Otantik Liderlik Araştırmalarının 45 Yılı: 1978 ile 2023 Yılları Arasında Bibliyometrik Bir Analiz

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Öz

Bu nitel çalışma, bibliyometrik analiz yoluyla otantik liderlik üzerine son 45 yılda yapılan araştırmaları analiz etmektedir. R ve R Studio kullanılarak Web of Science'ta yayınlanan otantik liderlik hakkındaki makaleler analiz edilmiştir. Bibliyometrik analizin bulguları, otantik liderlik üzerine toplam 2635 makalenin yayınlandığını ve konuyla ilgili ilk makalenin 1978'de yayınlandığını ortaya koymaktadır. Daha ileri analizler, otantik liderlik üzerine en fazla sayıda makalenin 2022'de yayınlandığını ortaya çıkarmıştır. Otantik liderliğe ilişkin literatürün büyük bir kısmı Journal of Business Ethics, The Leadership Quarterly ve Leadership & Organization Development Journal dergilerinde bulunmaktadır. H.K.S. Laschinger, Y. Lee ve W. L. Gardner, otantik liderlik konusundaki bilgi birikimine en çok katkıda bulunan ilk üç araştırmacıdır ve ilk üç bağlı kuruluş, Western Ontario Üniversitesi, Queensland Üniversitesi ve Miami Üniversitesi'dir. En verimli ülkeler ABD, Çin ve İngiltere'dir; en sık kullanılan kelimeler ise "otantik liderlik", "performans" ve "etki"dir.
Anahtar Kelimeler: Otantik Liderlik, Bibliyometrik Analiz, R, Web of Science, Kalitatif Çalışma

45 Years of Authentic Leadership Research: A Bibliometric Analysis between 1978 and 2023

Abstract

This qualitative study analyzes the past 45 years of research on authentic leadership through conducting bibliometric analysis. Using R and R Studio, articles on authentic leadership that are published in the Web of Science have been analyzed. The findings of the bibliometric analysis reveal that a total of 2635 articles have been published on authentic leadership, and the first article on the subject appeared in 1978. Further analysis uncovered that the highest numbers of articles on authentic leadership have been published in 2022. Most of the body of literature on authentic leadership are found in the Journal of Business Ethics, The Leadership Quarterly, and the Leadership & Organization Development Journal. H.K.S. Laschinger, Y. Lee, and W. L. Gardner are the top three researchers that contributed most to the body of knowledge on authentic leadership, and the top three affiliation are University of Western Ontario, University of Queensland, and University of Miami. The most productive countries are USA, China, and the UK; and the most frequently used words are "authentic leadership", "performance", and "impact".
Keywords: Authentic Leadership, Bibliometric Analysis, R, Web of Science, Qualitative Study

1. Introduction

The aim of this study is to analyze the past 45 years of authentic leadership research, beginning from 1978, when the first article on authentic leadership by McKay appeared in the Humanitas Journal until today. The author has aimed at carrying out a bibliometric analysis of the authentic leadership, especially, since a substantial amount of her previous work is based on this leadership style (e.g. Baker, 2018; Baker, 2019a, 2019b; Baker, 2020a, 2020b)

The first article on authentic leadership with the title "Some Obstacles to Authentic Leadership" is written by McKay in the year of 1978. Beginning with this study, much research has been undertaken to contribute to the authentic leadership literature. Below, the ten most global cited articles on authentic leadership are listed and their findings are summarized.

The most global cited article on authentic leadership by Gardner, Avolio, Luthans, May and Walumba has appeared in The Leadership Quarterly in the year 2005. According to the study by Gardner et al. (2005), the influence of the leader's and followers' personal histories, trigger events, and the mutual effects with an inclusive, ethical, caring and strength-based organizational climate are considered as the antecedents of authentic leadership and followership. The same research by Gardner et al. (2005) puts forth that increased levels of follower trust in the leader, engagement, workplace well-being, and veritable, sustainable performance are among the positive outcomes of authentic leader-follower relationships.

The second most global cited article on authentic leadership in the Web of Science is written by Dinh et al. (2014) and published in The Leadership Quarterly. In the article, the authors have carried out a qualitative review of leadership theory that encompasses 10 top-tier academic journals and integrated two existing frameworks to come up with a process-oriented framework that highlights both forms of emergence and levels of analysis as a way to unite diverse leadership theories.

Study by Ilies, Morgeson, and Nahrgang (2005), published in The Leadership Quarterly, is listed as the third most global cited article on authentic leadership in the Web of Science database. In this study, Ilies et al. (2005) came up with an ontological definition of authentic leadership based upon the two concepts of hedonism and eudaemonia, formulated a multi-component model of authentic leadership, examined the personal antecedents and the outcomes of authentic leadership, and talked about the theoretical and practical implications of the study.

Research by Hoch, Bommer, Dulebohn and Wu (2018) is listed as the fourth most global cited article on authentic leadership. In the article that was published in the Journal of Management, the authors compared authentic, ethical, and servant leadership with transformational leadership. The authors assessed the relative performance of each of the three leadership forms in delineating incremental variance, beyond transformational leadership, in nine outcomes.

Study by Shamir and Eilam (2005), published in The Leadership Quarterly, ranks as the fifth most global cited article on authentic leadership. In this paper, the authors suggested that authentic leadership rests to a great extent upon the self-relevant meanings the leader assigns to his or her life experiences, and these meanings are apprehended in the leader's life-story. Moreover, they put forth that self-knowledge, self-concept clarity, and person-role merger are elicited from the life-story.

The sixth most global cited article on authentic leadership is published by Luthans and Youssef-Morgan (2017) in the Annual Review of Organizational Psychology and Organizational Behavior. In the article, the authors set forth the background and exact meaning of psychological capital (PsyCap), and highlight its practical implications, which revolve around PsyCap development, positive leadership, and novel applications such as the use of video games and gamification techniques.Research by Avolio (2007) is ranked as the seventh most global cited article on authentic leadership. In the article published in the American Psychologist, the author discusses that leadership theory and research has come to a point in its development at which it needs to move to the next level of integration – taking into account the dynamic interaction between leaders and followers,considering the former, present, and novel context - for continuous advancement in the leadership theory and practice.

Study by Lord and Hall (2005), published in The Leadership Quarterly and ranked as the eigth most global cited article, asserts that leadership performance is structured with regard to an advancement from beginner to intermediate to advanced skill levels. The authors add that at each skill level, qualitatively different knowledge and information processing capabilities are emphasized. They conclude that expert leaders may cultivate inimitable skills in grounding their identities and leadership activities in authentic values.

The ninth most global cited article on authentic leadership is published by Owens and Hekman (2012). In the study, the authors came up with a model of the behaviors, outcomes, and contingencies of humble leadership based on 55 in-depth interviews. They revealed that leader humility encompasses leaders showing to followers how to flourish and generates positive organizational outcomes by making followers believe that their own evolutionary routes and feelings of uncertainty are validated at work.

In the tenth most global cited article on authentic leadership is published by Bailey, Madden, Alfes, and Fletcher (2015), published in the International Journal of Management Reviews, the authors synthesized narrative statements encompassing 214 reports concentrated on the meaning, antecedents and outcomes of engagement. They revealed that psychological states, job design, leadership, organizational and team factors, and organizational interventions were antecedents to engagement. Moreover, it was found that engagement was in a positive relation to individual morale, task performance, extra-role performance and organizational performance.

2. Method

With the aim to analyze the past 45 years of authentic leadership research, a bibliomethic analysis has been undertaken using R and R Studio. This bibliometric analysis is limited on the articles published in the Web of Science database. Employing the "authentic leadership" keyword, the Web of Science database yields 2,635 articles. All articles are provided from a total of 1106 sources. The annual growth rate is 12.63%, and the document average age is 5.58. The average number of citations per article is 18.64. A total of 5875 authors have contributed to authentic leadership research, 615 of whom are single authors. There are an average of 2.81 co-authors per article. The percentage of international co-authorships is 23.3.

Table 1 Main information on the biblometric analysis on authentic leadership is listed in Table 1 below.

Description	Results
Documents	2635
Sources	1106
Annual growth rate %	12.63
Document average age	5.58
Average citations per document	18.64
Authors	5875
Single-authored documents	615
Co-authors per document	2.81
International co-authorships %	23.3

3. Findings

The number of articles published on authentic leadership between the years 1978 and 2023 can be seen in Table 2 below.

As observed in the above table, scientific production on authentic leadership started in 1978. However, the annual scientific production has remained at a one digit number until 2005 and has only reached three digit numbers in 2013. 2022 is the year when the highest number of articles on authentic leadership have been published in the Web of Science, with a total of 351 articles.

Table 2. Annual Scientific Productio

Year	Articles	Year	Articles
1978	1	2001	5
1979	0	2002	2
1980	0	2003	5
1981	0	2004	7
1982	1	2005	24
1983	1	2006	22
1984	0	2007	10
1985	0	2008	23
1986	0	2009	37
1987	0	2010	42
1988	1	2011	67
1989	1	2012	99
1990	0	2013	123
1991	0	2014	128
1992	2	2015	138
1993	8	2016	154
1994	1	2017	200
1995	1	2018	213
1996	3	2019	215
1997	0	2020	236
1998	1	2021	300
1999	1	2022	351
2000	1	2023	211

Average citations are provided in **Table 3** below.   **Table 3.** Average Citations

Year	Average Citations per Article	Average Citations per Year	Citable Years	Year	Average Citations per Article	Average Citations per Year	Citable Years
1978	0	0.00	46	2006	32.68	1.82	18
1982	0	0.00	42	2007	67.3	3.96	17
1983	2	0.05	41	2008	33.26	2.08	16
1988	74	2.06	36	2009	41.27	2.75	15
1989	108	3.09	35	2010	49.24	3.52	14
1992	1	0.03	32	2011	47.7	3.67	13
1993	39	1.26	31	2012	50.24	4.19	12
1994	37	1.23	30	2013	21.36	1.94	11
1995	4	0.14	29	2014	26.81	2.68	10
1996	5.33	0.19	28	2015	24.75	2.75	9
1998	10	0.38	26	2016	22.42	2.80	8
1999	1	0.04	25	2017	20.5	2.93	7
2000	15	0.62	24	2018	17.77	2.96	6
2001	34.8	1.51	23	2019	13.02	2.60	5
2002	4	0.18	22	2020	11.67	2.92	4
2003	118	5.62	21	2021	6.98	2.33	3
2004	47.14	2.36	20	2022	3.12	1.56	2
2005	154.58	8.14	19	2023	1.13	1.13	1

As observed in the above table, average citations per article and per year have reached their maximum in 2005, with 154.58 average citations per article and 8.14 average citations per year. The year 2003 follows with 118 average citations per article and 5.62 average citations per year.

The 10 journals in which articles on authentic leadership appear most frequently are listed in below.

Table 4. Most Relevant Sources

Sources	Articles
Journal of Business Ethics	80
The Leadership Quarterly	74
Leadership & Organization Development Journal	67
Frontiers in Psychology	65
Leadership	43
Journal of Nursing Management	42
Sustainability	35
Authentic Leadership: Clashes, Convergences and Coalescences	25
Journal of Leadership & Organizational Studies	24
Journal of Management Development	24

According to the above table, the highest number of articles on authentic leadership has been published in the Journal of Business Ethics with 80 articles up to date. The Leadership Quarterly follows with 74 articles, and Leadership & Organization Development Journal follows with 67 articles.

In **Table 5** below, we can see the top 10 most relevant authors who have published articles on authentic leadership.

Table 5. Most Relevant Authors

Authors	Articles
Laschinger, H.K.S.	18
Lee, Y.	16
Gardner, W.L.	13
Walumbwa, F.O.	13
Leroy, H.	12
Monzani, L.	12
Ribeiro, N.	11
Avolio, B.J.	10
Liu, Y.	10
Shapira-Lishchinsky, O.	10

According to the above table, H. K. S. Laschinger is the researcher who published the highest number of articles on authentic leadership, with 18 articles from 1978 until now. Y. Lee follows with 16 articles, and W. L. Gardner and F. O. Walumbwa follow with 13 articles each.

In Table 6 below, universities that have come up with the highest numbers of articles on authentic leadership are listed.

Table 6. Most Relevant Affiliatio

Affiliation	Articles
University of Western Ontario	80
University of Queensland	56
University of Miami	47
University of Northern Carolina	44
University of Illinois	43
Arizona State University	38
Texas A&M University	38
University of Toronto	38
North West University	32
Penn State University	32

According to the above table, University of Western Ontario is the affiliation tha has produced the highest number of articles on authentic leadership, with 80 articles up to date. University of Queensland follows with 56 articles, and University of Miami is listed as third with 47 articles.

In **Table 7** below, countries that have produced the highest numbers of articles on authentic leadership are observed.

Country	Articles
USA	3036
China	690
UK	613
Australia	565
Canada	526
Pakistan	246
Spain	235
India	174
South Korea	172
South Africa	168

According to the above table, most articles on authentic leadership are produced in the US with a total of 3036 articles. China comes next with 690 articles, and the UK follows with 613 articles on authentic leadership.

In Table 8 below, words that appear most frequently in articles on authentic leadership are listed, and the WordCloud that demonstrates the most frequently used words with according fonts can be seen in Figure 1.

Table 8. Most Frequent Words

Words	Occurrences
Authentic leadership	752
Performance	469
Impact	369
Transformational leadership	355
Leadership	322
Model	293
Mediating role	263
Behavior	262
Work	252
Management	194

According to the above table, "authentic leadership" is the most frequently used word in articles on authentic leadership with 752 occurrences. "Performance" is the second most frequently used word with 469 occurrences, and the word "impact" is listed as third with 369 occurrences.

Figure 1. WordCloud

In the above figure, we can see that "authentic leadership" is the most frequently used word with the biggest font . The words "performance", "impact", and "transformational leadership" follow with accordingly remarkable font sizes.

4. Discussion

A total of 2,635 articles on authentic leadership have been published on the Web of Science from the 1978, when the first article on authentic leadership had been published, until today. This means that authentic leadership is a relatively new leadership theory, however the number of articles that have been published on it is not neglectable.

According to the findings of this study, the highest number of articles on authentic leadership has been published in 2022, with a total of 351 articles. 2005 is the year when the highest numbers of average citations per article and per year have been reached, with 154.58 and 8.14 citations, respectively. Journal of Business Ethics, The Leadership Quarterly, and Leadership & Organization Development Journal are the top three sources where the highest numbers of articles on authentic leadership have been published with 80, 74, and 67 articles, respectively. H.K.S. Laschinger, Y. Lee, and W. L. Gardner are the authors that have published the highest numbers of articles on authentic leadership, with 18, 16, and 13 articles, respectively. The top three affiliations that have produced the highest numbers of articles on authentic leadership are University of Western Ontario, University of Queensland, and University of Miami. USA, China, and the UK are the top three countries that account for the highest scientific production on authentic leadership, followed by Australia, Canada, and Pakistan. The words that appear most frequently in the authentic leadership literature are "authentic leadership", obviously, with 752 occurrences, "performance" with 469 occurrences, and "impact" with 369 occurrences.

5. Conclusion

This study contributes to the literature by summarizing the past 45 years of the authentic leadership theory by focusing on annual scientific production; average citations; most relevant sources, authors, and affiliations; countries' scientific production; and most frequent words. The major limitation of this research is that it only focuses on the studies on authentic leadership that are listed in the Web of Science. Further studies that encompass other scientific databases are suggested to be carried out.

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