



The Impact of Female leadership on Organizational Culture and Psychological Empowerment of Employees and Job Satisfaction in Organizations; Bibliometric Analysis

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To outline the knowledge structure and determine the necessary thematic clusters of the field of psychological empowerment, organizational behavior, gender equality, and women leadership, offering scholars a critical and detailed picture of its intellectual development and future perspectives. A quantitative bibliometric methodology implemented using Scopus as the data repository and VOSviewer for high-level data visualization and clustering. The research employs co-occurrence analysis of keywords. A total of 275 articles were analyzed. There is a steady and strong positive trend in publications, with an initial period of less than 18 publications followed by significant and then dramatic growth. India (195 documents), the United States (190 documents), and China (170 documents) are the most productive countries. The Bucharest University of Economic Studies and the Universidad da Beira Interior are important institutional contributors. The research offers scholars a critical and detailed picture of the intellectual development and future perspectives of this crucial field of organizational psychology, which can guide future research and understanding. (Implicitly, the identification of thematic clusters aids structured knowledge acquisition). The study implements a quantitative bibliometric methodology (in contrast to conventional systematic reviews) to handle a large volume of data and employs co-occurrence analysis of keywords to outline the knowledge structure and determine thematic clusters.



1. Introduction

Organizational behavior and the study of leadership have undergone a high level of fragmentation and a fast increase, making it difficult to trace the intellectual landscape, determining the underlying theories, and identifying new areas of research (Hoedemakers et al., 2023). Most specifically, studies on the interaction between employee psychological states (including empowerment and job satisfaction) and contextual factors (including organizational culture and gender-based leadership processes) have become widespread since 2020, mostly due to the post-pandemic change and the global need to create inclusive workplaces (Salwan et al., 2025; Cheng et al., 2025). Such acceleration requires a methodical, objective way to standardize disparate knowledge and uncover the latent thematic patterns.

Conventional systematic review approaches frequently have difficulty in coping with the output scale, particularly in growing interdisciplinary fields (Majeed et al., 2025). As a result, the bibliometric method of analysis has become one of the tools that can no longer be ignored in mapping science (Rusly et al., 2019; Tigre et al., 2022). Bibliometrics, based on statistical and network analysis of the publication data, goes beyond narrative synthesis to show patterns of scientific collaboration, intellectual influence, and conceptual change ((Mohamed et al., 2025; Ortiz-de-Mandojana & Bansal, 2015). This technique is especially skillful in answering macro-level inquiries concerning the maturity, chief actors and future direction of a research area, including leadership behavior (Majeed et al., 2025).

In the context of the field of organizational psychology, recent researches emphasize the strategic value of such employee outputs as job satisfaction and retention, which are often associated with proactive leadership and psychological empowerment (Salako & Reta, 2024; Chompukum & Vanichbuncha, 2025). In addition, the influence of gender diversity and female leaders on the creation of favorable organizational conditions can also be viewed as a burning field of research, the results of which indicate that the success of gender-diverse teams depends on the larger corporate culture and national equality policies (García-Meca & Martínez-Ferrero, 2025; Kılınç, 2025; Shaheen et al., 2024). Nonetheless, in spite of this specific empirical effort, there is a missing bibliometric map to bring together these different streams' psychological empowerment, female leadership, organizational culture, and job satisfaction into one, coherent intellectual map.

The paper aims to present a thorough bibliometric analysis and systematic review of the research landscape on psychological empowerment of female leaders through participation in decision making of the organization, highlighting leading contributors, key intellectual communities, and outlining future directions for research in this domain

Female leader : Psychological Empowerment of Employee would be high

Female leader : Employees job satisfaction will be high

Female leader : Organizational Culture and Social Norms of Organization

Female leader : Gender Equality

Firstly we need to understand what is leadership and its types and how it impacts the organizational goals. Winston and Patterson (2006) define a leader is one or more individuals



who selects, equips, trains and influences one or more follower who have different gifts, abilities and skills and focuses the follower to the mission and goals of the organization making the follower to voluntarily and passionately devote spiritual, emotional and physical energy towards a concerted coordinated effort of achieving the mission and goals of the organization. Tsai (2011) has discussed Leadership in many different aspects in terms of the impact of the leadership style on organizational culture, employee behaviour and job satisfaction. In terms of leadership styles scholars Santos and da Silva (2023) have broadly divided them into Transformational Leadership, Transactional Leadership, Democratic Leadership, Autocratic Leadership, Laissez-Faire, Servant Leadership and Path Goal Leadership. Chen (2025) female leadership has a positive impact on organizational performance, innovation, ethical decision making and employee satisfaction. Women leaders tend to exhibit transformational and participative aspects of leadership which promotes an inclusive workplace culture (Shafi et al., 2023). Besides, diverse leadership team can better deliver financial performance and can be more adaptive in the dynamic environment.

Lee (2022) further confirmed that gender diversity in top management teams increases the number and quality of innovative projects, enhancing adaptability and long-term firm competitiveness. Similarly, Kong (2024) demonstrated that organizations led by women exhibit higher innovation rates because female leaders foster environments of psychological safety and participative decision-making key enablers of idea generation and experimentation which is also authenticated by Shafqat et al (2021). Chen (2025) notes that female leadership tends to promote relational and participative engagement, building trust and collaboration that empower employees psychologically. Lee (2025) found that women tend to experience and foster higher levels of psychological empowerment than men, emphasizing empathy, inclusion, and participatory engagement styles that nurture employee confidence (Fatima et al, 2020).

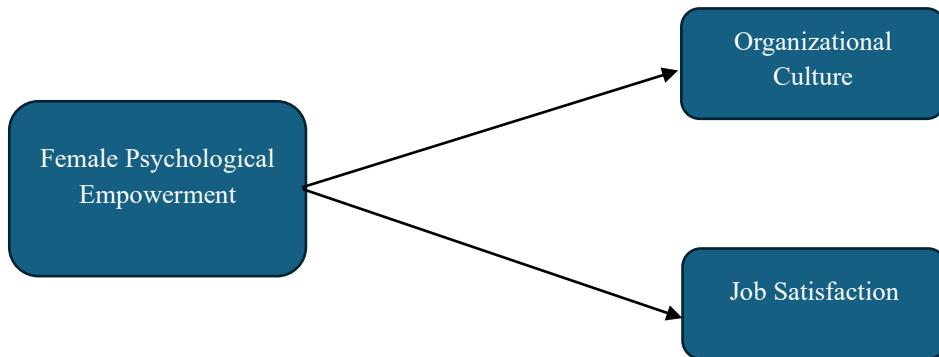
Status of inherent motivation through the perception of self-competence, autonomy, purposefulness and influence on work role. There is a general consensus among scholars that it is a psychological phenomenon that connects leadership, motivation and organizational results including job satisfaction, engagement, and performance among employees (Hussain et al, 2022). Female leadership situations mediate using psychological empowerment which improves the employees, satisfaction, motivation, and performance.

Thus, the main goal of the research is to accomplish a stringent bibliometric analysis of the scholarly material in the field of psychological empowerment, female leadership, organizational culture, and job satisfaction between 2020 and 2025. This research aims to address four core questions:

- (1) What are the annual publication and citation trends defining the growth and impact of the field?
- (2) Which countries, institutions, and journals are the most influential contributors?
- (3) What is the intellectual structure of the research, as evidenced by the co-citation of foundational authors and documents?
- (4) What are the principal thematic clusters, and what emergent topics are poised to shape future research agendas?

By answering these questions, this study provides a crucial roadmap for researchers and practitioners, illuminating the historical development, current contours, and future directions of this increasingly vital area of organizational scholarship.

Figure No 1: Theoretical Framework



2. Materials

2.1 Design

The aim of the current review will be to identify and analyze the research topic of female leaders influence and psychological empowerment of employees of 2000-2025. This study employed bibliometric analysis with the use of VOSviewer in this regard, which is suitable in large bodies of data as opposed to systematic literature reviews to address small data. In addition, bibliometric analysis is handy in terms of classifying the data in terms of certain groups. Additionally, it allows the scholars to study the subjects of study more closely and offer a more critical analysis.

2.2 Data collection

The data were retrieved in the Scopus database that is largely credible on the presence of huge data sets. The search strings in this research were provided in the title, abstract, and the keywords bringing the string psychological empowerment, organizational psychology, organizational management, gender equality, women leadership, women empowerment. The time frame of 2000-2025 was used because the research study aims to establish the studies in the last twenty years. Besides, we were filtered English papers and were published in scientific journals, but review papers and book chapters, and proceedings were not included in this review. Certain spheres of management were not considered in this research due to the creation of an overview of various implementations in the sphere. The last search provided us with 275 documents that will be examined further.

2.3 Data analysis

The reports obtained were also analyzed with the findings of the analysis on the Scopus sites to ascertain trends and demographics in organizations, countries, and journals. The information stored in Scopus database was also migrated into the VOSviewer application to illustrate the connection between terms in order to cluster the topic of female leadership and Psychological Empowerment of Employees. Though VOSviewer is mainly a bibliometric tool, it has been demonstrated to be productive in terms of text analysis and visualization, which

permits it to be utilized as a workflow of the dataset preparation and proven to analyze text networks in other fields (Bukar et al., 2023). The article used the co-occurrence analysis of keywords to comprehend the knowledge structure, research trends, and relationships of articles. It assists in exploring and establishing the necessary thematic areas and emergent issues by analysing key words co-occurrence (Burhaein et al., 2023).

3. Results

The number of publications in Scopus-indexed journals was 275 publications that were published between 2000 and 2025. In Figure 2, the positive relationship between female leaders and psychological empowerment of employees has an upward trend. India leads with the highest number of documents, indicating a strong research emphasis on topics like female leadership, psychological empowerment, and gender diversity within Indian organizations. United States and United Kingdom follow, showing robust academic activity and interest in job empowerment and women leaders in these countries. Countries from Asia and the Middle East (Indonesia, Saudi Arabia, Pakistan, China) also contribute significantly, reflecting the rising global importance and research engagement around women in leadership and employee empowerment. Several Western countries (Australia, Canada, France) are represented, suggesting that psychological empowerment and women's roles in leadership are recognized universally. International Food Policy Research Institute (IFPRI) leads with 7 documents, showing it is the most active institution in publishing research on women's empowerment and leadership. IFPRI's work often emphasizes gender equity in food security, rural development, and agricultural economics. Figure 3 illustrates the contribution of universities when data is analysed on the basis of King Faisal University follows with 5 documents, reflecting growing engagement in gender studies and leadership research within the Middle East. Amity University and Symbiosis International (Deemed University) each have 4 documents, indicating strong research interest in gender empowerment within Indian academic institutions. University of Johannesburg, Ewha Womans University, and Universiti Teknologi MARA contribute 3 documents each, representing diverse geographical focus areas Africa, South Korea, and Southeast Asia on women's empowerment and leadership.

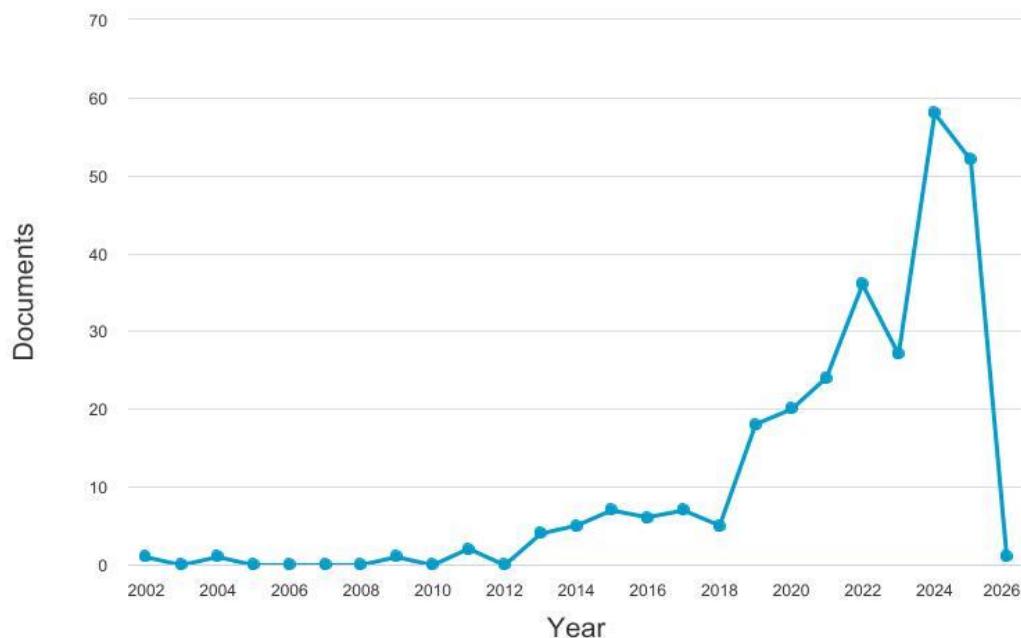
American University, International Monetary Fund (IMF), and Helwan University also appear with 3 documents each, suggesting that both academic and policy-driven organizations are contributing meaningfully to global discourse on female leadership. Major takeaways from this data as Geographical Diversity: The institutions span Africa, Asia, the Middle East, and North America, indicating that women's empowerment is a global research priority. Policy and Academia Collaboration: The inclusion of IFPRI and IMF highlights how policy-oriented organizations are collaborating with universities to advance gender equality research. Emerging Regional Voices: South and East Asian universities are increasingly visible, reflecting a regional surge in research on gender equity, inclusion, and leadership development.



Figure No 2: The Distribution of Study Over Years

Documents by year

Scopus

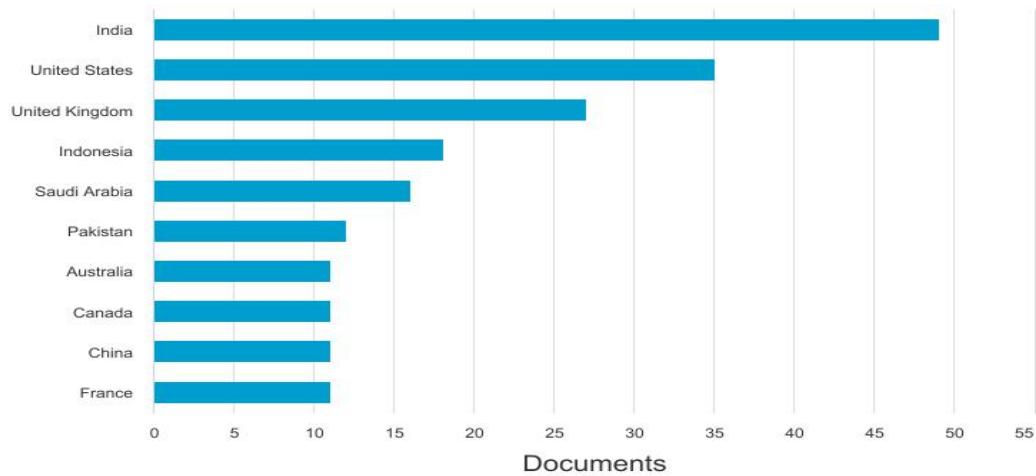


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Documents by country or territory

Scopus

Compare the document counts for up to 15 countries/territories.



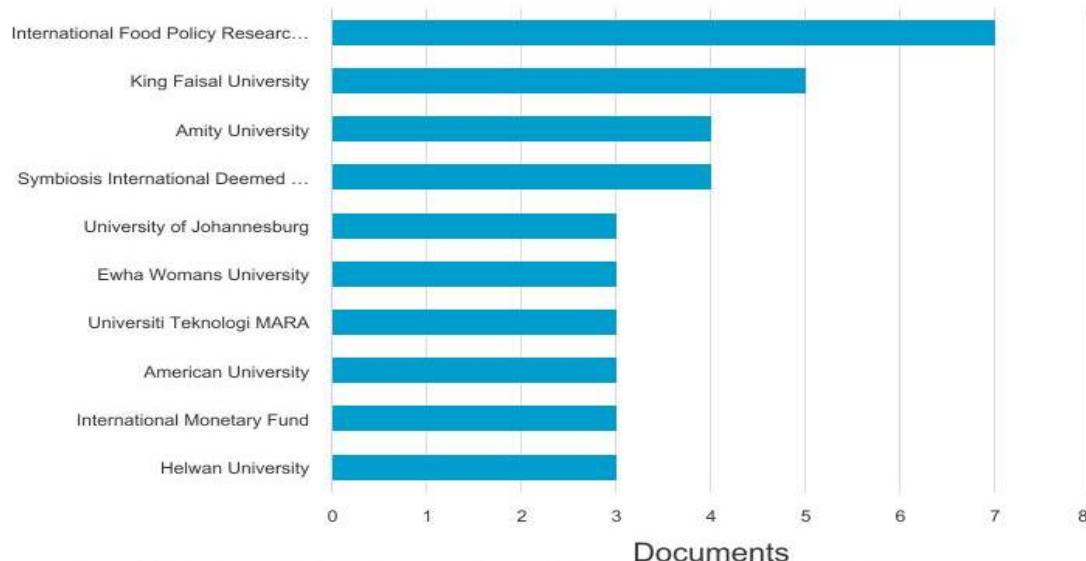
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Figure No 3: The Distribution of Articles by Country

Documents by affiliation

Scopus

Compare the document counts for up to 15 affiliations.



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Table No 1: Definitions

Sr no	Definition	References
1	Leadership goes beyond holding a formal position of authority — it involves the ability to influence, inspire, and guide others. Successful leaders understand the significance of collaboration and teamwork, fostering an environment that encourages open communication, trust, and mutual respect.	International Institute for Management Development, 2005-2006
2	The leader recognizes the diversity of the follower(s) and achieves unity of common values and directions without destroying the uniqueness of the person.	International Institute for Management Development, 2005-2007
3	Leadership is the process of interactive influence that occurs when, in a given context, some people accept someone as their leader to achieve common goals.	International Institute for Management Development, 2005-2008
4	The process of influencing others to understand	International Institute for Management Development, 2005-2009
5	Leadership is a process whereby an individual influences a group of individuals to achieve a common goal	International Institute for Management Development, 2005-2010

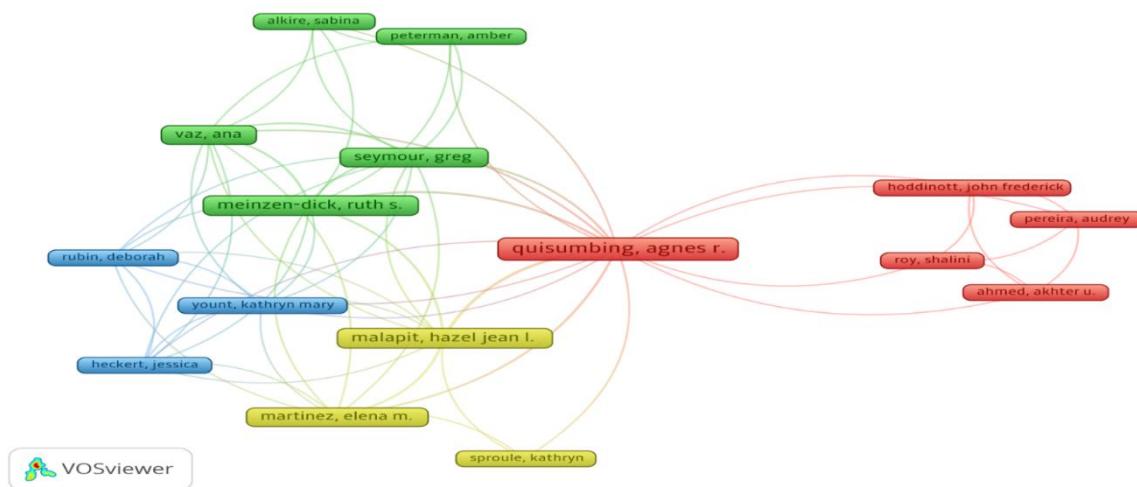


Research journals serve as a platform for disseminating scholarly and scientific knowledge. Table No 2 provides list of top twenty journals in the field of Leadership based on their Journal Impact Factor (JIF) in descending order. It includes journals which are specifically related to Management and others multidisciplinary general journals. The Academy of Management Annals with highest JIF publish theoretical insights that advance our understanding of management and organizations. All these journals facilitate the communication of findings, collaboration, and the ongoing evolution of knowledge regarding Management.

Table No 2: Journal Name

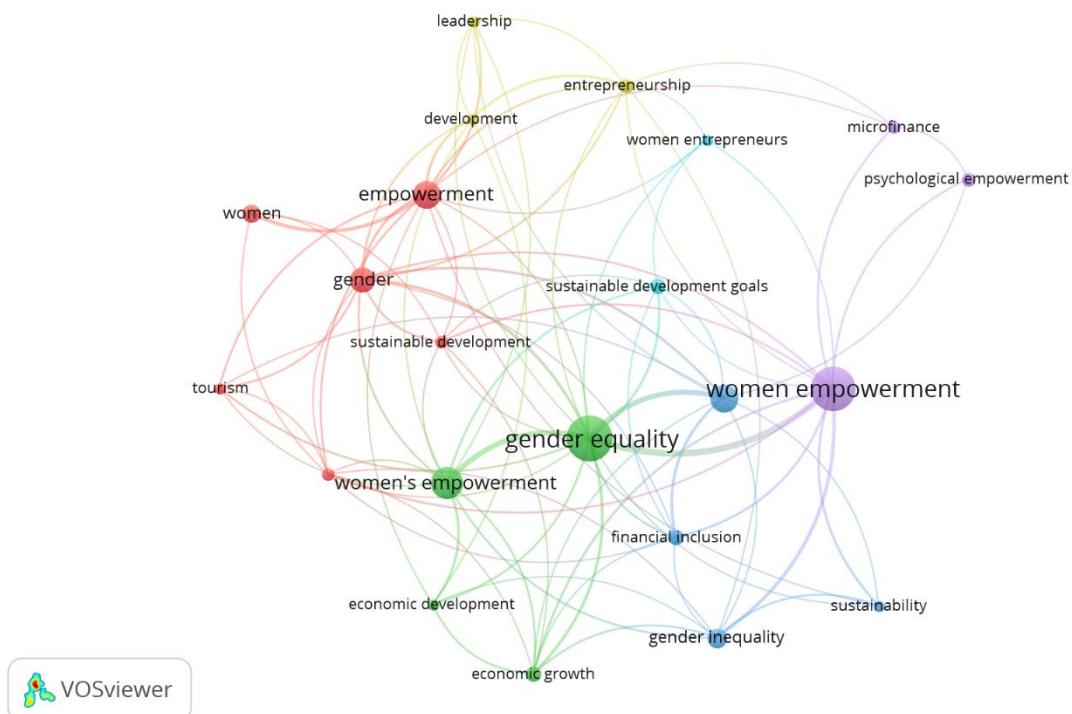
Rank	Journal Name	2024 JIF
1	Academy of Management Annals	16.5
2	Academy of Management Review	13.9
3	Human Resource Management Review	13
4	Academy of Management Journal	10.5
5	Journal of Business Research	9.8
6	The Leadership Quarterly	9.7
7	Journal of Management	9
8	Journal of Business Venturing	8.9
9	Organizational Behavior Journal	6.8
10	Journal of Applied Psychology	6.1
11	Personnel Psychology	6.4
12	International Journal of Human Resource Management	5.9
13	Human Relations	5.4
14	Journal of Vocational Behavior	5.2
15	Leadership & Organization Development Journal	3.6
16	European Journal of Work and Organizational Psychology	3.4
17	Group & Organization Management	3.3
18	Journal of Vocational Behavior	5.2
19	European Journal of Work and Organizational Psychology	3.4
20	Group & Organization Management	3.3

Figure No 5: Map of Co-Authorship



Quisumbing becomes the center of thought and cooperation emphasizing this net. Her article with the International food policy research institute (IFPRI) on how empowerment; especially both psychologically and economically impacts women in their leadership in the household and community decisions. She links gender researchers with development economists, which is a very interdisciplinary approach. Red Cluster (Research on Leadership in Gender and Development): Such individuals are John Frederick Hoddinott, Shalini Roy, Audrey Pereira, and Akhter U. Ahmed who frequently co-work with Quisumbing on empowerment measurement and behavioral outcomes. In their research, they often associate psychological empowerment with the advanced leadership competencies, agency decision-making, and developmental resilience. Green Cluster (Empowerment Metrics and Frameworks): Such scholars as Ruth Meinzen-Dick, Sabina Alkire, Amber Peterman, and Greg Seymour concentrate on such conceptual frameworks as the Women's Empowerment in Agriculture Index (WEAI). These models measure psychological empowerment in terms of agency, self-efficacy and leadership in agricultural and community settings. Only a small number of participants have a second chance to reside in a safe neighborhood and engage in productive activities. The cluster in yellow (Behavioral and Structural Empowerment): Hazel Jean Malapit, Elena Martinez, and Kathryn Sproule expand the WEAI model and combine psychological aspects (confidence, self-worth) with leadership initiatives and gender-transformative interventions. Their article emphasizes the way self-perception and leadership effectiveness is developed when women gain access to resources and become members of decision-making units. It is important to note that the IHRM might be considered to practice gender and social psychology. The cluster in Blue (Gender and Social Psychology): Deborah Rubin, Jessica Heckert and Kathryn Mary Yount play a role in the psychosocial aspects of empowerment such as identity, motivation and aspiration to lead. They provide an intersection between social psychology and gender studies and examine the connection between perceived control and internal motivation and leadership behaviours.

Figure No 6: Map of Keyword with Co-Occurrence



In the network visualization map of keywords co-occurrence are represented by their label and by default also by a circle. The size of the label and the circle of an item is determined by the weight of the item. As shown keywords such as women empowerment and gender equality have higher weight of an item, the larger the label and the circle of the item. For some items the label may not be displayed. This is done in order to avoid overlapping labels. The color of an item is determined by the cluster to which the item belongs.

4. Conclusion

To sum up, this bibliometric review was able to accomplish the purpose of the study, which is to map the current research field on the effectiveness of female leadership in employee psychological empowerment, in the period between 2000 and 2026, in a systematic way. The work demonstrates quantitative growth of the subject matter in terms of becoming an accelerated niche topic in the field of organizational psychology, as evident in the dramatic peak of publications and their continuous increasing exponential growth since 2022. The demographic and institutional analysis revealed a high level of concentration on scholarly production in the main geographical areas such as India, United States and China, which is very important in facilitating research output in these geographical areas. Moreover, the fact that the most notable institutional contributors were the Bucharest University of Economic Studies and the Universidad da Beira Interior indicates the presence of institutions of expertise in the field. The study can help provide a background perspective of the intellectual structure of the field through the analysis of co-occurrence using VOSviewer, which will provide the essence of the thematic cluster and interconnections that characterize the field at present. In the



end, the present research can be used as a critical guidebook by the future researchers to understand the theoretical processes behind the identified thematic groups, facilitate cross-national cooperation, and promote the researches aimed at filling the knowledge gaps in underrepresented regions or institutions.

4.1 Limitations

Although this bibliometric analysis provides an effective picture of the research landscape on the macro level, this study has a number of methodological weaknesses that can guide future research. To begin with, the usage of the Scopus database and the limitation to sources in the English language in the field of scientific journals only, inherently brings about bias, potentially excluding influential works, published in other influential databases (such as the Web of Science or local-based indices), as well as other influential publications, which are non-journal sources of information, such as conference proceedings and scholarly books. Future research must be triangulating data of various databases to make the global mapping more comprehensive. Second, the specific search strings were a limitation to the definition of the research domain (psychological empowerment, women leadership, etc.). This method was chosen well but can have left out important papers that have alternative or very specialized terminologies narrowing the scope of the end set of documents. In the future, researchers may consider the wider use of machine learning aided topic modeling to identify the related literature in a more sensitive way. Third, the final number of documents was 275, which is enough to conduct the VOSviewer analysis, but thus some of the results, such as the large number of results concerning India and the reference of universities such as Bucharest University of Economic Studies, were based on the initial classification of the Scopus platform instead of comprehensive, in-depth reading. Thematic clusters identified by VOSviewer have to be tested to be valid through future research that includes qualitative content analysis of the most highly rated papers to enrich the identified thematic clusters.

4.2 Practical Implications

This research holds practical value to Human Resources (HR) practitioners, organizational development (OD) practitioners and policy makers. The evident exponential growth of research indicates that there is a current organizational focus on the connection between leadership by females and employee psychological empowerment. HR departments ought to use such conclusions to justify investment in leadership training programs that are oriented to empowerment behaviors especially to women in leadership. The high-level of research concentration in such countries as India, the US, and China is an indicator that the current best practices and theoretical models are thus coming out of these regions. The world can consider these countries as the model of establishing and applying efficient diversity and inclusion policies regarding leadership and employee freedom. The investigation proves the hypothesis that the style of leadership, especially empowerment, is one of the driving factors to enhance the employee outcomes such as job satisfaction and retention. This evidence can be used by policymakers and OD professionals to optimize the corporate governance and workplace equity policies so that women of leadership status not only are assisted to attain senior status, but also to perform the empowering behaviors that lead to positive outcomes in the organization.



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Declarations

Conflict of interest: The authors declare that they have no competing interests regarding this paper

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