

# A Research Review of Leadership Styles

Nereida Hadziahmetovic, Nataša Tandir, Amra Dzambić

International Burch University Ilidža, Bosnia and Herzegovina

Email: nereida.hadziahmetovic@ibu.edu.ba, natasa.tandir@ibu.edu.ba,  
amra.dzambic@stu.ibu.edu.ba

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## Abstract

This article's review and analysis of 90 articles about leadership styles published in 21 leadership journals between 2016 and 2022 demonstrate the relevant contributions of individual academics and institutes to research leadership styles. This study provides an integrated and comprehensive review of 90 publications on leadership styles published during five years (2016–2022), the articles, the categories mentioned as well as the methodologies used were analyzed in detail extending the topic in many ways. Firstly, the authors conducted content analysis on the articles in order to offer topic classification (main and subcategories). Secondly, the authors searched for publications by year and analyzed methodology, sector, and location. Finally, in order to highlight the most recent trend of research leadership styles over the mentioned time, this study includes certain key facts such as the number of papers published in each journal and year. In the end, this analysis illustrates where the literature has been and where it should go in the future.

**Keywords:** Leadership Styles, Leadership, Article Review, Research Methodology.

## Introduction

One of the most crucial parts of constructing a successful firm is developing a strong leadership impact in the organization. With the rising complexity and change in operations throughout the world, leadership has become a hot topic of discussion, but no universal definition has emerged. According to (Andersen, 2016), leaders are those that inspire, encourage, and acknowledge their colleagues in order for them to complete tasks and accomplish the required outcomes. To excite and energize their workforce, leaders use a variety of leadership styles. There are several meanings of "leadership," but none of them is universal. Leaders often employ a leadership style that is compatible with their traits, appropriate for the nature of the task and gains approval or support from people inside the business (Bass & Bass, 2008). "Leadership is principally a relationship of influence between a leader and his or her followers with a commitment to a joint purpose" according to a definition that encompasses the key features of the leadership idea (Clinebell et al., 2013). Leadership is defined as a person's ability to influence a group of individuals to achieve a common objective (Andersen, 2016; Neuza & Patrícia, 2020; Torlak et al., 2021). The leadership style used may differ from circumstance to scenario or evolve in a particular environment. Knowing what sort of direction a situation requires, as well as having the

flexibility and abilities to make changes as needed, is essential for successful, effective leadership (Einola & Alvesson, 2021a; Lorinkova et al., 2013; Mroz et al., 2018a).

Authors focus on the articles in 21 top "leadership" journals. This article review provides a comprehensive review of 90 publications on leadership styles published during 5 years (2016–2022). In numerous ways, our paper adds to the area of leadership styles. Firstly, the primary goal of the research discussed in the article is to look at the most frequent leadership styles throughout a five-year period (2016-2022), also this study seeks to offer an inquiry and analysis of specific creative scholars and institutions by analyzing the network relations between the authors. Furthermore, the authors determined the topic classification and subcategories by analyzing the abstract and keywords of the articles. This research analyzed the countries in which articles were most conducted. Authors classified states based on continents to have a better general perspective. To have a better understanding sector in which the article was conducted was analyzed. Finally, to emphasize the most recent trend in research leadership styles across the specified period, this study provides essential statistics such as the number of articles published in each journal and year.

### **Method**

To conduct the study, the authors found and examined 90 publications on leadership styles published in 21 Leadership journals between 2016 and 2022. The 2022 year is not fully included since this research started at the beginning of 2022 and is still ongoing. In addition to the publications that are mentioned above, the authors included journals that were about business ethics (i.e., *Business Ethics Quarterly*). Peer-reviewed papers were included in publications considered relevant to this investigation. The titles, authors and affiliations, keywords, volumes, and issue numbers of the publications were investigated for classification. Abstracts were also evaluated to establish each article's methods, nation, continent, and research topic. In situations where a clear conclusion could not be made based on the first data obtained, the complete article was evaluated.

### **Authors and Institutions**

It was determined that there are 264 authors in these 90 articles that have been identified and processed, also 258 institutions have been identified, and all institutions are academic.

### **Journal List**

The impact factors of the Social Science Citation Index and the h5 index were used to determine the quality of the publications. Table 1 shows the journals' impact factors, h5-index, and a number of published publications on Leadership practices. During the study period, 17 of the 90 publications concerning leadership styles practices were published in the *Journal of Leadership & Organizational Studies*. The second most frequent journal is *Leadership & Organization Development Journal*, 16 articles were found. The third frequent journal is *The Leadership Quarterly* and *Journal of Business Ethics*, 10 articles were found per journal. These journals carry about 53%, the other 47% are other journals on leadership and business ethics (i.e., *Journal of Management Development*, *Leadership*, *Journal of Leadership Studies*, *Journal of Cleaner Production*).

Table 1

*Journals' list: SSCI impact factor, h5-index, and the number of published articles.*

Journal	Impact Factor	5-Year Impact Factor	Number of articles
The Leadership Quarterly	10.517	NN	10
	2.37		
Journal of Management Development		1.73	5
Journal of Leadership & Organizational Studies	3.448	3.964	17
Leadership	2.403	2.782	8
Journal of Leadership Studies	0.514	0.60	7
Leadership & Organization Development Journal	3.231	3.774	16
Journal of Management	11.790	16.662	1
Human Resource Management Journal	5.039	NN	1
The International Journal of Human Resource Management	5.546	6.067	4
International Journal of Productivity and Performance Management	4.8	2.852	4
Journal of Business Ethics	6.430	7.830	10
Business Ethics Quarterly	3.719	3.2	0
Business Ethics, the Environment and Responsibility	6.967	NN	1
Journal of Organizational Behavior	8.174	NN	0
Journal of Organizational Behavior Management	1.677	2.138	0
	4.941		
Organizational Behavior and Human Decision Processes		4.198	1
Journal of Cleaner Production	9.297	9.668	5
Journal of Management & Organization	4.139	2.338	0
Entrepreneurship & Regional Development	5.149	6.142	0
Family Business Review	9.848	10.361	0
Small Business Economics	8.164	8.139	0
Total			90

### Content Analysis

The authors analyzed the 90 papers discovered in 21 journals and determined the 10 topic classes based on their abstracts and keywords. Besides 10 topic classifications, the authors identified 25 subcategories. The topic of each article was categorized based on its key subjects to offer a more complete assessment. The topic of each article was categorized based on its key subjects to offer a more complete assessment.

### Research Location analysis

The authors of this study took into account the locations of each article to identify the countries and continents in which leadership styles have been most explored in the last five years. In order to identify the location of the research, the authors reviewed the introductions and keywords, where this was not enough the whole articles were analyzed. 75 out of 90 publications had their research places determined. Five studies were carried out in various countries, and the authors categorized each nation independently. Countries are also represented by continents to give a clearer perspective of the study.

### Methodology Analysis

The titles and abstracts of articles on leadership types were analyzed to obtain the list of most used methodologies in this area over the past five years. For each of the 90 publications, the methodology was determined, and articles that applied more than one method were categorized as a combination ( *i.e. Quantitative and Qualitative*). The methodologies identified in the articles are Quantitative, Qualitative, Combination, and Case study.

### Research Year Analysis

The authors analyzed and identified articles on the leadership types published in the period between 2016 and 2022 according to the year of publication. The research was conducted to determine how research on leadership types differs by the years mentioned above.

### Research Sector Analysis

The writers discovered the areas in which the articles were done in order to better comprehend and evaluate the articles. The sector was discovered for 75 of the 90 publications using abstracts and titles. Articles that mentioned more than one industry were classified as "combinations." Sectors that were identified are Administration, Public sector, Private sector, Combination, Education, IT industry, Bank, Construction company, Medical sector, and Telecommunication.

### Research Results

#### Content Analysis

After the authors analyzed in detail the abstracts and keywords of the 90 articles in the 21 Leadership Journal, ten categories were evaluated (Table 2). The following are the most common categories found in the articles analyzed: Authentic leadership style (25 articles, 22%), Transformational leadership style (40 articles, 36%), Servant leadership style (14 articles, 13%), Transactional leadership style (13 articles, 12%), Benevolent leadership style (5 articles, 4%), Paternalistic leadership style (5 articles, 4%), Charismatic leadership style (4 articles, 4%), Autocratic leadership style (3 articles, 3%), Collectivistic leadership style (1 Article, 1%), Empathetic leadership (1 article, 1%). Some articles have more than one topic classification, the authors have coded each category separately. The most often researched subjects, according to these findings, are authentic leadership and transformational leadership, followed by servant leadership. Collectivistic and Empathetic leadership, on the other hand, are the least researched leadership styles.

Table 2

#### Topic Classification

Topic classification	Number of studies	Percentage
Authentic leadership	25	22%
Transformational leadership	40	36%
Servant leadership	14	13%
Transactional leadership	13	12%
Benevolent leadership	5	4%
Paternalistic leadership	5	4%
Charismatic leadership	4	4%
Autocratic leadership	3	3%
Collectivistic leadership	1	1%
Empathetic leadership	1	1%

Table 3 lists 25 subcategories in addition to the ten key categories. The most investigated subcategory is organizational performance, which is followed by affective commitment and motivation.

Table 3

*Topic classification and subcategories*

Topic classification	Subcategories	N
Authentic leadership	1. Organizational performance	18
	2. Affective commitment	10
	3. Motivation	8
	4. Psychological empowerment	7
	5. Organizational Behaviour	6
Transformational Leadership	6. Gender	4
	7. Family business	3
	8. Covid 19	3
Transactional Leadership	9. Decision making	2
	10. Leader attitudes	2
	11. Administration	2
	12. Training	2
	13. Career motivation	2
Benevolent leadership	14. Customer service	1
	15. Career success	1
Servant leadership	16. Leadership identity	1
	17. Employee creativity	1
Paternalistic Leadership	18. Education	1
	19. Innovation	1
Charismatic Leadership	20. Bank institutions	1
	21. System and organization	1
Collectivistic Leadership	22. Work-life balance	1
	23. Leadership Behaviour	1
Empathic Leadership	24. Manager	1
Autocratic Leadership	25. Rewards	1

**Research Location Analysis**

After analyzing the abstract and keywords, and in cases where this was not enough, entire articles were analyzed, the authors identified states for 78 articles and identified continents for 82 articles among 90 reviewed articles. A couple of articles mention just the continent where the research is done, not the specific country so the authors did both analyses by continents and by countries separately. Some research has been conducted in several countries, so the authors have coded each country separately. Table 4 shows the full list of nations where the study was done. The countries in which the most research on leadership types has been conducted are the Americas and China, followed by Germany. While the countries with the least research are Spain, Cyprus, Turkey, France, and Portugal. Table 4 shows a list of continents that have been identified. As shown in the table, the most frequent continent is Asia (42%), followed by America (29%), Europe (21%), Africa (7%), and Australia (1%).

Table 4

*Geographical Distribution of Published Articles*

Continent	Number of articles by continent	Country	Number of articles by country
Asia	34	China Shri Lanka Malaysia India Vietnam South Korea Pakistan Indonesia South Arabia	14 1 2 2 1 1 1 1 1
Europa	17	Germany Greek France Spain Turkey Norway	14 1 1 2 2 1
America	24	USA Canada Brasil	15 5 4
Australia	1	New Zeland	1
Africa	6	Ghana Yemen Uganda	2 2 2
<b>Total</b>	<b>82</b>		<b>78</b>

**Methodology Analysis**

Over the last five years, the titles and abstracts of articles on leadership types were evaluated to compile a list of the most commonly used approach in this field. Articles that used more than one approach were classified as "combination" articles ( i.e. Quantitative and Qualitative). According to review results, the quantitative methodology is a highly dominant method, this methodology was implemented in 67 articles. The second dominant methodology is qualitative, this methodology was implemented in 12 articles. The remaining two methodologies ( combination and case study) were implemented in the 5 articles. Table 5 shows the list of continents and methodology.

Table 5

*List of continents and methodology*

Continent	Quantitative	Qualitative	Combination	Case study
Europe	12	4	1	0
Africa	6	0	0	2
Asia	28	4	1	0
America	20	4	0	1
Australia	1	0	0	0

### Year of Publication Analysis

The authors also analyzed the frequency of publishing articles on leadership types in the period from 2016 to 2022. This method reveals a trend for the number of articles published in each of the 21 journals to raise or decrease. From 2017 to 2018 it has a constant increase in the number of articles, (5 articles in 2017, 21 articles in 2018). The number of published papers begins to decline in 2019 (16 articles), then rises in 2020 (22 articles), 2021 (21 articles), and 2022 (4 articles). The highest number of publications are in the 2020 and 2021 years.

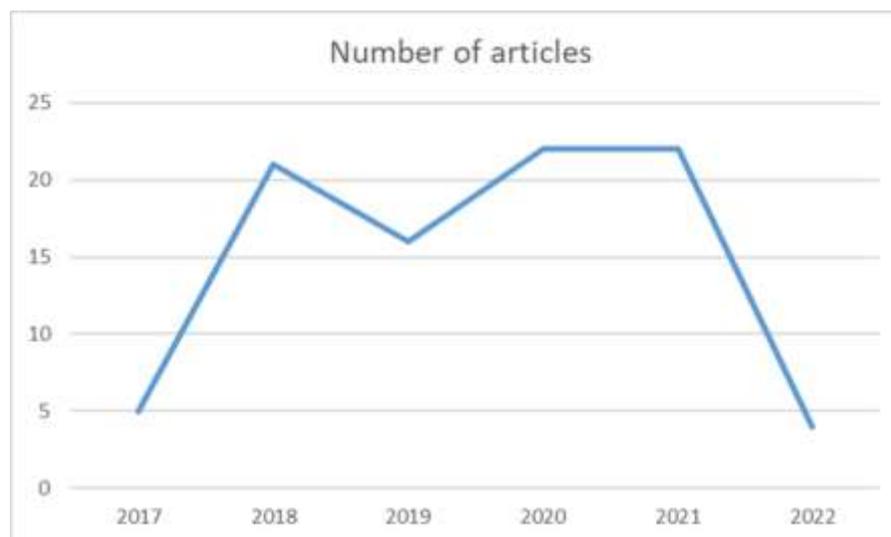


Figure 1 Number of Published Articles per Year

### Research Sector Analysis

To better understand and analyze the papers, the research investigated the sector in which the paper was done. Using abstracts and titles, the sector was found for 75 of the 90 papers. In the articles, where authors identified more than one sector was classified as a combination. Table 6 shows the most frequent sectors, the most frequent sectors are public and private, followed by education. While the last frequent are Bank and Telecommunication.

Table 6

*Research sector analysis*

Sector	Number of articles
Administration	6
Public sector	19
Private sector	17
Combination	7
Education	10
IT industry	5
Medical industry	6
Bank	4
Telecommunication	1

**Discussion**

This study observes which individuals and academic institutions contributed the most to the study of various forms of leadership from 2016 to 2022. The journals that have the most published papers on this topic are Journal of Leadership and Organizational Studies, Journal of Leadership and Organizational Development, and The Leadership Quarterly. We can claim that most articles were written in 2020 and 2021, so it can be expected that the number of articles will grow in the coming years. The results of this study show that all articles are published by academic institutions (i.e. universities). The countries in which the research was conducted are mostly developed countries, while the less developed countries are less skilled in researching the types of leadership. This is one of the research gaps, future researchers could focus on undeveloped countries. The most frequent topic is authentic and transformational leadership. This is the second research gap because there are a lot of other leadership styles which have not been investigated enough. Previous studies have shown the growing importance of authentic leadership as a “hot” academic field (Avolio & Walumbwa, 2014; Braun & Nieberle, 2017; Ford & Harding, 2011). Theories such as transformational and authentic leadership are seriously lacking (Alvesson & Kärreman, 2016; Spoelstra et al., 2016). Bass and his colleagues contend that leaders may be both transformational and transactional and that the most effective leaders combine the two (Avolio & Bass, 1995). One of the most important modern leadership models is transformational leadership (Gardner et al., 2020; Gardner & Avolio, 1998; Lowe et al., 2015). Theoretically, transformational leaders use charisma or idealized influence to boost their followers' motivation and performance.

However, we found that they are the most frequent between the 2016 and 2022 years. We can claim that there is an increase in the number of studies on this topic in the years mentioned above. This research also addressed the role of ethics in organizations and leadership. Research also addressed the role of ethics in organizations and leadership. We found several articles on the topic of women leaders, and discrimination against women in leading positions. Research has shown that women find it harder to reach leading positions, also that women in the men's team make it harder to progress. Even when women do hold leadership roles, there is evidence that they are given the title of manager but are not given the same duties as their male colleagues (RESKIN & ROSS, 1992). The research done by

Johnson et al (2008), female leaders must exhibit both agentic and community traits to be viewed as effective as their male counterparts.

As we previously mentioned, the most frequent methodology is the quantitative methodology in all five continents and generally, it is the most used methodology in the articles researched. Finally, when we compare the topics covered in leadership styles research to those covered in previous periods, we find that authentic and transformational leadership has received more attention, while servant leadership, autocratic leadership, paternalistic leadership, and benevolent leadership have received less attention.

### **Limitations**

This study has several limitations. The first limitation years were analyzed. The authors analyzed the period from 2016 to 2022, which means that articles published before 2016 are not taken into account. The second limitation is the number of completed journals, we focused on 21 leadership journals, so we are limited to the number of articles we found. A larger number of journals would certainly bring a larger number of processed articles.

### **Conclusion**

Finally, this research looked at how individuals and institutions contributed to leadership styles research and the academic connections that were created between 2016 and 2022. The publications' substance was also examined in 21 journals. For researchers and institutions that are currently involved, this study provides important productivity and journal quality metrics. This review aimed to provide a useful reference point for researchers and doctoral students at universities who are interested in the field of leadership styles research by identifying the scholars who conducted research in the field of leadership styles research, the most used methodology, the sector that is mostly researched, the research location, and the most frequent topic.

### **Contribution**

This study contributes to the current literature. This research contributes to a better understanding of different types of leadership, as well as their representation in different sectors. The research shows that in the period of 5 years (2016-2022) authentic and transformational leadership was the most researched, which can help managers and leading people in companies to better understand the current trend in the business world. One of the key findings of this study is the significant contributions of individual academics and institutes to research on leadership styles. By analyzing the number of papers published in each journal and year, the authors were able to highlight the most recent trends in leadership research. Furthermore, this study offers an integrated and comprehensive overview of the literature on leadership styles, providing insights into where the field has been and where it should be heading in the future. Another noteworthy aspect of this study is the examination of the methodologies used in the publications. This includes an analysis of the research design, sample size, and data collection techniques used in the articles. This information is crucial for understanding the strengths and limitations of the research and for identifying areas for future research. It is an essential resource for academics, researchers, and practitioners interested in leadership and leadership styles. One of the limitations in this paper is that authors focused on a period of 5 years, as well as for the number of journals that they researched. Increasing the number of years and researching a larger number of journals will provide a better and broader picture of leadership types. This research can be expanded and

explored more deeply in the location of Africa, considering that in this paper we have seen that v In conclusion, this study offers a comprehensive and integrated review of the literature on leadership styles published between 2016 and 2022. It provides insights into the main topics, research methods, and trends in the field, and serves as a valuable resource for those interested in leadership research. It is an important contribution to the field of leadership studies and can be used as a reference for future research on leadership styles.ery few works on the topic of leadership types have been carried out in that part of the World.

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