

EXPLORING LEADERSHIP STYLES: A COMPREHENSIVE REVIEW

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Abstract

This study analyzes 394 articles on leadership styles published across 17 journals from 2016 to 2022, highlighting the substantial contributions of institutions and individual scholars to exploring varied leadership styles among employees. Utilizing network analysis, the study reveals co-author relationships, illustrating the interconnectedness of scholars in this field of research. Additionally, it examines the research sector, geographical locations, and methodologies employed in these articles highlighting trends and preferences in these areas. Through content analysis, the authors categorize the main and sub-categories within the leadership styles domain providing a structured overview of the most commonly studied styles across various contexts. The findings include detailed insights into the most commonly studied leadership styles across institutions, countries, and journals, along with the distribution of publications per journal and their thematic focus. Key findings suggest that certain leadership styles have consistently attracted attention among researchers. Furthermore, the article tracks the annual publication trends in each journal to showcase evolving research interests in leadership styles and shifts in research focus over time. The study addresses limitations including research gaps and discusses future research direction. The future directions are being discussed in the article suggesting areas for further investigation that could expand existing frameworks and literature.

Keywords: *Leadership Styles, Research Topic, Research Location, Research Methodology, Author Collaborations.*

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1. INTRODUCTION

Leadership is an influence process that involves a leader seeking participation from subordinates to achieve organizational goals (Burns, 1978). Effective leaders can delegate and influence others to carry out specified objectives. In today's rapidly changing global environment, organizations require leaders who can effectively manage complex situations (Nanjundeswaraswamy & Swamy, 2014). Therefore, research on leadership styles has increased in the past few decades. Researchers have started to examine how different leadership styles impact the performance of workers and how they impact an organization's goals (Bass et al., 2003). Management can only motivate managers to achieve results by ensuring that they have a positive impact on their employees. Leadership styles play a critical role in this process, as it is closely linked to motivation and the ability to influence employees in a positive way. Ultimately, the success of a manager is closely tied to their ability to make a positive impact on their employees through an effective leadership style (Yahaya & Ebrahim, 2016). This research review aims to identify researchers and institutions that have contributed to leadership styles, in which leadership styles were mostly studied between 2016-2022, analyzing the subcategories and sector studies as well as investigating the network relationship between authors. The authors also provide information on research locations, methodologies used, and the number of articles published in each journal and year regarding leadership styles. The objective of this study is to investigate and analyze the network relationships among productive scholars and institutions in the field of leadership. The authors also aim to provide useful insights into the research in this area, including details on research locations, methodologies used in various articles, and the number of articles published in each journal and year. Ultimately, this study seeks to contribute to a more comprehensive understanding of the current state of research on leadership styles. The primary goal of the research, is to investigate and analyze the body of literature surrounding leadership styles within the context of employee behavior. This research spans a period from 2016 to 2022 and encompasses 394 articles published in 17 different journals. The research aims to recognize the significant contributions made by both institutions and individual scholars to the field of leadership styles among employees. Furthermore, the research also aims to provide insights into the most frequently studied leadership styles within specific institutions, countries, and journals, shedding light on the focal points of leadership research.

2. METHOD

The authors started by identifying 17 Leadership journals that were likely to contain publications related to leadership styles. These journals were chosen based on their relevance to the field of leadership studies. Additionally, journals focusing on related fields such as human resources management and organizational studies were also considered. The study focused on publications between 2016 and 2022, ensuring that the data collection was current and reflective of recent research trends in leadership styles. The authors collected detailed information from each publication, including title (the title of the publication), authors and affiliations (the names of the authors and their institutional affiliations. This information is important to identify the researchers and their affiliations within the academic community), keywords (keywords associated with the publication, which provide insights into the main themes and topics covered in the research), volumes and issue numbers (the specific volume and issue numbers of the journals in which the publications appeared. This helps in organizing the data chronologically and categorizing it by source), abstracts (abstracts were reviewed to gain a preliminary understanding of the content of each publication. This initial assessment helped in classifying the articles based on their relevance to the investigation). For publications where the initial data didn't provide a clear indication of their relevance to the investigation, the authors conducted a more thorough analysis of the complete articles. This step allowed them to gather additional information and insights from the full text of the publications. The authors also examined each publication to determine the nation and continent where the research was conducted. This geographical analysis can provide insights into regional variations in leadership styles. Additionally, the research topic of each article was established, allowing for a comprehensive overview of the areas of interest within the field of leadership studies.

3. JOURNAL ANALYSIS

To assess the quality of the publications, this study exclusively considered journals that are indexed. A comprehensive overview of each journal's impact factor, index, cite score, publisher, and the specific number of articles related to leadership styles is detailed in Table 1. Within the period under review, 394 articles on leadership styles were published, of which 49.24% appeared in the Leadership & Organization Development Journal. Furthermore, 9.14% of the analyzed articles were featured in the Leadership Quarterly, while an additional 41.62% were distributed among a variety of esteemed journals, including the Annual Review of

Organizational Psychology and Organizational Behavior, Gender in Management, Human Resource Development Review, Human Resource Management Journal, Human Resource Management Review, International Journal of Organization Theory & Behavior, Journal of Leadership & Organizational Studies, Journal of Leadership Studies, Journal of Management, Journal of Managerial Psychology, Journal of Occupational and Organizational Psychology, Journal of Organizational Behavior, and the Journal of Organizational Change Management. The analysis was focused on articles published in 17 leading journals dedicated to leadership studies.

Table 1. Journals' list: Index, impact factor, cite score and number of published articles.

Journal	Publisher	Index	Impact Factor	Cite Score	Number of articles
Annual Review of Organizational Psychology and Organizational Behavior	Annual Reviews	SSCI; SCOPUS	13,7	20,7	1
Gender in Management	Emerald Publishing Limited	SSCI; SCOPUS	3,7	4,8	5
Human Resource Development Review	SAGE Journals	SSCI; SCOPUS	6,4	8,9	6
Human Resource Management Journal	Wiley Online Library	SSCI; SCOPUS	1,48	9,3	4
Human Resource Management Review	Science Direct	SSCI; SCOPUS	11,4	16,6	4
International Journal of Organization Theory & Behavior	Emerald Publishing Limited	SCOPUS		2,7	4
Journal of Leadership & Organizational Studies	SAGE Publications	SSCI; SCOPUS	4,8	6,9	23
Journal of Leadership Studies	Wiley Online Library	SSCI; SCOPUS	0,28	2	18
Journal of Management	SAGE Journals Home	SSCI; SCOPUS	13.5	22,4	12
Journal of Managerial Psychology	Emerald Publishing Limited	SSCI; SCOPUS	3,2	6,1	19
Journal of Occupational and Organizational Psychology	Wiley Online Library	SSCI; SCOPUS	1,35	8,5	22
Journal of Organizational Behavior	Wiley Online Library	SSCI; SCOPUS	1,58	12,4	18
Journal of Organizational Change Management	Emerald Publishing Limited	SSCI; SCOPUS	2,8	3,9	9
Leadership & Organization Development Journal	Emerald Publishing Limited	SSCI; SCOPUS	4,9	5,7	194
Organizational Behavior and Human Decision Processes	Science Direct	SSCI; SCOPUS	4,6	8	3
The International Journal of Human Resource Management	Taylor & Francis	SSCI; SCOPUS	5,6	10	16

The Leadership Quarterly	Science Direct	SSCI; SCOPUS	7,5	15,3	36
TOTAL					394

Authors and Institutions

The research undertook a thorough review of 394 articles from 17 distinct journals, delving into various leadership styles. This considerable collection of studies revealed 1,161 authors who have significantly contributed to the discourse on leadership styles. Notably, 77 of these authors have published two or more papers, marking their crucial role in deepening the understanding of leadership dynamics. Among these prolific contributors, Yi-Ying Chang stands out remarkably, having authored six publications on leadership styles from 2016 to 2022, making Chang the most published author on this topic within our research scope. Another author has also shown substantial dedication by contributing five articles during the same period. Furthermore, the research highlights a group of four authors, each with four publications, and a larger group of ten authors who have each contributed three articles. These contributions have significantly enriched the diverse perspectives and discussions surrounding leadership styles. Additionally, a considerable number of authors have made notable impacts with two publications each, underscoring that even a smaller number of articles can significantly contribute to the nuanced exploration of leadership styles. The distribution of publications, ranging from two to six articles per author, illustrates the varied levels of engagement and expertise among authors studying leadership styles. It's important to highlight that 7% of the authors were responsible for 45% of the publications on leadership styles between 2016 and 2022, demonstrating a concentrated effort by a subset of scholars in shaping the academic conversation on this subject.

Table 2. Most Frequently Published Authors

Author	Publications
Yi-Ying Chang	6
Khawaja Fawad Latif	5
William L. Gardner	4
Mats Alvesson	4
Katja Einola	4
Chia-Yen (Chad) Chiu	4
Syed Saad Ahmed	3
Tahir Islam	3

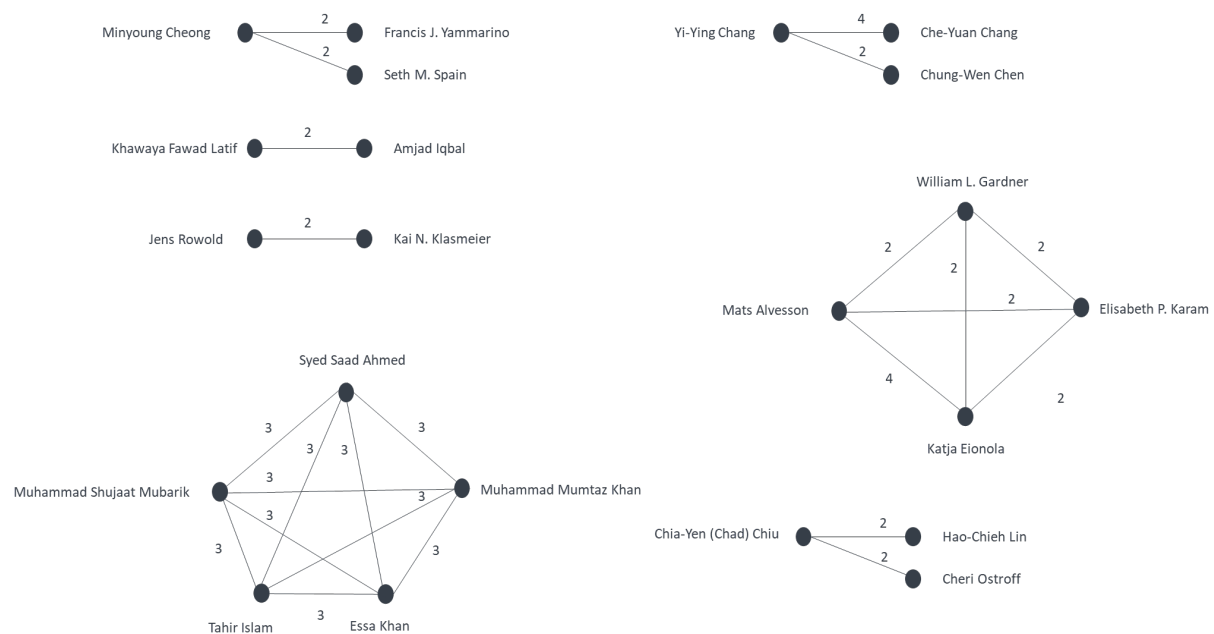
Muhammad Mumtaz Khan	3
Muhammad Shujaat Mubarik	3
Minyoung Cheong	3
Jens Rowold	3
Amy Wei Tian	3
Carol Gill	3
Allan Lee	3
Essa Khan	3
Yu Zhu	2
Ulrica von Thiele Schwarz	2
Zhining Wang	2
Sam Regenber	2
Yaxuan Luo	2
Sara Willis	2
Yuanjie Bao	2
Shaoping Qiu	2
Zhiying Liu	2
Shuaijiao Bai	2
Simon C.H. Chan	2
William Gardner	2
Neuza Ribeiro	2
Lu Chen	2
Lihua Fu	2
Ronald Busse	2
Myriam Chiniara	2
Larry Dooley	2
Maarten Jacobs	2
Muhammad Ali	2
Rui Torres de Oliveira	2
Juan Antonio Moriano	2
Jeroen Stouten	2
Kimberley Breevaart	2
Guy J. Curtis	2
Jinuk Oh	2
Haixin Liu	2
Kai N. Klasmeier	2
Hannes Zacher	2
Guiquan Li	2
Klaus Jonas	2
Hao-Chieh Lin	2
Jinlian Luo	2
Hasan Evrim Arici	2
Johannes Claeys	2
James H. Dulebohn	2
Julia E. Hoch	2
Kathleen Bentein	2

George C. Banks	2
Francis J. Yammarino	2
Janaki Gooty	2
Claudia Buengeler	2
Che-Yuan Chang	2
Chenwei Liao	2
Ann C. Peng	2
Ana Patrícia Duarte	2
Arran Caza	2
Elizabeth P. Karam	2
Baek-Kyoo Joo	2
Cheri Ostroff	2
Bilal Afsar	2
Che-Yuan Chang	2
Amjad Iqbal	2
Chung-Wen Chen	2
Eric K. Kaufman	2
Daan Van Knippenberg	2
Chaoping Li	2
Anamarija Klaić	2
Chenwei Li	2
Fernando Molero	2
Caroline Knight	2

Author collaborations

In addition to the individual contributions of authors to the study of leadership styles, it is important to highlight the collaborative efforts that have enriched the research model. Through combined efforts, authors have combined their expertise to produce insightful and impactful works that contribute significantly to the study of leadership. Among these collaborative efforts, two pairs of authors, namely Yi-Ying Chang and Che-Yuan Chang, as well as Mats Alvesson and Katja Einola, have stood out by co-authoring a remarkable 4 articles each. Collectively, the collaboration between these two pairs of authors has led to the creation of a total of 8 published articles. Moreover, the collaboration among 5 authors (Syed Saad Ahmed, Muhammad Mumtaz Khan, Muhammad Shujaat Mubarik, Tahir Islam, Essa Khan) resulted in 33 published articles. The collaboration among other authors resulted in a total of 38 published articles, where each collaboration resulted in 2 publications. The interesting point in this research is that the minimum number of articles published as a result of collaboration between authors is 2.

Figure 1. Co-authorship Network of Leadership Style Research (Two or More Publications per Author)



Content Analysis

In an exhaustive analysis encompassing 394 articles across 17 journals, researchers delved into 46 distinct categories within the realm of leadership studies. This meticulous review focused primarily on leadership styles, categorizing the articles under one main field and further dissecting them into 46 nuanced categories. The analysis highlighted nine prominent leadership styles: Authentic Leadership, accounting for 13.10% of the studies; Transactional Leadership, with 3.81%; Transformational Leadership, leading with 29.52%; Servant Leadership, at 11.43%; Participative Leadership, with 2.62%; Charismatic Leadership, at 3.10%; Shared Leadership, comprising 5.24%; Empowering Leadership, at 2.38%; and Ethical Leadership, with 10.48% of the studies.

The review process involved a detailed examination of keywords, titles, sectors, and abstracts to gauge the focus areas of the articles. The findings reveal a predominant interest in Transformational and Servant Leadership styles, closely followed by Charismatic and Ethical Leadership as areas of frequent scholarly attention. Conversely, the analysis identified several leadership styles as less explored, including Democratic, Change, Ideological, Collaborative, Despotic, Destructive, District, Principal, Dual, Effective, Empathetic, Engaging, Emotional,

Identity, Innovation, Narcissistic, Machiavellian Leadership, Leader Power, Leadership Methods, Reflective, and Supportive Leadership.

Furthermore, the study assessed the geographical distribution of the research, noting that Authentic and Transformational Leadership styles were the subjects of investigation in a diverse array of countries. This comprehensive review sheds light on the current landscape of leadership research, highlighting both well-trodden and less frequented paths in the study of leadership styles.

Table 3. Categorization of Topics in the Research

Categories	Subcategories	Number of studies	Percentage
Transformational leadership	Employee Well-being	124	29.52%
	Employee Engagement		
	Team Dynamic		
	Organizational Culture		
	HRM		
	Organizational Performance		
	Gender and Diversity		
	Employee Development		
	Psychological and Emotional Factors		
	Change Management		
	Ethics and Social Responsibility		
Authentic Leadership	Employee Well-being	55	13.10%
	Employee Commitment		
	Coaching		
	Creativity and Innovation		
	Ethics and Social Responsibility		
	Organizational Performance		
	HRM		
	Psychological and Emotional Factors		
	Team Dynamic		
Servant Leadership	Organizational Performance	48	11.43%
	Emotional Intelligence		
	Learning Organization		
Ethical Leadership	Employee Attitudes	44	10.48%
	Employee Well-being		
	Ethics and Social Responsibility		
	Knowledge Sharing		
	Green HRM		
	Organizational Citizenship		

	Conflict		
Shared Leadership	Team Dynamic	22	5.24%
	Virtual Teams		
Transactional Leadership	Employee Commitment	16	3.81%
	Employee Performance		
Charismatic Leadership	Employee Performance	13	3.10%
	Team Dynamics		
Participative Leadership	Team Dynamics	11	2.62%
Empowering Leadership	Employee Engagement	10	2.38%
	Employee Well-being		
	Employee Motivation		
	Team Collaboration		
Paternalistic Leadership	Gender and Diversity	5	1.19%
Authoritarian Leadership	Employee Engagement	5	1.19%
Benevolent Leadership	Employee Well-being	5	1.19%
	Ethics and Social Responsibility		
Paradoxical Leadership	Employee Well-being	5	1.19%
	Team Dynamics		
Responsible Leadership	Employee Deviant Behavior	5	1.19%
Self-Leadership	Team Dynamics	4	0.95%
Collectivistic Leadership	Charisma	3	0.71%
Directive Leadership	Team Dynamics	3	0.71%
Distributed Leadership	Organizational Strategy	3	0.71%
	Team Performance		
Emergent Leadership	Team Performance	3	0.71%
Exploitative Leadership	Employee Attitudes	3	0.71%
	Creativity and Innovation		
Humble Leadership	Creativity and Innovation	3	0.71%
Inclusive Leadership	Organizational Strategy	3	0.71%
Pragmatic Leadership	Organizational Performance	2	0.48%
Coaching Leadership	Employee Engagement	2	0.48%
Entrepreneurial Leadership	Organizational Performance	2	0.48%
	Team Performance		
Democratic Leadership	Creativity and Innovation	1	0.24%
Change Leadership	Employee Commitment	1	0.24%
Ideological Leadership	Organizational Effectiveness	1	0.24%
Collaborative Leadership	Team Performance	1	0.24%
Despotic Leadership	Work-life Balance	1	0.24%
Destructive Leadership	Crisis Management	1	0.24%
District Leadership	Turnover Intention	1	0.24%
Principal Leadership	Turnover Intention	1	0.24%
Dual Leadership	Leader-Member Exchange	1	0.24%
Effective Leadership	Team Effectiveness	1	0.24%
	Organizational Effectiveness		
Empathetic Leadership	Job Satisfaction	1	0.24%
Engaging Leadership	Employee Engagement	1	0.24%

Emotional Leadership	Employee Motivation	1	0.24%
	Emotional Intelligence		
Identity Leadership	Employee Well-being	1	0.24%
Innovation Leadership	Creativity and Innovation	1	0.24%
Narcissistic Leadership	Employee Resilience	1	0.24%
Machiavellian Leadership	Emotional Exhaustion	1	0.24%
Leader Power	Leader-Member Exchange	1	0.24%
Leadership Methods	Economic Perspective	1	0.24%
Reflective Leadership	Organizational Performance	1	0.24%
Supportive Leadership	Employee Well-being	1	0.24%

Year of Publication Analysis

The authors carried out a comprehensive review and analysis of research articles focused on leadership styles, published from 2016 to 2022. They employed a methodology previously utilized to illustrate the increase in publication volume within the knowledge management domain. This approach involved reviewing and categorizing the articles according to their year of publication. Additionally, study provided a table (Table 4.) detailing the frequency of articles published in this area, offering a clear visualization of the research landscape over the specified period.

Table 4. Number of Published Articles per Year

Year	Number of Articles
2016	25
2017	66
2018	64
2019	51
2020	68
2021	63
2022	54

The study provides a detailed analysis of the publication frequency on leadership styles from 2016 to 2022. The year 2016 saw the publication of the fewest articles, totaling 25, marking the starting point for an upward trend in publications on this topic. In 2017, the count rose significantly to 66 articles, reflecting an increase of 41 articles from the previous year. However, in 2018, there was a slight decrease, with 65 articles published, one less than in 2017.

The trend continued downward in 2019, with the number of publications dropping to 51 articles.

2020 emerged as the peak year within the analyzed period, with a total of 69 articles published, representing the highest output of research on leadership styles. Following this peak, there was a noticeable decline in publication numbers. In 2021, the count decreased to 64 articles, five fewer than the preceding year, and in 2022, the number further reduced to 54 articles, indicating a continued but gradual decrease in research output on leadership styles during the concluding years of the period under review.

Research Location

Leadership styles have undergone comprehensive examination globally, with China standing out as a center for such research. It has contributed 55 articles covering diverse leadership styles, highlighting a robust focus on leadership studies within the country. Efforts OF China's researchers have been especially noticed in areas like Transformational, Servant and Ethical Leadership. With 29 research papers, the USA was the second most active country in the field of leadership style research, followed by Pakistan with 26 published papers, and Taiwan and South Korea with 14 research papers each. Among European countries, authors from Germany have made notable contributions across various leadership styles, including among others Transformational, Charismatic and Paradoxical, with 11 papers. Then followed by the UK, with its active engagement in leadership research and 11 papers published, has placed emphasis on Transformational, Authentic, Charismatic, and Responsible Leadership.

India's research interests have leaned towards Transformational, Transactional, and Ethical Leadership. Turkey's studies have encompassed Transformational, Charismatic, Paternalistic, and Benevolent Leadership. Taiwan, Malaysia, Italy, Spain, and Portugal have also made significant contributions to the study of various leadership styles, including Ethical, Transformational, and Charismatic Leadership, among others, underlining their commitment to advancing leadership research. The Middle East, while contributing a smaller volume of articles, demonstrates a burgeoning interest in Charismatic, Transformational, and Responsible Leadership, reflecting the region's evolving focus on leadership studies.

Among the leadership styles, Transformational Leadership has received significant attention, with 124 articles spanning countries such as China, the USA, the UK, South Korea, and Pakistan, among others, showcasing its universal relevance and significant interest among researchers. On the other hand, certain leadership styles, including Ideological, Democratic, and Collaborative Leadership, have been less explored, each represented by only one article on a global scale. This indicates a relatively modest academic engagement with these styles compared to others.

In summary, China emerges as a pivotal center for leadership studies, particularly in Transformational Leadership, which stands out as the most thoroughly investigated style. Meanwhile, several leadership styles have been less prominently featured in the global academic discourse, each documented in only a single article, underscoring the varied research interests and priorities within the field of leadership studies. Results are presented in Table 5. It should be noted that countries with fewer than 2 published papers are not listed.

Table 5. Distribution of Topic Areas of the Research and Locations

<i>Country</i>	<i>Authentic</i>	<i>Supportive</i>	<i>Servant</i>	<i>Ethical</i>	<i>Transformational</i>	<i>Ambidextrous</i>	<i>Authoritarian</i>	<i>Shared</i>	<i>Paternalistic</i>	<i>Benevolent</i>	<i>Humble</i>	<i>Paradoxical</i>	<i>Participative</i>	<i>Responsible</i>	<i>Charismatic</i>	<i>Transactional</i>	<i>Total</i>
<i>Canada</i>	3		1	1	6												11
<i>China</i>	4		8	8	11	2	2	2	2	3	2	1	1	1			55
<i>South Korea</i>	4				8			1				1					14
<i>Thailand</i>					2												2
<i>Germany</i>	2	1		1	3	1						1					11
<i>USA</i>	13		3	4	7										1	1	29
<i>UK</i>	2		1	1	5												9
<i>Sweden</i>	1				1												3
<i>Australia</i>	1		1		2									1		2	7
<i>Finland</i>	2		2		1				1								6
<i>Vietnam</i>					2	1											3
<i>Belgium</i>	1		2		1												4
<i>Hong Kong</i>			1		1								1				3
<i>France</i>	1				1												2
<i>Ghana</i>					4										1		5
<i>Turkey</i>	2		1		1					1					1		6
<i>Pakistan</i>	2	6		4	8		1				1			2			26

Saudi Arabia			3			1		4
Spain	2		4					6
India	1	1	2	1	1		1	8
Netherlands	2	1	1	1				5
Taiwan			4	4		1	1	14
Portugal	2		1	1				4
Phillipines			1					2
Kuwait		1	1					2
Italy	1		1					2
Iran	1		1					2

Methodology Analysis

The study outlines frequent methodological approaches employed in research on leadership styles. Analysis of these methodologies shows a pronounced predominance of quantitative methodology. This method was employed across all dominant categories of leadership styles and featured in 244 scholarly articles. Following quantitative methodology, qualitative methodology emerged as the second most commonly adopted approach. However, it was notably employed in only 2 out of the top 4 categories of leadership styles, involving a total of 17 articles. On the other hand, review methodology exhibited the least frequency, performing in 8 articles within the body of analyzed literature.

Table 6. The Most Used Methodologies

Style	Quantitative	Qualitative	Paper Review
All styles	244	17	8
Authentic leadership	32	6	4
Ethical	32	0	2
Servant	38	0	2
Transformational	81	4	1

Research Sector Analysis

Research in the field of leadership styles has been conducted across different sectors, holding a wide spectrum of industries and domains. These studies have provided valuable insights into the applicability and impact of various leadership styles within specific organizational contexts. Particularly, Ethical Leadership has been explored across sectors such as manufacturing,

healthcare, IT, education, retail, and research and development. Similarly, Transformational Leadership has been a subject of investigation in sectors including education, military, business organizations, high-technology development zones, and healthcare. Shared Leadership has garnered attention in areas like education, merchant shipping vessels, and telecommunication. Charismatic Leadership studies have extended to the domains of Middle East, Turkey, China, the USA, the Netherlands, and Seoul, indicating a global interest in this leadership style. Empowering Leadership has been examined in research centers, national petroleum companies, and IT sectors, while Servant Leadership studies have been conducted in manufacturing, healthcare, and military settings. The diversity of sectors in which these leadership styles have been studied underscores their relevance and adaptability across various organizational and professional contexts. Such comprehensive sector-specific analyses contribute to a more nuanced understanding of leadership styles' effectiveness and applicability. The findings of this study showed that Ethical Leadership has been studied across the most diverse sectors. This leadership style has been explored in various sectors, including manufacturing, healthcare, IT, education, retail, research and development, and the military. This broad range of sectors indicates a considerable interest in understanding the role of ethics and moral values in leadership across different organizational contexts. Therefore, Ethical Leadership stands out as the leadership style that has been studied the most across diverse sectors in the literature mentioned.

4. DISCUSSION

In conclusion, the comprehensive analysis of 394 articles spanning the years 2016 to 2022, including a diverse range of leadership styles, across 17 journals, has yielded valuable insights into the field of leadership research. This study emphasizes the significant contributions made by both institutions and individual scholars to the ongoing exploration of leadership dynamics among employees. One notable highlight of this research is the identification of a network of scholars whose collaborative efforts have driven advancements in the field of leadership. Among these scholars, Yi-Ying Chang stands out as a prominent contributor, with six publications dedicated to the study of leadership styles during the specified period. Their work illustrates the dedication and expertise that have enriched our understanding of leadership.

Furthermore, the content analysis carried out on these articles revealed leadership styles, with nine predominant categories. These categories, including Authentic Leadership, Transformational Leadership, Servant Leadership, and Ethical Leadership, represent the

diverse dimensions of leadership that have been explored in depth. This categorization not only provides clarity in the field but also highlights the multifaceted nature of leadership. Additionally, the examination of research methodologies employed in these articles, classified into 'Quantitative,' 'Qualitative,' and 'Paper Review,' scales light on the methodological trends in leadership studies. This categorization facilitates a better understanding of the research approaches most utilized in the investigation of leadership styles. As a result, this study not only presents a comprehensive overview of the state of leadership research but also serves as a valuable resource for scholars, institutions, and practitioners interested in leadership dynamics. The findings not only enrich the scholarly discourse but also have practical implications for leaders and organizations seeking to enhance their understanding and implementation of various leadership styles. Moreover, the examination of publication trends over the years demonstrates the evolving nature of research in this field, reflecting its continued relevance and adaptability to changing organizational contexts.

In summary, this analysis represents a substantial contribution to the literature on leadership styles, revealing the collaborative efforts of scholars, the prominence of certain authors, the prevalence of specific leadership categories, and the evolving methodologies employed in this dynamic field. These findings collectively advance our comprehension of leadership in contemporary organizations and provide a solid foundation for future research and practical applications.

Limitations and Future Directions

The study focused on articles published between 2016 and 2022. While this timeframe provides a contemporary snapshot, it may have excluded older but still relevant literature in the field. The selection of 17 journals, while relevant, might have inadvertently excluded research from other journals, possibly overlooking valuable contributions to the topic of leadership styles. While the study identified prominent authors and their contributions, it's possible that some influential contributors or collaborations were not captured, as not all researchers published in the journals are considered. The categorization of leadership styles into nine main categories may oversimplify the complexity of the field. There may be emerging leadership styles that were not adequately represented in this analysis.

The study categorized research articles into three broad methodological categories—Quantitative, Qualitative, and Paper Review. Future research could delve deeper into the

specific research methods used within these categories to provide a more nuanced understanding of the methodologies employed. Future research can extend the timeframe of analysis to capture long-term trends in leadership styles. Examining how the emphasis on specific styles has evolved over a more extended period could provide valuable insights. Expanding the scope to include a broader range of journals, including interdisciplinary publications, can offer a more comprehensive view of leadership styles research. As organizations evolve, new leadership styles may emerge. Researchers can investigate emerging leadership paradigms, such as digital leadership or hybrid leadership models, to keep pace with changing workplace dynamics. Expanding the analysis to include research from a wider range of countries and cultures can provide a more diverse perspective on leadership styles and their applicability in different contexts. Researchers can conduct in-depth investigations into the specific methodologies used in leadership research, exploring the strengths and weaknesses of each approach and their impact on research outcomes.

Future research can explore the practical implications of various leadership styles on organizational performance, employee satisfaction, and innovation. This can help bridge the gap between academic research and real-world leadership practices. Collaborations between leadership scholars and experts in related fields, such as psychology, sociology, and neuroscience, can lead to a more holistic understanding of leadership and its impact.

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