.
2016	Timothy Gage and Clive Smith	Leadership Intelligence: Unlocking the Potential for School Leadership Effectiveness	To explore a theoretical approach to effective school leadership in an emerging context that embraces a holistic	The results show that leadership development continues to prepare and recruit leaders to work in a hierarchical school. This is a real concern, as it curbs the leaders' ability to transform school

			understanding of intelligence.	environments and forces them to become managers.
2022	Meral Elçi, İrge Şenir, Seval Aksoy, and Lütüfihak Alpkand	The Impact of Ethical Leadership and Leadership Effectiveness on the Mediating Role of Work Related Stress	To examine the mediator of the relationship among ethical leadership, leader effectiveness, and turnover intention.	It was found that while ethical leadership and leadership effectiveness negatively affect turnover intention of employees, work related stress has a positive effect on employees' turnover intention.
2019	Gouher Ahmed and Nabeel Al Amiri	An Analysis of Strategic Leadership Effectiveness of Prophet Muhammad (PBUH) Based on Dave Ulrich Leadership Code	Analyzing the strategic leadership of Prophet Muhammad by breaking down leadership behaviors in different situations to identify his leadership qualities and styles as an outcome of psychological, personal, and cultural systems.	It was concluded that he met the five rules of the leadership code model that included his effectiveness to shape the future, get things done, manage others, invest in his followers, and demonstrate personal proficiency.
2021	W. O. Ibukun and Babatope Kolade Oyewole	Personality Characteristics and Principal Leadership Effectiveness in Ekiti State, Nigeria	To investigate personality characteristics and principal leadership effectiveness in Ekiti State, Nigeria.	It was concluded that the Ekiti State Teaching Service Commission could place high emphasis on the use of experience in the appointment of principals, while gender factor could be de-emphasized, as no significant difference existed between male and female principals.
2015	Martin M. Chemers, Carl B. Watson, and Stephen T. May	Dispositional Affect and Leadership Effectiveness: A Comparison of Self-Esteem, Optimism, and Efficacy	To examine the effects of leadership efficacy and optimism on the evaluation and performance of military cadet leaders.	The findings show that self-rated leadership efficacy has concurrent, predictive, and discriminant validity as a contributor to leadership evaluations.
2018	Francis Amagoh	Leadership Development and Leadership Effectiveness	To identify some leadership development initiatives.	Leadership development should be comprehensively and systematically integrated into the organizational culture to

				produce leaders who can adequately deal with organizational challenges.
2015	Weichun Zhu, Gang Wang, Xiaoming Zheng, Taoxiong Liu, and Qing Miao	Examining the Role of Personal Identification With the Leader in Leadership Effectiveness: A Partial Nomological Network	To examine a partial nomological network of personal identification with the leader and its mediating effects.	The results show that transformational leadership was positively related to personal identification with the leader, which was significantly associated with followers' innovativeness, affective organizational commitment, and turnover intention.
2015	Jui-Chen Chen and Colin Silverthorne	Leadership Effectiveness, Leadership Style and Employee Readiness	This study aims to test the Hersey and Blanchard Situation Leadership Theory (SLT) of leadership effectiveness and the impact of the degree of match between leadership style and employee readiness level on a variety of measures of leadership outcomes.	The results did not support SLT predictions that an appropriate match between leadership style and subordinate readiness results in higher levels of subordinate job satisfaction and performance and lower levels of job stress and intention to leave.
2016	Robert Kerr, John Garvin, Norma Heaton, and Emily Boyle	Emotional Intelligence and Leadership Effectiveness	To investigate the relationship between managerial emotional intelligence (EI) levels and the rating of leadership effectiveness (subordinate ratings).	The overall results of the data analysis show that half of the MSCEIT scores may act as a strong predictor of leadership effectiveness, particularly in the branches within the experiential EI domain ( $r = 0.50, p < 0.001$ ).
2022	Andrzej Krzysztof Kozminski, Anna Katarzyna Baczynska, Ilona Skoczen, and Pawel Korzynski	Towards Leadership Effectiveness: The Role of Individual Leadership Competencies and Constraints. Introduction	The main purpose of this paper is to test the relationship between leadership competencies and effectiveness, with	The study results demonstrate that a leader's competencies are positively related to leadership effectiveness. The authors also found an indirect effect of leadership competencies on effectiveness via constraints. Overall, it can be concluded

		of the Bounded Leadership Model	constraints as a mediating variable, and to introduce the main assumptions of the Bounded Leadership Model (BLM).	that the scales included in the BLM have satisfactory reliability and validity indicators.
2022	Bayan Yousef Farhan	Women Leadership Effectiveness: Competitive Factors and Subjective and Objective Qualities	The purpose of this study is to identify the competitive factors that contribute to leadership effectiveness for women.	The study results highlight women leaders' competitive factors, which are grouped into soft and hard competitive advantages, as well as the subjective and objective qualities that contribute to women's leadership effectiveness.
2016	Ibidapo Oketunji	Leadership Competencies for Change Management In Libraries: Challenges And Opportunities	This paper assumes that leading and managing change is not a luxury; rather it is a necessity for the library and information professionals (LIPs) in the networked environment.	It has been observed from literature that libraries have been pioneers in adopting any new technology, the same holds true for information and technology. The role of libraries has gradually changed from the traditional storehouse of information to access providers.
2017	Daniel Olusegun Ikegune and Olalekan Abiola Awujoola	Job Satisfaction and Leadership Effectiveness of Librarians in Universities in South-West Nigeria	This study investigates job satisfaction and leadership effectiveness of librarians in universities in south-west Nigeria with the aid of survey research approach.	Findings show that job duties, salary, working conditions, opportunity to pursue research, etc., seems not to be favorable at all. This inadequacy is reflected in the leadership ineffectiveness of the librarians, as their performance only seems to be fair.

2023	Sasmita Samanta, Bijayalaxmi Rautaray, and Dillip K. Swain	Impact of Leadership and Innovation on Libraries of the Future	This paper aims to assess the impact and influence of leadership and innovation on libraries of the future.	The study finds that leadership and innovation are crucial for augmenting systems and services of academic library system. Absolute majority of respondents express their readiness for introduction of innovative services.
2024	Dyah Puspitasari Srirahayu, Ahmad Rizki Sridadi, and Dian Ekowati	Leadership as an Enabler of Innovation Climate and Innovative Work Behavior in Indonesia's Public Libraries	This study aims to determine the types of leadership influence the innovative behavior of librarians in public libraries and innovation climate influences the innovative behavior of librarians in public libraries.	The research found that transformational leadership impacts librarian innovative behavior and innovation climate in Indonesia's public library.
2020	Jason Martin	Library Leadership Your Way	This study is not to explain how to lead, but for attendees to discover why they want to lead, how they can best lead, and what their unique leadership practice looks like.	Findings show that they understand who they are as a leader, what works for them, and how they can best approach the difficult and rewarding job of leading a library.
2024	Tarek Shal, Norma Ghamrawi, and Hiba Naccache	Leadership Styles and AI Acceptance in Academic Libraries in Higher Education	This study explored the relationship between the leadership styles adopted by academic librarians and their	Findings suggest that the implementation of AI in academic libraries is most likely to occur under transformational leadership, with transactional leadership being associated with suboptimal outcomes; a noteworthy association is observed

			openness to artificial intelligence (AI).	between the perception of ease of use and the adoption of laissez-faire leadership.
2023	Le Yang	Leadership and Libraries: Status Quo and Emerging Trends	This study aims to critically examine the concept of leadership from an academic lens.	The article concludes by asserting that leadership is a critical component of any successful organization and that it is essential for leaders to be cognizant of the challenges they may encounter and the responsibilities they must fulfill.
2021	Christopher Okoi Offem	The Impact of Leadership Styles on Administrative Effectiveness of Librarians in Federal Universities in South-South Nigeria	This study aims to determine the impact of leadership styles on administrative effectiveness of librarians in federal university libraries in South-South Nigeria.	The result from the research question shows that leadership styles of librarians in south-south universities of Nigeria influence their administrative effectiveness. Hence the study recommends among others that democratic leadership style be employed by professional librarians to bring about good service delivery, effective performance, and enhanced productivity.

In general, as shown in table 1, thirty-two selected articles focused on leadership effectiveness in different sectors and countries. Oleksa-marewska and Tokar (2022), discuss hybrid healthcare employees' affective well-being and systematizing leadership models important for the healthcare sector. In addition, leadership competencies needed to manage change in libraries, as well as underline a few challenges and opportunities in the context of change management are discussed (Oketunji et al., 2016). According to Shal et al. (2024), implementation of AI in academic libraries is most likely to occur under transformational leadership, with transactional leadership being associated with suboptimal outcomes; a noteworthy association is observed between the perception of ease of use and the adoption of laissez-faire leadership. In addition, according to Martin (2020), leaders also need to set goals to inspire and motivate them. Using their purpose, the library's mission and vision, and their leadership, library leaders need to set goals on where they want to go, and what they want to do.

Another example from Nurcahya et al. (2023) states that effectiveness of leadership and good governance occurs in regional autonomy, where the leadership has a strategic and important role in creating a government that is characterized and assisted by the regulations of good governance so that the existence of local government can be utilized properly. Generally, all authors state that leadership effectiveness improves when suitable leadership models are implemented, depending on the organization characteristics.

## Result and Discussion

Aiming to provide readers with a brief introduction regarding the reviewed articles, this study used points such as database characteristics as follows. The pie chart in figure 2 displays the databases used to look up articles for review.

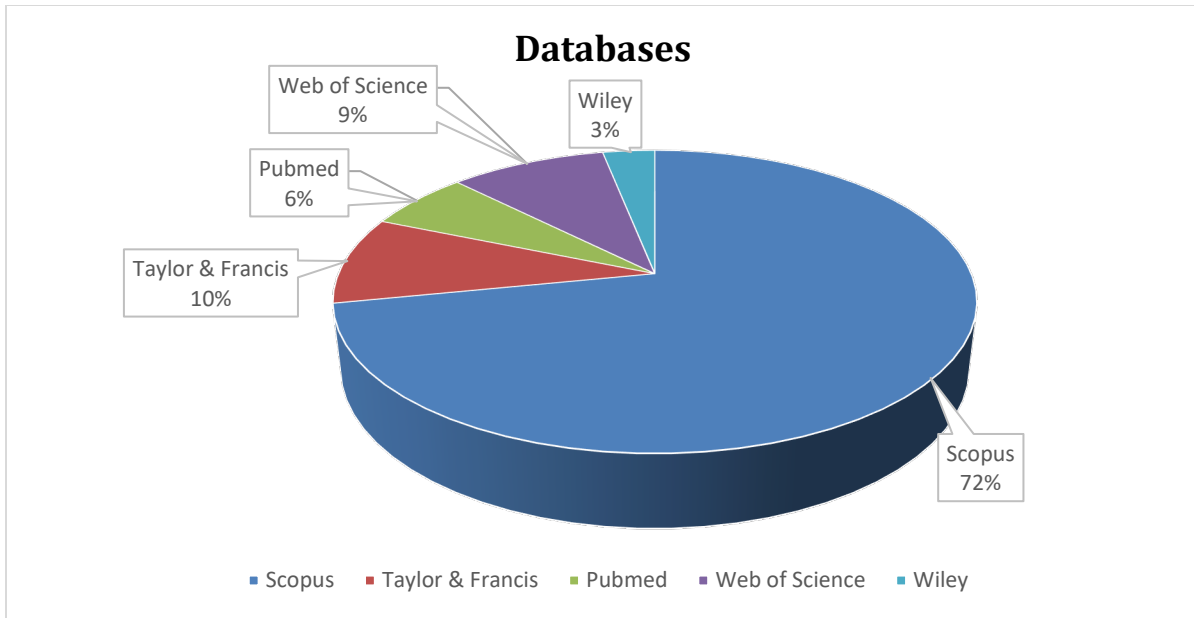


Figure 2. Databases Used for Article Search

Figure 2 shows that of the thirty-two articles used for review in this study, 72% were accessed from the Scopus database, 10% from Taylor & Francis, 9% from Web of Science, 6% from PubMed, and 3% from Wiley.

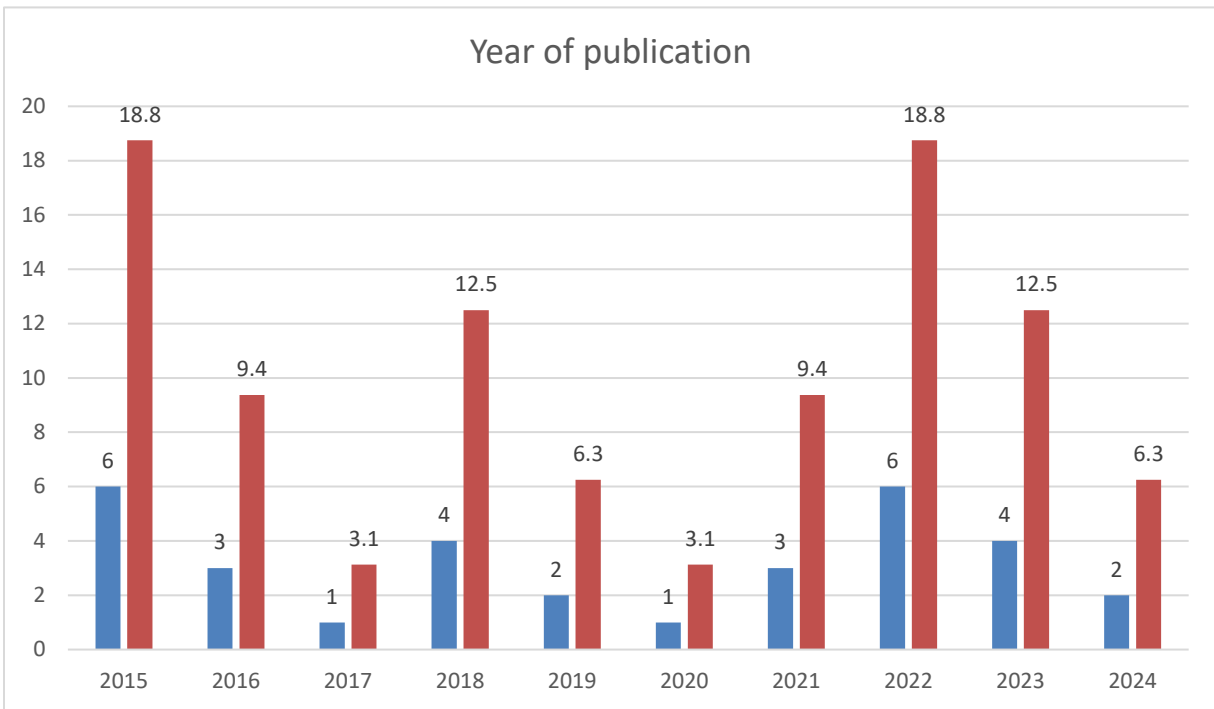


Figure 3. Year of publication of selected article for review



Figure 3 shows that, of the selected articles, 18.8% were published in 2015, 18.8% were published in 2022, 12.5% were published in 2018, 12.5% were published in 2023, 9.4% were published in 2016, 9.4% were published in 2021, 6.3% were published in 2019, and 6.3% were published in 2024. A small number of articles were published in 2017 and 2020 (3.1% each year).



Figure 4. Research Approach of selected article for review

As shown in figure 4, the majority (47%) of the studies use quantitative research methods, followed by mixed research methods (44%), and a small number using qualitative research methods (9%).

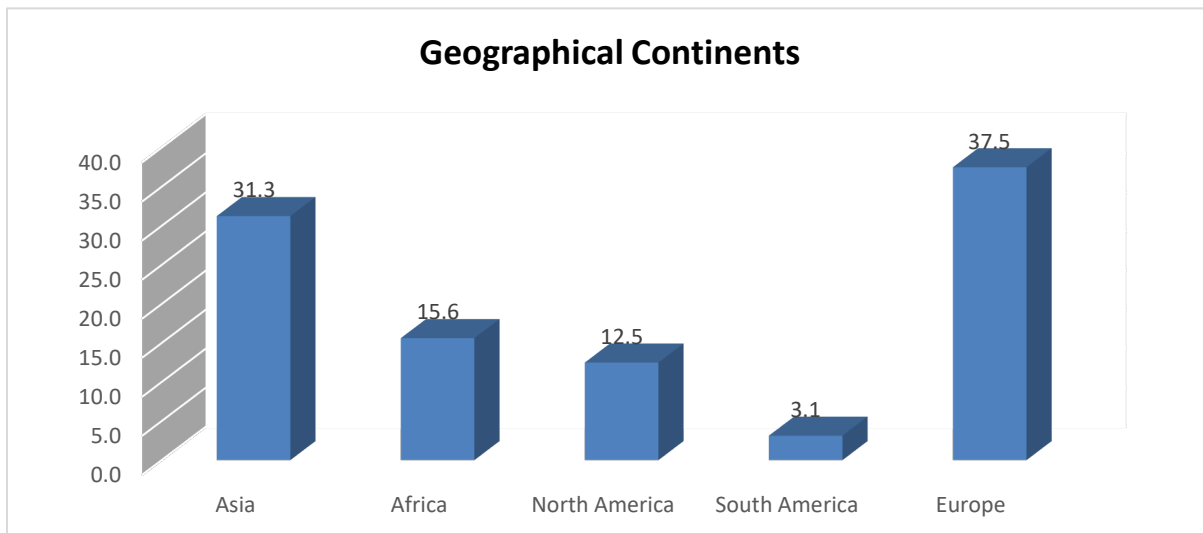


Figure 5. Geographical Regions Covered in the selected Articles

As shown in figure 5, the geographic regions covered by the articles include Europe (37.5%), followed by Asia (31.3%), Africa (15.6%), North America (12.5%), and a small number of articles from South America (3.1%).

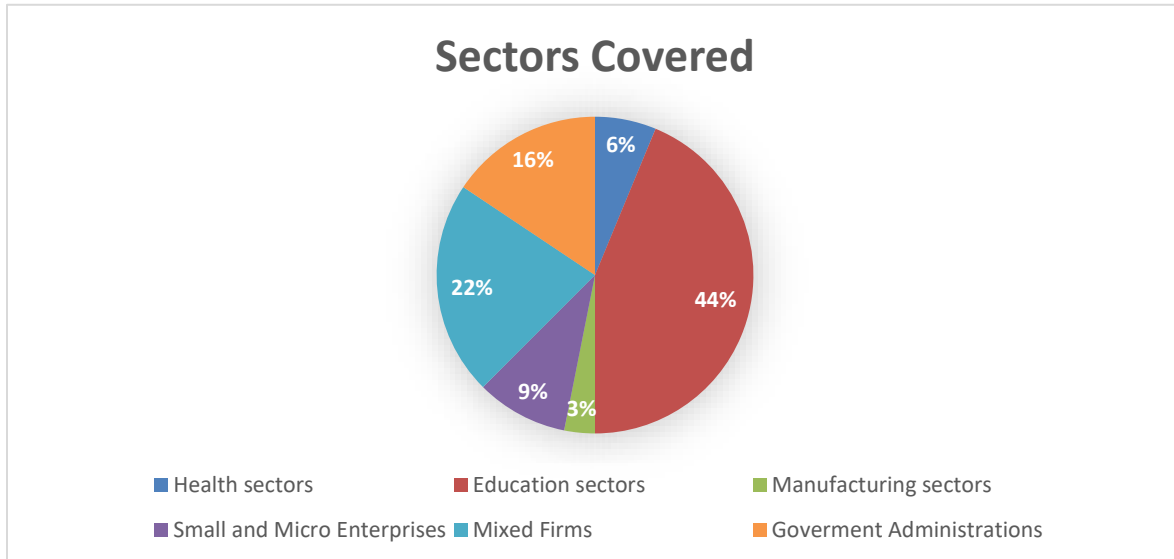


Figure 6. Leadership Effectiveness Carried by the Reviewed Sectors

As shown in figure 6, the sectors covered by the articles include education (44%), mixed firms (25%), and government administrations (16%). Additionally, small and micro enterprises, health, and manufacturing were 9%, 6%, and 3% respectively.

The results of this descriptive study found thirty-two relevant articles that demonstrate leadership effectiveness; the study used bibliometric analysis that employed VOS viewer software that relied on co-occurrence of different keywords as shown in figure 7 below.

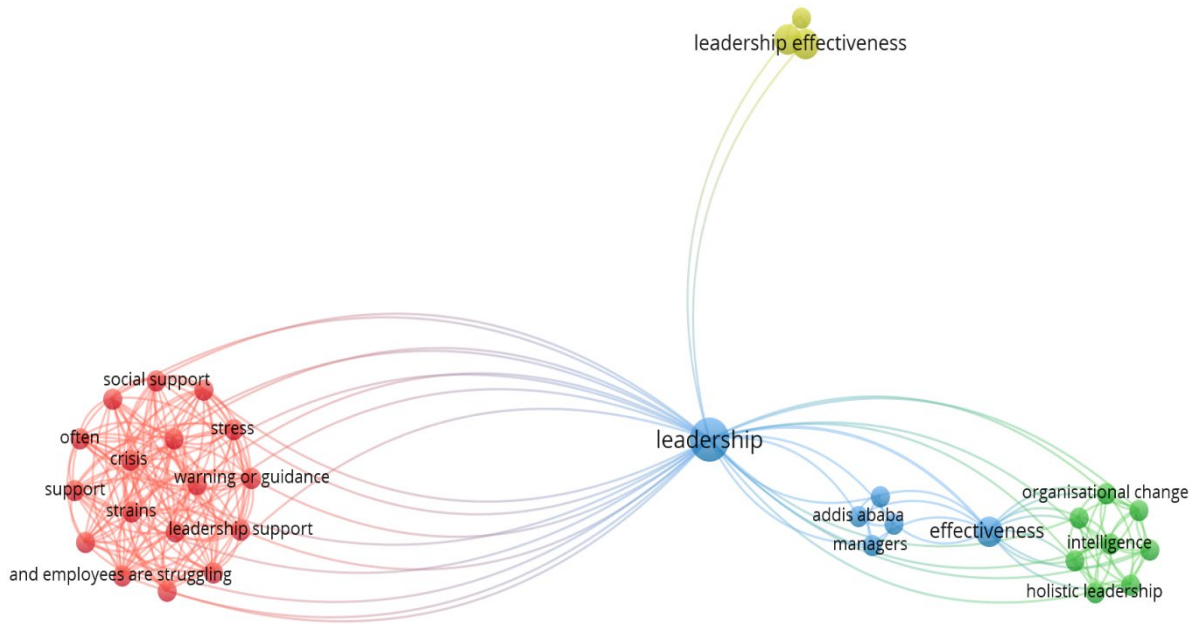


Figure 7. Keywords of selected articles for review

The networks of keywords are the most words used in the study. The frequency of the appearance of words is indicated in figure 7 by its visibility. The keyword “leadership” emerged as the most prominent term, indicating its frequent use across the evaluated articles. The second most visible keyword was “effectiveness,” highlighting its strong association with leadership in the literature. The network of keywords demonstrates how these terms are interconnected, showing their co-occurrence and the thematic relationships within the research. This bibliometric analysis provides a visual representation of the dominant themes, revealing how often these concepts are explored together in the context of the studies reviewed. The highest frequency keywords reveal the top topic in the area, and the network of the keywords indicates the interrelation of the keywords and topics.

## Conclusion

The aim of this study was to investigate leadership effectiveness systematically reviewed and analyzed by bibliometric study. The findings of this study summarize leadership effectiveness in different sector cases. This article summarizes the literature in this field with the result of a systematic literature review. In doing so, we highlight theoretical frameworks and empirical findings of studies in the field, identify methodological issues and challenges in previous research, and discuss recent trends in the field of leadership with effectiveness in different sectors.

Leadership and innovation are crucial for augmenting systems and services of academic library systems (Samanta et al. 2023). In addition to this review, the study investigated professional skill, motivation, understanding of leadership, leader behavior, leadership styles, organizational culture, organizational commitment, augmenting systems and services, job duties, salary, working conditions, and corruption as the influencing factors that affect the effectiveness of leadership and the positive effect depend on the organization characteristics. This review systematically examined leadership effectiveness, revealing that the implementation of suitable leadership styles, tailored to specific organizational characteristics, positively influences outcomes across different sectors.

### Limitations of the Study

This study lessens the subjectivity issue by using a variety of software tools, as these tools allow a researcher to lessen the subjectivity that frequently arises when using traditional content study and in the implementation of manual codifications done by an academic. Finally, this study does not incorporate leadership measurement indicators in its study to identify the unique finding implications.

### Future Research Direction

This study presents opportunities for leadership effectiveness research and offers the opportunity to empirically examine leadership effectiveness from various angles. Despite a rapid recent increase in publications and special issue calls, many opportune research avenues within the field require further investigation.

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