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MAPPING THE RESEARCH LANDSCAPE ON AUTHENTIC LEADERSHIP AND WORK PERFORMANCE: A BIBLIOMETRIC REVIEW

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Abstract:

Authentic leadership has developed as a pivotal construct in organizational behavior research, particularly concerning its influence on employee work performance. Despite growing scholarly interest, the evolution, thematic structure, and research trends in this domain remain fragmented. This research aims to systematically map the global research landscape on authentic leadership and work performance using bibliometric analysis. The main objective is to identify publication trends, influential authors, core journals, collaborating countries, and thematic clusters that define the field. A total of 2,942 documents were retrieved from the Scopus database, spanning from inception until 2024. To ensure data consistency and reliability, OpenRefine was used for data cleaning and standardization. VOSviewer software was employed for co-authorship, co-citation, and keyword co-occurrence network visualizations, while the Scopus Analyzer provided descriptive statistics on publication and citation trends. The findings reveal a steady growth in publications over the last decade, with the United States, China, as well as the United Kingdom being the most prolific contributors. High-impact journals and key authors were identified, along with the most frequently cited articles shaping theoretical and empirical foundations. Keyword analysis indicated strong thematic linkages between authentic leadership, work engagement, organizational commitment, job satisfaction, and employee performance. The co-authorship network suggests increasing international collaboration, while the co-citation analysis highlights a consolidated knowledge base anchored in leadership theory, positive psychology, and performance management. This review not only offers an in-depth overview of past and current

research trends but also identifies underexplored areas and potential directions for future studies. The study contributes to the consolidation of authentic leadership research and provides a valuable reference point for academics, practitioners, and policymakers aiming to enhance employee performance through leadership practices rooted in authenticity.

Keywords:

Authentic, Leadership, Work Performance

Introduction

Authentic leadership has emerged as a significant factor influencing work performance across various organizational settings. This leadership style, characterized by relational transparency, self-awareness, balanced processing, as well as an internalized moral perspective, was demonstrated to positively impact individual, group, and organizational outcomes. Studies have consistently demonstrated that authentic leadership enhances employee job performance by fostering trust, emotional commitment, and creativity among employees. For instance, authentic leadership has been found to improve employees' affective commitment and individual creativity, which in turn boosts their workplace performance. Additionally, the presence of authentic leadership in organizations has been linked to higher levels of employee resilience, adaptability, and overall organizational success.

Various psychosocial mechanisms often mediate the relationship that exists between authentic leadership as well as work performance. Organizational climate, trust in leadership, and employee motivation are key mediators that amplify the positive effects concerning authentic leadership on job performance. For example, authentic leadership significantly influences organizational climate, which subsequently enhances work performance. Trust in the supervisor as well as the organization also plays a crucial role in this dynamic, as employees who trust their leaders are prone to develop higher job performance. Moreover, motivation has been identified as a significant mediator, with authentic leadership fostering a motivational work climate that leads to improved employee performance. These mediating factors highlight the importance of creating supportive and empowering environments to maximize the benefits of authentic leadership.

Empirical research further supports the direct and indirect positive effects of authentic leadership on work performance. Authentic leadership improved task performance and Organizational Citizenship Behavior (OCB) directly. Additionally, it indirectly boosts performance through mechanisms such as work engagement and psychological capital. Studies have also examined that authentic leadership positively impacts employee job satisfaction and structural empowerment, which are critical for achieving higher performance levels. The consistent findings across diverse organizational contexts underscore the pivotal role of authentic leadership in driving employee performance and organizational effectiveness.

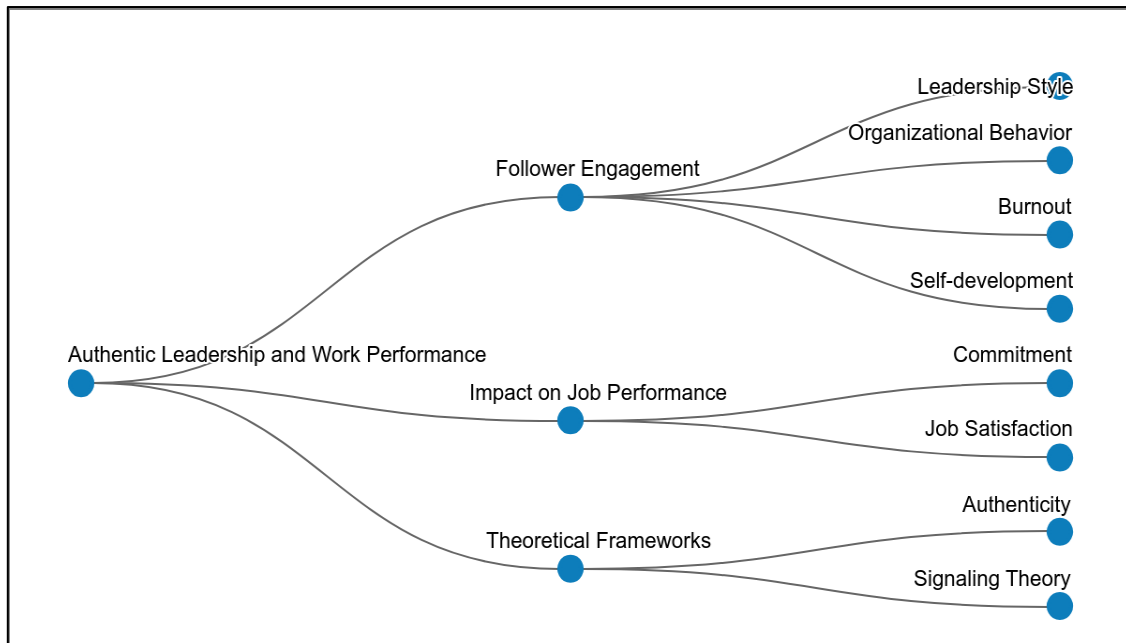


Figure 1: Conceptual Mapping Of Key Research Themes in Authentic Leadership And Work Performance

Research Question

RQ1 : What are the research trends in decision making in leadership according to the year of publication?

RQ2 : Who and how much has been published in the area with regard to the authors, their affiliated organizations, and countries?

RQ3 : What are the most cited articles in decision making in leadership?

RQ4 : What are the top 10 countries on the number of publications on decision making in leadership?

RQ5 : What are the popular keywords related to the study?

RQ6 : What is co-authorship by countries' collaboration?

Methodology

Bibliometrics involves gathering, organizing, and analyzing bibliographic data derived from scientific publications. Beyond basic statistics, for example, identifying publication years, publishing journals, as well as leading authors, bibliometrics comprises more sophisticated techniques like document co-citation analysis. Executing a rigorous literature review necessitates a systematic and iterative methodology encompassing the strategic selection of appropriate keywords, comprehensive literature retrieval, and critical analytical evaluation. This procedure facilitates the development of an exhaustive bibliographic compilation and ensures the generation of valid and dependable findings. With this in mind, the research emphasized high-impact publications, as they provide meaningful insights into the theoretical frameworks that shape the research field. To ensure data accuracy, Scopus served as the primary source for data collection. Additionally, to maintain quality, the study only considered articles published in peer-reviewed academic journals, deliberately excluding books and

lecture notes. Using Elsevier's Scopus, known for its broad coverage, publications were collected from 2020 through December 2023 for further analysis."

Data Search Strategy

The data for this bibliometric analysis were collected using the Scopus database, which is known for its extensive indexing of peer-reviewed literature. A targeted search was conducted using the string: TITLE (authentic OR leadership OR work AND performance) AND PUBYEAR > 2014 AND PUBYEAR < 2026 AND (LIMIT-TO (SUBJAREA , "SOCI") OR LIMIT-TO (SUBJAREA , "PSYC") OR LIMIT-TO (SUBJAREA , "ARTS")) AND (LIMIT-TO (LANGUAGE , "English")) AND (LIMIT-TO (DOCTYPE , "ar")) AND (LIMIT-TO (PUBSTAGE , "final")). This search strategy was designed to retrieve articles that specifically focus on authentic leadership and work performance, as indicated by the presence of key terms in the title. The publication years were restricted from 2015 to 2025 to capture the most recent and relevant literature, while the subject areas were limited to Social Sciences, Psychology, and Arts and Humanities to ensure disciplinary alignment. After filtering and refinement, a total of 2525 documents were identified, which form the final dataset for analysis.

Table 1: The Search String

Scopus	TITLE (authentic OR leadership OR work AND performance) AND PUBYEAR > 2014 AND PUBYEAR < 2026 AND (LIMIT-TO (SUBJAREA , "SOCI") OR LIMIT-TO (SUBJAREA , "PSYC") OR LIMIT-TO (SUBJAREA , "ARTS")) AND (LIMIT-TO (LANGUAGE , "English")) AND (LIMIT-TO (DOCTYPE , "ar")) AND (LIMIT-TO (PUBSTAGE , "final"))
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Table 2: The Selection Criterion Is Searching

Criterion	Inclusion	Exclusion
Language	English	Non-English
Time line	2015– 2025	< 2026
Literature type	Journal (Article)	Conference, Book, Review
Publication Stage	Final	In Press

Data Analysis

VOSviewer is a widely adopted bibliometric analysis software developed by Nees Jan van Eck and Ludo Waltman at Leiden University, the Netherlands. Recognized for its capacity to facilitate the visualization and interpretation of scholarly literature, the tool is specifically

designed to generate network visualizations, cluster related elements, and produce density maps with a high degree of user interactivity. Its functionality encompasses the analysis of co-authorship, co-citation, and keyword co-occurrence networks, thereby enabling a holistic exploration of research landscapes. The platform's intuitive interface, alongside regular updates, supports efficient navigation through extensive bibliometric datasets. Furthermore, VOSviewer's ability to calculate bibliometric indicators, adapt visual outputs, and integrate with diverse data sources enhances its utility for researchers aiming to extract nuanced insights from complex academic fields.

A notable attribute of VOSviewer lies in its robust capability to convert complex bibliometric datasets into visually interpretable maps and graphical representations. Emphasizing network visualization, the software is particularly proficient in clustering semantically related entities, examining keyword co-occurrence structures, and constructing density-based visual outputs. Its intuitive user interface facilitates seamless navigation for both novice and experienced researchers, thereby enhancing the efficiency of scholarly landscape exploration. The software's ongoing development ensures its continued relevance and efficacy in bibliometric analysis by providing advanced metric computation and customizable visualization options. Moreover, its flexibility in handling diverse forms of bibliometric data, including co-authorship, citation, and co-occurrence networks, renders VOSviewer a highly adaptable and essential instrument for generating nuanced, domain-specific research insights.

Datasets containing bibliometric metadata specifically, publication year, article title, author name, source journal, citation count, and associated keywords in PlainText format, were extracted from the Scopus database, covering the temporal range from 2004 to December 2024. The data were subsequently processed using VOSviewer software (version 1.6.19). Employing clustering and visualization algorithms inherent to the VOS framework, the software enabled the construction and interpretation of bibliometric maps. Functioning as an alternative to the conventional Multidimensional Scaling (MDS) method, VOSviewer positions items within a low-dimensional spatial representation, wherein the distance between two items signifies the degree of their similarity or relatedness. In this context, VOSviewer exhibits methodological congruence with the MDS approach. However, in contrast to MDS which predominantly focuses on the computation of similarity indices such as the cosine similarity and Jaccard coefficient, VOSviewer adopts a more appropriate normalization technique for co-occurrence frequencies, namely the Association Strength (AS_{ij}), which is computed as:

$$AS_{ij} = \frac{C_{ij}}{w_i w_j},$$

where it is "proportional to the ratio between on the one hand the observed number of co-occurrences of i and j and on the other hand the expected number of co-occurrences of i and j under the assumption that co-occurrences of i and j are statistically independent".

Findings

What Are The Trends / What Are The Research Trends In Authentic Leadership And Work Performance According To The Year Of Publication?

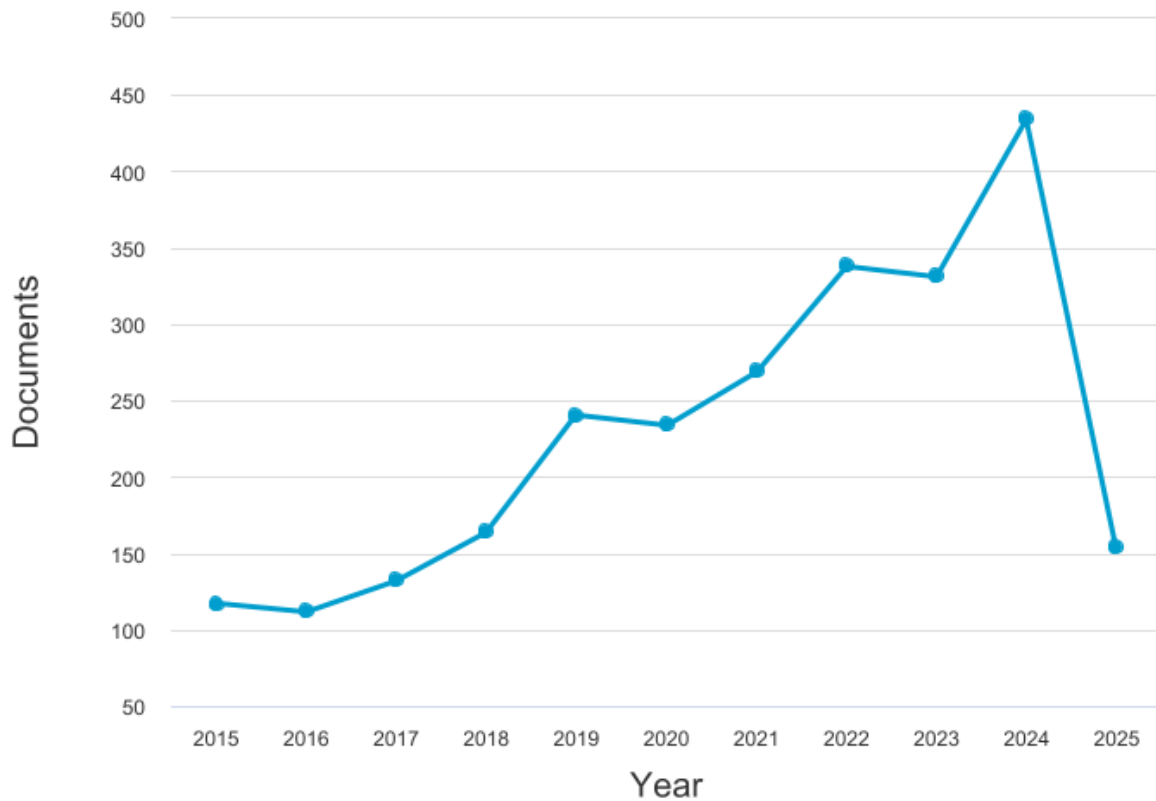


Figure 2: Trend Of Research In Authentic Leadership And Work Performance By Years

Table 3: Documents By Year And Total Publication

Year	Total publication	Percentage (%)
2025	154	6.10
2024	434	17.19
2023	331	13.11
2022	338	13.39
2021	269	10.65
2020	234	9.27
2019	240	9.50
2018	164	6.50
2017	132	5.23
2016	112	4.44
2015	117	4.63

The trend in publication on "authentic leadership and work performance" from 2015 to 2025 shows a significant upward trajectory, particularly in recent years. In 2015, the topic attracted modest scholarly attention with only 117 publications (4.63%), and this number remained relatively stable through 2016 (4.44%) and 2017 (5.23%). However, beginning in 2018, a gradual increase became apparent, with 164 publications (6.50%), a possible reflection of growing academic interest in leadership models promoting authenticity and ethical behavior in professional environments.

From 2019 to 2022, the field experienced a marked growth in scholarly output, indicating a shift toward sustained academic engagement. In 2019 and 2020, the publications rose slightly to 240 (9.50%) and 234 (9.27%), respectively. The year 2021 saw a stronger increase with 269 publications (10.65%), followed by a consistent surge in 2022 with 338 publications (13.39%). This phase coincides with the post-pandemic emphasis on effective leadership, psychological well-being, and performance in the workplace, suggesting that authentic leadership became a critical focal point in helping organizations recover and adapt.

The sharpest growth occurred in 2023 and 2024, culminating in a peak in 2024 with 434 publications (17.19%). Though 2025 shows a slightly lower count at 154 publications (6.10%), this may be due to data being collected only partway through the year. The overall upward trend underscores the increasing relevance of authentic leadership in driving work performance outcomes across sectors. This sustained academic interest signals the topic's maturation as a research field, with opportunities for deeper theoretical development and practical application in organizational leadership.

Who And How Much Has Been Published In The Area With Regard To The Authors, Their Affiliated Organizations, And Countries?

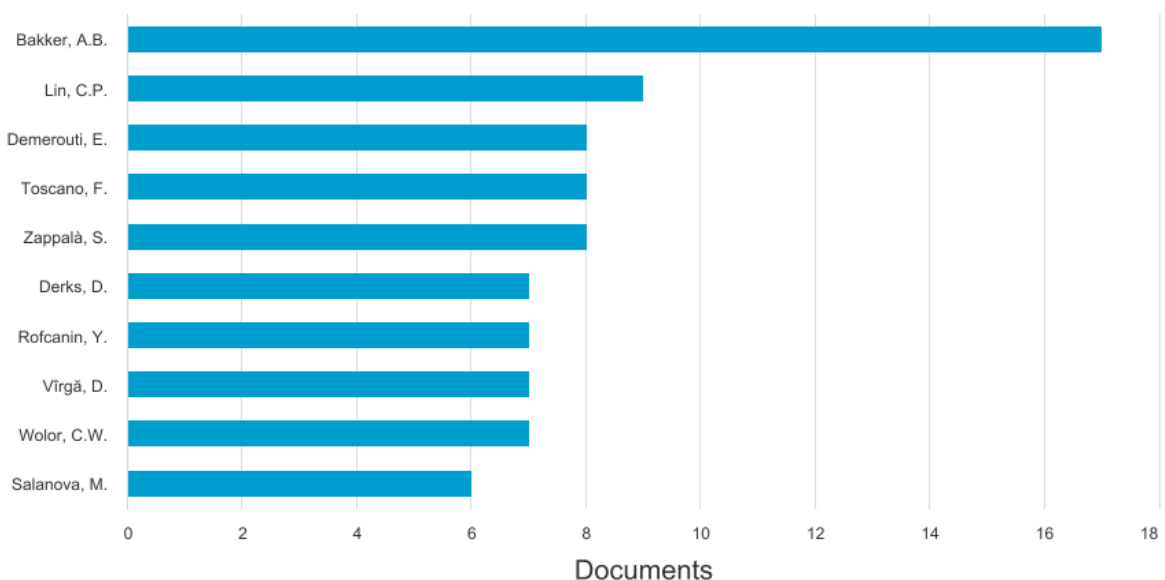


Figure 3: The Top Document By Author

Table 4: Document By Author And Total Publication

Author	Total publication	Percentage(%)
Bakker, A.B.	17	18.89
Lin, C.P.	9	10
Demerouti, E.	8	8.89
Toscano, F.	8	8.89
Zappalà, S.	8	8.89
Derks, D.	7	7.78
Rofcanin, Y.	7	7.78
Vîrgă, D.	7	7.78
Wolor, C.W.	7	7.78
Salanova, M.	6	6.67

The bibliometric data from Scopus highlights Bakker, A.B., as the most prolific author in the field of *authentic leadership and work performance*, contributing 17 publications, which account for 18.89% of the total. Bakker's dominant presence indicates his influential role in shaping this research area, likely leveraging his broader expertise in work engagement and positive organizational behavior. His high publication count suggests sustained and consistent contributions that may include both empirical and theoretical work, forming a foundational base for other scholars.

Following Bakker, a cluster of authors including Lin, C.P. (10%), Demerouti, E. (8.89%), Toscano, F. (8.89%), and Zappalà, S. (8.89%) also contribute significantly to the field. Many of these authors, such as Demerouti, are known for their work in Job Demands-Resources (JD-R) theory, which aligns conceptually with authentic leadership's focus on leader-driven employee motivation and performance. This overlap may indicate a strong theoretical synergy between models of leadership authenticity and workplace resource theories, suggesting collaborative or parallel research streams that enrich the literature.

Interestingly, several authors share similar publication counts. Derks, Rofcanin, Vîrgă, and Wolor each have 7 publications (7.78%), while Salanova follows with 6 publications (6.67%). This distribution reflects a broadening interest in the topic among diverse contributors, potentially from various regions and organizational contexts. The presence of multiple prolific authors also hints at a growing academic network and possible interdisciplinary or cross-cultural collaborations. Overall, the data suggests not only a concentration of expertise but also a healthy diversification of thought leadership in the intersection between authentic leadership and work performance.

*What Are The Most Cited Articles?***Table 5: Most Cited Author**

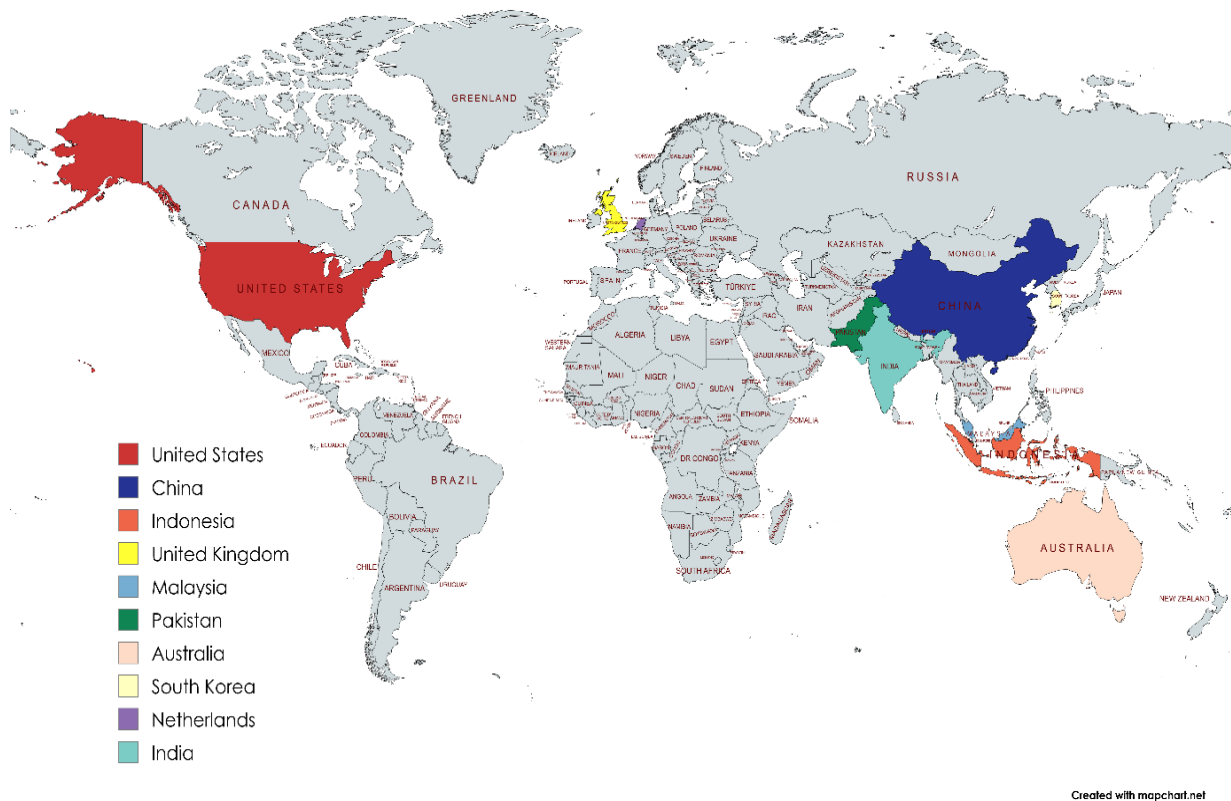
Authors	Title	Year	Source title	Cited by
Chen Z.; Zhu J.; Zhou M.	How does a servant leader fuel the service fire? A multilevel model of servant leadership, individual self-identity, group competition climate, and customer service performance.	2015	Journal of Applied Psychology	268
Chiniara M.; Bentein K.	Linking servant leadership to individual performance: Differentiating the mediating role of autonomy, competence, and relatedness need satisfaction.	2016	Leadership Quarterly	363
Campbell J.P.; Wiernik B.M.	The Modeling and Assessment of Work Performance.	2015	Annual Review of Organizational Psychology and Organizational Behavior	302
Montano D.; Reeske A.; Franke F.; Hüffmeier J.	Leadership, followers' mental health and job performance in organizations: A comprehensive meta-analysis from an occupational health perspective.	2017	Journal of Organizational Behavior	369
Shimazu A.; Schaufeli W.B.; Kamiyama K.; Kawakami N.	Workaholism vs. Work Engagement: the Two Different Predictors of Future Well-being and Performance.	2015	International Journal of Behavioral Medicine	281
Davidescu A.A.; Apostu S.-A.; Paul A.; Casuneanu I.	Work flexibility, job satisfaction, and job performance among romanian employees-Implications for sustainable human resource management.	2020	Sustainability (Switzerland)	302
Chiu C.-Y.C.; Owens B.P.; Tesluk P.E.	Initiating and utilizing shared leadership in teams: The role of leader humility, team proactive personality, and team performance capability.	2016	Journal of Applied Psychology	272
Singh S.K.; Giudice M.D.; Chierici R.; Graziano D.	Green innovation and environmental performance: The role of green transformational leadership and green human resource management.	2020	Technological Forecasting and Social Change	1302

Shanker R.; Bhanugopan R.; van der Heijden B.I.J.M.; Farrell M.	Organizational climate for innovation and organizational performance: The mediating effect of innovative work behavior.	2017	Journal of Vocational Behavior	405
Derks D.; Bakker A.B.; Peters P.; van Wingerden P.	Work-related smartphone use, work–family conflict, and family role performance: The role of segmentation preference.	2016	Human Relations	268

The top 10 most-cited articles in the field reveal a strong emphasis on leadership styles, particularly *servant*, *transformational*, and *humble* leadership, and their impact on performance and well-being. For instance, Singh et al. (2020) tops the list with 1302 citations, highlighting the role of *green transformational leadership* in driving environmental and organizational performance, signaling a current scholarly shift toward sustainability-oriented leadership. Other highly cited works, such as Shanker et al. (2017) with 405 citations, focus on *innovative work behavior* as a critical mediator between leadership and organizational outcomes, reinforcing the importance of innovation-friendly climates in boosting performance.

Several studies also explore *psychological mechanisms* linking leadership to performance. For example, Chiniara and Bentein (2016), with 363 citations, investigate how *servant leadership* enhances individual performance through psychological need satisfaction (autonomy, competence, and relatedness). Similarly, Montano et al. (2017), with 369 citations, offer a meta-analysis linking leadership to mental health and job performance, suggesting that leader behaviors significantly influence employees' psychological states and effectiveness. These findings demonstrate that leadership's influence on performance is often indirect, operating through well-being, motivation, and team dynamics.

Interestingly, while the primary focus of the article is on *authentic leadership*, the list shows that adjacent leadership styles such as servant, transformational, and humble leadership dominate the top-cited literature. This indicates a conceptual overlap and shared theoretical underpinnings among these leadership constructs. Moreover, the recurring appearance of *performance* as a key outcome, whether individual, team, or organizational, reinforces its centrality in leadership research. These highly cited works offer valuable theoretical and methodological insights that can be integrated into the evolving study of *authentic leadership and work performance*, suggesting fertile ground for comparative or integrative frameworks in future research.

Where Are The Top 10 Countries On The Number Of Publications?**Figure 4: Top Of Country Publication****Table 6: Documents By Country And Total Publication**

Country	Total Publication
United States	479
China	442
Indonesia	374
United Kingdom	186
Malaysia	181
Pakistan	148
Australia	145
South Korea	130
Netherlands	110
India	93

Based on the Scopus data, the United States leads with 479 total publications, confirming its dominant role in the field of leadership and work performance research. The United States consistently maintains a strong academic infrastructure, with widespread institutional support for organizational studies, leadership development, and workplace psychology. Close behind is China, with 442 publications, reflecting the country's rapid academic growth and increasing focus on leadership effectiveness in managing large, complex organizations in both the public and private sectors. These two countries are at the forefront of global contributions, demonstrating leadership in theory development, empirical studies, and application.

Indonesia, ranking third with 374 publications, shows a notable presence, especially considering its status as a developing country. This high output likely reflects increased academic initiatives, international collaborations, and a growing awareness of leadership's role in managing public services, education, and economic reforms. Meanwhile, the United Kingdom (186) and Malaysia (181) contribute a moderate yet meaningful volume of research. The United Kingdom's presence is expected due to its long-established academic tradition, while Malaysia's output reflects active national efforts to boost higher education research productivity and address leadership issues within a multicultural and developing context.

The remaining countries in the top ten include Pakistan (148), Australia (145), South Korea (130), the Netherlands (110), and India (93). This list indicates a geographically diverse group of contributors, spanning South Asia, East Asia, Oceania, and Europe. These countries' engagement highlights a broad global interest in understanding and improving leadership practices to enhance work performance. Their continued contributions support a more inclusive and comparative research landscape, which is vital for developing culturally relevant leadership models and addressing the complex challenges of global workforce management.

What Are The Popular Keywords Related To The Study?

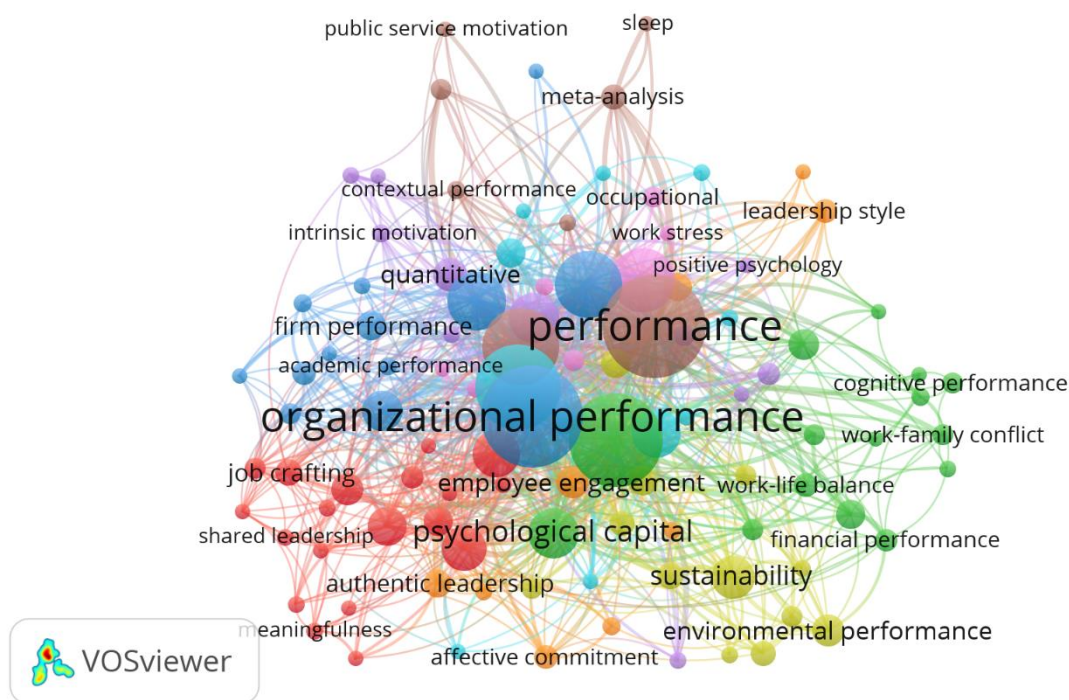


Figure 5: Network Visualization Map Of Keywords' Co-Occurrence

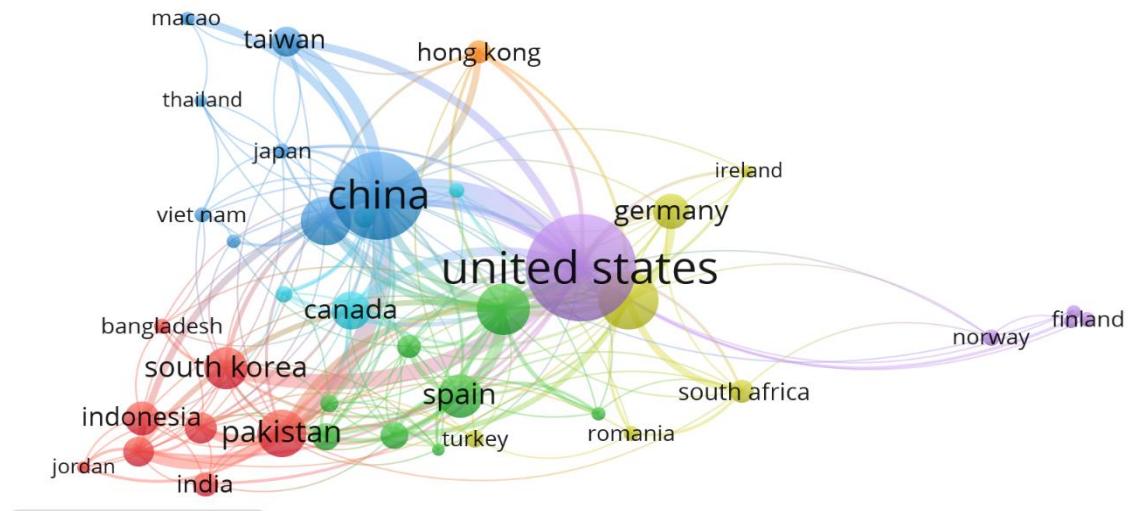
Table 7: Analysis of Keyword By Co-Occurrence

Keyword	Occurrences	total link strength
Organizational Performance	90	206
Job Performance	79	165
Performance	91	153
Work Engagement	68	150
Transformational Leadership	58	129
Employee Performance	44	96
Leadership	48	89
High-Performance Work Systems	38	87
Job Satisfaction	29	75
Psychological Capital	31	74

The VOSviewer analysis highlights "performance" (91 occurrences, 153 total link strength) and "organizational performance" (90, 206) as the most prominent and interconnected keywords, indicating their centrality in the literature. This reflects a dominant research interest in how various factors such as leadership styles, employee attributes, and HRM practices, impact performance outcomes at individual and organizational levels. Supporting this trend are closely related terms like "job performance" (79, 165), "task performance" (28, 59), and "employee performance" (44, 96), all of which show strong linkages, suggesting a dense thematic network centered on workplace effectiveness. These keywords often intersect with constructs like motivation, engagement, and satisfaction, highlighting the multifaceted dimensions of performance within contemporary organizational research.

Leadership is another major theme, with "leadership" (48 occurrences, 89 strength) and its variants "transformational leadership" (58, 129), "ethical leadership" (26, 47), "servant leadership" (21, 33), emerging as critical drivers of organizational behavior and performance. The presence of newer forms such as "digital leadership," "responsible leadership," and "green transformational leadership" indicates an evolving interest in sustainable and adaptive leadership in response to modern challenges. Furthermore, concepts like "leader-member exchange" (14, 34) and "leadership style" (10, 20) suggest a continued focus on relational and contextual leadership dynamics, particularly their effects on job performance, employee engagement, and innovation.

In parallel, psychological and human factors play a significant role in performance outcomes. Notable keywords such as "psychological capital" (31, 74), "job satisfaction" (29, 75), "employee engagement" (16, 47), and "work engagement" (68, 150) indicate that emotional and cognitive resources are key areas of exploration. Additionally, the appearance of "job crafting" (12, 30), "intrinsic motivation" (7, 19), and "proactive personality" (8, 21) points to a shift toward self-driven work behaviors. The impact of external pressures such as "COVID-19" (15, 32), "job insecurity," and "work stress" further expands the discussion on performance, integrating well-being, adaptability, and resilience into the broader framework of organizational success.

*What Is Authorship By Countries' Collaborations?***Figure 6: Network Visualization Map Of Keywords' Co-Authorship****Table 8: Co-Authorship By Countries**

Country	Documents	Citations	Total Link Strength
China	114	7538	109
United States	156	10657	102
United Kingdom	49	3376	66
Pakistan	42	2371	62
Netherlands	58	5043	52
Australia	44	3588	39
Spain	37	2068	35
Saudi Arabia	20	1138	31
South Korea	34	1693	28
Canada	30	2055	23

The data reveals that the United States leads in terms of research impact, contributing 156 documents with the highest citation count of 10,657 and a total link strength of 102. This indicates a strong scholarly influence and extensive collaboration or co-citation across global studies. China follows closely, with 114 documents and 7,538 citations, achieving the highest total link strength (109). This suggests that while the U.S. dominates in citations, China has more interconnected research, potentially indicating broader collaborative networks or thematic integration with global studies.

Countries like the United Kingdom, Netherlands, and Australia also show significant contributions, with high citation-to-document ratios, indicating strong research quality and visibility. For instance, the Netherlands has 58 documents with 5,043 citations (an impressive citation average), reflecting the country's impactful publications. Similarly, Pakistan and Saudi Arabia, though relatively smaller in volume (42 and 20 documents respectively), display considerable link strengths (62 and 31). It demonstrates notable involvement in collaborative research ecosystems, especially within emerging research domains or regional focuses.

Among developing and Southeast Asian nations, Malaysia (21 documents, 1,208 citations, 22 link strength) and Indonesia (25 documents, 1,070 citations, 11 link strength) are actively contributing but with relatively modest international linkage compared to leading countries. European countries like France, Germany, and Italy maintain solid positions with over 1,700 citations each, underscoring the ongoing relevance of their academic output. Meanwhile, smaller countries such as Finland, Israel, and Switzerland show lower total link strengths and citations, indicating either niche research focuses or limited international engagement within the dataset's scope. Overall, the distribution illustrates a globalized research landscape with dominant Western and Asian powers driving both volume and influence.

Conclusion

This bibliometric study was conducted to systematically explore the global research landscape on authentic leadership and work performance. The main aim was to identify trends, key contributors, influential publications, and dominant thematic areas within this domain. By analyzing 2,942 documents sourced from the Scopus database, this study sought to answer specific research questions regarding publication trends, prolific authors and countries, most-cited works, frequently used keywords, and patterns of international collaboration. This investigation provides a comprehensive overview of how the field has evolved and the directions it is currently heading toward.

The analysis revealed a steady and significant increase in publications between 2015 and 2024, indicating that authentic leadership has gained traction as a critical concept in enhancing employee work performance. The highest concentration of research was observed in 2023 and 2024, reflecting heightened interest in post-pandemic organizational recovery and leadership effectiveness. The United States and China emerged as the leading contributors in terms of volume and influence, while authors such as Bakker, Lin, and Demerouti played pivotal roles in shaping the intellectual structure of the field. Keyword mapping demonstrated recurring interest in terms like “organizational performance,” “job performance,” and “work engagement,” confirming the central role of performance outcomes in leadership research.

This study contributes to the field by offering a synthesized visualization of scholarly activity and knowledge structures surrounding authentic leadership and work performance. The thematic overlap with related leadership constructs such as transformational, servant, and ethical leadership suggests the presence of shared conceptual foundations. Moreover, the emphasis on psychological capital, employee motivation, and organizational climate as mediating factors reflects the multidimensional nature of leadership's impact. By mapping out co-authorship and citation patterns, this analysis not only identifies core contributors but also illustrates how collaboration networks are expanding across geographic and institutional boundaries.

The findings have practical implications for organizations and policymakers aiming to foster authentic leadership styles in professional settings. The increasing research emphasis on employee well-being, engagement, and job satisfaction highlights the potential of authentic leadership in driving sustainable human resource practices. Organizations may benefit from leadership development programs that emphasize authenticity, transparency, and moral grounding, particularly in environments facing rapid change, uncertainty, or crisis recovery. As such, the research supports the application of authentic leadership as a viable strategy to boost organizational performance and employee outcomes.

Despite the valuable insights generated, this study has limitations. The reliance on Scopus as a sole data source may have excluded relevant literature from other databases such as Web of Science or Google Scholar. Moreover, the analysis was restricted to English-language peer-reviewed articles, potentially limiting the diversity of perspectives. Future research could extend the scope by integrating multiple databases and languages or by conducting longitudinal and comparative bibliometric studies across different leadership paradigms. Further exploration into underrepresented regions and sectors would also help to deepen understanding and bridge existing knowledge gaps.

In summary, this bibliometric review underscores the significance of authentic leadership in shaping work performance and highlights the progressive growth of scholarly interest in this intersection. By illuminating key authors, research themes, and international collaborations, the study offers a foundational reference for future inquiry and practice. The continued application of bibliometric tools is essential for capturing evolving trends, supporting evidence-based decision-making, and guiding future research agendas within the expanding field of leadership and organizational behavior.

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