

Mapping The Research Landscape On Leadership And Communication In Indonesia: A Bibliometric Analysis

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ABSTRACT-This study maps the research landscape on leadership and communication in Indonesia from 2020 to 2025 using bibliometric analysis. Data were retrieved from the Scopus database and examined through VOSviewer and Biblioshiny to identify publication trends, thematic structures, and collaboration patterns. The findings reveal a steady growth in scholarly output, with research predominantly situated in the social sciences, business, and public health domains. Thematic analysis highlights several major clusters, including leadership and governance in health settings, transformational leadership and organizational culture, digital leadership and knowledge management, human resource development, and leadership in higher education. Co-authorship visualization indicates the presence of active research groups, though collaboration across clusters remains limited. These results demonstrate that leadership and communication scholarship in Indonesia increasingly intersects with crisis management, digitalization, and organizational performance. The study contributes to a deeper understanding of conceptual development, key contributors, and emerging research directions, providing valuable insights for future academic inquiry and policy formulation.

Keywords: Leadership, Communication, Bibliometric Analysis, VOSviewer, Indonesia

INTRODUCTION

Human resources (HR) have increasingly been recognized as the most strategic asset that determines the competitiveness and sustainability of organizations in the global era. Over the past decade, the world of work has undergone a profound transformation driven by technological disruption, digitalization, and the post-pandemic shift toward flexible work models. Organizations across sectors face mounting challenges to build a workforce that is adaptive, collaborative, and innovation-oriented. The quality of human resources today is not solely defined by technical competence, but also by interpersonal abilities, teamwork, and leadership capacity in achieving collective goals. In this context, leadership and

communication emerge as two interdependent elements that play a central role in shaping organizational effectiveness.

Leadership serves as a vital mechanism through which organizations define direction, motivate employees, and drive change (Yohana et al., 2023). It is widely acknowledged that effective leadership enhances employee engagement, innovation, and organizational resilience (Gustiah & Nurhayati, 2022). Transformational leaders, in particular, inspire followers to transcend individual interests for the sake of collective achievement, while demonstrating empathy, integrity, and adaptability (Al Dahnahani et al., 2019). This role is evident in several Indonesian contexts, including agricultural and public institutional settings, where strong leadership improves community learning, collaboration, and crisis response (Shaliza et al., 2025). In an era of volatility, uncertainty, complexity, and ambiguity (VUCA), leaders must not only manage performance but also cultivate trust, emotional intelligence, and a sense of shared purpose (Purnaningsih et al., 2025). Therefore, leadership research continues to be central in explaining how individuals influence and mobilize others toward achieving strategic outcomes.

Communication, on the other hand, acts as the essential conduit through which leadership is enacted and perceived. It is through communication that leaders articulate visions, align strategies, and foster trust within teams. Effective communication enables the coordination of actions, reduces ambiguity, and reinforces organizational identity. As Noe et al., (2016) noted, leadership effectiveness is largely dependent on a leader's communication competence clarity, openness, and empathy in message delivery. In the Indonesian context, studies indicate that communication plays a fundamental role in strengthening collaboration, enhancing public participation, and supporting organizational development efforts. The digital transformation of organizations has further expanded the domain of communication, encompassing virtual, cross-cultural, and media-mediated interactions. Consequently, the nexus between leadership and communication represents a crucial area of inquiry, as leadership without communication remains abstract and ineffective (Wolor et al., 2025).

The Indonesian context presents a particularly intriguing setting for exploring this relationship. Indonesia's socio-cultural characteristics marked by high power distance, collectivism, and an emphasis on interpersonal harmony influence both leadership styles and

communication patterns within organizations. Indonesian leaders often operate within a paternalistic framework that values authority blended with care, and communication tends to prioritize indirectness, respect, and relational balance. These cultural nuances differentiate Indonesian organizational behavior from Western models that emphasize individualism and direct expression.

Furthermore, Indonesia's rapid digitalization, decentralization of governance, and ongoing public-sector reforms demand a new generation of leaders who are both participative and communicative. Examining how leadership and communication interact in such a culturally diverse environment offers valuable insights into the adaptation of global theories within local contexts.

Despite the increasing scholarly interest in leadership and communication in Indonesia, the body of research remains fragmented and largely descriptive. Most existing studies focus on specific sectors such as education, public administration, or business, without providing a comprehensive synthesis of the field. There is also limited understanding of how research themes have evolved, which authors or institutions have been most influential, and what theoretical or methodological paradigms dominate the discourse.

To address these gaps, this study employs a bibliometric analysis to map the research landscape of leadership and communication in Indonesia from 2020 to 2025. Bibliometric methods provide a quantitative and visual means of analyzing large-scale publication data, revealing patterns of authorship, citation, and thematic evolution. By using tools such as VOSviewer and Biblioshiny, this study systematically identifies publication trends, key contributors, collaboration networks, and emerging topics.

The novelty of this research lies in its integrative approach that bridges two crucial yet often separately studied domains leadership and communication—within the distinctive Indonesian context. Through bibliometric mapping, this study contributes to the theoretical understanding of how these fields have developed locally, while offering practical insights for future research directions, policy formulation, and human resource development strategies. Ultimately, this paper aims to provide a comprehensive overview of the intellectual landscape that underpins leadership and communication research in Indonesia, positioning it within the broader global scholarly conversation.

RESEARCH METHODS

This study utilized articles obtained from the Scopus database using specific search criteria. The search was conducted in the fields of Title, Abstract, and Author Keywords using the terms "Leadership", "Communication", and "Indonesia". The publication time frame was limited to the years 2020 through 2025 to ensure data relevance and recency. The initial search yielded 186 articles, restricted to publication type "article".

RESULT AND DISCUSSION

This study was conducted to analyze the literature associated with the keywords "Leadership", "Communication", "Indonesia" from journals indexed in the Scopus database during the 2020–2025 period. The analysis focused on three main aspects: co-authorship, co-occurrence, and citation, using the bibliometric software VOSviewer. The researchers set a minimum threshold of one appearance for co-authorship, a minimum of two keywords for co-occurrence, and included citation data. The analysis results are visualized in the figures below.

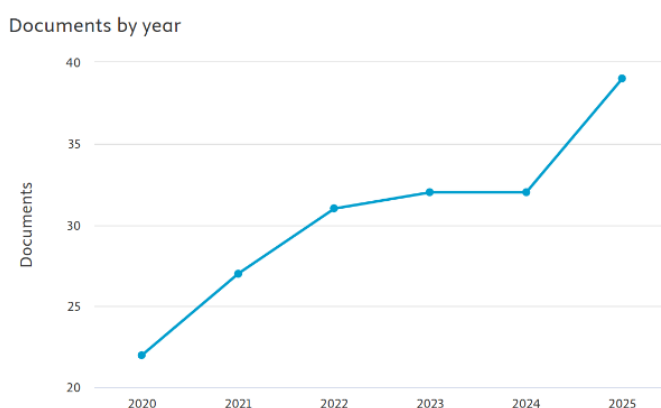


Figure 1. Documents by Year *Source: Scopus Database, 2025*

The figure illustrates the annual trend in the number of documents published from 2020 to 2025. Overall, the data indicate a consistent upward trajectory in publication output throughout the observed period. In 2020, the number of documents was approximately 22, marking the lowest point in the time series. This figure increased steadily in the subsequent years, reaching around 27 in 2021 and 31 in 2022. A slight rise was observed in 2023, where the number of documents remained relatively stable through 2024 at about 32. However, a

significant increase occurred in 2025, with the total number of documents rising sharply to approximately 39.

This pattern suggests a sustained growth in research productivity, with the most notable acceleration occurring in the most recent year. The stability between 2023 and 2024 may indicate a temporary plateau in research activities, followed by renewed momentum in 2025. Such a trend reflects an increasing interest and engagement in the topic under study, as well as potential institutional or contextual factors supporting academic output during the later years.

Documents by subject area

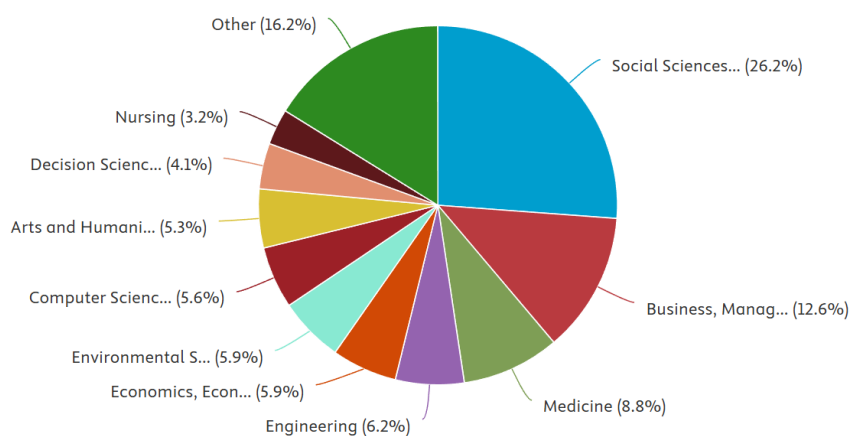


Figure 2. Documents by Area

Source: Scopus Database, 2025

The distribution of documents by subject area reveals that research publications are predominantly concentrated within the field of *Social Sciences*, which accounts for 26.2% of the total output. This is followed by *Business, Management, and Accounting* with 12.6%, and *Medicine* with 8.8%, indicating the multidisciplinary nature of the research landscape. Moderate contributions are also observed in *Engineering* (6.2%), *Economics, Econometrics, and Finance* (5.9%), *Environmental Science* (5.9%), *Computer Science* (5.6%), *Arts and Humanities* (5.3%), *Decision Sciences* (4.1%), and *Nursing* (3.2%). The remaining 16.2% fall under various other subject categories, grouped as “Other.”

The predominance of Social Sciences and Business-related studies suggests that the topic under analysis potentially encompassing organizational behavior, leadership, or sustainability is primarily explored through social and managerial lenses. Meanwhile, the notable representation of Engineering, Environmental Science, and Medicine highlights emerging interdisciplinary approaches that integrate social and technical dimensions. Overall, this distribution demonstrates a balanced yet socially-oriented research domain with growing cross-sectoral relevance.

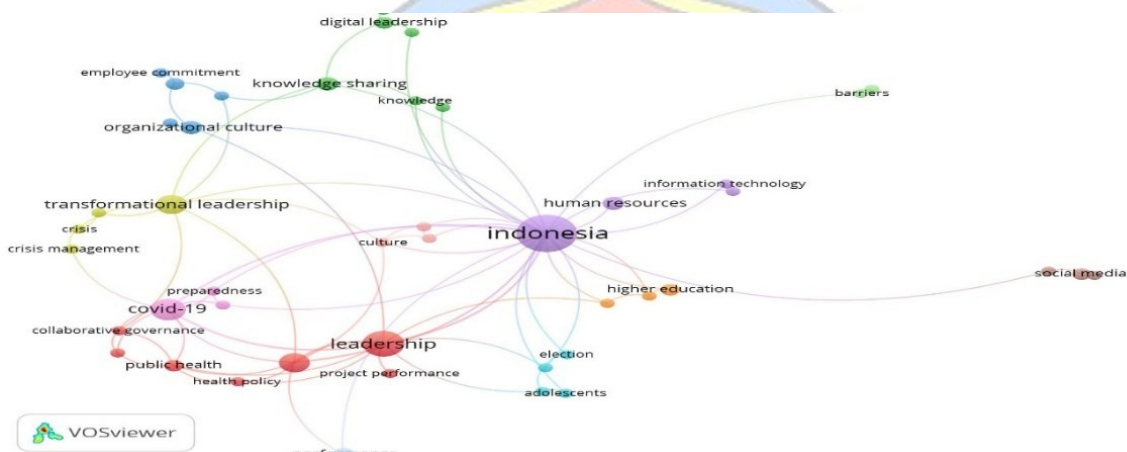


Figure 3. Co Occurance based on Keywords Source: Scopus Database, 2025

The co-occurrence visualization generated using VOSviewer illustrates the conceptual structure and research intensity across themes related to leadership, human resources, and organizational development in Indonesia. In this visualization, larger nodes and stronger linkages indicate higher co-occurrence frequency, representing topics that have been more extensively explored in the academic literature. The keyword “Indonesia” appears as the central and most dominant node, suggesting its strong connection with multiple thematic clusters that encompass leadership, organizational culture, digitalization, and human resource development. This reflects a multidisciplinary research landscape that bridges management, social sciences, and information technology.

The topic of leadership exhibits one of the highest co-occurrence densities, indicating that it serves as a pivotal theme in Indonesian research discourse. Within this cluster, related keywords such as public health, health policy, project performance, and COVID-19 highlight a growing focus on the role of leadership in managing crises and ensuring effective governance

during the pandemic. The cluster further suggests that leadership studies in Indonesia often emphasize collaborative governance, preparedness, and performance improvement within both public and private institutions. Similarly, the transformational leadership cluster connects closely with organizational culture and crisis management, underscoring the importance of adaptive leadership behaviors and cultural resilience in facing organizational challenges.

Another area of notable research intensity is knowledge sharing, which appears closely linked with digital leadership and barriers. This cluster reflects the increasing relevance of digital transformation and knowledge management in Indonesian organizations, where leadership plays a critical role in fostering innovation and employee engagement. Furthermore, the clusters associated with human resources, information technology, and higher education indicate a shift toward the integration of human resources practices with digital systems and academic institutional development. In contrast, topics such as social media, adolescents, and election represent lower density areas, suggesting emerging but still underexplored research domains. Overall, this co-occurrence visualization highlights how Indonesian scholarship has evolved to integrate traditional leadership theories with contemporary issues such as digitalization, crisis response, and organizational adaptability revealing both mature research areas and promising directions for future inquiry.

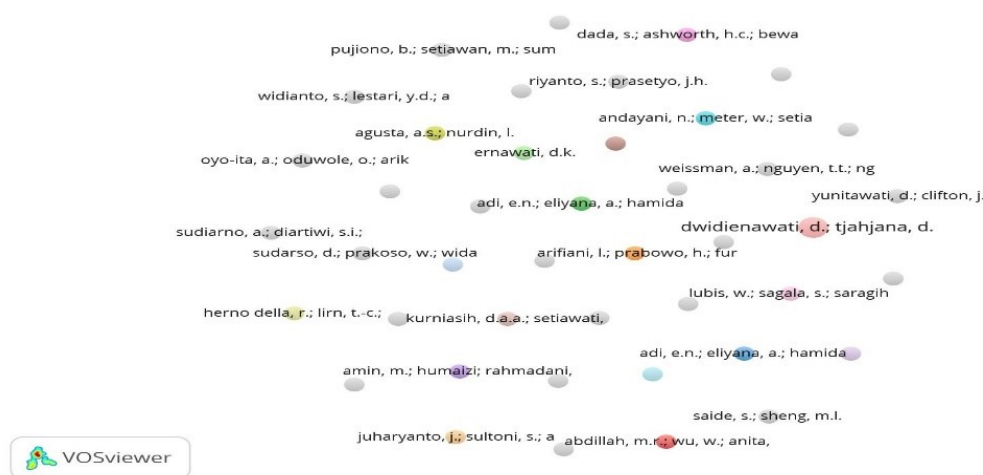


Figure 4. Co Authorships Source: Scopus Database, 2025

The VOSviewer map illustrates the collaboration structure among authors within the analyzed publication dataset. Each node represents an individual author, and node size reflects

publication weight or citation strength larger nodes indicate higher productivity or influence in the network. Lines between authors show co-authorship relations, where stronger or more frequent collaboration is represented by thicker or more visible connections. The color variation indicates the presence of different collaboration clusters or communities, where authors within the same color group tend to work together more frequently.

The visualization reveals several key collaborative clusters. A prominent cluster is centered around Dwidienawati, D., and Tjahjana, D., indicating their strong position in the network and frequent collaboration with multiple co-authors. Another notable cluster features Adi, E.N., Eliyana, A., and Hamida, demonstrating a network of scholars who contribute recurrently within similar research themes. Additional clusters, such as those involving Agusta, A.S. Nurdin, L. and Riyanto, S. Prasetyo, J.H., suggest distinct research groups operating in parallel domains with moderate intra-cluster collaboration. Meanwhile, several peripheral nodes appear more isolated, reflecting authors who either published independently or collaborated minimally with others in the dataset. Examples include Pujiono, B.; Setiawan, M.; Amin, M., and Saide, S., which suggests that their research contributions are less integrated within broader collaborative communities. The presence of multiple small clusters and isolated authors indicates that while certain research groups are cohesive and active, the overall co-authorship network remains moderately fragmented rather than fully integrated.

Overall, the structure suggests that collaboration patterns are concentrated around several influential authors, forming regional hubs of scholarly activity. However, the limited interconnection between clusters also highlights opportunities for strengthening cross-group academic collaboration to enhance knowledge integration and research impact in this field.

Tabel 1. Cluster Sectors

Cluster	Main Topics / Keywords	Research Focus / Description
Leadership and Governance in Health Contexts	Leadership, project performance, public health, health policy, COVID-19, collaborative governance	Focuses on the strategic role of leadership in managing public health systems and organizational performance during the COVID-19 pandemic. Studies emphasize decision-making, governance efficiency, and crisis response as essential components of leadership effectiveness.

Transformational Leadership and Organizational Culture	Transformational leadership, organizational culture, crisis, crisis management	Examines how transformational leadership shapes organizational culture and employee adaptability in times of crisis. Research highlights leadership influence on motivation, innovation, and resilience within both public and private institutions.
Digital Leadership and Knowledge Management	Knowledge sharing, digital leadership, barriers, knowledge management	Investigates the role of digital leadership in promoting innovation, knowledge dissemination, and collaboration across organizations. Emphasis is placed on overcoming barriers to digital adoption and strengthening knowledge-based organizational learning.
Human Resources and Technological Integration	Human resources, information technology	Explores the intersection of HR practices and technological development. Studies focus on digital HR transformation, system-based performance evaluation, and the impact of technology on employee productivity and engagement.
Leadership in Higher Education Institutions	Higher education, university governance, lecturer performance	Concentrates on leadership practices within academic settings, addressing topics such as institutional governance, academic leadership styles, and strategies for improving educational quality and innovation.
Organizational Culture and Employee Commitment	Organizational culture, employee commitment, job satisfaction	Focuses on the influence of shared values and organizational norms on employee behavior. Research often investigates how supportive leadership and strong culture enhance commitment, satisfaction, and overall performance.
Social Media and Communication in Leadership	Social media, digital communication, leadership image	Highlights the emerging use of social media platforms in shaping leadership identity, stakeholder engagement, and organizational reputation management. This theme also links digital communication with leadership transparency.

Source: VosViewer data processed (2025)

Thematic analysis of the collected literature reveals that leadership and governance play a strategic role in strengthening public health performance, particularly during times of crisis such as the COVID-19 pandemic. Studies underline the importance of participatory decision-making and collaborative forums, which effectively encourage community involvement in health development initiatives (Gustiah & Nurhayati, 2022). Transformational

leadership also emerges as a significant driver in shaping organizational culture, fostering innovation, motivation, and adaptability in dynamic environments. Evidence from agricultural contexts demonstrates that strengthening group leadership can enhance collective learning and farmer independence, illustrating leadership's capacity to build resilient work cultures (Shaliza et al., 2025). In parallel, digital leadership and knowledge management are emphasized as essential components of contemporary organizational evolution. The integration of digital practices supports knowledge sharing and advances inclusivity through improved collaboration, as highlighted in Indonesian organizational settings (Wolor et al., 2025). Furthermore, technological development within human resource management contributes to improved performance evaluation systems and employee productivity, indicating the importance of synchronization between technological tools and HR functions. Research in academic environments also shows that effective leadership enhances governance mechanisms and lecturer performance, supporting institutional innovation and educational quality. Organizational culture, supported by strong leadership, is also found to promote job satisfaction and employee commitment, reinforcing positive behavioral outcomes linked to shared norms and values; this is observed in communication-based community movements that strengthen collective identity. Finally, studies acknowledge the rising relevance of digital communication platforms in shaping leadership identity, transparency, and public engagement, while youth participation themes highlight the need to cultivate political awareness and democratic involvement among adolescents. Collectively, these thematic clusters demonstrate that leadership across health, organizational, academic, and sociopolitical plays an integral role in promoting collaboration, innovation, and performance at both institutional and community levels.

CONCLUSION

This bibliometric study successfully maps the development of leadership and communication research in Indonesia from 2020 to 2025. The findings show a steady increase in publication output, indicating growing academic interest in this field. The thematic analysis reveals several dominant clusters, particularly leadership in public health governance, transformational leadership and organizational culture, digital leadership and knowledge management, technological integration in human resource practices, and leadership in higher

education. These themes demonstrate that leadership and communication are strongly linked with organizational performance, crisis response, innovation, and digital transformation.

Co-authorship visualizations further show that research collaboration is present but remains fragmented, with several independent groups and limited interlinkage across clusters. Overall, the study meets its objectives by identifying research trends, thematic concentrations, and key contributors, while highlighting opportunities for greater interdisciplinary collaboration and further exploration of emerging topics such as social media-based leadership communication.

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