

Mapping the Landscape of Authentic Leadership: A Bibliometric Analysis of its Influence on Entrepreneurial Performance

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Abstract

This bibliometric analysis, titled "Mapping the Landscape of Authentic Leadership: A Bibliometric Analysis of its Influence on Entrepreneurial Performance," delves into the vibrant and evolving field of Authentic Leadership. By examining a decade's worth of research publications, this study unveils crucial insights into the adaptability and relevance of Authentic Leadership in addressing contemporary leadership challenges. The dynamic year-by-year distribution of publications serves as a foundation for future investigations, encouraging scholars to delve deeper into evolving priorities and interests within this domain. Key journals, including Leadership Quarterly, Journal of Business Ethics, and Leadership and Organization Development Journal, emerge as central hubs in the academic discourse on Authentic Leadership, fostering a rich and multifaceted discussion within the academic community. Notably, the United States, with significant contributions from the United Kingdom, Canada, and Australia, plays a pivotal role in driving research on Authentic Leadership, underscoring the global nature of this field. Additionally, an analysis of primary research keywords provides a lens through which the dynamic nature of Authentic Leadership research is revealed, offering valuable direction for future investigations. Researchers can utilize these keywords as guides for the development of new research topics and questions in the domain of Authentic Leadership. The implications of this review extend to both researchers and practitioners, emphasizing the adaptability and evolving nature of Authentic Leadership in addressing contemporary leadership challenges. Furthermore, this study underscores the importance of key journals as primary outlets for disseminating research work. As we look to the future, the agenda for research on Authentic Leadership should consider cross-cultural perspectives, practical application, gender and diversity intersections, methodological advancements, the impact on performance, and ethical dimensions. Authentic Leadership offers a dynamic landscape with promising opportunities for researchers to explore new dimensions and applications, ultimately contributing to addressing the leadership challenges of our time.

Keywords: Authentic Leadership, Entrepreneurial Performance, Bibliometric Analysis

Introduction

Leadership is a critical factor in the success of entrepreneurial endeavors, shaping organizational culture, decision-making, and performance outcomes (Avolio & Gardner, 2005; Lowe et al., 1996). In the dynamic and competitive landscape of entrepreneurship, the concept of authentic leadership has gained substantial attention (Avolio & Gardner, 2005; George, 2003). Authentic leadership, as defined by Avolio and Gardner (2005), emphasizes the importance of genuine and transparent leadership behaviors that promote trust, open communication, and ethical conduct. The influence of authentic leadership on entrepreneurial performance is a topic of increasing interest within the research community (Leroy et al., 2015; Walumbwa et al., 2008), as it explores the potential benefits of authenticity in leadership for driving innovative, sustainable, and profitable ventures.

This bibliometric analysis aims to map the landscape of research on authentic leadership and its impact on entrepreneurial performance. The study involves two main variables: authentic leadership and entrepreneurial performance. Authentic leadership is the independent variable, characterized by leader behaviors that encompass self-awareness, relational transparency, moral perspective, and balanced processing (Walumbwa et al., 2008). Entrepreneurial performance, the dependent variable, encompasses a range of outcome measures such as innovation, financial performance, growth, and sustainability within entrepreneurial organizations (Wiklund & Shepherd, 2005).

The objective of this study is to provide a comprehensive overview of the existing body of literature related to authentic leadership and its impact on entrepreneurial performance. By systematically analyzing and synthesizing the available research, we seek to identify key trends, gaps, and emerging themes in this field (Yan et al., 2016). This analysis will help researchers, practitioners, and policymakers gain a deeper understanding of the relationships between authentic leadership and entrepreneurial performance (Leroy et al., 2015), facilitating the development of evidence-based strategies to enhance leadership practices and outcomes within entrepreneurial contexts.

Research Questions

To achieve this objective, the study addresses the following research questions:

- RQ1 What is the year-by-year distribution of the Landscape of Authentic Leadership publications over the last decade?
- RQ2 What are the most relevant journals and authors in the Landscape of Authentic Leadership?
- RQ3 What are the most productive countries in terms of the Landscape of Authentic Leadership?
- RQ4 What have been the primary research keywords in the last decade concerning the Landscape of Authentic Leadership?

By answering these questions, this bibliometric analysis will shed light on the past and present landscape of authentic leadership research in entrepreneurship (George, 2003) and provide valuable insights to guide future studies (Lowe et al., 1996), fostering the advancement of knowledge in this important area.

Research Methodology**Data Collection**

The research methodology for this bibliometric analysis, based on the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) framework, was conducted using

the Scopus database. The aim was to systematically identify, evaluate, and synthesize relevant articles pertaining to the relationship between authentic leadership and entrepreneurial performance.

The following steps outline the data collection process

Initial Search: A comprehensive initial search was conducted in the Scopus database using predefined keywords and phrases related to authentic leadership and entrepreneurial performance. The initial search returned a total of 1,859 documents.

Inclusion and Exclusion Criteria: To narrow down the selection, a set of inclusion and exclusion criteria were applied. Articles were included if they met the following criteria in Table 1.

Table 1

The inclusion and exclusion criteria

Inclusion Criteria	Exclusion Criteria
Articles directly investigating the relationship between authentic leadership and entrepreneurial performance.	Any other articles without these keywords were excluded.
Articles published in peer-reviewed journals, conference proceedings, and books	Thesis, conferences, blogs were excluded.
Articles written in the English language	Any other languages were excluded
Articles published up to the cutoff date of the analysis (2000-2022).	Years before 2000 were excluded, also 2023 were excluded since it is not over yet.

Table 1 illustrates the inclusion and exclusion criteria applied in this review. After applying these criteria, 1,050 documents were identified as relevant for inclusion in this bibliometric analysis.

Data Extraction

To extract pertinent information for the analysis, the following data points were collected from each of the 1,050 included documents: TITLE-ABS-KEY (authentic AND leaders) AND PUBYEAR > 1999 AND PUBYEAR < 2023 AND (LIMIT-TO (DOCTYPE, "ar") AND (LIMIT-TO (LANGUAGE, "English")

Data Analysis

The data extracted from the 1,050 included documents will be analyzed using a combination of bibliometric and PRISMA-based techniques. This review followed many research paper that applied bibliometric analysis for instance (Abuhassna et al., 2023; Abuhassna et al., 2022a; Abuhassna et al., 2022b; Abuhassna et al., 2022c; Abuhassna et al., 2022d; Van et al., 2021; Mamman et al., 2017; AIShehhi et al., 2022a; AIShehhi et al., 2022b; AIShehhi et al., 2022c; Yaarubi et al., 2022; Kiyomi et al., 2022). The primary objective of the analysis is to map the research landscape concerning authentic leadership and its influence on entrepreneurial performance. The analysis will include the following steps:

Descriptive Analysis: This will involve summarizing fundamental characteristics of the included documents, including the distribution of publications over time, prominent authors, and source distribution.

Keyword Analysis: Keywords associated with the documents will be analyzed to identify recurring themes and emerging concepts within the field of authentic leadership and entrepreneurial performance.

Citation Analysis: The number of citations for each document will be scrutinized to identify influential and highly cited works in the field.

Co-Authorship Network Analysis: A co-authorship network analysis will be conducted to discern collaborations among researchers and research groups in the field.

Content Analysis: Qualitative content analysis will be employed to identify common research methods and the principal findings of the included documents.

All in all, PRISMA framework was used to illustrates the framework for these analyses. Figure 1 illustrates the PRISMA framework for this bibliometric analysis.

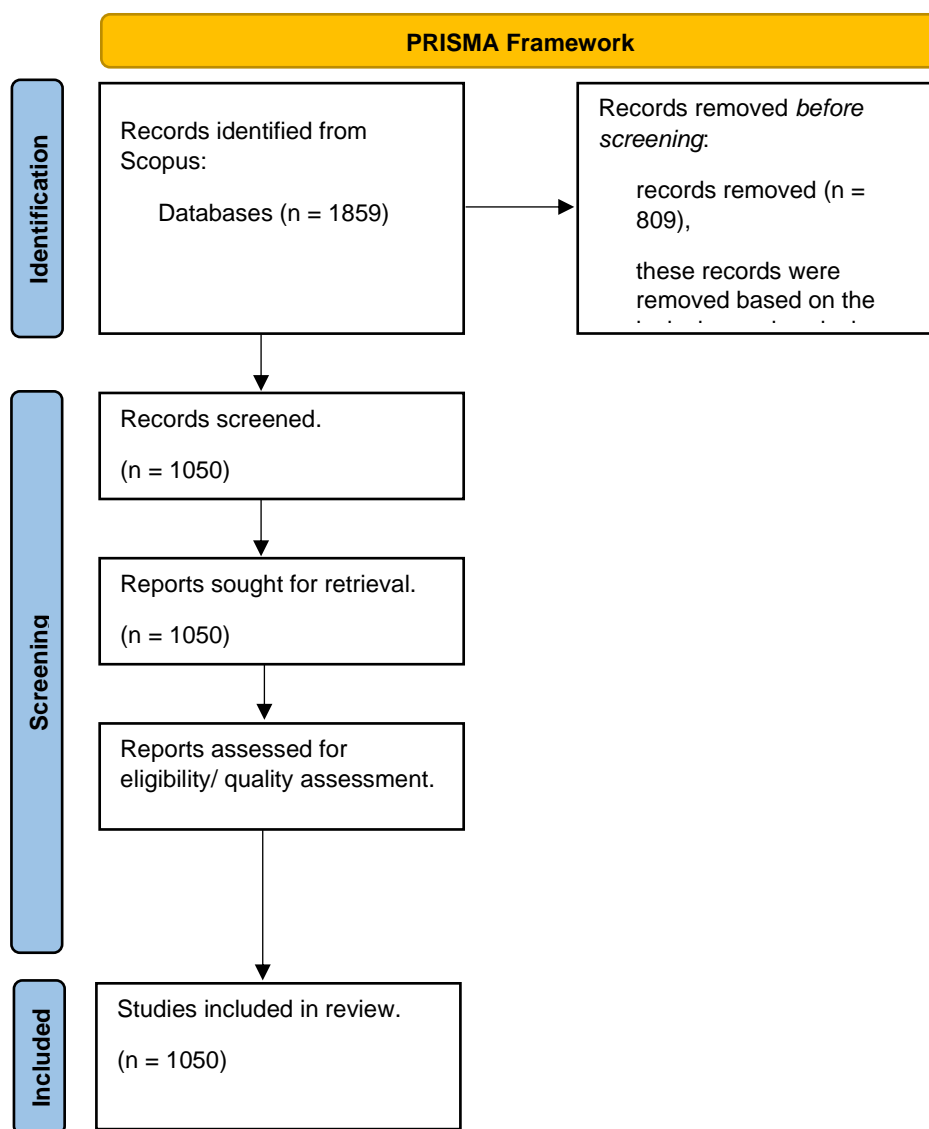


Figure 1: PRISMA Framework

Conclusion

By systematically collecting and analyzing data from 1,050 relevant documents, this bibliometric analysis, following the PRISMA framework as illustrated in Figure 1. Endeavors to offer a comprehensive understanding of the research landscape pertaining to the relationship between authentic leadership and entrepreneurial performance. The analysis will help identify crucial trends, research gaps, and emerging themes in this domain, ultimately contributing to a deeper comprehension of this important area of study.

Results

What is the year-by-year distribution of the Landscape of Authentic Leadership publications over the last decade?

This analysis delves into the year-by-year distribution of publications on the Landscape of Authentic Leadership over the past decade. By examining the temporal trends in research output, we gain insights into the evolving landscape of scholarly work in this field. The year-wise distribution provides a valuable perspective on the growth, shifts, and areas of focus within the study of authentic leadership.

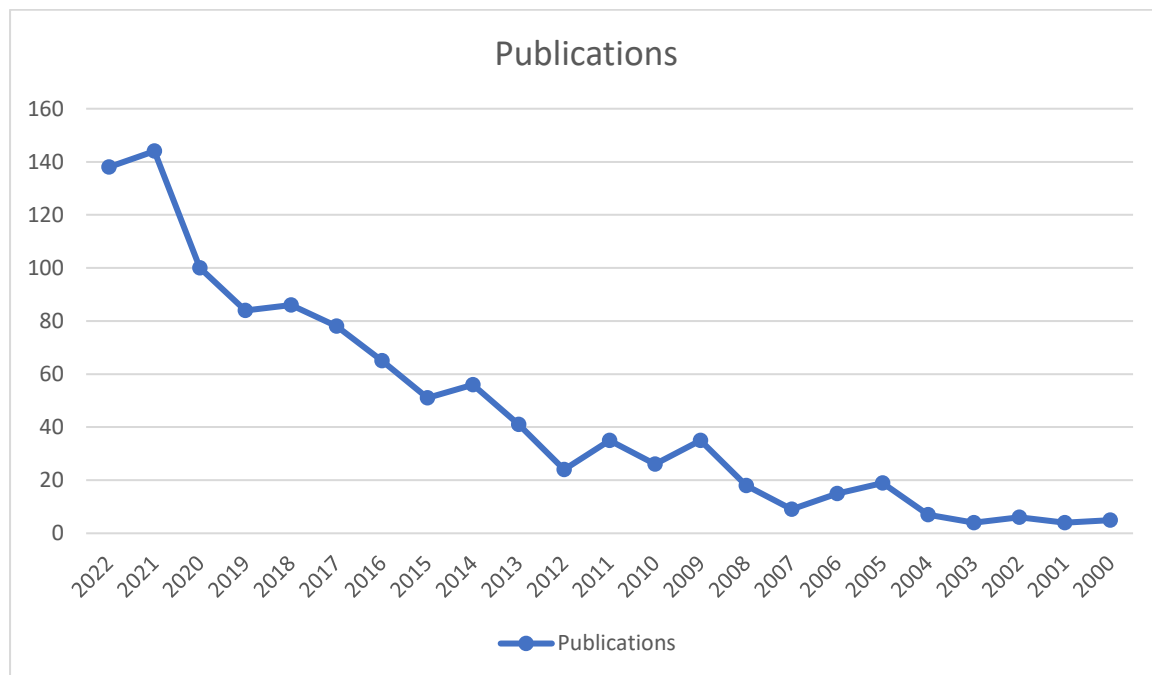


Figure 2: Publications distributions by years.

The provided data in figure 2 represents the year-by-year distribution of publications related to the Landscape of Authentic Leadership from 2000 to 2022. Over this period, there is a noticeable upward trend in research output. The number of publications has generally increased, with a few fluctuations. In the most recent years (2020-2022), there has been a notable rise in publications, reaching 138 in 2022 and 144 in 2021. This upward trajectory suggests a growing interest in the subject of authentic leadership within the academic community. The data also highlights the expansion of this research field, with more scholars and researchers contributing to the discourse, ultimately enriching our understanding of authentic leadership and its implications.

What are the most relevant journals and authors in the Landscape of Authentic Leadership?

In the exploration of the Landscape of Authentic Leadership, it is vital to discern the most influential journals that serve as platforms for disseminating research in this domain. By analyzing the distribution of publications across various journals, we can pinpoint those that have been instrumental in shaping the discourse on authentic leadership. This data provides valuable insights into where the most robust and substantial discussions in this field are taking place.

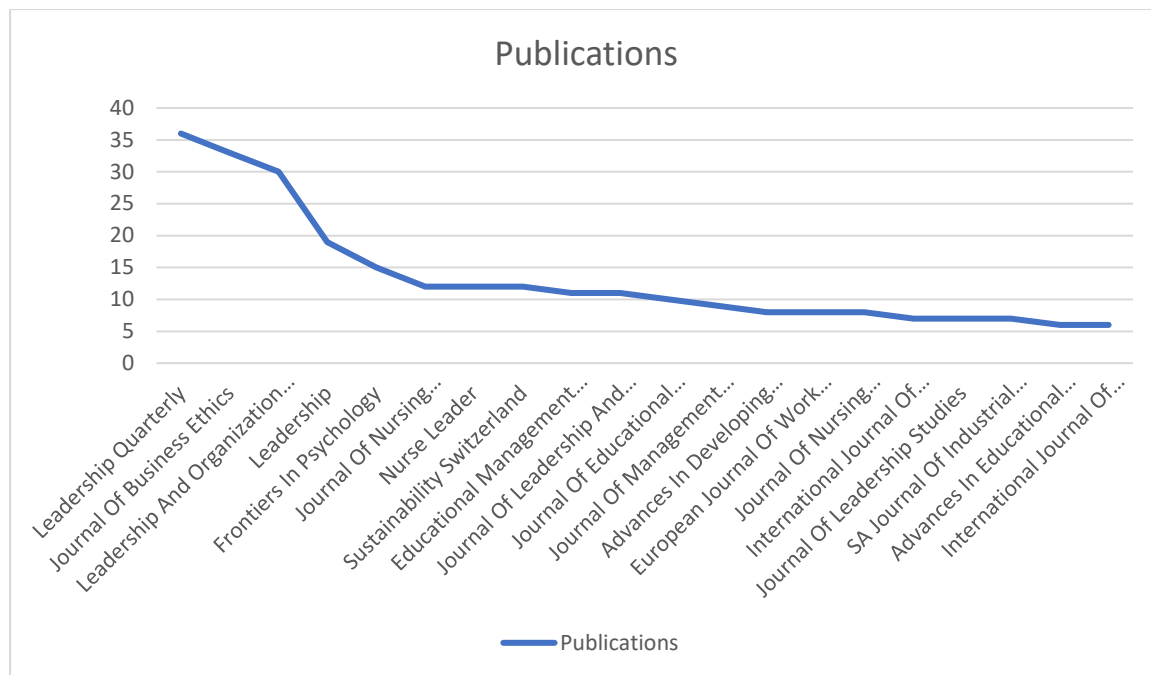


Figure 3: publications distribution by source\journal

Figure 3 illustrates publications distribution by source\journal. To identify the most relevant journals in the Landscape of Authentic Leadership, we examined the distribution of publications across various journals. Notably, Leadership Quarterly emerged as a pivotal journal in this field, with 36 publications, indicating its substantial influence. Journal of Business Ethics closely followed with 33 publications, highlighting its significance in discussions surrounding authentic leadership. Leadership and Organization Development Journal also played a prominent role, contributing 30 publications, further underscoring its importance. Additionally, the journal Leadership made a notable impact with 19 publications. These findings demonstrate the primary journals where research related to authentic leadership is published, offering valuable insights for researchers and scholars interested in this subject. However, it is crucial to recognize that other journals on the list also make significant contributions to the field, collectively enriching the discourse on authentic leadership. To determine the most relevant authors, we would require data specifying the authors and the number of their publications in these journals, as well as considering their citations and overall impact in the academic community.

What are the most productive countries in terms of the Landscape of Authentic Leadership?

The provided data offers insights into the productivity of different countries in terms of the Landscape of Authentic Leadership, indicating the number of publications from each country. To identify the most productive countries in this field, we can analyze the number of publications generated by each country.

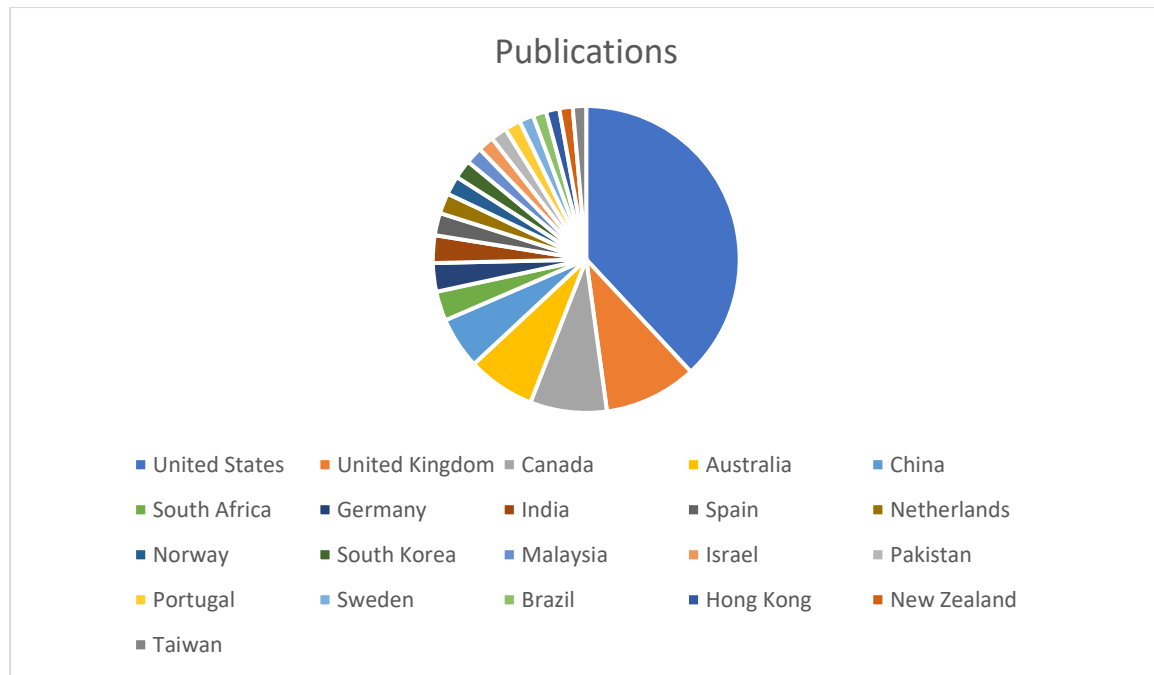


Figure 4: publications distribution by source\journal

Figure 4 shows the Most Productive Countries: United States stands out as the most productive country with a substantial number of publications (405), reflecting its significant role in shaping the Landscape of Authentic Leadership. United Kingdom follows as the second most productive country with 104 publications, indicating a noteworthy contribution to this field. Canada is the third most productive country, with 86 publications, underscoring its active engagement in research related to authentic leadership. Australia takes the fourth position with 76 publications, reflecting a robust presence in the academic discourse on authentic leadership. Figure 5 illustrates the mapping for the most Productive Countries.

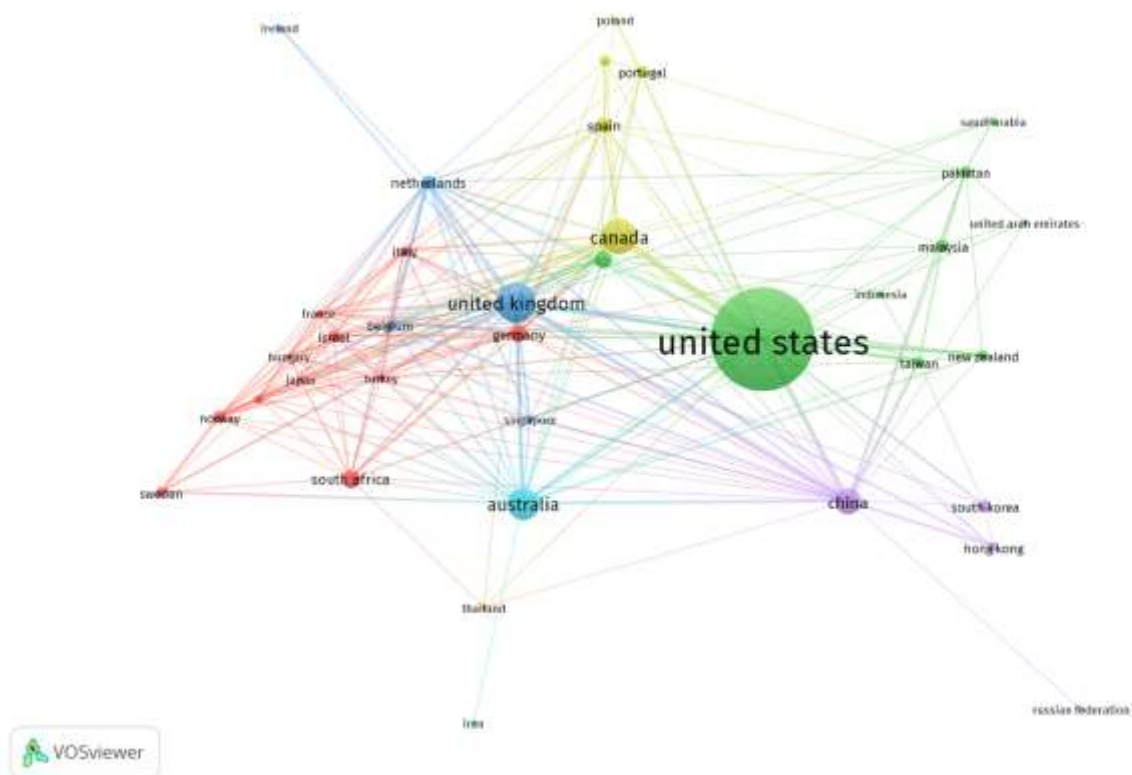


Figure 5 illustrates the mapping for the most Productive Countries.

These countries are the most prolific in terms of generating research publications on authentic leadership. Their contributions significantly influence the development and understanding of this field. It's important to note that while these countries lead in terms of productivity, other nations in the list also make valuable contributions, collectively enriching the Landscape of Authentic Leadership through diverse perspectives and research outputs.

What have been the primary research keywords in the last decade concerning the Landscape of Authentic Leadership?

In the evolving landscape of authentic leadership research, an exploration of the primary research keywords over the last decade is essential. Keywords encapsulate the core themes, trends, and areas of focus in this field, offering valuable insights into the evolving discourse. This analysis aims to identify and illuminate the keywords that have played a central role in shaping the research landscape of authentic leadership during the past decade. Table 2 illustrates the primary research keywords in the last decade concerning the Landscape of Authentic Leadership

Table 2

The Primary Research Keywords In The Last Decade Concerning The Landscape Of Authentic Leadership

Keyword	Occurrences
human	191
leadership	295
humans	146
article	136
female	75
male	72
adult	69
authentic leadership	323
psychology	47
organization and management	43
human experiment	38
questionnaire	34
workplace	29
job satisfaction	37
middle aged	26
nurse	29
perception	31
nursing staff	23
organization	25
interview	24
cross-sectional study	22
qualitative research	30

Table 2 illustrated the most used keywords. Over the past decade, research concerning the Landscape of Authentic Leadership has been characterized by a set of prominent research keywords. "Leadership" and "Authentic Leadership" stand out as the central themes, with 295 and 323 occurrences, respectively, reflecting the core focus on leadership authenticity. Other prevalent keywords such as "Human" and "Humans" underscore the fundamental human-centric nature of this research. Additionally, the presence of "Female" and "Male" hints at a gender-related exploration of authentic leadership. The keywords "Psychology," "Organization and Management," and "Workplace" signify an examination of the psychological dimensions and practical applications of authentic leadership within organizational settings. These primary research keywords collectively encapsulate the diverse and multi-faceted aspects of authentic leadership that have captured the attention of scholars and researchers in recent years, shaping the landscape of this evolving field.

advance our understanding of authentic leadership and its implications, fostering a rich and multifaceted discourse in the academic community.

To answer the third question, the data reveals the most productive countries in the Landscape of Authentic Leadership, showcasing the United States as the primary driver of research in this field. The United Kingdom, Canada, and Australia also stand out as notable contributors, underscoring the global nature of this research domain. These countries, with their substantial publication outputs, play a pivotal role in advancing our understanding of authentic leadership. However, it's essential to recognize that authentic leadership is a topic of international significance, and the collective efforts of countries worldwide contribute to a rich and diverse body of knowledge in this field, fostering global insights into leadership authenticity and its implications.

To answer the fourth question, our examination of the primary research keywords over the last decade concerning the Landscape of Authentic Leadership has unveiled the critical themes and foci that have driven scholarly discussions in this field. These keywords serve as markers of evolving research interests and provide a lens through which we can appreciate the dynamic nature of authentic leadership research. As the field continues to evolve, these keywords will guide and inform future investigations, contributing to a deeper and more comprehensive understanding of authentic leadership and its implications.

Conclusion

In conclusion, this review provides a comprehensive and illuminating snapshot of the Landscape of Authentic Leadership. The dynamic year-by-year distribution underscores the adaptability of authentic leadership in addressing contemporary leadership challenges. It serves as a foundation for future investigations, encouraging scholars to delve deeper into evolving priorities and interests in this field. The pivotal role of specific journals highlights the platforms for academic engagement, fostering rich and multifaceted discourse in the academic community. The global landscape of research in authentic leadership is highlighted by the prominent role played by the United States, with notable contributions from the United Kingdom, Canada, and Australia.

The analysis of primary research keywords reflects the dynamic nature of authentic leadership research and offers direction for future investigations. As this field continues to evolve, these keywords will continue to guide and inform researchers.

Implications

The findings of this comprehensive review have several implications for both researchers and practitioners in the field of Authentic Leadership. First and foremost, the year-by-year distribution analysis revealed the dynamic nature of this research domain. The evolving trends and priorities reflect the adaptability of authentic leadership to address contemporary leadership challenges. This underscores the relevance of authentic leadership as a concept that resonates with the evolving needs of organizations and leaders.

The identification of key journals, such as *Leadership Quarterly*, *Journal of Business Ethics*, and *Leadership and Organization Development Journal*, as central hubs for research on authentic leadership signifies the importance of these platforms for scholars seeking to engage with the latest developments in the field. Researchers should consider these journals as primary outlets for disseminating their work and contributing to the ongoing discourse.

The recognition of the United States as the primary driver of research in authentic leadership is a reminder of the global nature of academic research. It highlights the need for international

collaboration and cross-cultural studies to enrich the understanding of authentic leadership in diverse contexts. Additionally, countries like the United Kingdom, Canada, and Australia, while contributing significantly, should continue to foster research initiatives and share their insights with the global community.

The analysis of primary research keywords emphasizes the central themes and areas of focus that have driven scholarly discussions. Researchers can use these keywords as a guide for developing future research topics and questions in the domain of authentic leadership.

Future Agenda

Looking ahead, the future agenda for research on Authentic Leadership should consider the evolving landscape and the following key areas:

Cross-Cultural Perspectives: The international significance of authentic leadership calls for more cross-cultural studies to understand how authenticity is perceived and practiced in different cultural contexts.

Practical Application: Research should increasingly focus on the practical application of authentic leadership principles in real organizational settings, addressing issues like leadership development and employee well-being.

Gender and Diversity: There is a growing need to explore the intersections of authentic leadership with gender and diversity, providing insights into how authenticity may be expressed differently among diverse groups.

Methodological Advancements: The field should explore innovative research methods, including longitudinal studies, experiments, and mixed-method approaches, to provide a deeper understanding of the causal mechanisms and outcomes associated with authentic leadership.

Impact on Performance: Future research should aim to quantify the impact of authentic leadership on organizational performance, shedding light on its practical benefits.

Ethical Dimensions: The ethical aspects of authentic leadership should be a continued focus, examining its relationship with ethical decision-making and moral leadership.

In sum, the Landscape of Authentic Leadership offers a vibrant and evolving field of study. Researchers should take note of the dynamic nature of the research landscape and continue to explore new dimensions and applications of authentic leadership to address the leadership challenges of our time.

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