

# A General Overview of Studies on Authentic Leadership (1978-2022): A Bibliometric Analysis

Mehmet Sabir Çevik<sup>a\*</sup>,

a. Asst. Prof. Dr. Siirt University, School of Physical Education and Sports, <https://orcid.org/0000-0002-8817-4747>  
\* mehmet.sabir.cevik@siirt.edu.tr

Research Article  
Received: 30.07.2023  
Revised: 03.04.2024  
Accepted: 29.04.2024

## Abstract

This study aims to examine studies on authentic leadership published in WoS indices between 1978 and 2022 utilising the bibliometric analysis method. Research data were retrieved from papers on authentic leadership using the WoS Core Collection database. Of the papers, 1,483 that met the study's inclusion criteria were examined via descriptive and bibliometric analysis methods. Based on descriptive analysis methods, we established that there was a general increase in the number of studies on authentic leadership except for 2022, and 2021 saw the highest number of papers, papers were published in Leadership Quarterly the most, the country that published the most papers was the USA, and that these papers were written mainly in the English language. When analysing the bibliometric analysis results and based on citation analysis, the most attributed author, paper, journal, and institution on authentic leadership were William L. Gardner, Authentic Leadership: Development and Validation of a Theory-Based Measure, Leadership Quarterly, University of Nebraska, respectively. Regarding co-authorship analysis, Lucas Monzani and Rolf van Dick as authors, the Catholic University of Leuven as the institution, and the United States of America as the country had higher link strengths. We found in the co-concept (keyword) analysis that the most repeated concepts were authentic leadership and leadership concepts, respectively, and some current concepts on authentic leadership in recent years were COVID-19, meta-analysis, subjective well-being, administration, information exchange, self-sufficiency, employee creativity, and organisational citizenship.

**Keywords:** Authentic leadership, bibliometric analysis, citation analysis, co-authorship analysis, co-concept (keyword) analysis.

## Otantik Liderliğe İlişkin Çalışmaların Genel Görünümü (1978-2022): Bibliyometrik Bir Analiz

### Öz

Bu araştırma otantik liderlikle ilgili 1978-2022 yılları arasında WoS indekslerinde yayımlanan makaleleri bibliyometrik analiz yöntemiyle incelemeyi amaçlamaktadır. Araştırmanın verileri WoS Core Collection veri tabanı kullanılarak otantik liderlik konulu makalelerden elde edilmiştir. Araştırmanın dâhil etme ölçütlerini karşılayan 1483 makale betimsel analiz ve bibliyometrik analiz yöntemleriyle incelenmiştir. Betimsel analiz sonuçlarına göre otantik liderlik konulu makalelerin sayısında 2022 yılı dışında genel olarak bir artış olduğu ve en çok 2021 yılında makale yazıldığı, en çok Leadership Quarterly dergisinde makale yayımlandığı, en çok yayın yapan ülkenin Amerika Birleşik Devletleri olduğu ve makalelerin büyük ölçüde İngilizce dilinde kaleme alındığı belirlenmiştir. Bibliyometrik analiz sonuçları incelendiğinde ise atıf analizine göre otantik liderlikle ilgili en çok atıf alan yazarın, makalenin, derginin ve kurumun sırasıyla William L. Gardner, Authentic Leadership: Development and Validation of a Theory-Based Measure, Leadership Quarterly başlıklı makale ile Nebraska Üniversitesinin olduğu tespit edilmiştir. Ortak yazar analizi bağlamında yazar olarak Lucas Monzani'nin ve Rolf van Dick'in, kurum olarak Leuven Katolik Üniversitesinin, ülke olarak Amerika Birleşik Devletlerinin bağlantı güçlerinin daha yüksek olduğu görülmüştür. Ortak kavram (kelime) ağ analizinde en çok tekrarlanan kavramların sırasıyla otantik liderlik ve liderlik kavramları olduğu, son yıllarda otantik liderlikle ilgili güncel kavramların ise COVID-19, meta-analiz, öznel iyi oluş, yönetim, bilgi paylaşımı, öz-yeterlilik, çalışan yaratıcılığı ve örgütsel vatandaşlık gibi kavramlar olduğu belirlenmiştir.

**Anahtar kelimeler:** Otantik liderlik, bibliyometrik Analiz, atıf analizi, ortak yazar analizi, ortak kavram (kelime) analizi.

To cite this article in APA Style:

Çevik, M. S. (2024). A General Overview of Studies on Authentic Leadership (1978-2022): A Bibliometric Analysis. *Bartın University Journal of Faculty of Education*, 13(4), 1083-1110. <https://doi.org/10.14686/buefad.1334853>

## INTRODUCTION

The concepts of leader and leadership have been leading concepts that were vastly discussed and on which numerous studies were conducted (Northouse, 2007; Yardibi, 2012). However, the recent increase in competition and global developments fundamentally changed the classical leaders and leadership approaches (Erçetin, 2000). A significant number of crises and adverse events that occurred in organisational life around the globe also damaged employees' trust towards each other and their leaders. In other words, crises and issues encountered in organisations increased the need for leaders who were on the level with everyone and adopted honesty as a principle (Avolio et al., 2004; George et al., 2007). On the other hand, empirical and theoretical studies on positive psychology guided researchers towards positive leadership rather than conventional and classic leadership approaches (Ilies et al., 2005). With the impact of modern and contemporary approaches, new and up-to-date leadership styles surfaced, and different meanings were attributed to concepts of leadership (Fry, 2003). In this respect, the authentic leadership approach is among the modern and contemporary leadership paradigms that attach importance to the leader's sincerity, transparency, and ability to demonstrate ethical behaviours (Wang et al., 2014).

Authentic leadership is referred to as having the potential to affect numerous positive or negative variables in organisations (Alvesson & Svingsson, 2013; Peterson et al., 2012). For instance, authentic leadership may ensure that each employee grows in line with their capacity (Alilyyani et al., 2018), establishing a self-awareness consciousness (Bryan & Blackman, 2019), developing an internalised moral perspective (Rego et al., 2014), respecting the opinions of others (Bryan & Vitello-Cicciu, 2020), providing the organisation with sufficient resources and energy (Wang et al., 2021), and bettering individual performance (Daraba et al., 2021; Lee et al., 2020; Qiu et al., 2019). In addition, authentic leadership may enhance organisational performance (Duarte et al., 2021; Shamir & Eilam, 2005; Zhu et al., 2011), organisational loyalty (Peus et al., 2012; Schaubroeck et al., 2017), confidential relationship (Laschinger et al., 2013; Maximo et al., 2019), organisational productivity (Avolio et al., 2004), leader-member exchange (Jung et al., 2021), job satisfaction (Wirawan et al., 2020), positive organisational climate (Hsiung et al., 2012), organisational citizenship (Wei et al., 2018), and organisational support (Aydın, 2015; Gül et al., 2017; Zbierowska, 2019), it may also reduce unwanted negative behaviours in organisations (Jang & Kim, 2021; Monzani et al., 2021; Ribero et al., 2020). In other words, authentic leaders positively affect employees, contribute to organisational development, reinforce exchange links between employees, and support employees in performing duties that suit their talents (Çeri-Booms, 2009; Marques-Quinteiro et al., 2021). Authentic leaders also contribute to the personal development of others by displaying consistent and accurate leadership behaviours (Luthans & Avolio, 2003).

In literature, research on authentic leadership generally aims to establish the correlation between authentic leadership and various variables. In this context, there exist numerous empirical research in literature that investigate the correlation between authentic leadership and organisational climate (Kim et al., 2019), individual achievement (Wang et al., 2014), organisational citizenship (Joo & Jo, 2017), information exchange (Besen et al., 2017; Javaid et al., 2018; Tran, 2019), cooperation (Zeb et al., 2019), entrepreneurship (Attar & Çetinkaya, 2020), turnover intention (Ahmad & Kuang, 2018; Oh & Oh, 2017), organisational support (Aria et al., 2019; Baykal, 2020; Chang et al., 2020; Hu & Ma, 2016), organisational silence (Avey et al., 2012; Knoll & van Dick, 2013), job satisfaction (Choi & Ahn, 2016; Darvish & Rezaei, 2011; Wirawan et al., 2020), organisational justice (Kılıç, 2020), organisational commitment (Pittinsky & Tyson, 2005; Meskelis & Whittington, 2020), psychological capital (De Hoogh & Den Hartog, 2008; Luthans & Youssef, 2004), innovative work behaviours (Cerne et al., 2013; Niu et al., 2018), and emotional exhaustion (Laschinger & Fida, 2014). Additionally, there have recently been extensive theoretical (Arda et al., 2016; Avolio & Gardner, 2005; Baykal, 2017; Dirik & Seren İntepeler, 2019; Gardner et al., 2011; George et al., 2007; Shamir & Eilam, 2005; Terzi Çoban & Tutar, 2020; Yetgin, 2020) and systematic review studies (Akyürek, 2021; Alilyyani et al., 2018; do Valle et al., 2021; Gardner et al., 2011; Henry, 2022; Malila et al., 2018; Margiadi & Wibowo, 2020; Maziero et al., 2020; Milic, 2013; Zhang et al., 2022) on authentic leadership in literature. However, most of these studies were found to have focused on a particular area or a topic of authentic leadership, or they were limited to descriptive analyses that demonstrate a certain tendency toward authentic leadership. In addition, in the literature, we have not encountered studies that tackle all the relevant studies as a whole and investigate with the help of bibliometric and scientific mapping analyses, even though such studies on authentic leadership demonstrate a variety and present a rich knowledge. Thus, the current study may be deemed vital since it puts forth the general tendency and status of studies on authentic leadership conducted between 1978 and 2022 reviewed in Web of Science (WoS) indices with the help of bibliometric and

scientific mapping analyses. We also assume that the study may contribute to the planning of research to be conducted in the future on authentic leadership, determining their general structure, and understanding the historical course. To this end, the main aim of this study is to examine the studies on authentic leadership published in WoS between 1978 and 2022 via the bibliometric analysis method.

### Literature Review

The foundations of authenticity date back to Greek philosophy, and as a definition, it means principles and values that are true or correct (Müceldili et al., 2013; Novicevic et al., 2006). The theory of authenticity, which emphasises the significance of self-knowledge, is noted to have had an impact on Abraham Maslow's hierarchy of needs theory (Covelli & Mason, 2017). The authenticity theory within the leadership framework emphasises the individual knowing their strong and weak aspects and their internalising moral principles and values. For this reason, authentic leadership is mainly evaluated as a leadership approach closely related to charismatic, transformational, and servant leadership approaches (Avolio & Gardner, 2005). First introduced to the literature by Luthans and Avolio (2003) as an up-to-date leadership style, authentic leadership is, in the general sense, the ability of the organisation leader to affect organisation members with a high and quality moral perspective on the basis of honesty (Avolio et al., 2004). Authentic leadership also means that the leader should be coherent in their actions and discourse (Goffe & Jones, 2005), be transparent, optimistic, hopeful, and future-oriented (May et al., 2003), treat all their employees under social justice and equality principles (Michie & Gooty, 2005), interact with fellow organisation members with mutual trust and sincerity (George et al., 2007), support employees and focus on their strengths (Wherry, 2012), and provide others with confidence with their beliefs, acceptances, and principles (Robbins & Judge, 2012). Therefore, the authentic leadership approach consists of demonstrating leadership free from imitation and based on one's beliefs, acting in keeping with adopted values, knowing oneself, keeping natural, and preserving one's authenticity (McShane & Glinov, 2016).

Various research exists in the literature on authentic leadership's meaning and (or) its sub-dimensions (Gardner et al., 2005; Ilies et al., 2005; Kernis, 2003). However, authentic leadership is analysed the most in the light of the "self-awareness, internalised moral perspective, processing information in a balanced and impartial manner, and relational transparency" sub-dimensions that surfaced as a result of the study conducted by Walumbvwa et al. (2008). Self-awareness is one's cognisance of their potential or their strengths and weaknesses. Self-awareness comprises one's knowing or assessing themselves in addition to one's assessment by others (Sturn et al., 2014). The internalised moral perspective sub-dimension of authentic leadership points to the process of considering and adopting moral values (Senjana et al., 2016). An authentic leader with an internalised moral perspective never compromises their strong moral standards, even in the most challenging cases (Ahmad et al., 2015; Wu & Chen, 2019). The balanced and impartial processing of information is achieved by leaders transforming the information they obtain in many ways into an appropriate form as it is and without contorting (Corner, 2015). Authentic leaders objectively analyse and evaluate all the data they obtain before they make a decision (Mortier et al., 2016). Lastly, the relational transparency sub-dimension of authentic leadership is defined as authentic leaders' ability to present their emotions and opinions transparently and confidentially (Tabak et al., 2012). Authentic leaders with relational transparency create a positive climate in the organisation and eliminate the barriers blocking employee support (Nelson et al., 2014). Within this framework, it is understood that self-awareness is about one's knowing themselves and awareness of their potential, acting in line with the internalised honesty principle of moral perspective as well as moral standards, processing information in a balanced and impartial manner, and objectively analysing the obtained information and that the relational transparency sub-dimension is about being straightforward, realistic, and cognisable.

Authentic leaders are accepted as positive role models by the employees of the organisation. In other words, authentic leaders are constructive and positive in their relations with organisation members (Gardner et al. 2005). This characteristic of authentic leaders can also impact employees' perspectives on the organisation itself. For instance, the more authentic leadership behaviours are demonstrated or shown to increase in an organisation, the more upward tendency will occur in the levels of happiness (Jensen & Luthans, 2006), trust in the organisation (Jung et al., 2009; Koşar & Yalçınkaya, 2013), and organisational citizenship behaviours (Dilek, 2005; Hirst et al., 2016) in addition to leader effectiveness (Erkutlu, 2008; Hoffman et al., 2013; Menon, 2014). As a matter of fact, authentic leadership was reported to have an impact on organisational citizenship, organisational commitment, job satisfaction, and organisational performance (Bakari et al., 2019; Hanaysha et al., 2022; Ribeiro et al., 2020; Shapira-Lishchinsky and Tsemach, 2014; Wong et al., 2020) supports this inference. Essentially, authentic leadership does not just ensure an increase in positive behaviours in organisations; it also allows organisation members to imitate their leaders (Lyubovnikova et al., 2017). The foundation of authentic leaders

being imitated lies not in adopting a commanding attitude but in motivating their employees (Lawler & Ashman, 2012). For this reason, it is possible to witness authentic leadership as a leadership approach increasingly gaining importance and popularity in organisations and business life (Shang et al., 2019).

### Research Questions

Authentic leadership, considered to be one of the most prominent and noteworthy types of leadership in the last two decades (Avolio & Gardner, 2005; Walumbwa et al., 2008), has in a short time gained a significant place in the literature due to its impact on organisational behaviour (Avolio & Mhatre, 2012; Branson, 2007; Cameron et al., 2003; Diddams & Chang, 2012; Luthans & Avolio, 2003). According to Begley (2001), authentic leadership has attracted the attention of researchers due to its potential for positive outcomes in organisational life and its potential to create synergy in organisations. Similarly, Crawford et al. (2020) emphasise the importance of authentic leadership in motivating organisational members and acting with ethical principles. On the other hand, Ahmed (2023) states that authentic leadership increases the trust, satisfaction, and performance of the members of the organisation and enables them to believe that the organisation's successes are not unrequited (Ahmed, 2023). Numerous studies in the literature also indicate that authentic leadership leads to positive outcomes in organisations (Fox et al., 2015; Kulophas et al., 2018; Roncesvalles & Gaerlan, 2021; Shapira-Lishchinsky & Tsemach, 2014; Shie & Chang, 2022; Tsemach & Barth, 2023; Zhang et al., 2022), reports that it prevents negative outcomes (Boz, 2016; Ismail et al., 2019; Jang & Kim, 2021; Monzani et al., 2021; Ribero et al., 2020; Tsemach & Barth, 2023). All of these studies support authentic leadership theory, which emphasises that authentic leadership has a positive effect on the behaviours and attitudes of organisational employees (Avolio et al., 2004). However, despite the impact of authentic leadership on various organisational behaviours, it is reported that there are very few systematic studies on authentic leadership (Ahmed, 2023). In this direction, Gardner et al. (2011) reviewed articles published in different disciplines, Alilyyani et al. (2018) reviewed the antecedents, mediators and outcomes of authentic leadership in health services, and Ahmed (2023) reviewed the antecedents, mediators and outcomes of authentic leadership in educational organisations. The above studies are mainly from a single field and are descriptive in nature. Therefore, it is understood that there is a need to examine the studies conducted in all fields related to authentic leadership and to determine the connection and general structure between the studies. It is believed that the current study meets this need as it addresses authentic leadership without limiting it to a single field and reveals the general view of authentic leadership regardless of the field. In this context, the research aims to examine the studies published on authentic leadership in WoS indexes between 1978-2022 via the bibliometric analysis method. This study also sought answers to the questions below:

1. What type of distribution do publication years of studies included in the study demonstrate?
2. Which journals published the studies on authentic leadership the most?
3. Which countries created the most publications on authentic leadership?
4. What is the distribution of studies on authentic leadership based on the languages in which they were published?
5. Which are (the most cited) authors, studies, journals, and institutions on authentic leadership?
6. What kind of cooperation exists between authors, institutions, and countries that publish on authentic leadership?
7. What are the most studied subjects (concepts) on authentic leadership?

## METHOD

This research analysed studies on authentic leadership reviewed in WoS and dated between 1978 and 2022 using the bibliometric analysis method. Bibliometric analysis denotes the analysis of studies conducted in a particular area using a set of techniques using databases (Pan et al., 2019). To put it in another way, bibliometric analysis is measuring scientific elements in a particular field, transforming them into statistical outputs, and analysing the changes or developments of the correlation between these elements in the face of time (Cahawla & Goyal, 2022; Hernandez-Torrano et al., 2020). The bibliometric analysis aims to summarise any field's general tendency, knowledge accumulation, and changes throughout the years via statistical data and visual mapping techniques (Donthu et al., 2021; Merigo & Yang, 2017). Since this study also aimed to determine the general tendency of studies on authentic leadership published between 1978 and 2022 in WoS, using fundamental analysis techniques, and to put forth their total and systematic appearance, we opted for the bibliometric analysis method.

## Data Collection

Research data were retrieved from papers on authentic leadership using the WoS Core Collection database. Since the first paper was published in the WoS Core Collection database in 1978, the time interval of this study was established as 1978-2022. In selecting the WoS Core Collection database for this study, the WoS being an up-to-date database, harbouring numerous scientific journals, and ensuring the availability of the very first studies due to its archive dating way back (Falagas et al., 2008) has been effective. The studies to be included in the analyses were selected due to such criteria as them being research or review-style articles published between 1978 and 2022 and containing the subject of authentic leadership. This study did not apply source country, field of study, index, language, and starting year filters. Studies other than research and review articles (book chapters, editor articles, summaries of meetings, conference booklets, etc.) were excluded from the study. While collecting the analyses, the keyword “authentic leader\*” was used in the “topic” menu to search within the title, abstract, and keyword to carry out scanning. As a result of the general review carried out on WoS on authentic leadership between 1978 and 2022 with no filter applied, a total of 1,856 studies were found, and resulting from the review taking into consideration the research measures, 1,483 studies were reached. In this regard, the flow diagram of this research was determined according to the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) flow model suggested by Moher et al. (2009) and is shown in Figure 1.

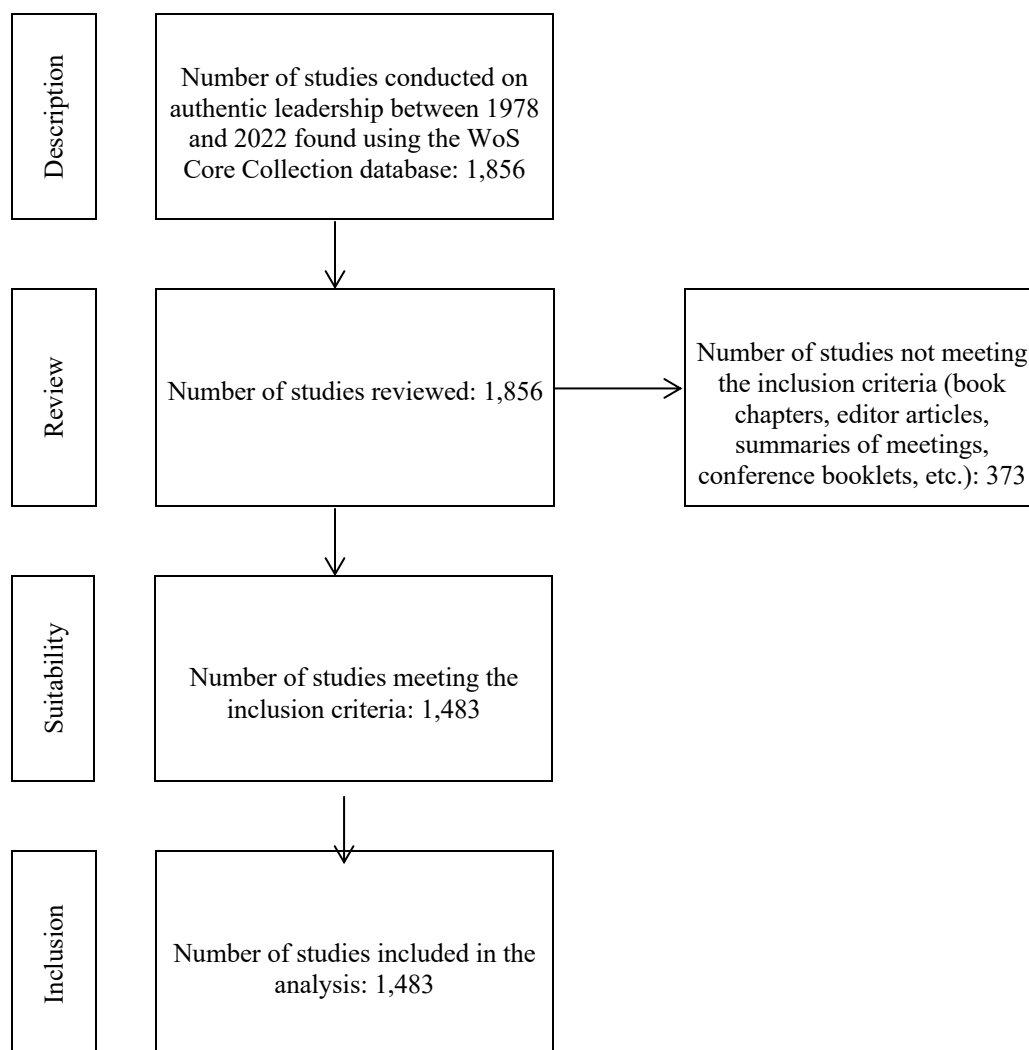


Figure 1. PRISMA flow diagram of the research process

## Data Analysis

Two types of analysis were used in the study, namely, descriptive analysis and bibliometric analysis. Descriptive analysis results were obtained using the data presented by the WoS Core Collection database. Bibliometric analyses, however, were carried out using the VOSviewer 1.6.19 software package that allows for visual mapping. Dimensions of circles produced by the VOSviewer software package are represented with fonts and clusters with colours, and the distance between two circles symbolises the strength of similarity and



correlation. In other words, VOSviewer analysis software is a distance-based programme, and circles closer to each other pose a higher degree of correlation than those with longer distances (Robertson et al., 2020). A comprehensive analysis of the 1,483 studies retrieved from the WoS Core Collection database was conducted using a suite of bibliometric analysis techniques, including citation analysis, co-author analysis, co-citation analysis, and co-word analysis. Below are descriptions of the bibliometric analysis techniques used within the scope of this research:

*Citation analysis:* Citation analysis is a bibliometric analysis technique used to measure the effect and significance of studies considering the citations they receive. Citation analysis provides insight into the impact strength of the studies conducted in a particular field (Marx and Bornmann, 2016). The most cited studies, journals, institutions, and authors are determined in the citation analysis (Allam et al., 2021). This research further utilised citation analysis to ascertain the impact and significance of articles on authentic leadership.

*Co-author analysis:* Co-author analysis states the network created by more than one author cooperating on a study. Co-author analysis reflects the resulting cooperation (Acedo et al., 2006). Co-author analysis was used to establish the type of cooperation in the studies that were examined.

*Co-citation analysis:* Co-citation analysis depicts the citation of two studies and the correlation between these two studies. Co-citation analysis reveals the intellectual structure of the field (van Eck and Waltman, 2022). Co-citation analysis was used since the current study aims to establish the intellectual structure of authentic leadership.

*Co-word analysis:* Co-word analysis probes the correlation between words or concepts used in studies in a given field. Co-word analysis ascertains the most studied concepts or topics in a particular field (Zupic & Cater, 2015). This study, too, opted for co-word analysis to determine the prevalent study topics on authentic leadership.

### Research Ethics

Since this is a bibliometric study, it does not require approval from the ethics committee.

## FINDINGS

### Findings of Descriptive Analysis

Within the descriptive analysis of the research, the distribution of papers on authentic leadership published from 1978 to 2022 was examined based on various parameters, including the years of publication, the journals in which they were published, the countries of origin, and the languages used in these publications. The distribution of articles accordingly included in this study is shown in Figure 2.

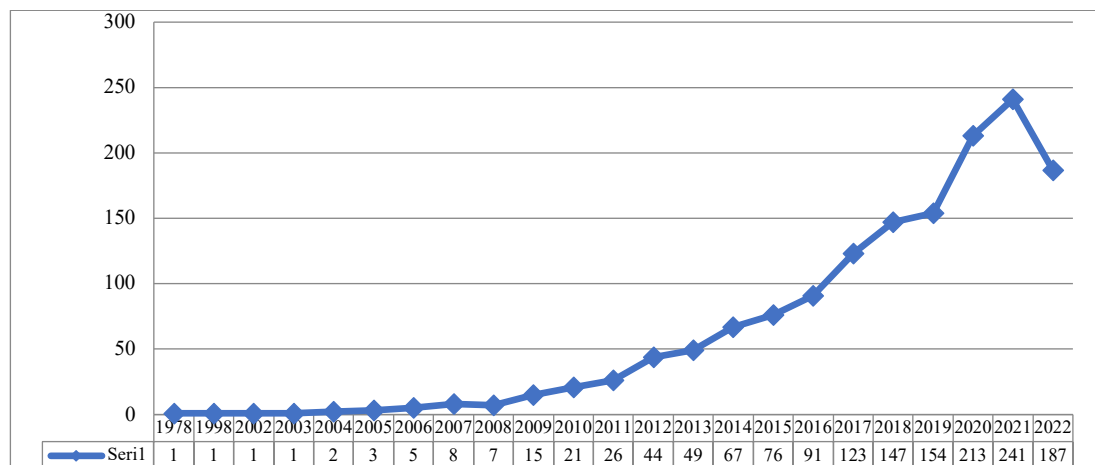


Figure 2. Distribution of papers included in the research based on years

As can be observed in Figure 2, the first paper on authentic leadership was published in 1978, and 2021 (n=241, 16.3%) witnessed the highest number of papers. There was also a constant periodic rise in the number of papers on authentic leadership from 1978 to 2021. However, 2022 saw a 22.41% decrease in the number of papers compared to 2021, dropping to 187. Although, in Figure 2, a drop can be observed in the number of papers on authentic leadership in 2022, when evaluated as a whole, it is observed that the interest in authentic leadership in the literature is generally in an upward tendency.

Table 1 shows the journals in which 1,483 articles on authentic leadership were published the most between 1978 and 2022.

Table 1. Journal Distribution of Articles

Name of the Journal*	n	%
Leadership Quarterly	71	4.79
Leadership Organization Development Journal	62	4.18
Frontiers in Psychology	55	3.71
Journal of Business Ethics	53	3.57
Journal of Nursing Management	42	2.83
Leadership	39	2.63
Sustainability	27	1.82
Journal of Leadership Organisational Studies	22	1.48
Journal of Management Development	22	1.48
Journal of Leadership Studies	21	1.42
Journal of Nursing Administration	17	1.15
Leadership in Health Services	16	1.08
Advances in Developing Human Resources	14	0.94
Journal of Advanced Nursing	14	0.94
International Journal of Environmental Research and Public Health	13	0.88
International Journal of Contemporary Hospitality Management	12	0.81
Sage Open	12	0.81
International Journal of Productivity and Performance Management	11	0.74
Public Relations Review	11	0.74
International Journal of Organizational Analysis	10	0.67
Journal of Organizational Behavior	10	0.67
Sa Journal of Industrial Psychology	10	0.67
European Journal of Work and Organizational Psychology	9	0.61
International Journal of Educational Management	9	0.61
International Journal of Nursing Studies	9	0.61

\*Due to the large number of journals, the first 25 journals that published the most articles are reported in the table.

As illustrated in Table 1, Leadership Quarterly (n=71, 4.799%) leads with the highest number of published articles on authentic leadership between 1978 and 2022. This journal is followed by Leadership Organization Development Journal (n=62, 4.18%), Frontiers in Psychology (n=55, 3.71%), Journal of Business Ethics (n=53, 3.57%), Journal of Nursing Management (n=42, 2.83%), and Leadership (n=39, 2.63%). In other words, research on authentic leadership predominantly appears in interdisciplinary journals in various fields such as leadership, organisation, management, health and psychology.

Figure 3 displays the countries with the highest number of publications among 1,483 articles on authentic leadership between 1978 and 2022.

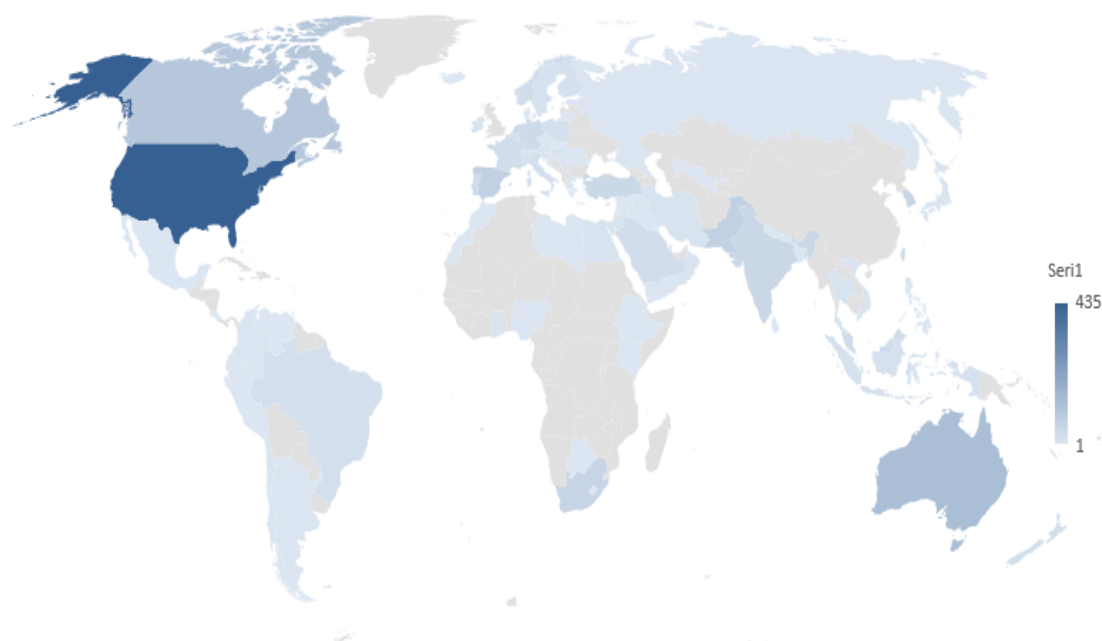


Figure 3. Distribution of articles by country

As seen in Figure 3, the number of articles on authentic leadership by country increases depending on the depth of the blue colour. When the distribution of articles by country is analysed in more detail, we found that the top five countries that published the most articles on authentic leadership between 1978 and 2022 were the USA (n=435, 29.33%), China (n=165, 11.13%), the UK (n=150, 10.11%), Australia (n=132, 8.90%) and Canada (n=100, 6.74%), respectively. Pakistan (n=73, 4.92%), Spain (n=71, 4.79%), South Korea (n=60, 4.05%), and South Africa (n=59, 3.98%), as well as the Netherlands (n=51, 3.44%) and India (n=50, 3.37%) published almost the same number of studies. Türkiye stands out with 46 publications (3.10%) and Germany with 41 publications (2.76%). Türkiye and Germany are followed by Portugal (n=36, 2.43%), Malaysia (n=35, 2.36%), Taiwan (n=34, 2.29%), Norway (n=33, 2.23%), and France (n=31, 2.09%). Finally, among the top 25 countries, Saudi Arabia is represented by 29 (1.96%), New Zealand by 28 (1.89%), Brazil by 24 (1.62%), Italy by 23 (1.55%), Finland by 22 (1.48%), Israel by 22 (1.48%), and Belgium by 20 (1.35%) studies.

The distribution of 1,483 articles on authentic leadership according to the languages in which they were published between 1978 and 2022 is given in Figure 4.

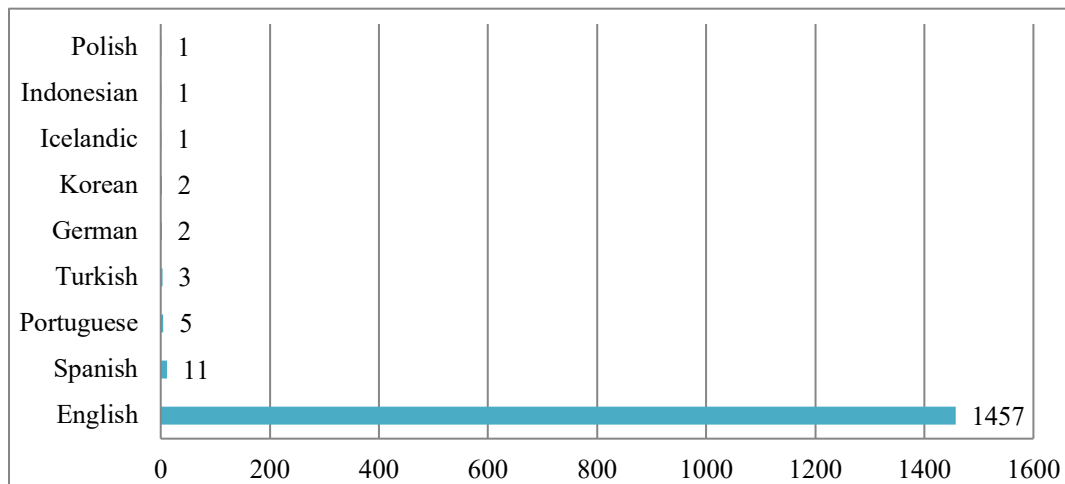


Figure 4. Distribution of papers included in the research according to the languages in which they were published

Table 4 indicates that English (n=1,457, 4.799%) dominated the publication language for authentic leadership research between 1978 and 2022. Other languages featured include Spanish with 11 articles (0.74%), Portuguese with 5 (0.34%), Turkish with 3 (0.20%), German and Korean with 2 each (0.13%), and Icelandic, Indonesian, and Polish with 1 article each (0.07%).

### Findings on Bibliometric Analysis

In the context of the bibliometric analyses of the study, citation analysis (author, study, and journal), co-author analysis (author, institution, and country) and co-word (concept) analysis findings of the articles on authentic leadership published between 1978 and 2022 are given as subheadings.

#### *Citation Analysis (Author, Study, Journal, and Institution)*

Under the subheading of citation analysis, the distribution of the most influential (most cited) articles on authentic leadership between 1978 and 2022 according to author, study, journal, and institution were analysed. Accordingly, Table 2 shows the number of articles, citations, and link strengths of the top 20 most influential authors, with at least five articles on authentic leadership.



Table 2. Author/Researcher Ranking

Order. No	Author/researcher	Number of Papers	Number of Citations	Link Strength
1	William L. Gardner	16	3189	716
2	Bruce J. Avolio	10	2458	440
3	Fred Luthans	5	2168	289
4	Heather K. Spence Laschinger	20	1944	471
5	Fred O. Walumbwa	9	1923	399
6	Carol A. Wong	13	1643	463
7	Alexander Newman	7	842	132
8	Hannes Leroy	8	751	162
9	Armenio Rego	7	683	172
10	Miguel Pina e Cunha	7	625	168
11	Greta G. Cummings	5	602	146
12	Sean T. Hannah	6	428	106
13	Matej Cerne	9	345	108
14	Susanne Braun	7	343	182
15	Linjuan Rita Men	7	330	57
16	Kelly Davis McCauley	5	329	153
17	Emily Read	5	320	90
18	Niklas K. Steffens	7	315	125
19	S. Alexander Haslam	6	313	120
20	Claudia Peus	5	279	117

According to Table 2, the number of articles of the top 20 most influential authors with at least five articles on authentic leadership varies between 5 and 20, the number of citations between 279 and 3,189, and the link strength between 57 and 716. At the same time, as can be observed in Table 2, the top most influential authors/researchers with at least five papers on authentic leadership were established as William L. Gardner (Number of Articles =16, Number of Citations=3,189, Link Strength=716); Bruce J. Avolio (Number of Articles=10, Number of Citations=2,458, Link Strength=440); Fred Luthans (Number of Articles=5, Number of Citations=2,168, Link Strength=289); Heather K. Spence Laschinger (Number of Articles=20, Number of Citations=1,944, Link Strength=471); and Fred O. Walumbwa (Number of Articles=9, Number of Citations=1,923, Link Strength=399).

Table 3 shows the ranking of the top 20 most cited articles on authentic leadership between 1978 and 2022.

Table 3. Ranking of Articles According to the Number of Citations

Order No	Article	Number of Citations
1	Walumbwa, F. O., Avolio, B. J., Gardner, W. L., Wernsing, T. S., & Peterson, S. J. (2008). Authentic leadership: Development and validation of a theory-based measure. <i>Journal of Management</i> , 34(1), 89-126. <a href="https://doi.org/10.1177/0149206307308913">https://doi.org/10.1177/0149206307308913</a>	1,242
2	Avolio, B. J., Gardner, W. L., Walumbwa, F. O., Luthans, F., & May, D. R. (2004). Unlocking the mask: A look at the process by which authentic leaders impact follower attitudes and behaviors. <i>The Leadership Quarterly</i> , 15(6), 801-823. <a href="https://doi.org/10.1016/j.leaqua.2004.09.003">https://doi.org/10.1016/j.leaqua.2004.09.003</a>	957
3	van Dierendonck, D. (2011). Servant Leadership: A review and synthesis. <i>Journal of Management</i> , 37(4), 1228-1261. <a href="https://doi.org/10.1177/0149206310380462">https://doi.org/10.1177/0149206310380462</a>	779
4	Luthans, F., & Youssef, C. M. (2007). Emerging positive organizational behavior. <i>Journal of Management</i> , 33(3), 321-349. <a href="https://doi.org/10.1177/0149206307300814">https://doi.org/10.1177/0149206307300814</a>	677
5	Dinh, J. E., Lord, R. G., Gardner, W. L., Meuser, J. D., Liden, R. C., & Hu, J. (2014). Leadership theory and research in the new millennium: Current theoretical trends and changing perspectives. <i>The Leadership Quarterly</i> , 25(1), 36-62. <a href="https://doi.org/10.1016/j.leaqua.2013.11.005">https://doi.org/10.1016/j.leaqua.2013.11.005</a>	590
6	Gardner, W. L., Cogliser, C. C., Davis, K. M., & Dickens, M. P. (2011). Authentic leadership: A review of the literature and research agenda. <i>The Leadership Quarterly</i> , 22(6), 1120-1145. <a href="https://doi.org/10.1016/j.leaqua.2011.09.007">https://doi.org/10.1016/j.leaqua.2011.09.007</a>	522
7	Hoch, J. E., Bommer, W. H., Dulebohn, J. H., & Wu, D. (2018). Do ethical, authentic, and servant leadership explain variance above and beyond transformational leadership? A meta-analysis. <i>Journal of Management</i> , 44(2), 501-529. <a href="https://doi.org/10.1177/0149206316665461">https://doi.org/10.1177/0149206316665461</a>	448
8	Day, D., Fleenor, J., Atwater, L., Sturm, R., & Mckee, R. (2014). Advances in leader and leadership development: A review of 25 years of research and theory. <i>The Leadership Quarterly</i> , 25, 63-82. <a href="https://doi.org/10.1016/j.leaqua.2013.11.004">https://doi.org/10.1016/j.leaqua.2013.11.004</a>	441
9	Avolio, B. J. (2007). Promoting more integrative strategies for leadership theory-building. <i>American Psychologist</i> , 62(1), 25-33. <a href="https://doi.org/10.1037/0003-066X.62.1.25">https://doi.org/10.1037/0003-066X.62.1.25</a>	368
10	Brown, A. D. (2015). Identities and identity work in organizations. <i>International Journal of Management Reviews</i> , 17(1), 20-40. <a href="https://doi.org/10.1111/ijmr.12035">https://doi.org/10.1111/ijmr.12035</a>	348
11	Owens, B. P., & Hekman, D. R. (2012). Modeling how to grow: An inductive examination of humble leader behaviors, contingencies, and outcomes. <i>Academy of Management Journal</i> , 55(4), 787-818. <a href="https://doi.org/10.5465/amj.2010.0441">https://doi.org/10.5465/amj.2010.0441</a>	342
12	Newman, A., Ucbasaran, D., Zhu, F., & Hirst, G. (2014). Psychological capital: A review and synthesis. <i>Journal of Organizational Behavior</i> , 35(Suppl 1), 120-138. <a href="https://doi.org/10.1002/job.1916">https://doi.org/10.1002/job.1916</a>	326
13	Kalshoven, K., Den Hartog, D. N., & De Hoogh, A. H. B. (2011). Ethical leadership at work questionnaire (ELW): Development and validation of a multidimensional measure. <i>The Leadership Quarterly</i> , 22(1), 51-69. <a href="https://doi.org/10.1016/j.leaqua.2010.12.007">https://doi.org/10.1016/j.leaqua.2010.12.007</a>	326
14	Bailey, C., Madden, A., Alfes, K., & Fletcher, L. (2017). The meaning, antecedents and outcomes of employee engagement: A narrative synthesis. <i>International Journal of Management Reviews</i> , 19(1), 31-53. <a href="https://doi.org/10.1111/ijmr.12077">https://doi.org/10.1111/ijmr.12077</a>	324
15	Hughes, D. J., Lee, A., Tian, A. W., Newman, A., & Legood, A. (2018). Leadership, creativity, and innovation: A critical review and practical recommendations. <i>The Leadership Quarterly</i> , 29(5), 549-569. <a href="https://doi.org/10.1016/j.leaqua.2018.03.001">https://doi.org/10.1016/j.leaqua.2018.03.001</a>	306
16	Rego, A., Sousa, F., Marques, C., & Cunha, M. P. e. (2012). Authentic leadership promoting employees' psychological capital and creativity. <i>Journal of Business Research</i> , 65(3), 429-437. <a href="https://doi.org/10.1016/j.jbusres.2011.10.003">https://doi.org/10.1016/j.jbusres.2011.10.003</a>	306
17	Banks, G. C., McCauley, K. D., Gardner, W. L., & Guler, C. E. (2016). A meta-analytic review of authentic and transformational leadership: A test for redundancy. <i>The Leadership Quarterly</i> , 27(4), 634-652. <a href="https://doi.org/10.1016/j.leaqua.2016.02.006">https://doi.org/10.1016/j.leaqua.2016.02.006</a>	264
18	Bedi, A., Alpaslan, C. M., & Green, S. (2016). A meta-analytic review of ethical leadership outcomes and moderators. <i>Journal of Business Ethics</i> , 139(3), 517-536. <a href="https://doi.org/10.1007/s10551-015-2625-1">https://doi.org/10.1007/s10551-015-2625-1</a>	249
19	Avey, J. B., Wernsing, T. S., & Palanski, M. E. (2012). Exploring the process of ethical leadership: The mediating role of employee voice and psychological ownership. <i>Journal of Business Ethics</i> , 107(1), 21-34. <a href="https://doi.org/10.1007/s10551-012-1298-2">https://doi.org/10.1007/s10551-012-1298-2</a>	248
20	Baron, R. A., Franklin, R. J., & Hmieleski, K. M. (2016). Why entrepreneurs often experience low, not high, levels of stress: The joint effects of selection and psychological capital. <i>Journal of Management</i> , 42(3), 742-768. <a href="https://doi.org/10.1177/0149206313495411">https://doi.org/10.1177/0149206313495411</a>	246

As can be seen in Table 3, the number of citations received by the top 20 papers on authentic leadership ranged from 246 to 1,242. The authors of the top five most cited papers were Walumbwa et al. (2008) (number of citations=1,242), Avolio et al. (2004) (number of citations=957), van Dierendonck (2011) (number of citations=779), Luthans and Youssef (2007) (number of citations=677), and Dinh et al. (2014) (number of citations=590). However, it is understood that Walumbwa, Avolio, Gardner, and Luthans are at the forefront of the authentic leadership literature.

Table 4 shows the journal citation ranking of the top 20 articles on authentic leadership between 1978 and 2022. While creating Table 4, the journals that published at least five articles were considered criteria. Accordingly, we determined that 56 journals published at least five articles out of 524 journals that published articles on authentic leadership.

As can be observed in Table 4, the number of articles of the top 20 journals that received the most citations between 1978 and 2022 ranged between 5 and 71, the number of citations was between 262 and 7,450, and the link strength was in the range of 19 and 1,232. According to Table 4, the ranking for the most citations among the journals with publications on authentic leadership between 1978 and 2022 was Leadership Quarterly (number of papers=71, number of citations=7,450, link strength=1,232), Journal of Management (number of papers=9, number of citations=3,834, link strength=669), Journal of Business Ethics (number of papers=53, number of citations=3,630, link strength=563), Journal of Nursing Management (number of papers=42, number citations=1,589, link strength=421), and Leadership & Organization Development Journal (number of papers=62, number of citations=1,091, link strength=477).

Table 5 shows the institution citation ranking of the top 20 articles on authentic leadership between 1978 and 2022. In Table 5, the institutions where at least five articles were published were taken into consideration. According to this criterion, we determined that 114 institutions published at least five articles out of 1,627 that produced publications on authentic leadership.

Table 5. Citation Ranking of Institutions

Order No	Name of Institution	Number of Papers	Number of Citations	of Link Strength
1	University of Nebraska	12	4,166	1,204
2	Texas Tech University	19	3,336	1,332
3	University of Western Ontario	32	2,909	797
4	Arizona State University	13	2,446	767
5	Erasmus University Rotterdam	12	1,144	213
6	Durham University	12	1,080	297
7	Catholic University of Leuven	12	979	398
8	University of Exeter	9	933	181
9	University of Alberta	11	844	295
10	University of Illinois	9	764	117
11	Rochester Institute of Technology	5	747	184
12	Curtin University	8	728	116
13	University of Queensland	21	703	304
14	Washington University	9	701	183
15	University of Miami	17	686	329
16	Aveiro University	6	681	267
17	Colorado State University	6	666	83
18	University of North Carolina	14	654	274
19	Aston University	8	650	191
20	Tilburg University	8	603	111

As seen in Table 5, the number of articles on authentic leadership from the top 20 most cited institutions between 1978 and 2022 ranged between 5 and 32, the number of citations between 603 and 4,166, and the link strength between 83 and 1,332. According to Table 5, the institution that was most cited among those that published on authentic leadership between 1978 and 2022 was the University of Nebraska (number of articles=12, number of citations=4166, link strength=1,204). The University of Nebraska was followed by Texas Tech University (number of papers=19, citations=3,336, link strength=1,332), University of Western Ontario (number of papers=32, citations=2,446, link strength=797), Arizona State University (number of papers=13, citations=2,446, link strength=767), and Erasmus University Rotterdam (number of articles=12, citations=1,144, link strength=213). Table 6 shows that American universities have received more citations on authentic leadership than overall institutions.

### Co-author Analysis (Author, Institution, and Country)

Under the subheading of co-author analysis, network analyses of the articles on authentic leadership between 1978 and 2022 based on collaboration by author, institution, and country were examined. Accordingly, Figure 5 shows the co-author network of 67 authors with at least five articles among 3,373 authors who published articles on authentic leadership.

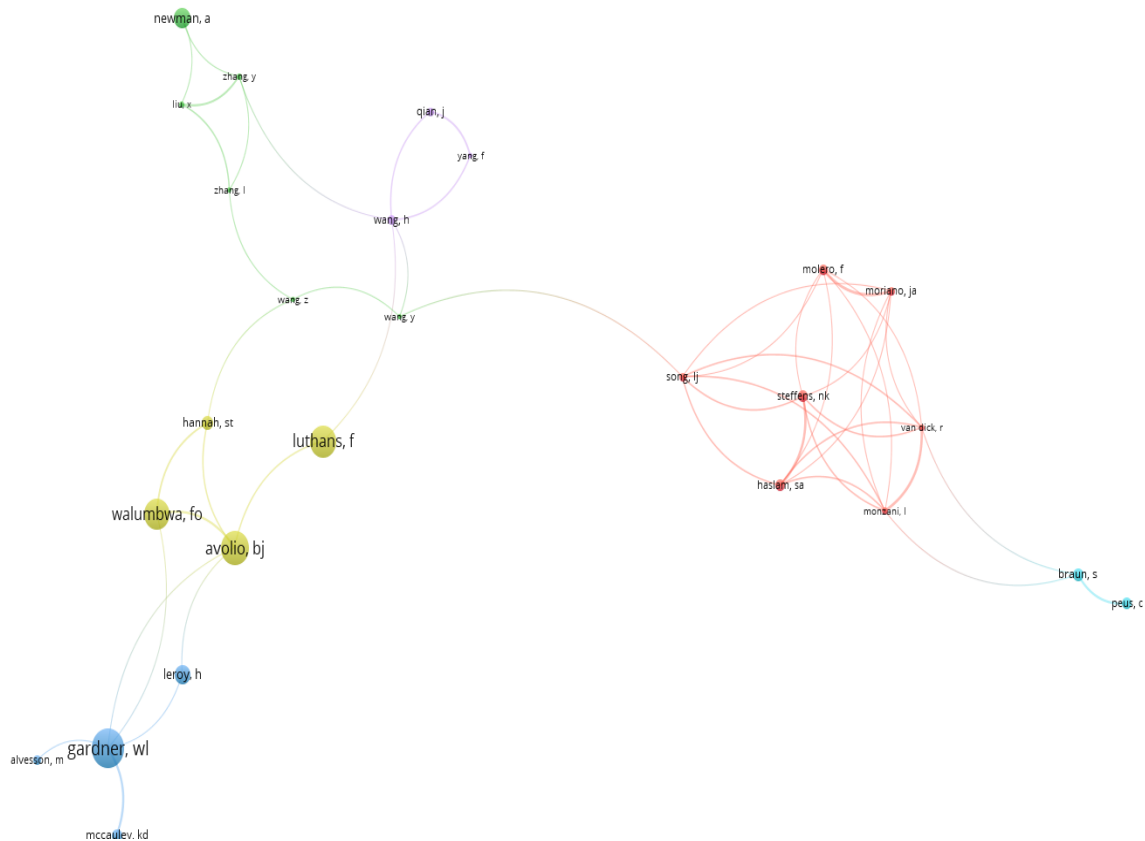


Figure 5. Authorship network map within the scope of co-author analysis

In Figure 5, circles (nodes) represent authors, node (circle) sizes represent published articles, and the thickness of the connecting lines and the distance between the nodes represent the degree of cooperation between authors. In this regard, when the inter-author collaboration network map is analysed, the authors with the highest link strength are Lucas Monzani (Link strength=15), Rolf van Dick (Link strength=15), S. Alexander Haslam (Link strength=14), Heather Laschinger (Link strength=14), and Niklas K. Steffens (Link strength=14), respectively. In addition, within the scope of the co-author analysis, six clusters were identified in the authorship network map, and each cluster was shown in six different colours: red, green, blue, yellow, purple, and turquoise. Within these clusters, the clusters with the same colour indicate the authors who are cited together, and the circles' size indicates the authors' importance in the cluster. The first cluster is represented in red and with seven authors (S. Alexander Haslam, Fernando Molero, Lucas Monzani, Juan Antonio Moriano, Lynda Jiwen Song, Niklas K. Steffens, and Rolf van Dick). The most significant authors of the red cluster are Niklas K. Steffens (Number of links=6, Link strength=14, Number of citations=315) and S. Alexander Haslam (Number of links=6, Link strength=14, Number of citations=313). The second cluster is green and includes six authors (Xin Liu, Alexander Newman, Yu Wang, Zhenyuan Wang, Lei Zhang, and Yucheng Zhang). The most significant author in the second cluster is Alexander Newman (Number of links=2, Link strength=2, Number of citations=842). There are four authors in the third cluster in blue (Mats Alvesson, William L. Gardner, Hannes Leroy, and Kelly Davis McCauley), and the most significant author of this cluster is William L. Gardner. (Number of links=5, Link strength=9, Number of citations=3,189). The fourth cluster in yellow consists of four authors (Bruce J. Avolio, Fred O. Walumbwa, Sean T. Hannah, and Fred Luthans) and its most significant author is Bruce J. Avolio (Number of links=5, Link strength=10, Number of citations=2,458). The fifth cluster is purple and comprises three authors (Jing Qian, Hui Wang, and Fan Yang). In the fifth cluster in purple, the most significant author is Hui Wang (Number of links=5, Link strength=7, Number of citations=200). Finally, the sixth cluster is turquoise and consists

of two authors (Susanne Braun and Claudia Peus). The most significant author of the sixth cluster is Susanne Braun (Number of links=3, Link strength=6, Number of citations=343).

Figure 6 shows the co-author citation network for 116 institutions, with at least five articles from 1,634 institutions with articles on authentic leadership between 1978 and 2022.

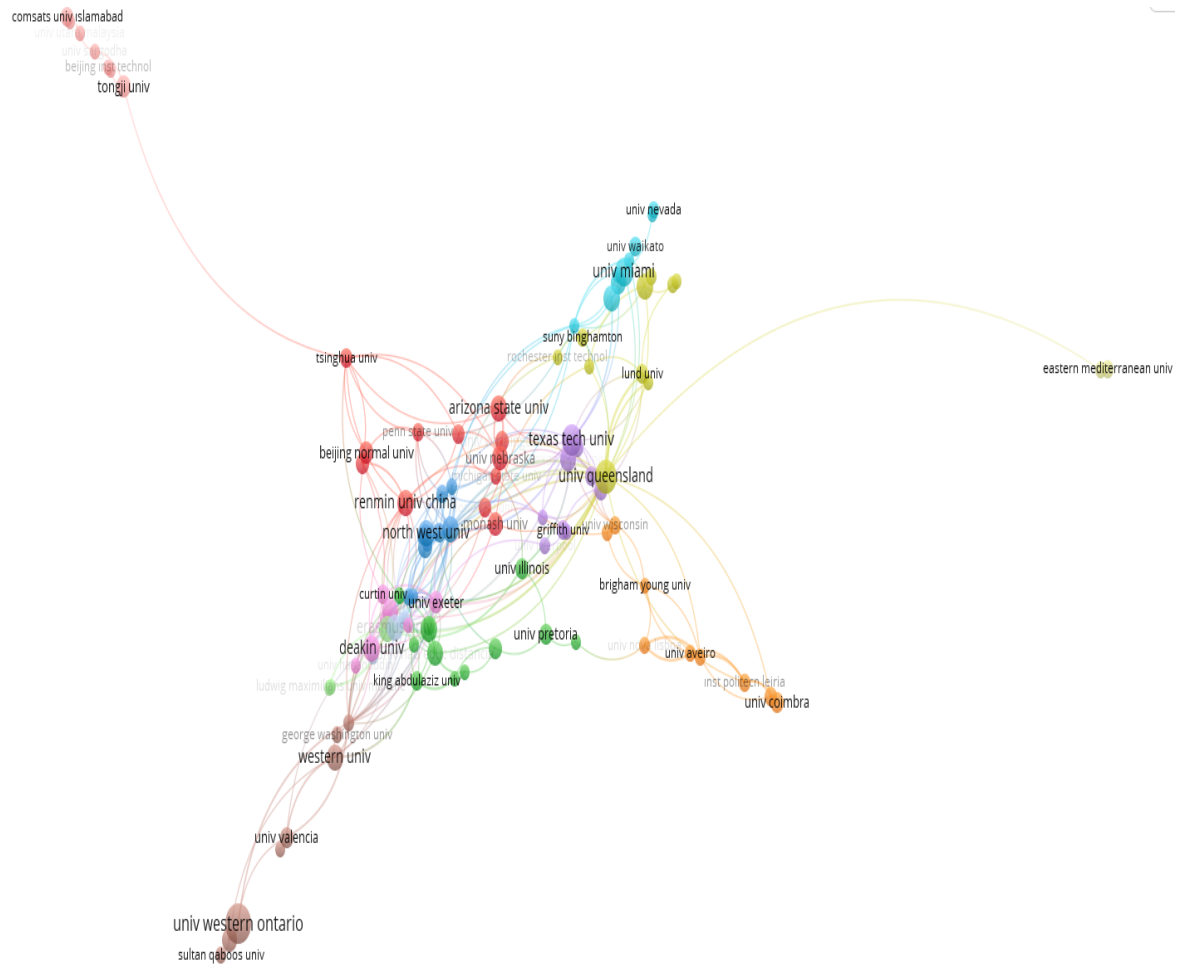


Figure 6. Network map of inter-institutional cooperation within the scope of co-author analysis

As can be observed, Figure 6 shows the distribution of citations on authentic leadership according to institutions (universities). The circles (nodes) in Figure 5 represent the institutions (universities), the node sizes show the published articles, and the thickness of the connecting lines and the distance between the nodes symbolise the degree of cooperation between the institutions. Accordingly, when the inter-institutional cooperation network map was examined, we found clusterings in 13 colours. However, within these clusters, the top 5 institutions (universities) that had the highest link strength were Catholic University of Leuven (Link strength=41), University of Queensland (Link strength=39), Durham University (Link strength=30), Erasmus University Rotterdam (Link strength=27), and Goethe University Frankfurt (Link strength=25), respectively. The universities in European countries have been found to cooperate in terms of authentic leadership.

Figure 7 shows the co-author citation network of 50 countries with at least five articles from 89 countries with publications on authentic leadership between 1978 and 2022.

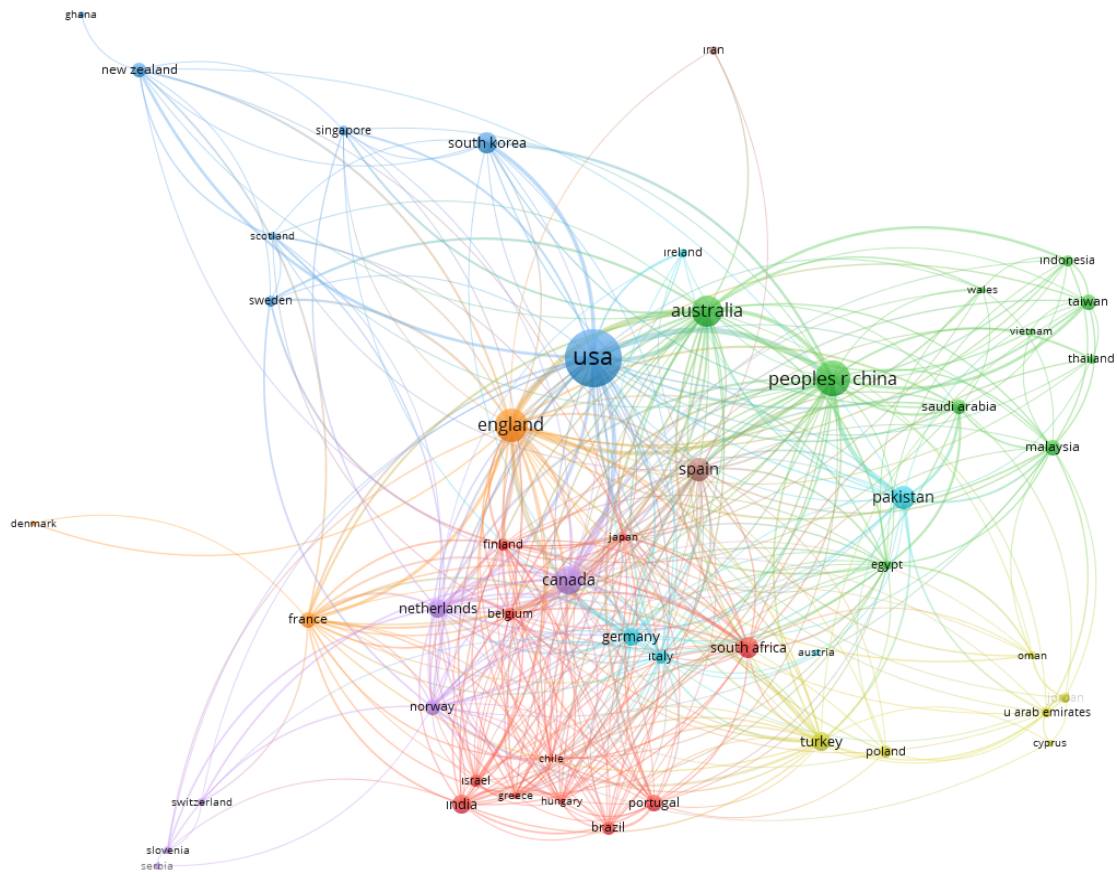


Figure 7. Network map of inter-country cooperation within the scope of co-author analysis

The circles (nodes) in Figure 7 represent the countries, the node sizes show the articles published, and the thickness of the connecting lines and the distance between the nodes symbolise the cooperation between countries. In the network map of inter-country cooperation, eight different coloured clusters have emerged. The country with the highest connection strength among these eight clusters is the USA (Link strength=180). The USA is followed by the UK (Link strength=178), the People’s Republic of China (Link strength=156), Australia (Link strength=142), and Canada (Link strength=104). These results may imply cross-country cooperation on authentic leadership across different continents.

***Co-concept (Word)***

Network analyses of the concepts (words) commonly used in the articles on authentic leadership between 1978 and 2022 are examined under this heading. The analysis network map of 168 key concepts (words) that emerged according to the criterion of at least five repetitions of the total 3,233 key concepts (words) used about authentic leadership is given in Figure 8.



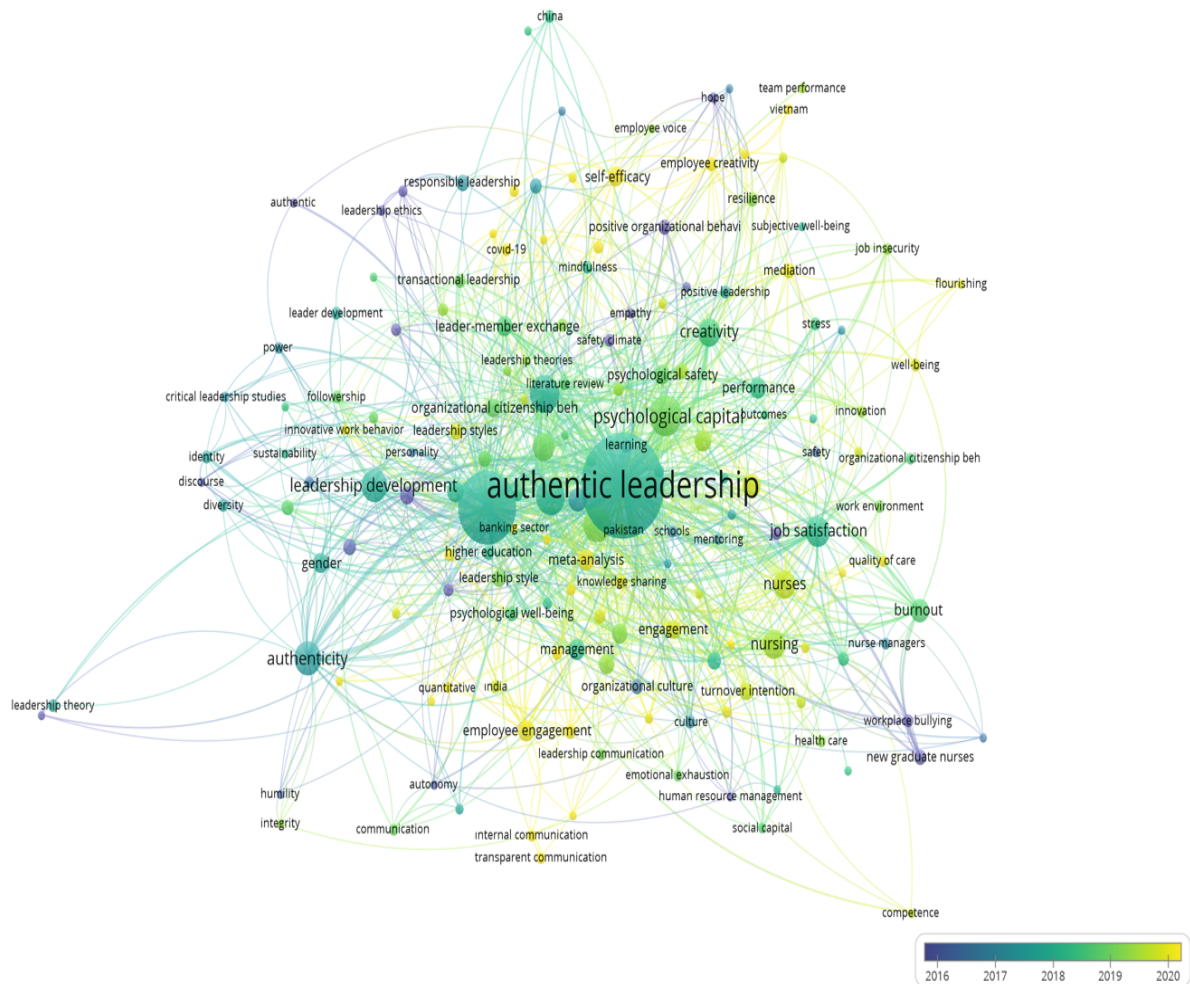


Figure 8. Co-concept (word) network analysis of articles on authentic leadership

As can be seen in Figure 8, we determined that the articles related to authentic leadership were grouped under 11 clusters within the scope of co-concept (word) network analysis. In the co-concept (word) network analysis, the size of the circles (nodes) represents the most frequently tackled concept (word), and the yellow areas symbolise the current concepts (words). The most repeated concepts (words) in the co-concept (word) network analysis are authentic leadership ( $f=524$ ), leadership ( $f=259$ ), psychological capital ( $f=79$ ), ethical leadership ( $f=67$ ), transformational leadership ( $f=63$ ), job commitment ( $f=59$ ), authenticity ( $f=55$ ), leadership development ( $f=52$ ), and job satisfaction ( $f=45$ ), respectively. However, in recent years, we found that the up-to-date concepts (words) on authentic leadership were COVID-19, meta-analysis, subjective well-being, administration, information exchange, self-sufficiency, employee creativity, and organisational citizenship.

## DISCUSSION & CONCLUSION

Articles on authentic leadership published in WoS indices between 1978 and 2022 were analysed in this study using descriptive and bibliometric analysis methods. The studies included in the research were tackled within the scope of descriptive analysis in terms of publication year, journal in which they were published, country, and language, and within the bibliometric analysis scope, the same studies were examined in terms of citation analysis (author, study, journal, and institution), co-author analysis (author, institution, and country), and co-concept (word) analysis. When all the results of the research are evaluated as a whole, it was revealed that the interest in authentic leadership has increased in recent years, and authentic leadership was used in conjunction with some current concepts such as COVID-19, meta-analysis, subjective well-being, administration, information exchange, self-sufficiency, employee creativity, and organisational citizenship.

According to the descriptive analysis, we found that the first study on authentic leadership was published in 1978. While the number of articles on authentic leadership was constant, and there was only one from 1978 to 2003, there was a continuous rise in the number of articles from 2004 to 2021. Ahmed (2023) states that the fact

that some academic journals (e.g. Educational Management Administration & Leadership / EMAL) published special issues on authentic leadership was influential in the continuous increase of authentic leadership studies between 2004 and 2021. In fact, EMAL published a special issue on authentic leadership in 2007, which increased academic interest in authentic leadership and enabled authentic leadership to be studied in different ways (Ahmed, 2023). However, it is noteworthy that the number of articles on authentic leadership in 2022 is lower than in 2021. Underlying this decline in the number of articles on authentic leadership may be the researchers gravitating towards current leadership styles or issues. For instance, the philosophy and content on which authentic leadership is based bear similar characteristics to a current leadership approach, such as ethical leadership. As a matter of fact, the fact that authentic leadership expresses a high and qualitative understanding of morality and consistency in actions and words (Avolio et al., 2004; Goffe & Jones, 2005; May et al., 2003; Wherry, 2012) and that it is considered as a leadership approach closely related to charismatic, transformative, and servant leadership approaches (Avolio & Gardner, 2005) support this inference.

Leadership Quarterly published the most articles on authentic leadership between 1978 and 2022. This journal is followed by Leadership Organisation Development Journal, Frontiers in Psychology, Journal of Business Ethics, Journal of Nursing Management, and Leadership. In other words, it can be said that the journals in which articles on authentic leadership are published tend to publish in fields that show diversity in areas such as leadership, organisation, management, health, and psychology. At the same time, the fact that the journals that publish the most articles on authentic leadership have good index and impact ratings indicates that the articles are qualitative studies. The fact that studies on authentic leadership are published in journals with different content may be due to the social and values-based leadership characteristics of authentic leadership because values-based leadership behaviours can be effective in solving social injustice, and economic and cultural problems. In other words, the fact that authentic leadership involves reliable, strong morality and transparent understanding contributes to solving social problems (Kılıç, 2019). Furthermore, the emphasis on ethics and morality by 21st-century leadership theorists has increased the tendency towards authentic leadership as values-based leadership (Bass & Steidlmeier, 1999; Gardner & Avolio, 2005; Brown & Trevino, 2006). This tendency may have led to the publication of studies on authentic leadership in various academic journals.

The USA takes the lead in the distribution of authentic leadership articles by country. We found that in addition to the USA, the People's Republic of China, the UK, Australia, and Canada have also published a significant number of articles on authentic leadership. In bibliometric analyses conducted on different disciplines in the literature, it has been reported that the USA leads in scientific publications (Ahmed, 2023; Gürken et al., 2019; Gümüş et al., 2018; Gümüş et al., 2020; Hallinger & Kovačević, 2019; Hallinger et al., 2020; Julia et al., 2020; Karagöz & Şeref, 2019; Özdemir et al., 2022; Samul, 2020; TÜresin Tetik, 2022). This may be due to the incentives for scientific publication, academic freedom, and opportunities offered to researchers in the USA. According to Ahmed (2023), authentic leadership studies are most common in the USA because the USA has one of the largest higher education systems in the world. Similarly, Gümüş et al. (2018) attribute the fact that the studies on leadership are mostly from the USA to the fact that a significant part of leadership studies were initiated in the USA. On the African continent, it was observed that there were relatively fewer articles on authentic leadership compared to other continents. The countries' attitudes toward science and their level of development are presumed to influence the revelation of this result. One of the noteworthy results of the study is that countries such as Pakistan, Türkiye, Saudi Arabia, Taiwan, Malaysia, and New Zealand surpassed developed countries such as Belgium, Italy, Israel, and Finland in the number of articles on authentic leadership. Such a result can be explained by the fact that the countries' philosophies of life and opinions on life are similar to the general characteristics of the authentic leadership approach. This is because authentic leadership is a leadership approach related to knowing oneself, remaining natural, and preserving one's own authenticity (McShane & Glinov, 2016). Cultural values are also likely to play a role in the fact that countries such as Pakistan, Türkiye, Saudi Arabia, Taiwan, Malaysia and New Zealand have outpaced developed countries such as Belgium, Italy, Israel and Finland in terms of the number of publications on authentic leadership. In other words, it can be said that the society in which the leader lives or the cultural characteristics adopted by the leader are effective in authentic leadership. In fact, Barth and Tsemach (2021) found that self-awareness, transparency in relationships and balanced evaluation dimensions of authentic leadership were predicted by individualistic culture. In individualistic societies, individuals see themselves as independent and separate from others, whereas in collectivist societies, individuals see themselves as an essential part of society (Hofstede, 2001). Although there are exceptions, it is known that traditional culture represents collectivist culture, and industrial society represents individualist culture. The main characteristic that distinguishes collectivist culture from individualist culture is the commitment to tradition and authority in collectivist culture (Hofstede et al., 2010; Triandis & Gelfand, 1998). Therefore, it is assumed that

cultural characteristics and cultural context shape the authentic leadership behaviours of organisational leaders. In the present study, the fact that the number of publications on authentic leadership is higher in countries such as Pakistan, Türkiye, Saudi Arabia, Taiwan, Malaysia and New Zealand than in countries such as Belgium, Italy, Israel and Finland can be explained by cultural similarities.

Articles on authentic leadership between 1978 and 2022 were primarily published in English. In bibliometric studies conducted on different subjects in the literature, it was found that the number of publications in the English language was high as well (Çil Koçyiğit et al., 2023; Ertugut & Gürler, 2019; Yeşiltaş & Yılmaz, 2021). This outcome can be considered an expected result in studies. This is because academic circles recognise English as a universal scientific language worldwide. Therefore, accepting English as a universal language may have led to more articles being published in English than in other languages. On the other hand, although low in number, articles on authentic leadership were published in Spanish, Portuguese, Turkish, German, and Korean. This result may be related to the fact that Spanish, Portuguese, Turkish, German, and Korean journals are indexed in WoS.

Within the scope of citation analysis in the study, we found that the most cited author was William L. Gardner, the most cited article was Walumbwa et al.'s (2008) "Authentic leadership: Development and validation of a theory-based measure", the most cited journal was "Leadership Quarterly", and the most cited institution was "University of Nebraska". In other words, we can say that the most influential author on authentic leadership was William L. Gardner, the most influential article was Walumbwa et al.'s (2008) "Authentic leadership: Development and validation of a theory-based measure", the most influential journal was "Leadership Quarterly", and the most influential institution was "University of Nebraska". We believe that William L. Gardner, being one of the first authors to study authentic leadership and significantly contributing to the literature in shaping the theoretical infrastructure of authentic leadership, increased the number of citations. In terms of articles, the fact that Walumbwa et al.'s (2008) study titled "Authentic leadership: Development and validation of a theory-based measure" is geared towards the theoretical substructure of authentic leadership may have led this article to be cited more than others. In the bibliometric analysis of Margiadi and Wibowo (2020) on authentic leadership, they established that the most cited article was Avolio and Gardner's (2005) paper titled "Authentic Leadership Development: Getting to the Root of Positive Forms of Leadership". The diversity of the databases that Margiadi and Wibowo (2020) reviewed on authentic leadership may have led them to obtain different results from the results of the current study. The journal with the highest number of citations for articles on authentic leadership is "Leadership Quarterly", which can be explained by the fact that the said journal publishes the main theme of leadership. As a matter of fact, the bibliometric analysis study conducted by Samul (2020) and Baynal Doğan et al. (2021), as in this study, determined that the publications on leadership were primarily published in the journal "Leadership Quarterly". On the other hand, the fact that the most influential institution in terms of the number of citations is the University of Nebraska may be related to the fact that The University of Nebraska is a rooted and old university. Regarding the citation analysis results, the most determinative, the ones that guide the field the most, and the most influential in the field in terms of authorship, article, and institution are William L. Gardner's article titled "Authentic Leadership: Development and Validation of a Theory-based Measure", and the University of Nebraska, respectively. In this respect, we estimate that the results of the research on citation analysis will contribute to and provide a prediction for researchers who want to specialise in or study authentic leadership.

Under the subheading of co-author analysis in the study, network analyses of the articles on authentic leadership between 1978 and 2022 based on cooperation by author, institution, and country were examined. The highest link strengths were established as Lucas Monzani, Rolf van Dick, S. Alexander Haslam, Heather Laschinger, and Niklas K. Steffens in terms of co-authorship; Catholic University of Leuven, University of Queensland, Durham University, Erasmus University Rotterdam, and Goethe University Frankfurt in terms of institution; and the USA, People's Republic of China, Australia, and Canada in terms of country. These results generally point to cooperation between different authors, institutions, and countries on authentic leadership. However, various numbers of clusters were established in network analyses on this cooperation that emerged based on authors, institutions, and countries. There came about six clusters in the network analysis by authors, 13 clusters in the network analysis by institutions, and eight clusters in the network analysis by countries. The different number of clusters in the co-authorship analysis results may be evidence of the diversity of academic cooperation between authors, institutions, or countries. At the same time, postgraduate students or researchers who graduated from the universities they attended as students and returned to their home countries that published jointly and continued their cooperation with the universities they studied at and their professors from their postgraduate studies may also have ensured the said diversity in academic cooperation. In the analysis of co-authorship by country, the

fact that a country from almost every continent (the USA, the People's Republic of China, Australia, and Canada) has a high link strength except Africa may mean that there is cooperation between continents regarding authentic leadership. The absence of countries with high link strength in Africa can be explained by Africa's interest in and support for scientific studies from the academic development perspective.

As a result of the co-concept (word) analysis of the articles on authentic leadership, we observed that the concept with the highest frequency and the most central position was "authentic leadership". Similarly, Margiadi and Wibowo (2020) reported in their bibliometric analysis study on authentic leadership that the most repeated concept was "authentic leadership". The fact that "authentic leadership" is the most central and frequently repeated concept in authentic leadership papers may be related to the fact that authentic leadership is a primary and fundamental concept in these papers. The concept of authentic leadership is followed by the concepts of leadership, psychological capital, ethical leadership, transformational leadership, job commitment, authenticity, leadership development, and job satisfaction. This finding may indicate that authentic leadership is mostly analysed in conjunction with leadership, psychological capital, ethical leadership, transformational leadership, job commitment, authenticity, leadership development, and job satisfaction. However, in recent years, we have noticed that articles on authentic leadership often use current concepts such as "meta-analysis, subjective well-being, administration, knowledge sharing, self-sufficiency, employee creativity, and organisational citizenship" are frequently used. Therefore, it can be noted in the process that authentic leadership has been addressed in the literature along with changing dynamics and issues of interest. In a systematic review study, Ahmed (2023) found that authentic leadership is examined chiefly together with the variables of organisational citizenship, psychological empowerment, job commitment, structural empowerment, identification and psychological ownership. The same study reported that authentic leadership has a negative relationship with job stress, organisational deviance, resistance to change and turnover intention. Similarly, Avolio et al. (2004) emphasise that authentic leadership increases positive psychological behaviours. In other words, authentic leadership can influence employees' attitudes and behaviours through basic psychological processes such as identification, hope, positive emotions, optimism and trust (Alilyyania et al., 2018). Furthermore, many leadership studies in the literature clarify the relationship between authentic leadership and organisational variables (Adil & Kamal, 2020; Shapira-Lishchinsky & Ozery, 2018; Zhang et al., 2020). In the current study, it was found that authentic leadership studies were mainly examined together with similar topics such as organisational citizenship, job commitment and psychological capital. This finding may be related to the researchers' desire to draw attention to the effects of authentic leadership on positive organisational variables.

### **Limitations of the Study**

In addition to the fact that this research put forth significant outcomes in terms of demonstrating the general tendency towards authentic leadership, we may also need to mention some of its limitations. The most significant limitations can be viewed as the fact that the research includes only the articles indexed in the WoS database, the exclusion of studies other than articles (such as book chapters, editorials, summaries of the minutes of meetings, conference booklets, etc.), and not including articles that are in the early view process or waiting to be published as of 2023 due to the fact that the research period was at the beginning of 2023. On the other hand, the fact that the values determined as threshold values in the analyses related to the research were established only based on the values provided by the VOSviewer software package and that the research results were not reported in accordance with thematic and content analysis may be interpreted as another limitation.

### **Suggestions**

Despite all the limitations of the research, it can be suggested to researchers to include such publications in bibliometric analyses as those indexed outside of WoS databases like Google Scholar, EBSCO Host, Scopus, and ERIC, and non-article studies such as book chapters, editorials, summaries of meetings, and conference booklets all include the year 2023. On the other hand, comparisons on authentic leadership can be made by using different visual mapping programmes such as Pajek, Ucinet, Citespace, and Rstudio. Finally, as in this bibliometric analysis, it should be kept in mind that the analysis results may also change if the pre-determined threshold values change and that the research may be repeated with thematic and content analyses.

### **Statements of Publication Ethics**

Since this is a bibliometric study, it does not require approval from the ethics committee.

### **Conflict of Interest**

There is no conflict of interest in this research. The research was carried out without any commercial or financial support from any legal person, institution or organisation.



## REFERENCES

- Acedo, F. J., Barroso, C., Casanueva, C., & Galan, J. L. (2006). Co-authorship in management and organizational studies: An empirical and network analysis. *Journal of Management Studies*, 43(5), 957-983. <https://doi.org/10.1111/j.1467-6486.2006.00625.x>
- Adil, A., & Kamal, A. (2020). Authentic leadership and psychological capital in job demands-resources model among Pakistani university teachers. *International Journal of Leadership in Education*, 23(6), 734-754.
- Ahmad, I., Zafar, M. A., & Shahzad, K. (2015). Authentic leadership style and academia's creativity in higher education institutions: Intrinsic motivation and mood as mediators. *Transylvanian Review of Administrative Sciences*, 46, 5-19.
- Ahmad, S. N. B., & Kuang, C. P. (2018). Effects of authentic leadership on work engagement and employee turnover intention in Malaysia call centres. *Journal of Entrepreneurship and Business*, 6(2), 31-48.
- Ahmed, E. I. (2023). A systematic review of authentic leadership literature in educational research from 1997 to 2021. *Educational Management Administration & Leadership*, 1-39. <https://doi.org/10.1177/17411432221120467>
- Akyürek, M. İ. (2021). Eğitim bilimleri alanında bilimsel dergilerde yayımlanan otantik liderlik konulu araştırmaların eğilimleri [Trends of research published in the field of authentic leadership: Descriptive content analysis]. *International Journal of Leadership Studies: Theory and Practice*, 4(2), 109-123.
- Alilyyani, B., Wong, C. A., & Cummings, G. (2018). Antecedents, mediators, and outcomes of authentic leadership in healthcare: A systematic review. *International Journal of Nursing Studies*, 83, 34-64. <https://doi.org/10.1016/j.ijnurstu.2018.04.001>
- Allam, Z., Sharifi, A., Giurco, D., & Sharpe, S. A. (2021). On the theoretical conceptualisations, knowledge structures and trends of green new deals. *Sustainability*, 13(22), 12529. <https://doi.org/10.3390/su132212529>
- Alvesson, M., & Sveningsson, S. (2013). Essay: Authentic leadership critically reviewed. In D. Ladkin, C. Spiller (Eds.), *Authentic Leadership* (pp. 39-74). Edward Elgar Publishing).
- Arda, Ö. A., Aslan, T., & Alpanca, L. (2016). Review of practical implications in authentic leadership studies. *Procedia - Social and Behavioral Sciences*, 229, 246-252. <https://doi.org/10.1016/j.sbspro.2016.07.135>
- Aria, A., Jafari, P., & Maryam, B. (2019). Authentic leadership and teacher's intention to stay: the mediating role of perceived organizational support and psychological capital. *World Journal of Education*, 9(3), 67-81. <https://doi.org/10.5430/wje.v9n3p67>
- Attar, M., & Çetinkaya, B. (2020). Otantik liderlik davranışının ve çevresel dinamizmin iç girişimcilik üzerindeki etkisi [The Effect of Authentic Leadership Behavior and Environmental Dynamism on Intrapreneurship]. *Selçuk Üniversitesi Sosyal Bilimler Meslek Yüksekokulu Dergisi [Journal of Selçuk University Vocational School of Social Sciences]*, 23(1), 287-304.
- Avey, J. B., Wernsing, T. S., & Palanski, M. E. (2012). Exploring the process of ethical leadership: The mediating role of employee voice and psychological ownership. *Journal of Business Ethics*, 107(1), 21-34.
- Avolio, B. J., & Gardner, W. L. (2005). Authentic leadership development: Getting to the root of positive forms of leadership. *The Leadership Quarterly*, 16(3), 315-338.
- Avolio, B. J., & Mhatre, K. H. (2012). Advances in theory and research on authentic leadership. In K. S. Cameron & G. M. Spreitzer (Eds.), *The Oxford Handbook of Positive Organisational Scholarship* (pp. 773-783). Oxford University Press.
- Avolio, B. J., Gardner, W. L., Walumbwa, F. O., Luthans, F., & May, D. R. (2004). Unlocking the mask: A look at the process by which authentic leaders impact follower attitudes and behaviors. *The Leadership Quarterly*, 15(6), 801-823. <https://doi.org/10.1016/j.leaqua.2004.09.003>
- Aydın, S. (2015). Satışta kritik başarı faktörlerinin satış performansı üzerindeki etkilerinde otantik liderlik ve algılanan örgütsel desteğin rolünü belirlemeye yönelik bir uygulama [The effects of critical success factors

- in selling on sales performance: The role of authentic leadership and perceived organizational support*] (Unpublished doctoral dissertation). Maltepe University.
- Bakari, H., Hunjra, A. I., Jaros, S., & Khoso, I. (2019). Moderating role of cynicism about organizational change between authentic leadership and commitment to change in Pakistani public sector hospitals. *Leadership in Health Services, 32*(3), 387-404. <https://doi.org/10.1108/LHS-01-2018-0006>
- Barth, A., & Tsemach, S. (2021). Perceptions of principal authentic leadership: A survey of Israeli elementary teachers in diverse religious-cultural contexts. *Religious Education, 116*(3), 224-238. <https://doi.org/10.1080/00344087.2021.1917849>
- Bass, B. M., & Steidlmeier, P. (1999). Ethics, character, and authentic transformational leadership behavior. *The Leadership Quarterly, 10*, 181-217. [https://doi.org/10.1016/S1048-9843\(99\)00016-8](https://doi.org/10.1016/S1048-9843(99)00016-8)
- Baykal, E. (2017). Otantik liderlik ve pozitif çıktıları: pozitif örgütsel davranış bakış açısı [Authentic leadership and its positive outputs: positive organizational behavior perspective]. *Uluslararası İktisadi ve İdari Bilimler Dergisi [International Journal of Economics and Administrative Sciences], 3*(3), 42-64.
- Baykal, E. (2020). Mediator effect of perceived organizational support in the relationship between authentic leadership and organizational commitment. *MANAS Sosyal Araştırmalar Dergisi [MANAS Journal of Social Studies], 9*(3), 1673-1688.
- Baynal Doğan, T. G., Doğan, S., & Aykan, E. (2021). Liderlik tarzlarının bibliyometrik analizi [Bibliometric analysis of leadership styles]. *Erciyes Akademi [Erciyes Academy], 35*(1), 161-189. <https://doi.org/10.48070/erusosbilder.875279>
- Begley, P. T. (2006). Self-knowledge, capacity and sensitivity: Prerequisites to authentic leadership by school principals. *Journal of Educational Administration, 44*(6), 570-589. <https://doi.org/10.1108/09578230610704792>
- Besen, F., Tecchio, E., & Fialho, F. A. P. (2017). Authentic Leadership and knowledge management. *Gest. Prod.. São Carlos., 24*(1). 2-14. <http://dx.doi.org/10.1590/0104-530X898-13>
- Boz, A. (2016). *Okul yöneticilerinin otantik liderlik davranışları ile okulların akademik iyimserlik ve öğretmenlerin örgütsel sinizm düzeyleri arasındaki ilişki [Relation between principals' authentic leadership behaviours and schools' academic optimism and teachers' organizational cynicism level]* (Unpublished doctoral dissertation). Dicle University.
- Branson, C. (2007). Effects of structured self-reflection on the development of authentic leadership practices among Queensland primary school principals. *Educational Management Administration & Leadership, 35*(2), 225-246. <https://doi.org/10.1177/1741143207075390>
- Brown, M. E., & Trevino, L. K. (2006). Ethical leadership: A review and future directions. *The Leadership Quarterly, 17*, 595-616. <https://doi.org/10.1016/j.leaqua.2006.10.004>
- Bryan, V. D., & Vitello-Cicciu, J. M. (2020). Effective mentoring of novice nurses during a healthcare crisis. *International Journal of Nursing Sciences and Clinical Practices, 1*(1), 12-19.
- Bryan, V., & Blackman, G. (2019). The ethics of self-care in higher education. *Emerging Perspectives: Interdisciplinary Graduate Research in Education and Psychology, 3*(2), 14-34.
- Cameron, K. S., Dutton, J. E., & Quinn, R. E. (2003). *Positive organizational scholarship: Foundations of a new discipline*. Berrett-Koehler Publishers.
- Çeri-Booms, M. (2009). *An empirical study on transactional, transformational and authentic leaders: Exploring the mediating role of trust in leader on organizational identification* (Unpublished doctoral thesis). Yeditepe University.
- Cerne, M., Jaklic, M., & Skerlavaj, M. (2013). Authentic leadership, creativity, and innovation: A multilevel perspective. *Leadership, 9*(1), 63-85. <https://doi.org/10.1177/1742715012455130>
- Chang, W., Busser, J., & Liu, A. (2020). Authentic leadership and career satisfaction: The mediating role of thriving and conditional effect of psychological contract fulfillment. *International Journal of Contemporary Hospitality Management, 32*(6), 2117-2136. <https://doi.org/10.1108/IJCHM-06-2019-0551>



- Chawla, R. N., & Goyal, P. (2022). Emerging trends in digital transformation: A bibliometric analysis. Benchmarking: *An International Journal*, 29(4), 1069-1112. <https://doi.org/10.1108/BIJ-01-2021-0009>
- Choi, H. G., & Ahn, S. H. (2016). Influence of nurse managers' authentic leadership on nurses' organizational commitment and job satisfaction: Focused on the mediating effects of empowerment. *Journal of Korean Academy of Nursing*, 46(1), 100-108. <https://doi.org/10.4040/jkan.2016.46.1.100>
- Çil Koçyiğit, S., Temelli, F., & Derya-Baskan, T. (2023). Sürdürülebilirlik muhasebesi konusunda yayımlanan makalelerin bibliyometrik analizi: Web of Science örneği [Bibliometric analysis of articles published on sustainability accounting: web of science sample]. *Ömer Halisdemir Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi [Journal of Ömer Halisdemir University Faculty of Economics and Administrative Sciences]*, 16(1), 241-264. <https://doi.org/10.25287/ohuiibf.1188162>
- Corner, K. J. (2015). *Exploring the reliability and validity of research instruments to examine secondary school principals' authentic leadership behavior and psychological capital* (Unpublished doctoral thesis). Arizona University.
- Covelli B., & Mason, I. (2017). Linking theory to practice: Authentic leadership. *Academy of Strategic Management Journal*, 16(3), 1-10.
- Crawford, J. A., Dawkins, S., Martin, A., & Lewis, G. (2020). Putting the leader back into authentic leadership: Reconceptualising and rethinking leaders. *Australian Journal of Management*, 45(1), 114-133. <https://doi.org/10.1177/0312896219836460>
- Daraba, D., Wirawan, H., Salam, R., & Faisal. M. (2021). Working from home during the Corona pandemic: Investigating the role of authentic leadership, psychological capital, and gender on employee performance. *Cogent Business & Management*, 8(1), 1-17. <https://doi.org/10.1080/23311975.2021.1885573>
- Darvish, H., & Rezaei, F. (2011). The impact of authentic leadership on job satisfaction and team commitment. *Management and Marketing*, 6(3), 421-436.
- De Hoogh, A. H. B., & Den Hartog, D. N. (2008). Ethical and despotic leadership: relationships with leader's social responsibility, top management team effectiveness and subordinates' optimism: A multi-method study. *The Leadership Quarterly*, 19, 297-311.
- Diddams, M., & Chang, G. C. (2012). Only human: Exploring the nature of weakness in authentic leadership. *The Leadership Quarterly*, 23(3), 593-603. <https://doi.org/10.1016/j.leaqua.2011.12.010>
- Dilek, H. (2005). *Liderlik tarzlarının ve adalet algısının; örgütsel bağlılık, iş tatmini ve örgütsel vatandaşlık davranışı üzerine etkilerine yönelik bir araştırma* [Leadership styles and justice perception; organizational commitment, business satisfaction and organizational citizenship effects on behavior a research] (Unpublished doctoral dissertation). Gebze Institute of Technology.
- Dirik, H. F., & Seren İntepeler, Ş. (2019). Geçmişten günümüze otantik liderlik ve sağlık alanına yansımaları [Authentic leadership from the past to the present and its reflections on health]. *Sağlık ve Hemşirelik Yönetimi Dergisi [Journal of Health and Nursing Management]*, 2(6), 164-170.
- do Valle, R. B. L. R., Balsanelli, A. P., Taminato, M., Saconato, H., & Gasparino, R. (2021). The relationship between the authentic leadership of nurses and structural empowerment: A systematic review. *Journal of School of Nursing*, 55, 1-8. <https://doi.org/10.1590/S1980-220X2019029003667>
- Donthu, N., Kumar, S., Mukherjee, D., Pandey, N., & Lim, W. M. (2021). How to conduct a bibliometric analysis: An overview and guidelines. *Journal of Business Research*, 133, 285-296. <https://doi.org/10.1016/j.jbusres.2021.04.070>
- Duarte, A. P., Ribeiro, N., Semedo, A. S., & Gomes, D. R. (2021). Authentic leadership and improved individual performance: Affective commitment and individual creativity's sequential mediation. *Frontiers in Psychology*, 12, 675-749. <https://doi.org/10.3389/fpsyg.2021.675749>
- Erçetin, Ş. Ş. (2000). *Lider sarmalında vizyon (Vision in the leader spiral)*. Nobel Publishing.
- Erkutlu, H. (2008). The impact of transformational leadership on organizational and leadership effectiveness. *Journal of Management Development*, 27(7), 708-726. <https://doi.org/10.1108/02621710810883616>

- Ertugut, R., & Gürler, H. E. (2019). Kent lojistiği alanındaki yayınların bibliyometrik analizi [Bibliometric analysis of publications in the field of city logistics]. *Selçuk Üniversitesi Sosyal Bilimler Meslek Yüksekokulu Dergisi [Journal of Selçuk University Vocational School of Social Sciences]*, 22(2), 540-551. <https://doi.org/10.29249/selcuksbmyd.596498>
- Falagas, M. E., Pitsouni, E. I., Malietzis, G. A., & Pappas, G. (2008). Comparison of PubMed, Scopus, Web of Science, and Google Scholar: Strengths and weaknesses. *The FASEB Journal*, 22(2), 338-342. <https://doi.org/10.1096/fj.07-9492lsf>
- Fox, J., Gong, T., & Attoh, P. (2015). The impact of principal as authentic leader on teacher trust in the K-12 educational context. *Journal of Leadership Studies*, 8(4), 6-18. <https://doi.org/10.1002/jls.21341>
- Fry, L. W. (2003). Toward a theory of spiritual leadership. *The Leadership Quarterly*, 14(6), 693-727.
- Gardner, W. L., Avolio, B. J., Luthans, F., May, D. R., & Walumbwa, F. (2005). Can you see the real me? A self-based model of authentic leader and follower development. *The Leadership Quarterly*, 16(3), 343-372. <https://doi.org/10.1016/j.leaqua.2005.03.003>
- Gardner, W. L., Cogliser, C. C., Davis, K. M., & Dickens, M. P. (2011). Authentic leadership: A review of the literature and research agenda. *The Leadership Quarterly*, 22(6), 1120-1145. <https://doi.org/10.1016/j.leaqua.2011.09.007>
- George, B., Sims, P., McLean, A. N., & Mayer, D. (2007). Discovering your authentic leadership. *Harvard Business Review*, 85(2), 129-138.
- Gmus, S., Bellibas, M. S., Esen, M., & Gumus, E. (2018). A systematic review of studies on leadership models in educational research from 1980 to 2014. *Educational Management Administration & Leadership*, 46(1), 25-48. <https://doi.org/10.1177/1741143216659296>
- Goffee, R., & Jones, G. (2005). Managing authenticity: The paradox of great leadership. *Harvard Business Review*, 83(12), 86-94.
- Gül, H., İnce, M., & Candan, H. (2017). Otantik liderliğin örgütsel vatandaşlık davranışı ve örgütsel destek algısı üzerindeki etkisi üzerine bir araştırma [A research on the effect of authentic leadership on the organizational citizenship behaviours and organizational support perception]. *Çağ Üniversitesi Sosyal Bilimler Dergisi*, 14(1), 31-53.
- Gümüş, S., Gök, E., & Esen, M. (2020). A review of research on international student mobility: Science mapping the existing knowledge base. *Journal of Studies in International Education*, 24(5), 495-517. <https://doi.org/10.1177/1028315319893651>
- Gürten, E., Özdiyar, Ö., Şen, Z. (2019). Üstün yeteneklilere yönelik akademik çalışmaların sosyal ağ analizi [Social network analysis of academic studies on gifted people]. *Eğitim ve Bilim*, 44(197), 185-208. <http://dx.doi.org/10.15390/EB.2018.7735>
- Hallinger, P., & Kovačević, J. (2019). A bibliometric review of research on educational administration: Science mapping the literature, 1960 to 2018. *Review of Educational Research*, 89(3), 335-369. <https://doi.org/10.3102/0034654319830380>
- Hallinger, P., Gümüş, S., & Bellibaş, M. Ş. (2020). Are principals instructional leaders yet? A science map of the knowledge base on instructional leadership, 1940-2018. *Scientometrics*, 122, 1629-1650 <https://doi.org/10.1007/s11192-020-03360-5>
- Hanaysha, J. R., Kumar, V. V. A., In'airat, M., & Paramaiah, C. (2022). Direct and indirect effects of servant and ethical leadership styles on employee creativity: mediating role of organizational citizenship behavior. *Arab Gulf Journal of Scientific Research*, 40(1), 79-98. <https://doi.org/10.1108/AGJSR-04-2022-0033>
- Henry, S. M. (2022). Authentic leadership and societal transformation: A review of literature. *International Journal of Organizational Leadership*, 11, 333-356. <https://doi.org/10.33844/ijol.2022.60333>
- Hernandez-Torrano, D., & Ibrayeva, L. (2020). Creativity and education: A bibliometric mapping of the research literature (1975-2019). *Thinking Skills and Creativity*, 35, 1-17. <https://doi.org/10.1016/j.tsc.2019.100625>

- Hirst, G., Walumbwa, F., Aryee, S., Butarbutar, I., & Chen, C. J. H. (2016). A multi level investigation of authentic leadership as an antecedent of helping behavior. *Journal of Business Ethics, 139*(3), 485-499. <https://doi.org/10.1007/s10551-015-2580-x>
- Hoffman, B.J., Strang, S. E., Kuhnert, K.W., Campbell, W. K., Kennedy, C.L., & LoPilato, A. C. (2013). Leader narcissism and ethical context: Effects on ethical leadership and leader effectiveness. *Journal of Leadership and Organizational Studies, 20*(1), 25- 37. <https://doi.org/10.1177/1548051812465891>
- Hofstede, G. (2001). *Culture's consequences, comparing values, behaviors, institutions and organizations across nations*. Thousand Oaks.
- Hofstede, G., Hofstede, G. J., & Minkov, M. (2010). *Cultures and organizations: Software of the mind: Intercultural cooperation and its importance for survival*. McGraw-Hill.
- Hsiung, H. (2012). Authentic leadership and employee voice behavior: A multi-level psychological process. *Journal of Business Ethics, 107*(3), 349-361.
- Hu, Y., & Ma, J. (2016). Impact of authentic leadership on the perceived organizational support and silence behavior of subordinate nurses. *Chinese Journal of Practical Nursing, 32*(27), 2139-2142.
- Ilies, R., Morgeson, F., & Nahrgang, J. (2005). Authentic leadership and eudaemonic well-being: Understanding leader-follower outcomes. *The Leadership Quarterly, 16*, 373-394. <http://dx.doi.org/10.1016/j.leaqua.2005.03.002>
- Ismail, S. N., Abdullah, A.S., & Abdullah, A. G. (2019) The effect of school leaders' authentic leadership on teachers' job stress in the eastern part of peninsular Malaysia. *International Journal of Instruction 12*(2), 67-80. <https://doi.org/10.29333/iji.2019.1225a>
- Jang, E., & Kim, H. (2021). Performance pressure as an antecedent and authentic leadership as a moderator of the relationship between coworker undermining and psychological capital. *Frontiers in Psychology, 12*, 1-11. <https://doi.org/10.3389/fpsyg.2021.665362>
- Javaid, M., Abdullah, N. H., Zeb, A., & Hussain, K. (2018). The impact of authentic leadership on knowledge sharing behavior with the moderating role of islamic work ethics. *Journal of Physics: Conference Series, 1049*(1), 1-10. <https://doi.org/10.1088/1742-6596/1049/1/012007>
- Jensen, S., & Luthans, F. (2006). Entrepreneurs as authentic leaders: Impacts on employees' attitudes. *Leadership & Organizational Development Journal, 27*(8), 646-666. <https://doi.org/10.1108/01437730610709273>
- Julia, J., Supriatna, E., Isrokatun, I., Aisyah, I., Hakim, A., & Odebode, A. A. (2020). Moral education (2010-2019): A bibliometric study. *Universal Journal of Educational Research, 8*(7), 2954-2968. <https://doi.org/10.13189/ujer.2020.080724>
- Jung, D., Yammarino, F. J., & Lee, J. K. (2009). Moderating role of subordinates' attitudes on transformational leadership and effectiveness: A multicultural and multi-level perspective. *The Leadership Quarterly, 20*(4), 586-603. <https://doi.org/10.1016/j.leaqua.2009.04.011>
- Jung, K. B., Ullah, S. M., & Choi, S. B. (2021). The mediated moderating role of organizational learning culture in the relationships among authentic leadership, leader-member exchange, and employees' innovative behavior. *Sustainability, 13*(19), 10802. <https://doi.org/10.3390/su131910802>
- Kernis, M. H. (2003). Toward a conceptualization of optimal self-esteem. *Psychological Inquiry 14*(1), 1-26. [https://doi.org/10.1207/S15327965PLI1401\\_01](https://doi.org/10.1207/S15327965PLI1401_01)
- Khalil, G. M., & Crawford, C. A. G. (2015). A bibliometric analysis of US-based research on the behavioral risk factor surveillance system. *American Journal of Preventive Medicine, 48*(1), 50-57. <https://doi.org/10.1016/j.amepre.2014.08.021>
- Kılıç, M. E. (2019). *Okul yöneticilerinin otantik liderlikleri ile öğretmenlerin motivasyon ve iş doyumunu arasındaki ilişkinin incelenmesi [Investigation of the relationship among authentic leadership of school administrators, teachers' motivation and job satisfaction]* (Unpublished doctoral thesis). Atatürk University.
- Kılıç, M. Y. (2020). Otantik liderlik davranışlarının, örgütsel adalet ve öğretmenlerin iş tatmini üzerine etkisinin incelenmesi [Investigation the effects of authentic leadership behaviors on organizational justice and

- teachers' job satisfaction]. *Kastamonu Education Journal*, 28(6), 2271-2283. <https://doi.org/10.24106/kefdergi.4121>
- Kim, M., Do Kim, Y., & Lee, H. W. (2019). It is time to consider athletes' well-being and performance satisfaction: The roles of authentic leadership and psychological capital. *Sport Management Review*, 23(5), 964-977. <https://doi.org/10.1016/j.smr.2019.12.008>
- Knoll, M., & van Dick, R. (2013). Authenticity, employee silence, prohibitive voice, and the moderating effect of organizational identification. *The Journal of Positive Psychology*, 8(4), 346-360.
- Koşar, D., & Yalçınkaya, M. (2013). Öğretmenlerin örgütsel vatandaşlık davranışlarının yordayıcıları olarak örgüt kültürü ve örgütsel güven [Organizational culture and organizational trust as predictors of teachers' organizational citizenship behaviors]. *Educational Administration: Theory and Practice*, 19(4), 603-627.
- Kulophas, D., Hallinger, P., Ruengtrakul, A., & Wongwanich, S. (2018). Exploring the effects of authentic leadership on academic optimism and teacher engagement in Thailand. *International Journal of Educational Management*, 32(1), 27-45. <https://doi.org/10.1108/IJEM-10-2016-0233>
- Laschinger, H. K. S., & Fida, R. (2014). A time-lagged analysis of the effect of authentic leadership on workplace bullying, burnout, and occupational turnover intentions. *European Journal of Work and Organizational Psychology*, 23(5), 739-753.
- Laschinger, H. K., & Smith, L. M. (2013). The influence of authentic leadership and empowerment on new-graduate nurses' perceptions of interprofessional collaboration. *The Journal of Nursing Administration*, 43(1), 24-29.
- Lawer, J., & Ashman L. (2012). Theorizing leadership authenticity: A Sartrean perspective. *Leadership*, 8(4), 327-344. <https://doi.org/10.1177/1742715012444685>
- Lee, A., Legood, A., Hughes, D., Tian, A. W., Newman, A., & Knight, C. (2020). Leadership, creativity and innovation: A meta-analytic review. *European Journal of Work and Organizational Psychology*, 29(1), 1-35. <https://doi.org/10.1080/1359432X.2019.1661837>
- Luthans, F., & Avolio, B. J. (2003). Authentic leadership: A positive developmental approach. In K. S. Cameron, J. E. Dutton, & R. E. Quinn (Eds.), *Positive Organizational Scholarship: Foundations of a New Discipline* (pp. 241-261). Barrett-Koehler.
- Luthans, F., & Youssef, C. M. (2004). Human, social, and now positive psychological capital management: Investing in people for competitive advantage. *Organizational Dynamics*, 33(2), 143-160. <https://doi.org/10.1016/j.orgdyn.2004.01.003>
- Lyubovnikova, J., Legood, A., Turner, N., & Mamakouka, A. (2017). How authentic leadership influences team performance: The mediating role of team reflexivity. *Journal of Business Ethics*, 141(1), 59-70. <https://doi.org/10.1007/s10551-015-2692-3>
- Malila, N., Lunkka, N., & Suhonen, M. (2018). Authentic leadership in healthcare: A scoping review. *Leadership in Health Services*, 31(1), 1751-1879. <https://doi.org/10.1108/LHS-02-2017-0007>
- Margiadi, B., & Wibowo, A. (2020). Authentic leadership: A bibliometric analysis. In W. A. Barnett, B. S. Sergi (Eds.), *Advanced issues in the economics of emerging markets* (pp. 49-62). Emerald Publishing Limited.
- Marques-Quinteiro, P., Graça, A. M., Coelho, F. A. Jr., & Martins, D. (2021). On the relationship between authentic leadership, flourishing, and performance in healthcare teams: A job demands-resources perspective. *Frontiers in Psychology*, 12: 692433. <https://doi.org/3389/fpsyg.2021.692433>
- Marx, W., & Bornmann, L. (2016). Change of perspective: Bibliometrics from the point of view of cited references—a literature overview on approaches to the evaluation of cited references in bibliometrics. *Scientometrics*, 109(2), 1397-1415. <https://doi.org/10.1007/s11192-016-2111-2>
- Maximo, N., Stander, M.W., & Coxen, L. (2019). Authentic leadership and work engagement: The indirect effects of psychological safety and trust in supervisors. *SA Journal of Industrial Psychology*, 45, 1-11. <https://doi.org/10.4102/sajip.v45i0.1612>
- May, D. R., Chan, A., Hodges, T., & Avolio, B. J. (2003). Developing the moral component of authentic leadership. *Organizational Dynamics*, 32(3), 247-260. [https://doi.org/10.1016/S0090-2616\(03\)00032-9](https://doi.org/10.1016/S0090-2616(03)00032-9)



- Maziero, V. G., Bernardes, A., Righetti, E. A. V., Spiri, W. C., & Gabriel, C. S. (2020). Positive aspects of authentic leadership in nursing work: Integrative review. *Rev Bras Enferm.*, 73(6), e20190118. <http://dx.doi.org/10.1590/0034-7167-2019-0118>
- McShane, S. L., & Glinow, M. A. (2016). *Örgütsel davranış (Organizational behavior)*. (A. Gürsel, & S. Bozkurt, Translation Editors). Nobel Publishing.
- Menon, M. E. (2014). The relationship between transformational leadership, perceived leader effectiveness and teachers' job satisfaction. *Journal of Educational Administration*, 52(4), 509-528. <https://doi.org/10.1108/JEA-01-2013-0014>
- Merigo, J. M., & Yang, J.-B. (2017). Accounting research: A bibliometric analysis. *Australian Accounting Review*, 27(1), 71-100. <https://doi.org/10.1111/auar.12109>
- Meskelis, S., & Whittington, J. L. (2020). Driving employee engagement: How personality trait and leadership style impact the process. *Journal of Business and Industrial Marketing*, 35(10), 1457-1473. <https://doi.org/10.1108/JBIM-11-2019-0477>.
- Michie, S., & Gooty, J. (2005). Values, emotions and authenticity: Will the real leader please stand up? *The Leadership Quarterly*, 16(3), 441-457. <https://doi.org/10.1016/j.leaqua.2005.03.006>
- Milic, B. (2013). Authentic leadership and learning organization: A review of the literature and research proposal. *Metalurgia International*, 18(SPEC.3), 41-43.
- Moher, D., Liberati, A., Tetzlaff, J., Altman, D. G., & The PRISMA Group. (2009). Preferred reporting items for systematic reviews and meta-analyses: The PRISMA statement. *PLoS Medicine*, 6(7), 1-6. DOI: 10.1371/journal.pmed.1000097
- Monzani, L., Mateu, G., Hernandez Bark, A. S., & Martínez Villavicencio, J. (2021). Reducing the cost of being the boss: authentic leadership suppresses the effect of role stereotype conflict on antisocial behaviors in leaders and entrepreneurs. *Frontiers in Psychology*, 12: 760258. <https://doi.org/10.3389/fpsyg.2021.760258>
- Mortier, A. V., Vlarick, P., & Clays, E. (2016). Authentic leadership and thriving among nurses: the mediating role of empathy. *Journal of Nursing Management*, 24, 357-365. <https://doi.org/10.1111/jonm.12329>
- Müceldili, B., Turan, H., & Erdil, O. (2013). The influence of authentic leadership on creativity and innovativeness. *Procedia-Social and Behavioral Sciences*, 99, 673-681. <https://doi.org/10.1016/j.sbspro.2013.10.538>
- Nam, J., Seung, E., & Go, M. (2013). The effect of a collaborative Mentoring program on beginning science teachers' inquiry-based Teaching practice. *International journal of science Education*, 35(5), 815-836. <https://doi.org/10.1080/09500693.2011.584329>
- Nelson, K., Boudrias, J. S., Brunet, L., Morin, D., De Civita, M., Savoie, A., & Alderson, M. (2014). Authentic leadership and psychological well-being at work of nurses: The mediating role of work climate at the individual level of analysis. *Burnout Research*, 1(2), 90-101. <https://doi.org/10.1016/j.burn.2014.08.001>
- Niu, W., Yuan, Q., Qian, S., & Liu, Z. (2018). Authentic leadership and employee job behaviors: The mediating role of relational and organizational identification and the moderating role of LMX. *Current Psychology*, 37, 982-994. <https://doi.org/10.1007/S12144-018-9937-0>
- Northouse, P. G. (2007). *Leadership: Theory and practice*. Sage Publications.
- Novicevic, M. M., Harvey, M. G., Buckley, M. R., Brown, J. A., & Evans. R. (2006). Authentic leadership: A Historical Perspective. *Journal of Leadership & Organizational Studies*, 13(1), 64-76. <https://doi.org/10.1177/10717919070130010901>
- Oh, J., & Oh, S. (2017). Authentic leadership and turnover intention: Does organizational size matter? *Leadership & Organization Development Journal*, 38(7), 912-926. <https://doi.org/10.1108/LODJ-08-2016-0209>
- Özdemir, N., Gümüç, S., Kılınç, A. Ç., & Bellibaş, M. Ş. (2022). A systematic review of research on the relationship between school leadership and student achievement: An updated framework and future

- direction. *Educational Management Administration & Leadership*, 0(0). <https://doi.org/10.1177/17411432221118662>
- Pan, W., Jian, L., & Liu, T. (2019). Grey system theory trends from 1991 to 2018: A bibliometric analysis and visualization. *Scientometrics*, 121, 1407-1434. <https://doi.org/10.1007/s11192-019-03256-z>
- Peterson, S. J., Walumbwa, F. O., Avolio, B. J., & Hannah, S. T. (2012). The relationship between authentic leadership and follower job performance: the mediating role of follower positivity in extreme contexts. *The Leadership Quarterly*, 23(3), 502-516. <https://doi.org/10.1016/j.leaqua.2011.12.004>
- Peus, C., Wesche, J. S., Streicher, B., Braun, S., & Frey, D. (2012). Authentic leadership: An empirical test of its antecedents, consequences, and mediating mechanisms. *Journal of Business Ethics*, 107(3), 331-348.
- Pittinsky, T. L., & Tyson, C. J. (2005). Leader authenticity markers: A study of African-American political leadership. In W. L. Gardner, B. J. Avolio and F. O. Walumbwa (Eds.). *Authentic leadership theory and Practice. 3: Origins, effects and development*. Elsevier.
- Qiu, S., Alizadeh, A., Dooley, L. M., & Zhang, R. (2019). The effects of authentic leadership on trust in leaders, organizational citizenship behavior, and service quality in the Chinese hospitality industry. *Journal of Hospitality and Tourism Management*, 40, 77-87.
- Rego, A., Sousa, F., Marques, C., & Cunha, M. P. (2014). Hope and positive affect mediating the authentic leadership and creativity relationship. *Journal of Business Research*, 67(2), 200-210.
- Ribeiro, N., Duarte, A. P., Filipe, R., & Torres de Oliveira, R. (2020). How authentic leadership promotes individual creativity: The mediating role of affective commitment. *Journal of Leadership and Organizational Studies*, 27(2), 189-202. <https://doi.org/10.1177/1548051819842796>
- Robbins, S. P., & Judge, T. A. (2012). *Örgütsel davranış (Organizational behavior)* (İ. Erdem, Translation Editor). Nobel Publishing.
- Robertson, J., Pitt, L., & Ferreira, C. (2020). Entrepreneurial ecosystems and the public sector: A bibliographic analysis. *Socio-economic Planning Sciences*, 72, 1-15. <https://doi.org/10.1016/j.seps.2020.100862>
- Roncesvalles, M. C. T., & Gaerlan, A. A. (2020). Authentic leadership and teacher morale effects on organizational commitment in higher education. *International Journal of Advanced Research and Publications*, 4(3), 85-94.
- Samul, J. (2020). The research topics of leadership: Bibliometric analysis from 1923 to 2019. *International Journal of Educational Leadership and Management*, 8(2), 116-143. <https://doi.org/10.17583/ijelm.2020.5036>
- Schaubroeck, J. M., Shen, Y., & Chong, S. (2017). A dual-stage moderated mediation model linking authoritarian leadership to follower outcomes. *Journal of Applied Psychology*, 102(2), 203-214. <https://doi.org/10.1037/apl0000165>
- Sendjaya, S., Pekerti, A., Hartel, C., Hirst, G., & Butarbutar, I. (2016). Are authentic leaders always moral? The role of machiavellianism in the relationship between authentic leadership and morality. *Journal of Business Ethics*, 133(1), 125-139. <https://doi.org/10.1007/s10551-014-2351-0>
- Şeref, İ., & Karagöz, B. (2019). Okuma alanındaki araştırmaların bibliyometrik özellikler açısından incelenmesi [Examination of researches in the field of reading in terms of bibliometric features]. *Ana Dili Eğitimi Dergisi [Journal of Mother Tongue Education]*, 7(3), 781-799. <https://doi.org/10.16916/aded.581630>
- Shamir, B., & Eilam, G. (2005). What's your story? A life-stories approach to authentic leadership development. *The Leadership Quarterly*, 16(3), 395-417. <https://doi.org/10.1016/j.leaqua.2005.03.005>
- Shang, Y., Chong, M. P., Xu, J., & Zhu, X. (2019). Authentic leadership and creativity in China: The role of students' regulatory-focused behaviors and supervisors' power sources. *Thinking Skills and Creativity*, 34, 1-15. <https://doi.org/10.1016/j.tsc.2019.100592>
- Shapira-Lishchinsky, O., & Raftar-Ozery, T. (2018). Leadership, absenteeism acceptance, and ethical climate as predictors of teachers' absence and citizenship behaviours. *Educational Management Administration and Leadership*, 46(3), 491-510. <https://doi.org/10.1177/1741143216665841>



- Shapira-Lishchinsky, O., & Tsemach, S. (2014). Psychological empowerment as a mediator between teachers' perceptions of authentic leadership and their withdrawal and citizenship behaviors. *Educational Administration Quarterly*, 50(4), 675-712. <https://doi.org/10.1177/0013161X13513898>
- Shie, E.-H., & Chang, S.-H. (2022). Perceived principal's authentic leadership impact on the organizational citizenship behavior and well-being of teachers. *SAGE Open*, 12(2), 1-14. <https://doi.org/10.1177/21582440221095003>
- Sturm, R. E., Taylor, S. N., Atwater, L. E., & Braddy, P. W. (2014). Leader self-awareness: An examination and implications of women's under-prediction. *Journal of Organizational Behavior*, 35(5), 657-677. <https://www.jstor.org/stable/26610922>
- Tabak, A., Polat, M., Coşar, S., & Türköz, T. (2012). Otantik liderlik ölçeği: Güvenirlilik ve geçerlik çalışması [The authentic leadership questionnaire: The study of reliability and validity]. *ISGUC The Journal of Industrial Relations and Human Resources*, 14(4), 89-106. <https://doi.org/10.4026/1303-2860.2012.0212.x>
- Terzi Çoban, D., & Tutar, H. (2020). Kutadgu Bilig'de "Bey" figürünün otantik liderlik yaklaşımı açısından analizi [Analysis of the "gentleman" figure in Kutadgu Bilig in terms of authentic leadership approach]. *Millî Folklor [National Folklore]*, 16(125), 202-214.
- Tran, H. P. (2019). How authentic leadership promotes individual knowledge sharing: Viewing from the lens of cor theory. *Management and Marketing*, 14(4), 386-401. <https://doi.org/10.2478/mmeks-2019-0027>
- Triandis, H. C. (1989). The self and behavior in differing cultural contexts. *Psychological Review*, 96(3), 506-520.
- Tsemach, S., & Barth, A. (2023). Authentic leadership as a predictor of organizational citizenship behaviour and teachers' burnout: What's 'quiet quitting' got to do with it? *Educational Management Administration & Leadership*, 1-21. <https://doi.org/10.1177/17411432231212288>
- Türesin Tetik, H. (2022). Örgütlerde mizah kullanımına genel bir bakış: Web of Science veri tabanına dayalı bibliyometrik bir analiz [An overview of the use of humor in the organization: Bibliometric analysis based on web of science database]. *Manisa Celal Bayar Üniversitesi Sosyal Bilimler Dergisi [Manisa Celal Bayar University Journal of Social Sciences]*, 20(3), 223-244. <https://doi.org/10.18026/cbayarsos.1097314>
- van Eck, N., & Waltman, L. (2010). Software survey: VOSviewer, a computer program for bibliometric mapping. *Scientometrics*, 84(2), 523-538. <https://doi.org/10.1007/s11192-009-0146-3>
- Walumbwa, F., Avolio, B. J., Gardner, W. L., & Wernsing, T. (2008). Authentic Leadership: Development and validation of a theory-based measure. *Journal of Management*, 34(1), 89-126. <https://doi.org/10.1177/0149206307308913>
- Wang, D., Kan, W., Qin, S., Zhao, C., Sun, Y., Mao, W., & Hu, Y. (2021). How authentic leadership impacts on job insecurity: the multiple mediating role of psychological empowerment and psychological capital. *Stress & Health*, 37(1), 60-71. <https://doi.org/10.1002/smi.2973>
- Wang, H., Sui, Y., Luthans, F., Wang, D., & Wu, Y. (2014). Impact of authentic leadership on performance: Role of followers' positive psychological capital and relational processes. *Journal of Organizational Behavior*, 35(1), 5-21.
- Wei, F., Li, Y., Zhang, Y., & Liu, S. (2018). The interactive effect of authentic leadership and leader competency on followers' job performance: The mediating role of work engagement. *Journal of Business Ethics*, 153(3), 763-773.
- Wherry, H. M. S. (2012). *Authentic leadership, leader-member exchange and organizational citizenship behavior: A multilevel analysis* (Unpublished doctoral thesis). Nebraska University.
- Wirawan, H., Jufri, M., & Saman, A. (2020). The effect of authentic leadership and psychological capital on work engagement: The mediating role of job satisfaction. *Leadership & Organization Development Journal*, 41(8), 1139-1154. <https://doi.org/10.1108/LODJ-10-2019-0433>
- Wong, C., Walsh, E. J., Basacco, K. N., Domingues, M. C. M., & Pye, D. R. (2020). Authentic leadership and job satisfaction among long-term care nurses. *Leadership in Health Services*, 33(3), 247-263. <https://doi.org/10.1108/LHS-09-2019-0056>

- Wu, C. M., & Chen, T. J. (2019). Inspiring prosociality in hotel workplaces: Roles of authentic leadership, collective mindfulness, and collective thriving. *Tourism Management Perspectives*, 31, 123-135. <https://doi.org/10.1016/j.tmp.2019.04.002>
- Yardibi, N. (2012). Current leadership paradigm. In Erçetin. Ş. Ş. (Ed.). *Discussions about leadership: In different fields* (pp. 374-387). Iuniverse.
- Yeşiltaş, E., & Yılmaz, A. (2021). Eğitimde medya okuryazarlığı ile ilgili araştırmalara yönelik bibliyometrik bir analiz [A bibliometric analysis of studies on media literacy in education]. *OPUS–Uluslararası Toplum Araştırmaları Dergisi [OPUS Journal of Society Research]*, 18 (Educational Sciences Special Issue), 4903-4929. <https://doi.org/10.26466/opus.935547>
- Yetgin, M. A. (2020). Otantik liderlik ve bazı örgütsel modeller ile ilişkisi: Literatür çalışması [Authentic leadership and its relationship with organizational models: A literature study]. *International Journal of Financial Economics and Banking Practices*, 1(2), 1-23.
- Zbierowska, M. J. (2019). Relationship between leaders' and followers' psychological capital and the mediating role of pos and authentic leadership. *Journal of Positive Management*, 9(2), 89-104.
- Zeb, A., Abdullah, N. H., Hussain, A., & Safi, A. (2019). Authentic Leadership, Knowledge Sharing, and Employees Creativity. *Management Research Review*, 43(6), 669-690. <https://doi.org/10.1108/MRR-04-2019-0164>
- Zhang, S., Bowers, A. J., & Mao, Y. (2020). Authentic leadership and teachers' voice behaviour: I mediating role of psychological empowerment and moderating role of interpersonal trust. *Educational Management Administration and Leadership*, 49(5), 768–785. <https://doi.org/10.1177/1741143220915925>
- Zhang, Y., Guo, Y., Zhang, M., Xu, S., Liu, X., & Newman, A. (2022). Antecedents and outcomes of authentic leadership across culture: A meta-analytic review. *Asia Pacific Journal of Management*, 39, 1399-1435. <https://doi.org/10.1007/s10490-021-09762-0>
- Zhu, W., Avolio, B. J., Riggio, R. E., & Sosik, J. J. (2011). The effect of authentic transformational leadership on follower and group ethics. *The Leadership Quarterly*, 22(5), 801-817. <https://doi.org/10.1016/j.leaqua.2011.07.004>
- Zupic, I., & Cater, T. (2015). Bibliometric methods in management and organization. *Organizational Research Methods*, 18(3), 429-472. <https://doi.org/10.1177/1094428114562629>