



## A Bibliometric Review of Positive Leadership Styles

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### Abstract

In the last twenty-five years, leadership approaches to defining ideal leadership behaviors have shown that positive attitudes are emphasized in leadership. These leadership models, which focus on trust, justice, employee well-being, psychological capital, and the transformation of organizational culture, are gathered under the umbrella of positive leadership. The purpose of this study is to bibliometrically analyze the studies on positive leadership styles in the literature, to identify the trends of positive leadership styles and to present a general evaluation for the field of practice. It is based on the bibliometric data of publications on positive leadership. The number of publications, first published in 1982 in the Web of Science database, was reduced to 257, which was reached as a result of certain filters. Of these publications to date, 36 were published in 2022, 31 in 2021, and 25 in 2020. It was determined that the most cited authors were Fred Luthans (675), William Bommer (501), James Dulebohn (501), Julia Hoch (501), Dongyuan Wu (501), and Carolyn Youssef-Morgan (449). In terms of research fields, publications were made in the fields of management (84), applied psychology (34), business (29), and nursing (22). It has been determined that the leadership in the distribution of publications by country are the USA (69), Australia (28) and England (24) publishers. When we look at the most frequently used keywords in the publications about positive leadership, leadership has 49 repetitions, positive leadership has 35 repetitions, authentic leadership has 19 repetitions, and transformational leadership has 14 repetitions.

**Keywords:** Positive Leadership Styles, Bibliometric Analysis, Leadership

**Jel Codes:** M10, M12

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## Introduction

With the understanding that leadership should consist of the most correct combination of the leader, the leader's followers and the situational conditions (Alparslan & Ekşili, 2016), leadership theories have focused on leaders who give importance to the interaction of the leader and followers and the development of the organization in the leadership process (Boyatzis & McKee, 2005; Carmeli et al., 2010; Nishii & Mayer, 2009). The increasing diversity of the workforce has also affected this outcome (Eagly & Chin, 2010; Shore et al., 2011). Another reason for this differentiation in leadership approaches is positive organizational psychology, which evaluates organizations from a positive psychology perspective (Kelloway & Barling, 2010; Luthans et al., 2008). The positive psychology approach put forward by Martin Seligman in psychology (Seligman & Csikszentmihalyi, 2000; Luthans et al., 2004) has brought up the task of psychology, which has been ignored for years, to make people's lives more valuable and more productive and to realize their human potential (Luthans & Youssef, 2004; Seligman & Csikszentmihalyi, 2000). Positive psychology has focused on defining human virtues and strengths, as well as how to strengthen and develop human volitional behaviors and competencies (Seligman et al., 2005). In addition to being a branch of medicine related to illness and health, psychology is in search of the best life by covering topics such as work, education, love, and growth (Seligman & Csikszentmihalyi, 2000; Sheldon & King, 2001).

With the popularity of the positive psychology perspective, researchers have increasingly focused on the effects of positive psychology on the workplace (Luthans & Youssef, 2004). Positive organizational



psychology has emerged as one of the components of this perspective. Positive organizations encompass the organizational level that fosters enhanced citizenship qualities among individuals, including benevolence, accountability, tolerance, democracy, virtues, and work ethic (Gillham & Seligman, 1999; Cameron et al., 2003; Seligman, 2012). Positive organizational psychology refers to the scientific investigation of positive subjective experiences and positive human attributes within the context of organizations (Donaldson & Ko, 2010; Llorens et al., 2013). Positive organizational behavior and positive organizational school approaches emerged as a result of positive organizational psychology studies (Luthans, 2002). The study of human resources' qualities and psychological capacities that can be successfully managed, assessed, and developed in organizations is known as positive organizational behavior (Salavano et al., 2013; Luthans, 2002). The use of this approach has the potential to foster more proactivity, cooperation, initiative, and personal accountability among employees in relation to their own career advancement (Salanova et al., 2016). Within the realm of positive organizational behavior, scholars have identified four distinct psychological resources: hope, self-efficacy, resilience, and optimism (Luthans et al., 2007). Since these resources are not depleted like financial resources, they can be used to start all over again when institutions and the market go into crisis (Pryce-Jones, 2010). The positive organizational school tries to understand what best represents the human condition and which approach will best explain the human condition (Cameron et al., 2009). In this context, it examines how motivations such as altruism and contribution to others, along with processes, abilities and methods, reach what results (Bernstein, 2003; Cameron et al., 2009). Positive organizational school, which contains many theories, focuses on variables such as strengths, development, resilience and virtues (Bernstein, 2003).

It is the leadership characteristics that make the leader valuable, make them respected and influence them to lead their followers. One of the most crucial elements for effectively engaging employees in change management is the establishment of a high-quality relationship founded on mutual trust and respect (Abbas et al., 2022). The basis of this relationship is positive psychology. With a positive organizational behavior and positive organizational school perspective, there has been an increased orientation towards optimistic leaders who care about the well-being of their employees, are hopeful, have high self-consciousness and psychological endurance (Luthans et al., 2008; Kelloway & Barling, 2010). These leaders foster environments where employees can collaborate, inspire and learn from each other (Eagly & Chin, 2010; Wasserman et al., 2008; Shore et al., 2011). Although positive leadership is a leadership style in itself (Cameron, 2008), it is seen as an inclusive term for positively oriented leadership styles (Nel et al., 2015). Leadership models that emerged with this understanding; It addresses issues that have been neglected until now, such as creativity, transparency, leadership vision, emotional effects, morality, individualized attention, and inspiration (Toor & Ofori, 2009; Uhl-Bien et al., 2014; Wasserman et al., 2008; Hannah et al., 2014). Transformational leadership (Bass, 1985), servant leadership (Greenleaf, 1977), authentic leadership (Avolio et al., 2004), spiritual leadership (Fry, 2003), resonant leadership (Boyatzis & Mckee, 2005), ethical leadership (Brown et al., 2005), positive leadership (Cameron, 2008), humble leadership (Oc et al., 2015) are among these models that emphasize positive attitudes in leadership. It will not be meaningful to analyze positive leadership studies without explaining the meanings of these leadership models.

Transformational leadership is a model in which the leader puts development and change at the center of the organization, enables the followers to develop their intellectual knowledge and skills, and to keep the organization in a dynamic structure. By creating a vision and mission awareness in the leader group, it increases the interest of the individuals in the group towards the goals. They focus on followers' need for progress, development, and abilities. Individuals prioritize the interests of the group by surpassing their own interests and interests. Valuable leaders transform seemingly less valuable followers (Bass, 1990). This leader-centered theory focuses on increasing the quality of the leader-follower relationship (Uhl-Bien et al., 2014). The servant leadership model is based on the leader encouraging followers to bring out the best in them. For this, the leader communicates directly with his followers. Leaders leverage their understanding of their followers' distinctive attributes and interests to facilitate the actualization of their followers' capabilities. The act of fostering self-confidence is achieved through various means, as outlined by Lord et al. (1999). These include serving as a role model, instilling confidence, offering information, providing feedback, and making available necessary resources (Liden et al., 2008). In the spiritual leadership model, leaders meet the needs of both themselves and their followers to achieve spiritual liberation through desire and belonging. A leader creates a vision that his followers voluntarily share, so he feels and feels that life has meaning and purpose. In environments where spiritual leaders are present, a culture based on self-sacrifice is formed in which feelings of belonging, being understood, accepted, and appreciated by oneself and others are formed (Fry, 2003). Authentic leaders are transparent and clear people with high self-

awareness. Leaders reveal and emphasize their values and act consistent with their values. Therefore, they are reliable. They share information with their followers. They discover and give importance to the personal values and feelings of their followers. These features enable their followers to perceive the moral values and competencies of their leaders (Walumbwa et al., 2010; Beddoes-Jones & Swailes, 2015). Resonant leaders communicate well with the people around them and know who will do what and why in harmony. These leaders have a high level of emotional intelligence, build trusting relationships and create inspiration. They empathize and understand people and develop bonds between them, arousing excitement in the organization (Boyatzis & McKee, 2005; McKee & Massimilian, 2006). Ethical leadership is a form of leadership in which the leader displays normative behaviors and supports followers to exhibit such behaviors. One noteworthy characteristic of ethical leadership is in its emphasis on the internalization of moral attitudes, the cultivation of moral character in individuals, the role of managers in promoting morality, and the demonstration of idealized influence. Positive leaders focus on interpersonal development, support employees to display virtuous behaviors and encourage the expression of positive emotions of employees (Cameron, 2013; Kelloway et al., 2013; Wegner, 2016). Humble leaders have a realistic point of view about themselves and are humble. They are people who show their strengths and successes, they empathize, they behave respectfully and fairly. They are exemplary people with these aspects. They are mentors who encourage working together for the common benefit (Oc et al., 2015).

Research has revealed that positivity is extremely important for leaders, followers and organizations in difficult times (Avey et al., 2011; Youssef & Luthans, 2013; Wegner, 2016; Hoch et al., 2018; Ekşili & Alparlan, 2021). Adopting positive approaches in leadership positively affects the hope, efficiency, optimism and resilience of employees. Moreover, in increasingly complex situations, leaders' sources of positivity will tend to run out. Leaders also need to protect these resources (Avey et al., 2011). The aim of this study is to examine the studies on positive leadership in the literature, to identify the trends towards positive leadership and to present a general assessment of the field of application. The current research situation on "positive leadership" has been tried to be revealed through bibliometric analysis including performance analysis and science mapping. To increase, measure and analyze the knowledge of the scientific literature on positive leadership styles, a bibliometric analysis was conducted with data from the Web of Science (WoS) database.

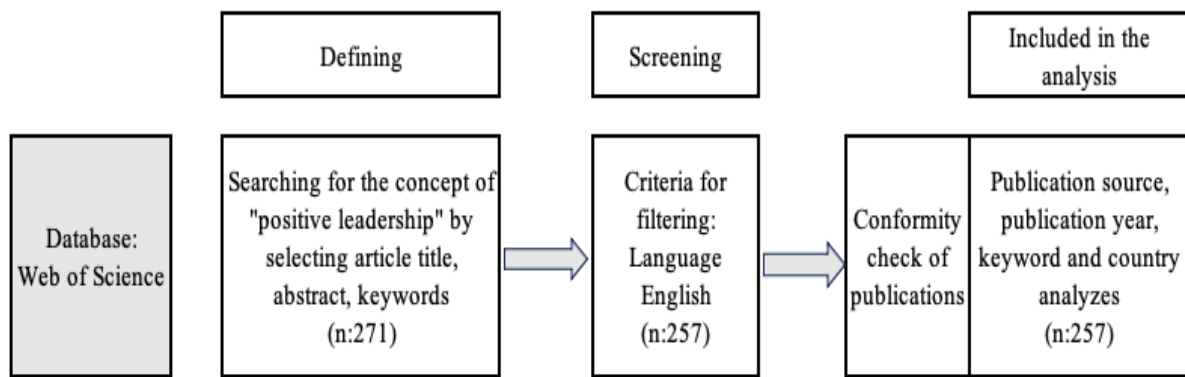
## Method

### Bibliometric Analysis

Bibliometric analysis is a method to investigate the performance of related components and themes of publications in a particular subject area and to map the interrelationships between them (Cobo et al., 2015). Therefore, it provides visualization and explanation of scientific production with objective techniques (Guzeller & Çeliker, 2018). Bibliometric analysis studies, as discussed by Wolfram (2003), employ quantitative methods to analyze written publications. These studies typically utilize a range of bibliometric indicators, including bibliographic matches, common citations, geographical or institutional performance indicators, and keywords related to topics, disciplines, and authorship types. The series places its emphasis on either a comprehensive or particular matter (Dalpe 2002; Lin 2012; Leong et al., 2020). Bibliometric analysis helps to examine the development and thematic structure of a research field (Valtakoski, 2020) as it offers a transparent, reliable, systematic and objective process (Aria et al., 2020). Bibliometric analysis (Durieux & Gevenois, 2010), which includes three basic indicators as quantity indicators, quality indicators and structural indicators, includes two basic procedures consisting of performance analysis and science mapping analysis (Borner et al., 2003). Bibliometric analyzes make it possible to understand the progress of research on a subject. Additionally, it facilitates the advancement of prospective avenues of investigation by means of its signs (Cadavid-Higuaita et al., 2012). This method arose out of the need to evaluate scientific production and interpret results. When bibliometric research is examined, it is seen that it is used to present a general view of the subjects studied in the field, to identify research trends, to reveal the emphasized concepts, to draw attention to the leading researchers who contribute to the field and to the actors who play a leading role in the productivity of the country, resource and institution (Arslan, 2022).

The papers falling within the purview of the study were subjected to examination using the techniques of performance analysis and science mapping. Performance analysis encompasses several measures that assess both the scientific production and the impact of a particular field of knowledge. Countries of origin of scientific production, authors, institutions, collaboration, sources, keywords, citations, number of publications, number of citations and some citation thresholds were used (Merigo et al. 2015). Vosviewer (van Eck & Waltman, 2010) software was used in the science mapping method.

The software integrates visualization methods and clustering algorithms to generate comprehensive outcomes from several analyses, including bibliographic coupling, co-existence of citations and keywords.



**Figure 1:** Flow Chart of the Research

In the WoS database, 292 publications were scanned by selecting the "positive leadership" keyword "all field" for the search criteria. Later, these concepts were scanned by selecting 'title', 'abstract', 'keywords' and the number of publications decreased to 271. When English was chosen as the publication language, 257 publications were reached. The 257 data obtained in the study were analyzed through co-authorship, citation, bibliographic matching, co-citation and concept association analysis, and analyzed through author, document, source, organization, country and keywords.

**Findings**

When the distribution of publications accessed from the WoS database is examined according to publication years, it is seen that the first article on positive leadership models in the field of management and business was published in 1982. The number of publications, which did not exceed one per year until 2003, has increased with the accelerating momentum since this year. The spread of positive psychology understanding since the 2000s and the adoption of positive organizational behavior and positive organizational school approaches from this perspective may have played a role in this increase. The annual number of publications was five in 2007, and the year 2022 was the year with the highest production of positive leadership literature, with 36 annual publications. Table 1 shows the distribution of the examined publications by years.

**Table 1:** Distribution of Publications on Positive Leadership by Years

Year	Number of Document	Year	Number of Document	Year	Number of Document
2023	18	2014	12	2005	2
2022	36	2013	16	2004	1
2021	31	2012	6	2003	2
2020	25	2011	6	2002	1
2019	18	2010	5	2001	1
2018	20	2009	5	1993	1
2017	18	2008	1	1992	1
2016	8	2007	5	1985	1
2015	12	2006	4	1982	1

Of these publications made between 1982-2023, 233 are articles, 13 are proceeding papers, 8 are book chapters, and 3 are editorial materials. Considering the distribution of the publications in WoS Categories, it is seen that the most publications are made in the Management (n=84) field. Then comes the fields of Psychology Applied (n=34) and Business (n=29). It is seen that Nursing (n=22) is in the fourth place. Categories and frequencies are presented in Table 2.

**Table 2:** WoS Categories

Web of Science Categories	Number of Publication
Management	84
Psychology Applied	34
Business	29
Nursing	22
Psychology Multidisciplinary	21
Education Educational Research	20
Public Environmental Occupational Health	17
Health Care Sciences Services	14
Environmental Sciences	10
Health Policy Services	9

**Analysis of Bibliometric Mapping**

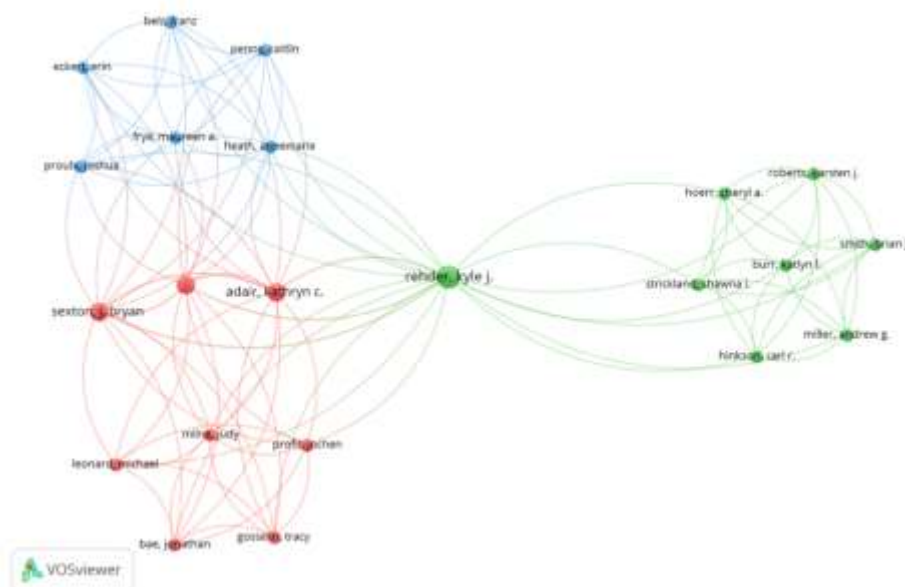
In bibliometric mapping, co-authorship, citation, bibliographic coupling, co-citation and co-occurrence analyzes were performed. These mappings made in different analysis units are presented below.

**Co-authorship Analysis**

It is used to identify sources, references or authors of central importance in the field. It presents the scientific cooperation structure of the relevant field in a concrete and comprehensive way. In our study, in this type of analysis, in addition to author collaboration, country collaboration analysis is also presented.

**Co-authorship of Authors**

In order to identify the most connected and collaborating authors, a network map was created by determining at least 1 publication and at least 1 citation criteria. According to the analysis made among the 22 authors with the highest connection among them, a total of 103 connections are seen in 3 clusters. Fred Luthans, who is one of the most cited authors and produced the most works (4 publications), does not appear among the related authors. Gerry Larsson (3 publications), Thomas Rigotti (3 publications), Marcel Meyer (3 publications) and Przemyslaw Zbierowski (3 publications) do not appear among the associated authors. In addition, there are 3 publications by Kyle J. Rehder, two publications by Kathryn C. Adair and Bryan J. Sexton, among the authors on the network. All other authors in the network have only one publication. It is also seen that the authors with the highest number of citations after Luthans (William Bommer 501 citations, James Dulebohn 501 citations, Julia Hoch 501 citations, Dongyuan Wu 501 citations and Carolyn Youssef-Morgan 449 citations) are not affiliated authors. The co-author network map is shown in Figure 2.



**Figure 2:** Co-authorship Map of Authors

Co-authorship of Countries

A network map was created by determining at least 1 publication criterion in order to identify the countries with the most connections and cooperation. According to the analysis made among the 46 countries with the highest connection among them, a total of 291 connections are seen in 10 clusters. It can be seen that the most cooperated countries are the USA and, respectively, Australia, England, Canada, the Netherlands and China. The map of the countries with the most cooperation in co-authored studies is presented in Figure 3.

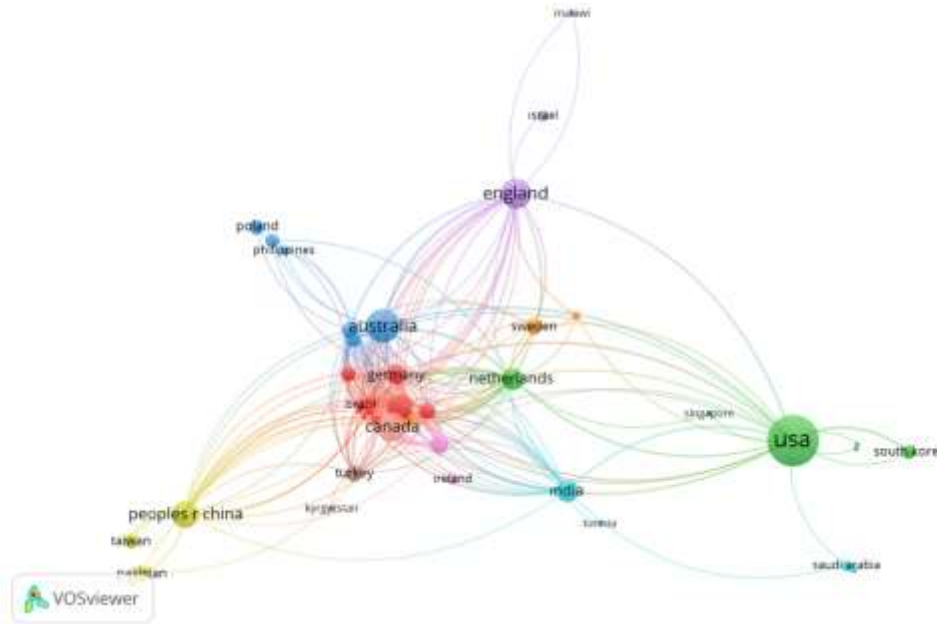


Figure 3: Co-authorship Map of Countries

Citation Analysis

Citation analysis allows to identify citation networks and to observe the evolution of the literature in the relevant field. The citation network, on the other hand, shows the link between items in which one item refers to another. These links can be used to measure or digitize the site-specific historicity of the relevant area (Marx & Bornmann, 2016; Arslan, 2022). In the study, citation analysis of authors, countries, organizations and documents was performed.

Citation of Authors

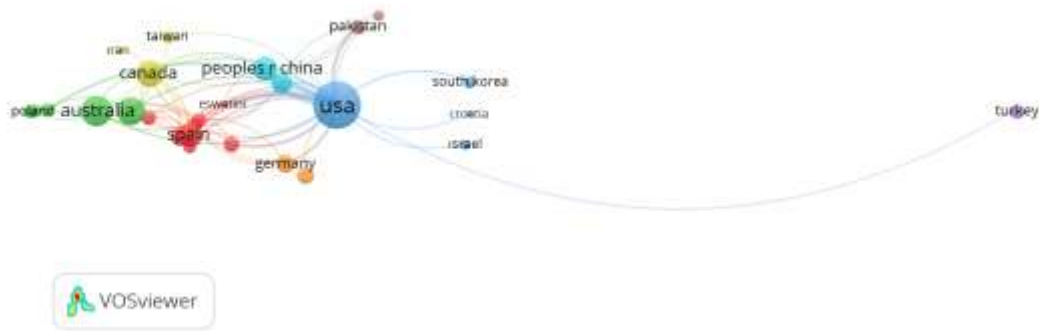
In order to identify citation networks, a network map of author citation analysis was created with at least 1 publication and at least 1 citation criteria. In the analysis made on 160 units, which are seen to be interconnected, a total of 13 clusters, 705 connections and total connection strength were determined as 757. The most cited authors, Fred Luthans (675 citations), William Bommer (501 citations), James Dulebohn (501 citations), Julia Hoch (501 citations), Dongyuan Wu (501 citations), and Carolyn Youssef-Morgan (449 citations) also rank in the top three in terms of overall link strength. The citation of authors network map is shown in Figure 4.



Figure 4: Citation of Authors Map

### Citation of Countries

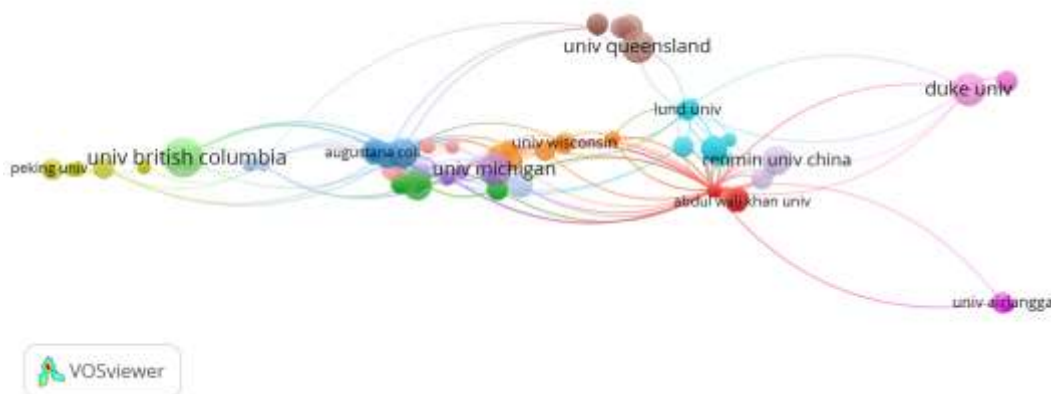
The citation analysis made in the country analysis unit refers to the cooperation of the countries. In order to create a network map of the citations of the publications according to their countries, analysis was made on 28 observation units that were related to each other within the scope of the criteria of at least 1 publication and 1 citation by a country. 8 clusters, 76 links and 148 total link strengths were determined. The most cited countries were the USA (2394 citations), Canada (787 citations) and Australia (599 citations). In terms of total link strength, the USA and Canada are in the first two, and Spain is in the third place with 71 citations. In terms of the number of works, the ranking is as follows: USA (69 publications), Australia (28 publications) and England (24 publications). Turkey seems to cooperate only with the USA, with 7 publications and 27 citations. The citation of countries network map is shown in Figure 5.



**Figure 5:** Citation of Countries Map

### Citation of Organizations

In order to create a network map of inter-organizational citations, analysis was conducted on 124 observation units that were related to each other within the scope of the criteria of at least 1 publication and 1 citation by an organization. A total of 17 clusters, 377 connections, and a total connection strength of 418 were determined. The organizations represented by the most publications were the University of British Columbia (7 publications), the University of Michigan (5 publications), Duke University (5 publications), and the University of Queensland (5 publications). The organizations that produced the most cited publications were the University of Nebraska (539 citations), Bellevue University (523 citations), California State University Fresno (501 citations), and California State University Northridge (501 citations), respectively. Michigan State University is also in third place with 501 citations. In terms of total connection strength, the top five institutions have the strongest ties. The citation of organizations' network map is shown in Figure 6.



**Figure 6:** Citation of Organizations Map

### Citation of Documents

Another analysis conducted as part of the research is the examination of the citation network map, with the document serving as the unit of analysis. The analysis was conducted by incorporating papers that had a minimum of five citations out of a total of 257 documents. From this pool, 128 studies met the specified criteria and were selected for further examination. As a result, a cluster comprising 45 interconnected components was identified. Based on the available data, it can be observed that the research conducted by Hoch et al. (2018), Luthans & Youssef-Morgan (2017), and

Avey et al. (2011) have the most extensive citation network relationship. It can be said that these studies are important in the field of positive leadership. The citation of documents map is shown in Figure 7.

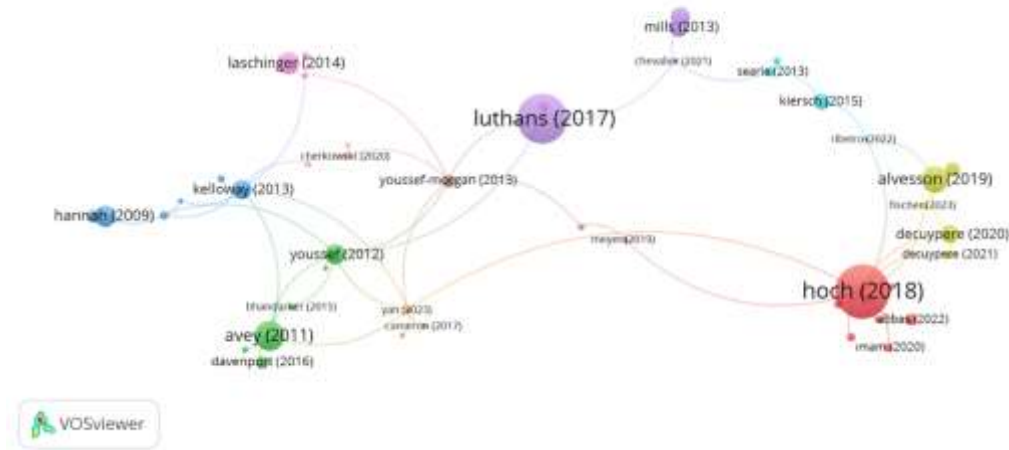


Figure 8: Citation of Documents Map

### Bibliographic Coupling Analysis

When two different scientific studies refer to the same study together, the occurrence of a match is an indication that there is a bibliographic coupling, that is, an implicit relationship between these two different scientific studies (Arslan, 2022). In the study, bibliographic coupling maps of sources, documents, and authors were examined.

#### Bibliographic Coupling of Sources

It was determined that a total of 188 different sources were published. Accordingly, the lower limit for the number of publications published by a source is 1, and the number of citations is 30. A total of 35 sources meeting these conditions were reached. Accordingly, in publications on positive leadership, a map of the journals most strongly associated with a particular focus journal was reached. The results showed a resource network map of positive leadership studies with 35 sources, six clusters, 350 connections, and 3078 total connection strength. Accordingly, the sources with the highest bibliographic matching network power were Leadership & Organizational Development Journal, Frontiers in Psychology and International Journal of Environmental Research and Public Health, Journal of Leadership & Organizational Studies, Current Psychology, and Leadership Quarterly, respectively. The source bibliographic coupling network is shown in Figure 8.

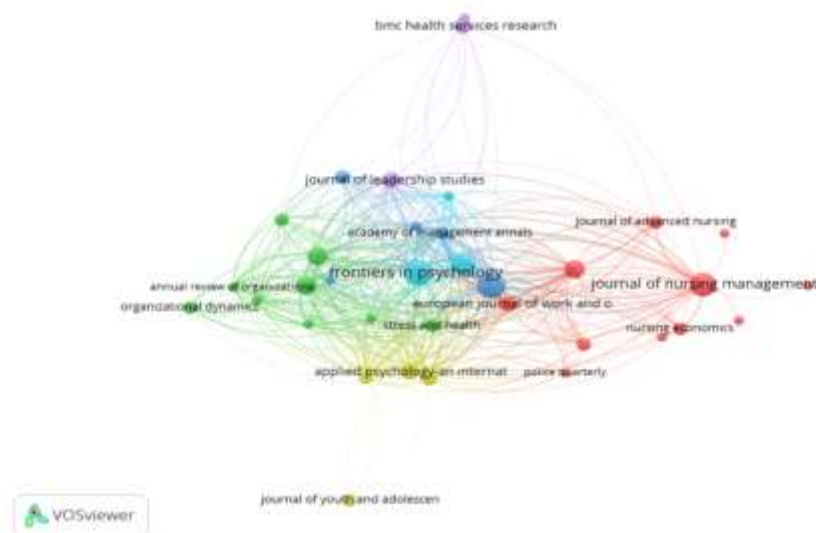


Figure 8: Source Bibliographic Coupling Network



Bibliographic Coupling of Documents

Bibliographic coupling of documents refers to the case of citing a common publication in two independent documents. According to the analysis made with 169 documents, which were selected with the criterion of having at least 1 citation for the analysis and which were linked, 13 clusters were formed. The total number of connections is 3584. The publications with the most bibliographic coupling were Hoch et al. (2018) with 501 citations, Luthans & Youssef-Morgan (2017) with 422 citations, and, Nancarrow et al. (2013) with 291 citations. The works with the highest total link strength were Fischer & Sitkin (2023), Decuyper & Schaufeli (2021), and Luthans & Youssef-Morgan (2017), respectively. Document bibliographic coupling network is shown in Figure 9.

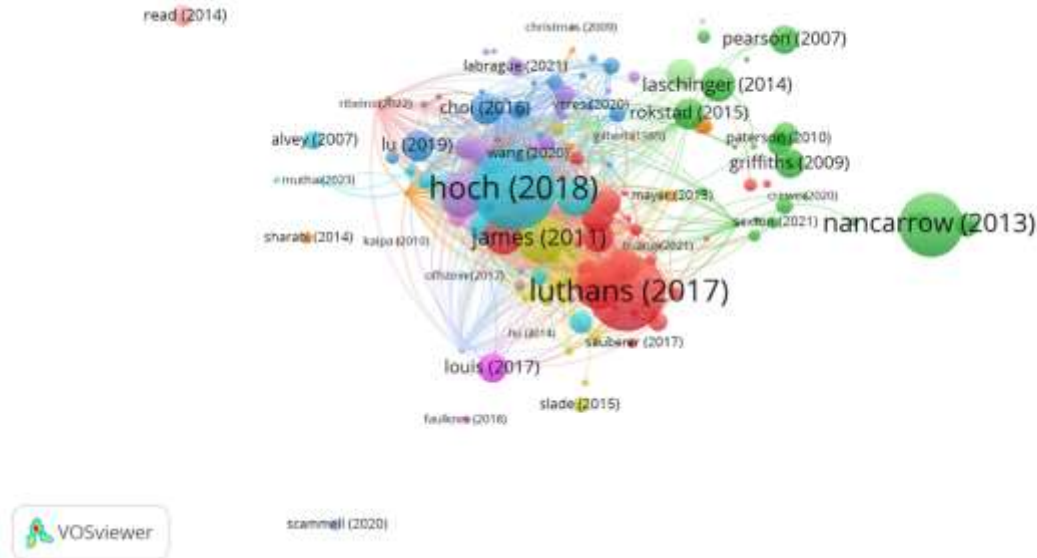


Figure 9: Document Bibliographic Coupling Network

Bibliographic Coupling of Authors

According to the analysis made with 552 authors who were selected with the criteria of at least 1 publication and 1 citation and who were linked, 26 clusters, 34221 links and 144420 total link strengths were obtained. The authors with the most bibliographic matches were Fred Luthans with 675 citations (2784 link strength), William Bommer with 501 citations (1324 link strength), and James Dulebohn with 501 citations (1324 link strength). The bibliographic coupling of the authors is shown in Figure 10.

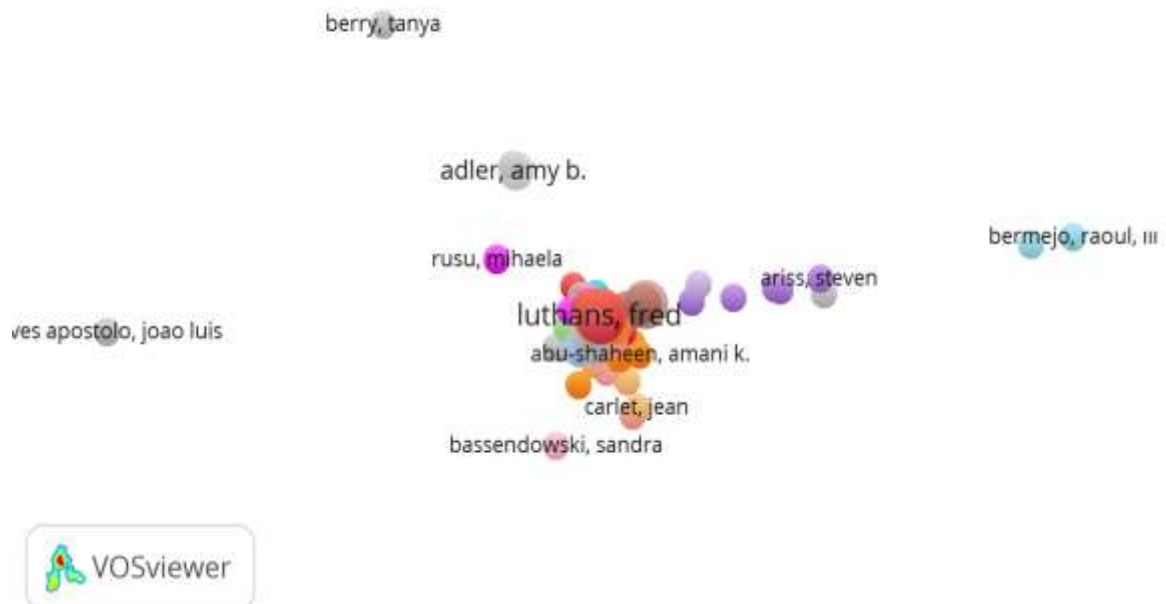


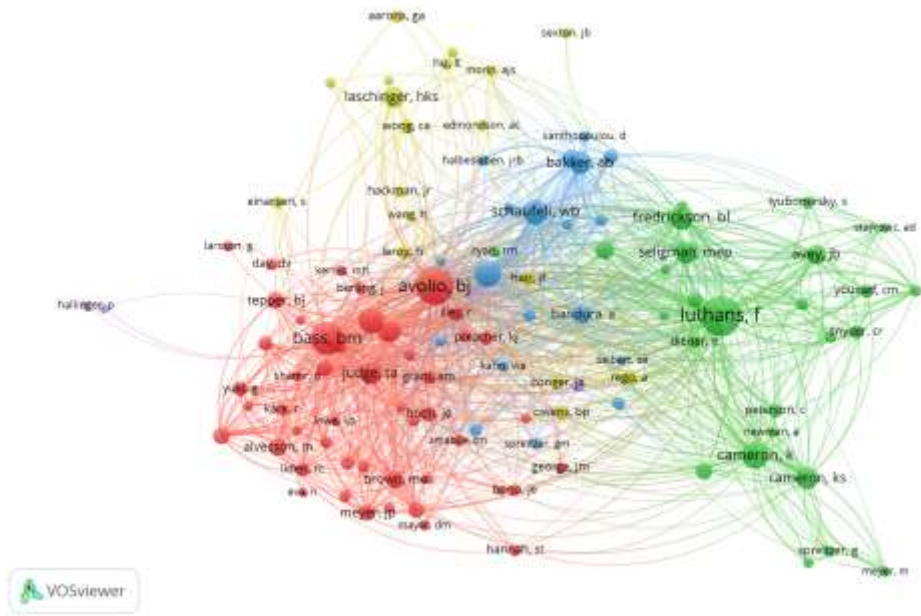
Figure 10: Authors Bibliographic Coupling

**Co-citation Analysis**

Co-citation analysis is used to identify the most influential authors, publications, and sources in the field. It is defined as the frequency with which two publications are cited together. Frequency is determined by comparing the lists of two cited works included in the scientific citation index and counting them.

**Co-citation of Authors**

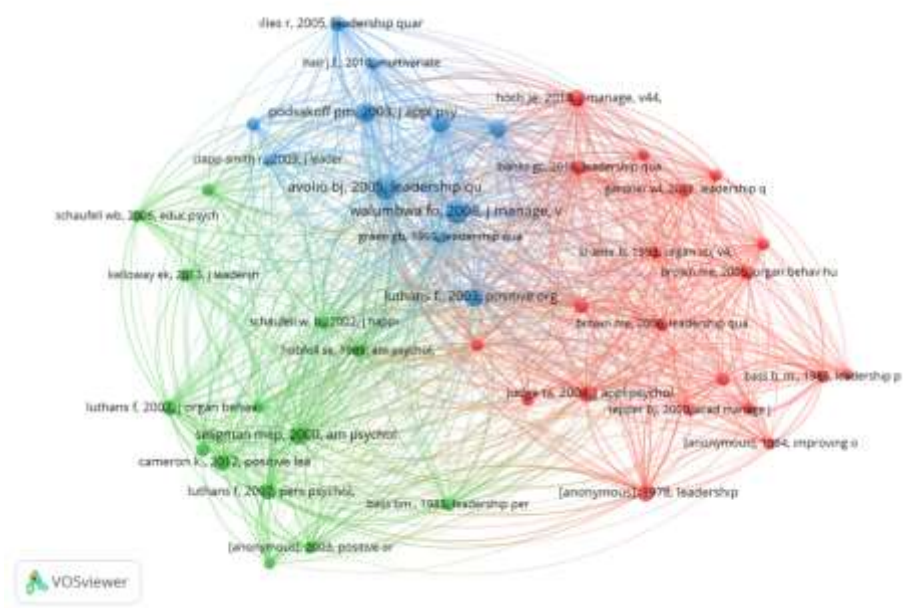
Different sources cited in a publication are called "co-citations." A total of 5 clusters, 4359 connections, and 28417 total connection strengths were determined according to the analysis made on 115 units with a minimum of 10 citations. The most commonly cited authors were Fred Luthans (153), Bruce J. Avolio (139), and Bernard M. Bass (107). The co-citation map of authors is shown in Figure 11.



**Figure 11:** The Co-citation Map of Authors

**Co-citation of References**

A total of 3 clusters, 816 connections, and 2246 total connection strengths were determined according to the analysis made on 45 units with a minimum of 10 citations. The most commonly cited references were Avolio et al. (2005), Walumbwa et al. (2008) and Podsakoff et al. (2003). The co-citation map of references is shown in Figure 12.



**Figure 12:** The Co-citation Map of References

Co-citation of Sources

A total of 7 clusters, 816 connections, and 11118 total connection strengths were determined according to the analysis made on 192 units with a minimum of 10 citations. The most commonly cited sources were Leadership Quarterly, Journal of Applied Psychology, and Academy of Management Journal. The co-citation map of sources is shown in Figure 13.

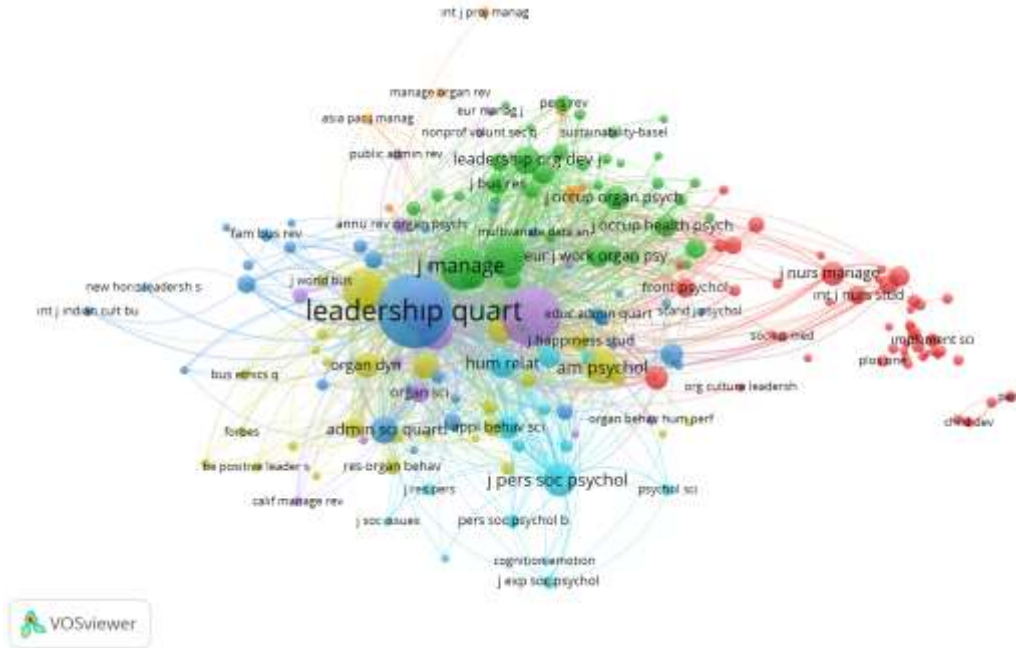


Figure 13: The Co-citation Map of Sources

Co-occurrence Analysis

Co-occurrence of All Keywords

The co-occurrence of the publications included in the research was carried out in the keyword analysis unit. A total of 779 keywords were identified. Since the keywords reflect the themes focusing on a specific area to some extent, the condition of appearing together at least four times was chosen. It created 28 terms, 4 clusters, and 107 connections that met this condition. When we look at the most frequently used keywords in the publications about positive leadership, there are leadership with 49 repetitions, positive leadership with 35 repetitions, authentic leadership with 19 repetitions, and transformational leadership with 14 repetitions. In terms of total connectivity strength, the strongest expressions were leadership, positive leadership, authentic leadership, and transformational leadership. The keyword network is shown in Figure 12.

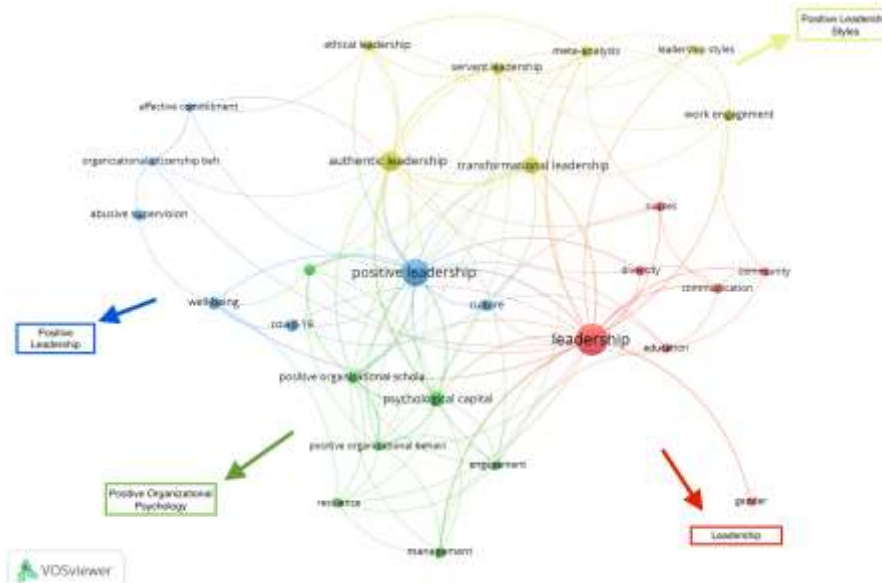


Figure 12: Network of Keyword Co-occurrence

## Conclusion

In the study, the concept of "positive leadership" was scanned in the titles, keywords and abstracts of the publications in the WoS database. Bibliometric analysis of the obtained publications was made and their current status was examined. According to the results of the bibliometric analysis within the scope of the research, it is seen that the studies on "positive leadership" were first published in 1982. A total of 271 publications have been published so far, English publications have been filtered and 257 publications have been reached. Most of the publications are in the article type. Upon examining the distribution of publications through time, it becomes evident that the quantity of publications remained in the single-digit range for around two decades (1982-2012). The number of publications, which did not exceed six per year until 2013, has increased with an increasing momentum since this year. The spread of positive psychology understanding since the 2000s and the adoption of positive organizational behavior and positive organizational school approaches from this perspective may have played a role in this increase. While the annual number of publications was 5 in 2007, the year 2022 was the year in which positive leadership literature was produced the most, with 36 years of publications. In the study of Martín-del-Río et al. (2021), there are similar period intervals in the field of positive organizational behavior. The observed rise in the quantity of publications serves as an indicator of the progressive advancement inside the field.

When it comes to the distribution of publications in the WoS categories, the most publications are in the area of "management", followed by the areas of "applied psychology" and "business". Nursing ranks fourth, ahead of other fields. The most broadcasting and most cited country in the field of positive leadership has been identified as the United States. The evolution and advancement of the discipline of positive psychology accelerated with Martin Seligman, who adopted the positive perspective in psychology, becoming President of the American Psychological Association in 1998. One area influenced by positive psychology was organizational studies. So it makes sense for the USA to take the lead in positive leadership. It has been determined that publications originating from Turkey contribute to the international literature in the 14th place with 7 publications. Publications in Turkey are generally between 2018 and 2023. On the map of inter-country cooperation, Turkish-born publications only show cooperation with the USA. When it comes to inter-country cooperation, the USA, Australia, England and China appear to be the countries that cooperate most.

According to the citation analysis, it has been determined that the most cited author is Fred Luthans, who is defined as the founder of positive organizational behavior and psychological capital. The most cited document is Hoch et al. (2018) "Do Ethical, Authentic, and Servant Leadership Explain Variance Above and Beyond Transformational Leadership? A Meta-Analysis" study. The most cited source is the Journal of Nursing Management. The prominence of a journal that publishes in the field of nursing in the cited sources has revealed that positive leadership studies in the field of health are effective.

According to the bibliographic coupling analysis, which emerged when the two studies cited the same publication, the sources with the most coupling are Leadership & Organizational Development Journal, Frontiers in Psychology, and the International Journal of Environmental Research and Public Health. Publications with the most coupling are Hoch et al. (2018), Luthans & Youssef-Morgan (2017), and Nancarrow et al. (2013). The authors with the most couplings are Fred Luthans, William Bommer, and James Dulebohn.

According to the co-citation analysis, the most cited reference is "Avolio, B. J., and Gardner, W. L. (2005). Authentic Leadership Development: Getting to the Root of Positive Forms of Leadership. The Leadership Quarterly, 16(3), 315-338". This publication can be said to be productive for the field. The most commonly cited authors in positive leadership studies are Fred Luthans, Bruce J. Avolio, and Bernard M. Bass. The most commonly cited sources are Leadership Quarterly (746 citations) and the Journal of Applied Management (493 citations), respectively. Researchers who will work in the field of positive leadership styles should consider these journals and authors.

According to the keyword analysis, the most frequently used words in positive leadership studies were gathered in four different clusters. These clusters are named according to the density of the words that make up the clusters. The first cluster is the leadership cluster, in which demographic variables are also included in the keywords. Keywords in this cluster are diversity, communication, gender, community, and nurses. Considering the distribution of publications in WoS categories, it is seen that there are twenty-two publications in the field of nursing. Although the number of publications is low compared to the field of management, it has been determined that the number of citations in the field of nursing is quite high. In the citation analysis, it was observed that nursing publications formed a separate cluster. The second cluster is named positive organizational

psychology, which includes the concepts of engagement, management, positive organizational behavior, positive organizational scholarship, positive psychology, psychological capital, and resilience. The formation of this cluster is meaningful since the development of leadership styles in the last two decades is explained by the theoretical foundations of positive organizational psychology (Luthans et al., 2013; Avey et al., 2011). In the keyword analysis, the third cluster was gathered under the title of positive leadership. In this cluster, besides positive organizational outcomes such as well-being, organizational citizenship behavior, and culture, there is also abusive supervision, in which positive leadership is in a negative relationship. Positive leadership approaches have an impact on employee well-being (Cameron, 2008; Kelloway et al., 2013; Cherkowski, 2018; Skakon et al., 2010; Kara et al., 2013). For this reason, it has been one of the variables used in the studies. The fourth cluster is named positive leadership styles because it includes the concepts of authentic leadership, transformational leadership, ethical leadership, and servant leadership. Although positive leadership is a leadership style (it was the most used leadership style in keywords,  $n = 49$ ), it is a concept used to describe positive leadership styles (Stander & Coxen, 2017). The most common concept in this cluster was authentic leadership, with 35 repetitions. Proportional leadership has been used more in the literature as one of the positive leadership styles than other leadership styles.

This study, which provides an overview for researchers who will work in the field of positive leadership, gives a list of the most cited sources, authors, documents, and keywords in which positive leadership is used together. The study has some limitations. The biggest limitation of the study is that positive leadership is included in the analysis of the studies listed in the WOS Core Collection; databases such as Scopus and other sources that cannot be accessed online are out of the scope of the study. It is recommended to analyze different databases in future studies. It is important to analyze the positive leadership styles, which are increasingly on the agenda of researchers, in the domestic literature.

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