



ARAŞTIRMA MAKALESİ | RESEARCH ARTICLE

BIBLIOMETRIC ANALYSIS OF POSTGRADUATE THESES WRITTEN WITH THE CONCEPT OF STRATEGIC LEADERSHIP IN TURKEY

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**Atf / Citation:** Önen, S. M. & İstek Ulubay, S. (2025). Bibliometric analysis of postgraduate theses written with the concept of strategic leadership in Turkey. *İnönü Üniversitesi Uluslararası Sosyal Bilimler Dergisi*, (İNİJOSS), 14(1), 436-452.

<https://doi.org/10.54282/inijoss.1663438>

**Abstract**

The concept of strategic leadership, which has its origins in business management, has recently gained importance in public administration and continues to maintain its relevance. The aim of this study is to appraise the theses in the database of the National Thesis Center of the Council of Higher Education ((YÖKTEZ) and containing the concept of "Strategic Leadership" in various disciplines in Turkey by using bibliometric analysis. In alignment with the study's objective, a conceptual framework was established based on bibliometric analysis and strategic leadership, after which postgraduate theses forming the sample were examined through bibliometric methods. The analyses revealed that a total of 110 postgraduate theses were completed between 1998 and 2025. The first study, a master's thesis in the field of Business within the Institute of Engineering and Natural Sciences, was supervised by a professor in 1998. It was concluded that 84 master's theses and 26 PhD theses were prepared in a 27-year period, and the highest number of theses was prepared in 2023. It has been determined has not been investigated in some years (2000-2003-2006) and that has been studied more in state universities and that there has been an increase in the number of theses since 2013 when the quantitative method was preferred in research. Approximately 50% of the theses were in the field of business management, 30% in educational management, and the concept was found to be not exclusively limited to the social sciences but rather a multidisciplinary research topic. Postgraduate theses in health sciences, natural sciences, religious studies, and sports sciences, as well as those related to maritime studies, tourism, psychology, philosophy, social work, and public administration, demonstrated an increasing number of studies in recent years.

**Keywords:** Strategic Leadership, Postgraduate Theses, Bibliometric Analysis

## TÜRKİYE'DE STRATEJİK LİDERLİK KAVRAMI İLE YAZILAN LİSANSÜSTÜ TEZLERİN BİBLİYOMETRİK ANALİZİ

### Öz

Kökünü işletme yönetimine dayanan stratejik liderlik kavramı günümüzde kamu yönetiminde önem kazanmış ve güncelliğini korumaya devam etmekte olan bir kavramdır. Bu çalışmanın amacı, Yüksek Öğretim Kurulu Ulusal Tez Merkezi (YÖKTEZ) veri tabanında yer alan ve Türkiye’de çeşitli disiplinlerde “Stratejik Liderlik” kavramını içeren lisansüstü tezleri bibliyometrik analiz kullanarak değerlendirilmesidir. Çalışmanın amacına uygun olarak bibliyometrik analiz ve stratejik liderlik ile kavramsal çerçeve oluşturulduktan sonra çalışmanın örneklemini oluşturan lisansüstü tezler bibliyometrik yöntemlerle incelenmiştir. Analizler sonucunda, 1998 yılından itibaren 2025 yılına kadar 110 lisansüstü tezin tamamlandığı ortaya çıkmıştır. Mühendislik ve Fen Bilimleri Enstitüsü bünyesinde İşletme alanında yüksek lisans tezi olan ilk çalışma, 1998 yılında Prof. Dr. unvanlı danışman tarafından hazırlanmıştır. 27 yıllık süre içerisinde 84 yüksek lisans tezi ve 26 doktora tezi hazırlandığı, 2023 yılında en fazla sayıda tez hazırlandığı sonucu elde edildi. Belirli yıllarda (2000-2003-2006) araştırılmadığı ve devlet üniversitelerinde daha fazla çalışıldığı, araştırmalarda nicel yöntemin tercih edildiği 2013 yılından itibaren tez sayılarında artış olduğu belirlendi. Tezlerin yaklaşık %50’si işletme yönetimi, %30’u eğitim yönetimi alanında olduğu kavramın sadece sosyal bilimlerle sınırlı olmadığı çok disiplinli bir araştırma konusu olduğu tespit edilmiştir. Sağlık bilimleri, fen bilimleri, din bilimleri, spor bilimleri ile denizcilik, turizm, psikoloji, felsefe, sosyal hizmet, kamu yönetimi ile ilgili lisansüstü tezler son yıllarda artış gösterdiği tespit edilmiştir.

**Anahtar Kelimeler:** Stratejik Liderlik, Lisansüstü Tezler, Bibliyometrik Analiz.

### INTRODUCTION

The concept of leader has been defined in ancient narratives and military records, displaying ever-evolving models throughout history. Although the notion of strategic leadership emerged fifty years ago through the study of senior executives’ personalities and leadership traits in the private sector, it has since become a critical concept in the public sector with the widespread adoption of strategic management approaches. There remains no consensus as to whether strategic leadership is distinct from other leadership characteristics. Some scholars view strategic leadership as an independent form of leadership, while others regard it as a style that results from the amalgamation of various leadership types, applied successfully at the right time and circumstances. In organizational management, the leader represents a complex process of influencing others and may differ from the manager by aiming for change; nevertheless, every manager involved in strategic management is expected to exhibit qualities of strategic leadership. Leadership, refers to the power and ability to influence individuals or groups; however, strategic leadership is thought to differ from standard leadership due to its focus on achieving results aligned with the organization’s predetermined vision and mission statements, as well as its holistic influence on the organization. The association of strategic leadership with senior executives directly impacts organizations’ performance, a key benchmark in their management processes. Through strategic management approaches that emphasize goal-oriented administration, managers—regardless of their placement in the private or public sectors—are expected to make decisions in alignment with transparency and accountability principles, considering both internal and external environmental factors. Given that all stakeholders influencing and being influenced by a strategic leader’s decisions are integral to the management process, planning and executing this process require acknowledgment of the constantly evolving expectations and traits of strategic leaders. In this context, the evaluation of human capital significantly affects managerial and organizational performance. While contemporary management in the private sector increasingly emphasizes corporate social responsibilities alongside economic profit, the efficiency-based provision of public services focused on citizen satisfaction, coupled with regulations aimed at preventing resource waste, has steered managers away from traditional practices toward modern management paradigms.

Strategic leaders, as instruments of strategic management are responsible for adding value to the organization. Rather than being recognized as a new category or type of leadership, such as transformational leadership, strategic leadership is considered a concept within a broader learning-oriented leadership paradigm. Consequently, the term strategist can be defined as an individual capable of strategic thinking, assessing events comprehensively, and guiding employees to determine long-term directions. Strategic thinking ought to be distinguished from spontaneous or tactical decisions. The fundamental goal of strategic leadership is to foster a productive and efficient environment in collaboration with all participants. To this end, strategic leaders must prioritize the establishment of an organizational climate that encourages the development of novel and diverse ideas while demonstrating the ability to organize incentive programs when necessary. Evaluating the internal and external participant of the organizational environment objectively, without personalization, and upholding organizational justice are among the essential attitudes of a strategic leader. When approached as a management strategy aimed at directing organizations and motivating individuals, strategic leadership necessitates key competencies such as aligning organizations with environmental changes, promoting innovation, and developing long-term perspectives. Through bibliometric analysis, the current state, evolution, and direction of a research topic can be determined by classifying and visualizing data using specific parameters. This method is employed across a broad range of disciplines, including technological forecasting, engineering, social sciences, library studies, business administration, marketing, tourism, public relations, econometrics, and entrepreneurship. A review of the literature reveals the presence of studies employing bibliometric analysis to examine postgraduate theses in Turkey, demonstrating that bibliometric analysis has also gained traction in the social sciences as a noteworthy research method in recent years. Among the limited studies analyzing postgraduate theses related to leadership using bibliometric analysis, Uçkun (2022) examined 67 theses on “authentic leadership,” (Uçkun, 2022) and Aksoy Kürü (2022) assessed 89 theses on servant leadership prepared between 2008-2021, establishing the current state of these works (Aksoy Kürü, 2022). Conducting bibliometric analysis on master’s and doctoral theses concerning strategic leadership in Turkey is expected to help researchers interested in the subject and contribute to studies in the field. The only study to conduct a status assessment of theses using content analysis is the work by Ertürk and Gökçe (2019), titled “An Examination of Theses Prepared in the Field of Strategic Leadership (Ertürk&Gökçe, 2019).”

As the problem of the research, although many studies have been carried out at national and international level on strategic leadership practices and characteristics of strategic leaders in recent years, in which the concept of strategic leadership has been used, it has been determined that there is no bibliometric analysis to determine the current status of graduate theses prepared on strategic leadership in our country, so with the concept of strategic leadership in the National Thesis Center (YÖKTEZ) database It is aimed to examine the prepared graduate theses by determining them with certain parameters.

In this research, the concepts of bibliometric analysis and strategic leadership were included in the conceptual framework, the research method was explained, and the results of the analysis were evaluated after the research findings section.

## **1. CONCEPTUAL FRAMEWORK**

This part of the research encompasses the concepts of bibliometric analysis and strategic leadership.

### **1.1. Bibliometric Analysis**

Bibliometrics refers to the quantitative analysis of publications within a specific domain and their interrelationships over a designated period (ULAKBİM, 2025). Bibliometric analysis

employs statistical methods to provide a quantitative evaluation of academic literature in a given field (Pritchard, 1969). This quantitative approach is utilized to map research areas and analyze bibliographic materials without subjective biases. Through bibliometric analysis, features of academic works such as books, articles, and theses in the social sciences are examined using numerical analyses and statistics to reveal dominant outcomes, the evolution of frequently used keywords, and highly associated topics and authors.

The goal of bibliometric analysis is to measure the academic outputs and the evolution of disciplines in quantitative terms. By targeting existing studies, statistical analyses are conducted using secondary data. Performance analysis and science mapping constitute the two primary methods used in bibliometric analysis. Performance analysis evaluates the impact of scientific actor groups such as universities, departments, and researchers. Science mapping, represent the structural aspects of the cognitive structure of a specific research area. Co-word analysis is commonly used technique for creating science maps. Bibliometric data such as keywords, indexes, authors, titles, and abstracts can be utilized to develop maps and examine various facets of a research area, including topics and future associations (Cobo et al., 2011). With bibliometric analysis, visualizing the status of academic works in a particular field within the existing literature becomes feasible. The parameters can subject to change. For postgraduate theses, analyses may include classifications such as the year and location of the study, the advisor's title, research methodology, study topic and language, and the number of pages.

## 1.2. Strategic Leadership

Leadership behaviors, initially seen in the early 20th century within the field of business management as innate individual traits, have evolved significantly. Today, expectations from strategic leaders shaped by strategic management are influenced by organizational practices. According to Wheelen and Hunger (1995), a strategic leader is an individual who sets organizational goals, acts as a role model through their behavior and appearance, and assumes the role of a coach for employees (Wheelen&Hunger, 1995). Shrivastava and Nachman (1989) describe strategic leadership through entrepreneurial, bureaucratic, political, and professional models. While entrepreneurial leaders define roles and oversee performance, exhibiting charismatic traits, bureaucratic leaders operate within the confines of formal rules. Political models emphasize interdependence and coalitions, while professional models integrate flexibility into organizational management (Shrivastava&Nachman, 1989).

Zwell and Lubawski (2000) define a strategic leader as someone who creates a unique style by motivating employees in alignment with organizational mission and vision (Zwell& Lubawski, 2000). Ülgen and Mirze (2004) emphasize the need for strategic leaders to possess forward-looking perspectives and guiding abilities (Ülgen&Mirze, 2004). Ireland and Hitt (2005) define strategic leaders as individuals responsible for determining organizational goals and vision, maintaining core competencies, developing human resources, and fostering an organizational culture based on ethical practices. Finkelstein et al. (2008) contextualizes the concept of strategic leadership by examining executives' characteristics, their methodologies, and their influence on performance (Finkelstein et al., 2008). Hitt et al. (1998) underline strategic leaders' abilities to be flexible for change, foresee the future, and empower employees (Hitt et al., 1998). Pisapia (2009) integrates leadership models arising from activities into four categories: transformational, managerial, ethical, and political leaders (Pisapia, 2009). Transformational activities focus on organizational learning, cultivating a culture of change, adapting to environmental conditions, and fostering innovation to enhance performance. Interpretive and sense-making abilities distinguish transformational leadership (Bass & Avolio, 1994). Managerial activities concentrate on achieving short-term objectives effectively, often aligning with public institution practices where managers are inevitably seen as leaders. Ethical activities involve establishing standards concerning right and wrong to align organizational

values with objectives, ensuring a trustworthy environment. Ethical leaders motivate through virtuous behavior, respecting thought and privacy, and prioritizing institutional interests. Political activities focus on obtaining resources for the organization through collaborations with influential individuals, often involving reciprocal relationships. Strategic leaders' success depends on skillfully utilizing leadership capabilities in response to time, context, and environmental conditions. Adair (2004) identifies seven dimensions of strategic leadership practices: setting direction for the organization, pursuing effective strategies and policies, applying appropriate strategies, reorganizing, cultivating organizational culture, integrating the organization with society, and nurturing future leaders (Adair, 2004). Strategic leadership emphasizes the importance of vision and mission attaining institutional goals. This approach relies on strategic management to predict future developments with a long-term perspective. The complexities and significance of its addressed topics distinguish strategic leadership from other forms of leadership. Strategic leadership pertains to institutional/organizational leadership. While the concept of a strategic leader aligns with leadership and management typologies, it differs from lower-level leadership due to distinctions in authority and responsibility, the legality of powers exercised, and stakeholders' awareness of their influence. Top-level executives responsible for achieving designated goals take strategic decisions as strategic leaders, their roles in require extensive expertise. Additionally, their responsibility for managing intellectual capital necessitates distinctive qualifications. As a model bridging the past and future, the concept of strategic leadership combines intent with action, management with leadership, and ethics with strategic tactics. Defining strategic leadership traits emphasizes the managerial attitudes and personal characteristics of strategic leaders. Strategic leaders, as key representatives of senior management in the strategic management process should demonstrate qualifications such as:

- Designing the future from diverse perspectives,
- Creating vision,
- Managing risks and time,
- Motivating and empowering employees,
- Understanding and positively influencing others' behaviors and thoughts,
- Excelling in human resource management,
- Demonstrating adaptability and building positive relationships,
- Being reliable and innovative,
- Continuously assessing and improving their abilities,
- Valuing spirituality, and
- Making bold decisions suited to environmental conditions (Yılmaz, 2008).

Thus, the leadership style most aligned with the requirements of contemporary conditions is believed to be strategic leadership.

## **2. METHOD**

In this section, the purpose and scope of the research, research questions and research model are included.

### **2.1. Purpose and Scope of The Research**

The subject of the research is the examination of the graduate theses in the YÖKTEZ database in which the concept of strategic leadership is used in Turkey. The aim of the research is to analyze and reveal the status of the concept of strategic leadership in the academic literature. The universe of the research consists of graduate theses in the database of the National Thesis Center and containing the concept of strategic leadership. In order to provide access to the theses, "Strategic Leadership" was written in the search term section, the search area, permission status and thesis type sections were marked as "All", and it was determined that there were a total of 112 master's and doctoral theses on 29.01.2025. It was determined that one of the master's theses prepared during the subject and index scanning was not related to strategic leadership in terms of field, subject and title, where one of the master's theses prepared in 2024 was on entrepreneurship and a thesis prepared in 2022 was on foreign policy and energy; For this reason, 110 theses constituted the sample of the study.

## 2.2. Research Questions

With this research, it is expected that researchers interested in strategic leadership will be guided in this regard and contribute to the literature. Regarding the graduate theses that include the concept of strategic leadership in Turkey, the following questions are sought to be answered in the research:

- What is the number of theses prepared per year, and how are they distributed by thesis type?
- What is their distribution across universities and institutes?
- How are they distributed by departments?
- How are they distributed based on the titles of their advisors?
- What research method was used?
- What are the index terms and keywords of theses?

## 2.3. Research Model

This study utilized the bibliometric analysis method. A total of 110 master's and PhD theses incorporating the concept of strategic leadership in the National Thesis Center database were analyzed using the bibliometric analysis method based on predetermined parameters. All postgraduate theses containing the concept of strategic leadership were examined according to specific parameters (year, thesis type, university, institute, department, research methods, advisor title, and index terms). The data collected, considering these parameters, were transferred to a Microsoft Excel spreadsheet, converted into tables, and analyzed. The frequency and percentage values of the tables were calculated, visualized in graphs, and subsequently analyzed.

## 3. FINDINGS

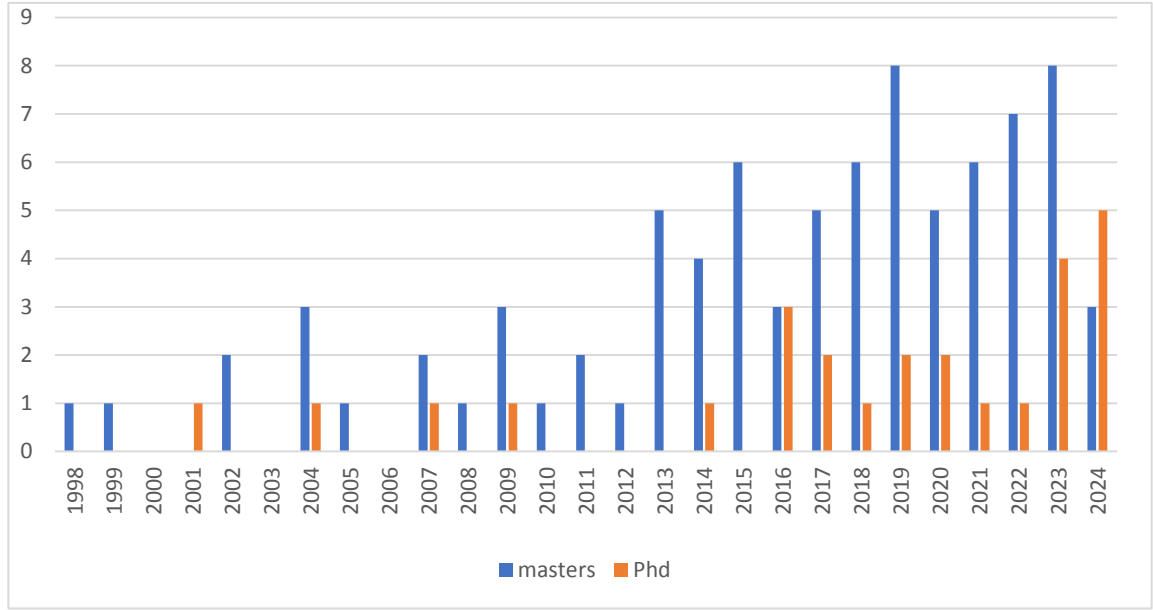
The analysis results of all postgraduate theses that include the concept of strategic leadership in the YÖKTEZ database are presented.

**Table 1. Theses Prepared by Year**

Year	Master's	PhD	Total	Percentage %
1998	1	0	1	1

1999	1	0	1	1
2001	0	1	1	1
2002	2	0	2	2
2004	3	1	4	4
2005	1	0	1	1
2007	2	1	3	3
2008	1	0	1	1
2009	3	1	4	4
2010	1	0	1	1
2011	2	0	2	2
2012	1	0	1	1
2013	5	0	5	5
2014	4	1	5	5
2015	5	0	5	5
2016	3	3	6	6
2017	5	2	7	7
2018	6	1	7	7
2019	8	2	10	10
2020	5	2	7	7
2021	6	1	7	7
2022	7	1	8	9
2023	8	5	13	12
2024	3	5	8	8
	84	26	110	100

At the master's level, the highest number of theses—eight in total—were prepared in 2019 and 2023. At the PhD level, five theses were completed in both 2023 and 2024. Notably, no theses were identified for the years 2000 2003 and 2006. The peak in thesis production occurred in 2023, with a total of 13 theses being prepared during that year.



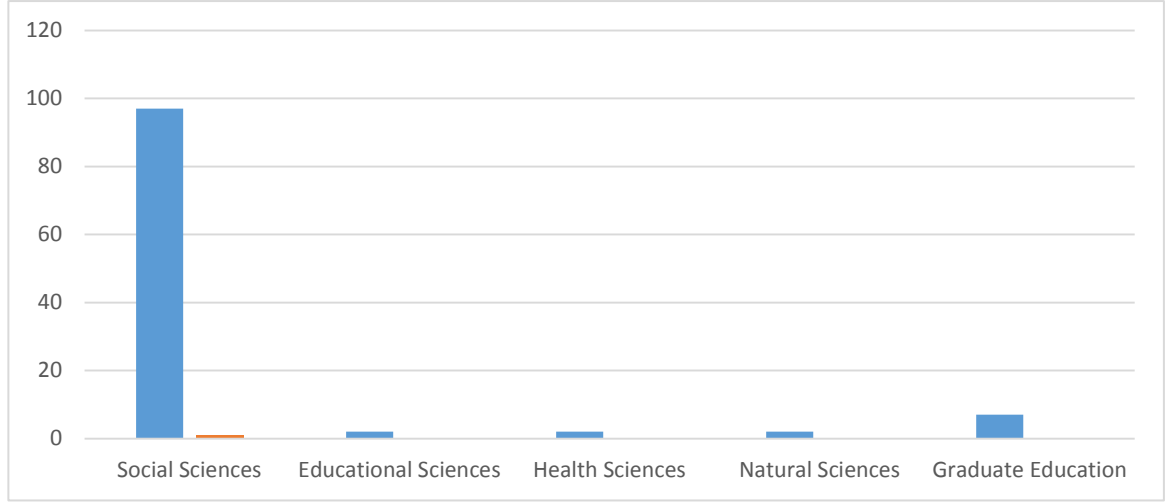
**Graph 1. Distribution of Theses by Type Across Years**

Graph 1 provides information on the fluctuation in the number of theses over the years, spanning from 1998 to 2025. The graph illustrates trends in the increase and decrease in thesis production during this period. It is seen that the number of studies at the graduate level increased after 2014 when no studies were carried out in 2000, 2003 and 2006.

**Table 2. Theses by Institutes**

Institute	Frequency	Percentage (%)
Social Science	97	88,2
Educational Science	2	1,8
Health Science	2	1,8
Natural Science	2	1,8
Graduate Education	7	6,4
TOTAL	110	100

It can be observed from Table 2 that 97 theses, accounting for 88.2% of the total, were prepared in the Social Sciences Institute. Additionally, has been studied in other institutes, although to a lesser extent.



**Graph 2. Distribution by Institutes**

It can be observed from Graph 2 that postgraduate theses incorporating the concept of strategic leadership are predominantly concentrated within the Social Sciences Institutes at both levels of study. Additionally, in universities where a Social Sciences Institute is absent, particularly in newly established institutions, postgraduate institutes have also facilitated research at the master's level.

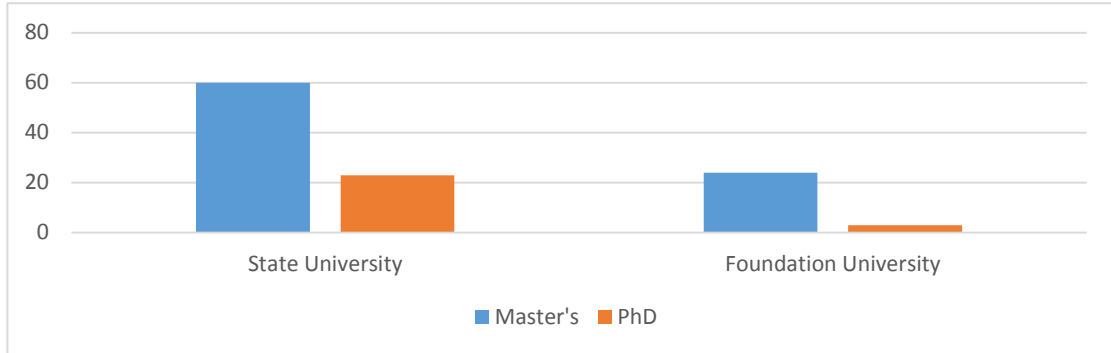
**Table 3. Universities and Their Status in Thesis Preparation**

	University	Status	Master's	PhD	TOTAL
1	AFYON KOCATEPE	P	2	-	2
2	AĞRI İ. ÇEÇEN	P	1	-	1
3	AKDENİZ	P	2	-	2
4	ALTINBAŞ	F	2	-	2
5	ANADOLU	P	-	3	3
6	ANK.YBÜ	P	1	-	1
7	ARDAHAN	P	1	-	1
8	ATATÜRK	P	1	3	4
9	ATILIM	F	1	-	1
10	AYDIN ADNAN MENDERES	P	1	6	7
11	BAHÇEŞEHİR	F	4	-	4
12	BAŞKENT	F	1	-	1
13	BEYKENT	F	1	-	1
14	BİNGÖL	P	1	-	1
15	BOLU AİBÜ	P	1	1	2
16	BOĞAZIÇI	P	-	1	1
17	BURDUR	P	-	1	1
18	CUMHURİYET	P	1	-	1
19	ÇOMÜ	P	2	-	2
20	ÇANKIRI	P	1	-	1
21	ÇAĞ	F	1	-	1
22	DİCLE	P	-	1	1
23	DOKUZ EYLÜL	P	5	1	6

24	DUMLUPINAR	P	2	-	2
25	DÜZCE	P	4	-	4
26	GALATASARAY	P	1	-	1
27	GAZİ	P	3	2	5
28	GAZİANTEP	P	2	-	2
29	GEBZE	P	1	-	1
30	HACETTEPE	P	1	1	2
31	İNÖNÜ	P	2	2	3
32	İSTANBUL	P	-	1	1
33	İST. AREL	F	1	-	1
34	İST. AYDIN	F	1	-	1
35	İST. GELİŞİM	F	1	-	1
36	İST. OKAN	F	3	-	4
37	İST. S.ZAİM	F	1	-	1
38	İTÜ	P	1	-	1
39	İST. TİCARET	F	-	1	1
40	KSİÜ	P	1	-	1
41	KARAMAN	P	1	-	1
42	KAYSERİ	P	-	1	1
43	KOCAELİ	P	1	-	1
44	KONYA KARATAY	P	1	-	1
45	KIRŞEHİR	P	1	-	1
46	MANİSA CBÜ	P	-	1	1
47	MALTEPE	F	1	-	1
48	MARMARA	P	4	2	6
49	N. ERBAKAN	P	1	-	1
50	NİĞDE ÖHÜ	P	-	1	1
51	ORDU	P	1	-	1
52	ODTÜ	P	1	-	1
53	PAMUKKALE	P	1	-	1
54	RTE	P	1	-	1
55	SAKARYA	P	1	-	1
56	SELÇUK	P	1	1	2
57	SDÜ	P	2	-	2
58	TOBB	F	1	-	1
59	TRAKYA	P	1	-	1
60	THK	F	2	-	2
61	ÜSKÜDAR	F	-	1	1
62	YYÜ	P	1	-	1
63	YEDİTEPE	F	1	1	2
64	YTÜ	P	1	1	2
65	ZİRVE	F	2	-	2
			84	26	

It is seen that has been chosen as a research topic in both public and foundation universities. A total of 18 theses were prepared in foundation universities, while 47 theses were completed in public universities, resulting in research being conducted across 65 universities in total. Aydın Adnan Menderes University stands out as the public university where the highest number of PhD studies were conducted, whereas Dokuz Eylül University has the most master's level research. In foundation universities, master's theses were more prevalent, with only Üsküdar University and Istanbul Commerce University producing PhD theses as noted in Table 3.

**Graph 3. Distribution of Theses by University Status**

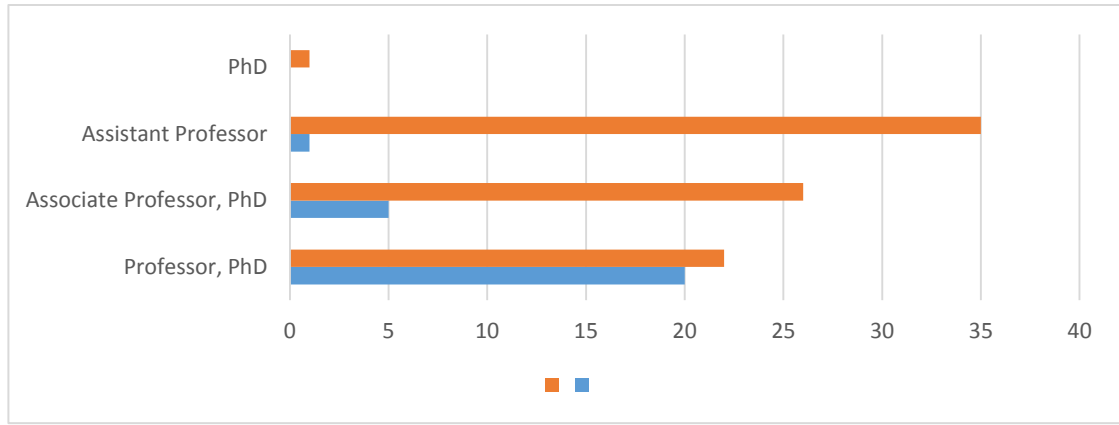


Graph 3 illustrates that the number of thesis studies conducted at public universities significantly exceeds those carried out at foundation universities.

**Table 4. Titles of Advisors**

TITLES	PhD	Masters	Frequency	Percentage (%)
Professor, PhD	20	22	42	38,1
Associate Professor, PhD	5	26	31	28,2
Assistant Professor	1	35	36	32,8
PhD	-	1	1	0,9
TOTAL	26	84	110	100

Considering the number of theses according to the academic titles of the advisors, it is observed that 42 postgraduate theses were supervised by Professors and 31 by Associate Professors. Following the 2018 change, whereby the title "Assistant Professor" was replaced with Doctor Lecturer 17 theses were supervised under the title of Doctor Lecturer, while 19 theses were supervised by academic advisors previously holding the title of Assistant Professor. One master's thesis prepared in 2019 was supervised by an advisor with the title of among the theses prepared in 2023, one was supervised by three advisors, including one with the now-defunct title of Assistant Professor. To ensure consistency in the data, the title of the first advisor was considered and recorded in the table. It is noted that Professors account for 38% of the titles of thesis advisors, followed by Associate Professors with 28%. Although not explicitly reflected in the table or graph, the Doctor Lecturer title, which is essentially the updated version of Assistant Professor, represents 36 postgraduate theses, accounting for 32.8%. This makes it the second most prevalent academic title among advisors supervising theses on the concept of strategic leadership.



**Graph 4. Frequency and Percentage Distribution of Advisor Titles**

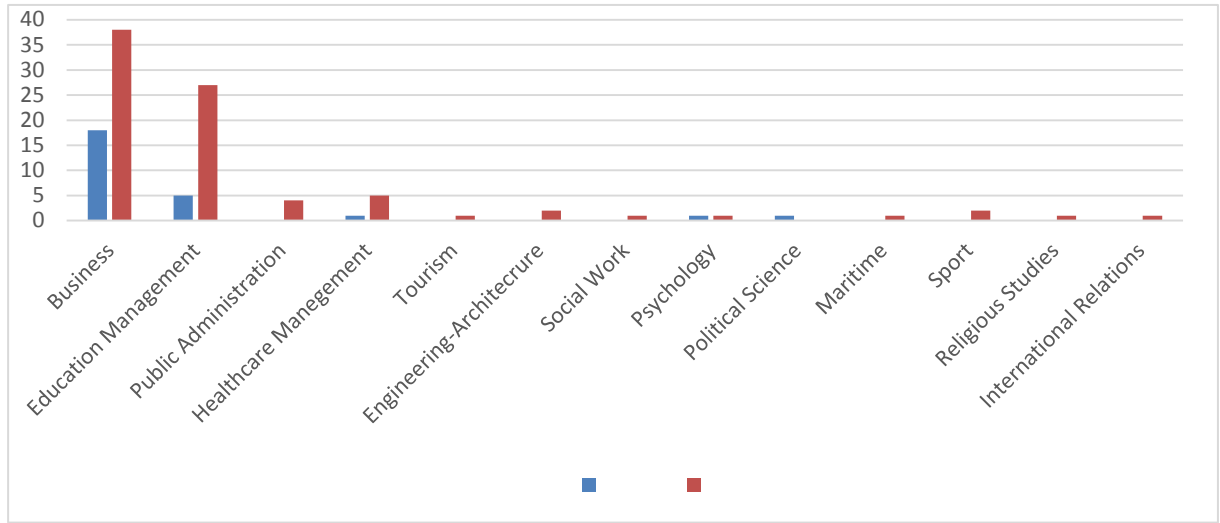
Graph 4, created using the data from Table 4, visualizes the distribution of thesis studies according to the academic titles of advisors. It highlights the frequency and percentage contribution of each title, such as Professors, Associate Professors, Doctor Lecturers and other relevant categories. These observations can provide insights into the fields of expertise and academic standing of the advisors, as well as their alignment with the thematic focus of the research under supervision.

**Table 5. Distribution of Theses by Academic Departments**

DEPARTMENT	PhD	Master	Total
Business	18	38	56
Education Management	5	27	32
Public Administration	-	4	4
Healthcare Management	1	5	6
Tourism	0	1	1
Engineering-Architecrure	0	2	2
Social Work	0	1	1
Psychology	1	1	2
Political Science	1	0	1
Maritime	0	1	1
Şport	0	2	2
Religious Studies	0	1	1
International Relations	0	1	1
<b>TOTAL</b>	<b>26</b>	<b>84</b>	<b>110</b>

When examining postgraduate theses based on their preparation within specific disciplines: Business Administration Department: 18 PhD and 38 master's theses have been prepared,

constituting approximately 51% of all studies. Educational Administration Department: A total of 32 theses have been conducted, of which 19 are at the master's level. Public Administration Department: No PhD theses have been prepared within this discipline. Political Science Department: No master's theses have been conducted in this area.



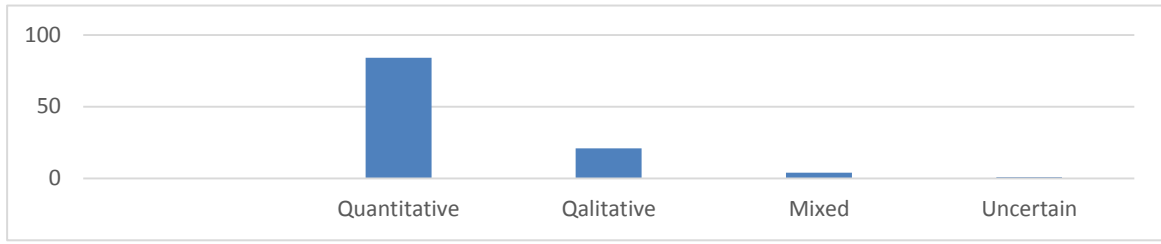
**Graph 5. Distribution of Theses by Academic Departments**

Graph 5 visualizes the data from Table 5, highlighting that the Business Administration Department and the Educational Administration Department stand out with the highest number of studies focusing on strategic leadership. This distribution effectively emphasizes the prominence of these two departments in postgraduate research on the subject.

**Table 6: Research Methods Employed in the Thesis Study**

METHOD USES	Master's	%	PhD	%	Frequence	%
Quantitative	65	77,5	19	73	84	76,3
Qualitative	16	19	5	19	21	19,1
Mixed	2	2,3	2	8	4	3,7
Uncertain	1	1,2	0	0	1	0,9
TOTAL	84	100	26	100	110	100

In thesis studies, it was determined that quantitative research methods (84) were predominantly preferred, while 16 master's theses and 5 phd dissertations, totaling 21 studies, were prepared using qualitative methods. Additionally, mixed methods were employed in two master's theses and two PhD dissertations. When examined based on the type of thesis study, it was observed that 77.5% of master's theses were prepared using quantitative methods, while 16 studies, corresponding to a rate of 19%, were prepared using qualitative methods. The overall predominance of quantitative methods across all studies is evident in the frequency column values in Table 6 and the visual representation in Graph 6.



**Graph 6: Research Methods Utilized in the Thesis Study**

**Table 7: Thesis Index Terms Table**

SERIES TERMS	Frequency	SERIES TERMS	Frequency	SERIES TERMS	Frequency
Leadership	55	Organizational Identification	4	Organizational Agility	1
Strategic Leader	48	Innovation	3	Managerial Behavior	1
Strategic Management	28	Managerial Competence	2	Corporate Social Responsibility	1
Leadership Models	28	Total Quality Management	2	Paternalistic Leadership	1
Strategy	10	Personality Traits	2	Strategic Decision	1
Transformational Leader	8	Charismatic Leader	2	Armed forces	1
Administrators	7	Democratic Leadership	2	Environment	1
Crisis Management	7	Liberating Leadership	2	Effective Leadership	1
Performance	6	Organizational Devotion	2	Growth	1
Organizational Change	6	Situational Leader	2	Terrorist Organizations	1
Organizational Integration	5	Administrator Behavior	2	Social Capital	1
School Administrators	5	Company	1	ISO 500	1
Management	5	Interactional Leader	1	Enneagram	1
Ethical Leader	5	Politics Leader	1	Learning Organization	1
Organizational culture	5	Public Bureaucracy	1	E-Governance	1
Visionary Leadership	5	Health Institutions	1	Intellectual Leadership	1
Strategic Plan	4	Managerial Leader	1	Private	1

Upon reviewing the theses, it was observed that some lacked index terms, while others included both index terms and keywords. It was also noted that terms such as leadership, leadership models, and strategic leader, as well as concepts associated with the thesis sample, formed the basis of the index in theses prepared using quantitative methods. The terms utilized are presented in Table 7.

## CONCLUSION AND RECOMMENDATIONS

The contribution and importance of literature review while determining the subject and concept in scientific studies is accepted as a challenging process by all researchers. Bibliometric studies, which guide decision-making by determining the current status of the researches that will contribute to the literature, have also been used in the field of social sciences in recent years and reveal the quantities of the studies carried out. As a result of the bibliometric analyzes carried out in order to determine the level of preference of the concept of "Strategic Leadership" as the subject of study in graduate thesis studies and to visualize the prepared theses; that the first study was prepared in 1998 using the quantitative research method in the field of Business Administration with the advisor with the title of Prof. Dr. In 1999, a similar study in terms of field type and consultant title was the first studies prepared with the qualitative method, in 2000, in 2003 and 2006, there were no studies in the following years, there were theses prepared at the master's level, and the first thesis study at the PhD level was prepared in 2001 under the supervision of Prof. Dr. is seen.

Between 2004 and 2024, a total of five PhD theses and 26 master's theses were related to strategic leadership, but the concept was continuously studied at the PhD level by Prof. Dr. Titled advisors after 2015. At the master's level, it is understood that no studies were carried out in these years. It is possible to say that the subject of strategic leadership was not an interesting concept until 2016 in PhD studies. In this context, the development of the strategic management process and the understanding of strategic leadership can be attributed to the idea and practices of redesigning organizations depending on the institutional change and reform efforts in the world, and in the field of public administration, the desire to have a more active and more productive structure based on private management in the public sector on the axis of the New Public Administration idea. When we look at the distribution of theses prepared on strategic leadership by universities, it is understood that the highest number of doctoral theses were written at Aydın Adnan Menderes University and the highest number of master's theses were written at Dokuz Eylül University. In addition, it is noticed that the relevant studies are not continuous within the universities where thesis studies are carried out on a similar subject, and in this context, there are changes even in the preference of the subject according to state and foundation universities or according to old universities and new universities. Studies have been carried out at both PhD and master's levels in public universities. Two of the 26 PhD studies were prepared at the foundation university. Due to the lack of doctoral programs in newly established state universities and especially foundation universities, it is thought that studies will be carried out in these universities when PhD programs are opened in the coming years. According to the type of study, it was concluded that with 84 studies, studies were carried out at the master's level, which has a rate of approximately 76%, approximately 24% of the studies consisted of PhD studies, the most studies were carried out with a rate of 13% in 2023 and were weighted at the master's level (8%). Although the concept of strategic leadership is preferred by educators and business managers as a subject of continuous study, it is noteworthy that the current studies in the field of public administration, where there is no doctoral study, are at the master's level. In terms of academic title, it is seen that the most theses are prepared by advisors with the title of Prof. Dr. and are constantly studied in the department of business administration, and it is also a concept that educators and health professionals are interested in. The fact that engineers and athletes have thesis studies outside of social sciences proves that the concept is used as an umbrella concept used in a wide range. It can be said that quantitative research methods are widely used in research in the field of organization and management and it is preferred to associate it with the variable determined according to the subject of study. Leadership, leadership models and the concept of strategic leader are the most associated terms, and an index has been created for the concepts associated with strategic leadership in quantitative studies. The index terms vary according to the sample of the study and the department in which the thesis is prepared. At the same time, when the thesis is examined with the year in which it was

prepared, it is seen that the relevant terms change according to the period. It comes to the fore that the studies in which leadership types such as charismatic leadership are specified as indexes are dated in all studies and current terms are used according to the years. In this context, the concept of strategic management and strategic leadership are among the current issues of the last decade. As a research subject, the number of studies in state universities where both state and foundation universities are studied is high and studies are carried out in each of the institutes (science-social-education-health) in these universities; In private universities, it is seen that it is concentrated in the field of business administration, especially in the Institute of Social Sciences. The ones prepared in the Institute of Engineering and Science are master's theses and were prepared in 2020 in the Department of Business Administration and Project and Construction Management in the Department of Architecture. Although it is not included in the analysis, it is understood that there has been progress at the international level in graduate education with foreign students in our country due to the increase in the studies carried out by researchers who are considered to be foreign nationals by taking into account the name of the author during the review phase.

When the values in the tables are examined, it is seen that the graduate thesis studies that include the concept of "Strategic Leadership" have progressed in recent years and that their status in academic studies is at the stage of growth and development. Considering that the number of doctoral theses prepared in 2023 and 2024 is the same and that the education process at the doctoral level covers at least eight semesters, it can be evaluated that the preparation started in 2020 and there may be theses in the preparation phase while this study is being carried out. As an actor of the strategic management process, it can be thought that more researchers will be interested in and prefer the subject of strategic leadership as a current concept. As a result, it is seen that the subject of strategic leadership is not only the focus of attention in the field of social sciences, but also in health sciences and sciences, and continues to attract attention in graduate studies. Understanding how the concept of strategic leadership is handled in the literature, as an important and valuable topic for analyzing studies in this field in depth, can be expected to be a guide for future research. Despite the fact that the strategic management process has been implemented in all institutions and organizations with the change in public administration in the 2000s, the fact that the concept of strategic leader in public administration is the subject of very few studies with a rate of 3.6% may lead to the idea that public administrators do not move away from the traditional management approach and that leadership and management are still in the integration stage. In this context, it is recommended that the concept should be adopted and that it should be the subject of graduate studies in a way that supports the development of the qualifications of public administrators.

**Çıkar Çatışması Bildirimi/ Conflict of Interest Statement:**

Yazar, bu makalenin araştırılması, yazarlığı ve yayımlanmasına ilişkin herhangi bir potansiyel çıkar çatışması beyan etmemiştir. / The authors declared no potential conflict of interest regarding the research, authorship, and publication of this article.

**Destek/Finansman Bilgileri/ Support Financing Information:**

Yazar, bu makalenin araştırılması, yazarlığı ve yayımlanması için herhangi bir finansal destek almamıştır. / The authors have received no financial support for the research, authorship, and publication of this article.

**Etik Kurul Kararı/ Ethics Committee Decision:** Bu araştırma makalesi bir etik kurul kararı gerektirmemektedir. / This research article does not require an ethics committee decision.

**Yazar Katkı Oranı/ Author Contribution Rate:** Yazarların katkı oranı eşittir. / The contribution rates of all authors are equal.

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