RESEARCH ON AUTHENTIC LEADERSHIP LITERATURE BASED ON THE SCOPUS: A CO-WORD CLUSTERING ANALYSIS

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Abstract

In contemporary discourse, the adjective authentic has increasingly been affixed to the term leadership to enrich the scholarly examination of Leadership and broaden its applicability within organisational contexts. The designation "authentic" carries specific implications and nuances that may lead one to infer that it represents a potentially superior or more legitimate variant of Leadership. The emergence of authentic Leadership is rooted in the principles of positive organisational behaviour and a conducive organisational environment, which are indicative of human resource competencies and psychological capacities that can be quantified, cultivated, and adeptly administered to enhance performance in the modern workplace. This study seeks to perform a bibliometric literature review on authentic leadership terms, trends, and ideas using Scimago Graphics software and a database from Scopus to contribute to authentic leadership research. The Scimago Graphica software generated four clusters that provide a comprehensive landscape and study trajectory of authentic Leadership. Researchers and practitioners should focus on current trends and research topics to enhance authentic leadership development.

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Introduction

Over the past decades, authentic Leadership has surfaced as a crucial focal point of investigation within the domains of leadership literature and organisational behaviour (Zhang et al., 2022; Gardner et al., 2011; Luthans & Avolio, 2003). The concept of authentic Leadership arose in response to the ethical violations in leadership practices across various organisations, the challenges engendered by global terrorism, and the economic downturns experienced by developed nations. Authentic Leadership is characterised as a leadership approach that fosters positive psychological capacities (Avolio & Gardner, 2005) and cultivates an ethical climate aimed at enhancing self-awareness (George et al., 2007), organisational atmospheres (Gardner et al., 2021), equitable decision-making processes (Shamir & Eilam, 2005), internalised moral perspectives (Crawford et al., 2020), employee engagement (Sparrowe, 2005), supporting sustainable organisational performance (Shahzad et al., 2021), and adeptly managing information along with maintaining transparent relationships with subordinates (Walumbwa et al., 2008). Given its profound implications, authentic Leadership has garnered considerable academic interest, resulting in a burgeoning body of scholarly work (Luthans et al., 2006).

The burgeoning academic interest in authentic Leadership is evidenced by a rich literature incorporating diverse theoretical frameworks, empirical investigations, and practical implementations (Shahzad et al., 2021; Gardiner & Gardiner, 2015). Despite the amplified attention and extensive research, authentic leadership scholarship reveals specific gaps in bibliometric analyses. Historical methodologies, content study, empirical investigation, and measurement of constructs have emerged as crucial areas of examination. However, further analysing the literature on authentic Leadership using bibliometric methods may give fresh insights and distinguish it from earlier research. This scenario necessitates thoroughly synthesising and evaluating existing literature to pinpoint crucial patterns, thematic emphases, intellectual structures, evolutionary trends, and areas warranting further exploration (Shahzad et al., 2021; Cooper et al., 2005; Novicevic et al., 2006).

Addressing the identified gaps in bibliometric analyses is paramount for comprehending and applying authentic Leadership within varied organisational contexts. This research employs a co-word clustering analysis to delineate the intellectual landscape of authentic leadership studies. Analysing keyword co-occurrences and clustering is to unveil the fundamental themes and structures shaping the field, providing a comprehensive perspective. The objectives of this bibliometric inquiry are manifold. *Firstly, it aims to offer an overview of the developmental trajectory of authentic leadership research, emphasising key milestones and the field's expansion. Secondly, the study seeks to identify thematic clusters within authentic Leadership. Lastly, it endeavours to reveal emerging themes and potential research voids, charting a course for future academic exploration.*

This article has four primary sections: Initially, after the introduction, the materials and methods section is offered, which provides a description of the database used, along with the search predictors employed. The second section presents the research's findings, highlighting the emerging patterns and new areas of investigation. The fourth section states the discussions and conclusion.

Materials and Methods

Bibliometric Approach

Bibliometric analysis, a method that employs quantitative techniques to analyse patterns in academic literature, provides a practical approach to systematically review and map the intellectual structure of a research field. The bibliometric analysis offers valuable insights into scholarly work's development, influence, and interconnectedness by examining publication output, citation patterns, and co-authorship networks. Thus, this bibliometric analysis of authentic leadership literature offers a comprehensive

overview of the field, identifying key trends, gaps, and opportunities for future research. By addressing these bibliometric gaps, scholars can advance the understanding and application of authentic Leadership, ultimately contributing to more effective and ethical leadership practices in organisations worldwide.

Database and article selection criteria

The Scopus database was chosen for this study due to its comprehensive coverage of peer-reviewed literature across various disciplines, making it an ideal source for conducting a thorough bibliometric analysis. The search term was TITLE-ABS-KEY (authentic Leadership), used to search for articles. The search used titles, abstracts, and keywords to capture a broad range of relevant studies. The selection criteria for articles included several steps to ensure the inclusion of relevant and high-quality research works: (1) the search was limited to articles published in the last two decades to capture contemporary research trends and developments in authentic Leadership. (2) only peer-reviewed journal articles, reviews, and conference papers were included to ensure the credibility and scholarly impact of the selected works. Editorials, book chapters, and non-peer-reviewed articles were excluded. (3) articles published in English were included to maintain consistency and ensure the accessibility of the reviewed literature. The selected articles were then subjected to a bibliometric analysis, which involved mapping the co-occurrence of keywords in Authentic Leadership. This comprehensive approach provided a detailed understanding of the intellectual structure, thematic focuses, and research trends within authentic Leadership, offering valuable insights for future scholarly inquiry.

Results and discussions

Authors' keyword Co-occurrence analysis enables researchers to identify patterns that unveil a semantic map illustrating the intellectual structure, progression, and pertinent topics within the subject of study. Figure 1 depicts the two-dimensional network formed by the co-occurrences of author keywords.

Cluster 1 (Blue) focuses on the organisational and management aspects related to authentic Leadership. Key terms include "organisation and management," "psychology," "job satisfaction," "work environment," and "public relations." The cluster highlights the importance of organisational culture, personnel management, and the psychological aspects of Leadership that contribute to creating a supportive and productive work environment. It emphasises the role of authentic Leadership in fostering job satisfaction, effective communication, and trust within an organisation.

Cluster 2 (Orange) emphasises education and behaviour in the context of authentic Leadership. Key terms include "education," "behaviour," "cooperation," and "bullying." This cluster suggests authentic Leadership is crucial in shaping educational environments and influencing individual cooperative behaviour. It addresses issues like bullying and the importance of fostering positive behaviour and cooperation, highlighting how authentic leaders can create a safe and conducive learning environment.

Cluster 3 (Green) focuses on authentic Leadership's interpersonal and relational aspects. Key terms include "interprofessional relations," "communication," "awareness," and "procedures." The cluster underscores the significance of authentic Leadership in facilitating effective communication and collaboration among different professional groups. It highlights the role of leaders in promoting awareness, establishing procedures, and nurturing interprofessional relations to enhance teamwork and organisational effectiveness.

Cluster 4 (Pink)

Cluster 4 is (pink) centred around the psychological aspects and self-concept related to authentic Leadership. Key terms include "psychological aspect," "self-concept," "mental health," and "standards." This cluster illustrates the importance of understanding the psychological dimensions of Leadership, including self-awareness, self-regulation, and the impact on mental health. It emphasises how authentic leaders set high standards for themselves and others, fostering a positive psychological environment that supports personal and professional growth.
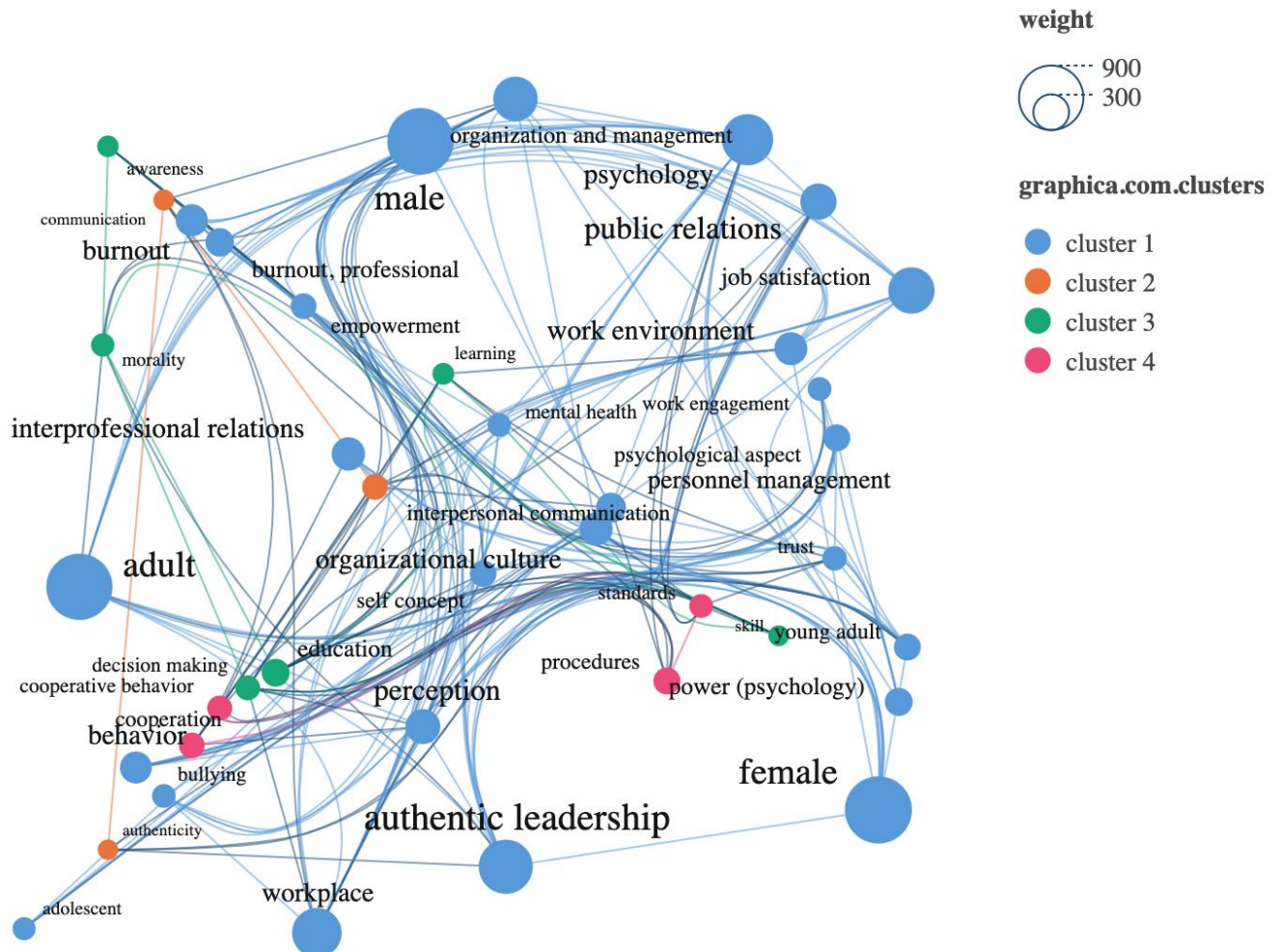

Figure 2Co-occurrence analysis

Theories used in authentic leadership research

Self-Determination Theory

The Self-Determination Theory (Ryan & Deci, 2017) posits that workers are motivated by various restrictions that vary regarding self-determination. Individuals may allocate their efforts in the workplace for various reasons. Some may be driven by intrinsic motivation, finding pleasure and satisfaction in their work. Others may be motivated by identified regulations, striving to achieve personal or professional goals that hold value to them. Some individuals may work to bolster their self-esteem or evade negative emotions, known as introjected regulation. Lastly, some may be motivated by external regulation, seeking rewards or avoiding negative consequences. A substantial body of research has shown that these regulatory mechanisms are implicated in many individual (such as burnout and commitment) and organisational (such as absenteeism and performance) outcomes (Fernet et al., 2015).

However, most research based on Self-Determination Theory (SDT) focuses on individual variables, neglecting to examine how several forms of behavioural constraints impact employee performance.

Conversely, a person-centred approach emphasises specific groups of workers that have unique combinations of rules that may have varying effects on job results (Meyer & Morin, 2016). This alternative strategy offers a method to get a supplementary and more all-encompassing comprehension of workers' motivation (Howard et al., 2016). While research has shown the significance of motivation profiles in forecasting employee performance, theoretical and empirical gaps exist in our comprehension of the factors contributing to these profiles, such as ALP.

Leader-Member Exchange (LMX) Theory
LMX theory is a leadership theory that focuses on the link between leaders and their followers. As per this view, Leadership is determined by the quality of the exchange connection between leaders and their followers. High-quality exchanges are defined by trust, affinity, and mutual respect. The quality of these relationships has consequences for the well-being and performance of workers in their employment. Authentic leaders with strong self-awareness, high moral standards, transparency, and balanced decision-making are likelier to build trust throughout the Leader-Member Exchange (LMX) process. This trust, as found by Avolio et al. (2009), contributes to positive employment outcomes, such as increased job engagement.

Researchers propose that LMX interactions may be categorised along a spectrum ranging from low-quality, transactional relationships to high-quality relationships characterised by the exchange of support and resources rooted in mutual respect, trust, and affinity (e.g., Bernerth et al., 2007). In high-quality leader-member exchange (LMX), leaders are willing to provide valuable resources, such as significant knowledge, guidance and support, rewarding tasks, and autonomy in work decision-making (e.g., Cropanzano et al., 2017).

Social Identity Theory
Cropanzano and Mitchell (2005) proposed that the social exchange theory is a crucial conceptual model for understanding workplace workers' behaviours and attitudes. Social exchange theory suggests that workers establish connections with other workers based on their previous interactions (Farid et al., 2021; Shore et al., 2004). Consistent with the principles of reciprocity in social relationships (Ashforth & Mael, 2004), workers often reciprocate the treatment they get from their colleagues, whether positive or negative (Mitchell & Ambrose, 2007). According to social exchange theory, trust is crucial in connecting two individuals (Khattak et al., 2020). The social exchange model may be used to comprehend the impact of AL on individual performance. The involvement of followers in the decision-making process and the alignment between words and actions are crucial characteristics of genuine leaders that enhance their trustworthiness among subordinates (Avolio & Gardner, 2005; Zhang et al., 2021). Therefore, genuine leaders encourage subordinates to provide positive feedback and foster a healthy working atmosphere (Wang et al., 2014). In addition, genuine leaders have the ability to enhance the sense of dignity, trust, respect, and integrity among their subordinates (Bamford et al., 2013).

Consequently, followers are motivated to exert more effort and achieve higher performance levels (Zhang et al., 2021). Prior studies have emphasised the essential significance of trust, as well as authentic Leadership (AL), in fostering beneficial work outcomes for followers, such as engagement and commitment (Bandura & Kavussanu, 2018; Hsieh & Wang, 2015; Wang & Hsieh 2013). Therefore, establishing trust with subordinates is a crucial aspect of successful Leadership, as emphasised by the

social exchange theory, and it also significantly impacts the efficacy of subordinates' work (Hsieh & Wang, 2015).

Social learning theory
The social learning theory posits that subordinates see their superiors as role models to acquire knowledge and emulate. Authentic Leadership is based on creating positive relationships (George, 2003; Tate, 2008). Authentic leaders take the initiative to build these relationships, and team members can follow their example to develop and maintain interpersonal relationships within a virtual team.

Antecedents of Authentic Leadership
The antecedents of authentic Leadership, as illustrated by the network graph (see Figure 1), encompass a range of organisational, psychological, and interpersonal factors. Central to authentic Leadership are elements related to organisational culture and management, emphasising the importance of a supportive and transparent environment that nurtures job satisfaction, effective communication, and trust.

Psychological aspects, including self-awareness, emotional intelligence, and mental health, are critical, enabling leaders to maintain authenticity and integrity. Authentic leaders must also retain a sense of optimism, particularly when faced with setbacks, self-doubt, or demands to violate their moral principles. An optimistic explanatory style enables people to accurately acknowledge and assume accountability for elements they can influence without fixating on what is beyond their control or attributing blame to others (Schneider, 2001). This may enhance leaders' self-awareness and support fair decision-making. Having an optimistic attitude and reasonable expectations about people and events may enhance openness and honesty in relationships. Instead of surrendering or doubting their deeply ingrained convictions and principles, they demonstrate resilience, rebound from adverse circumstances, and gain valuable insights to enhance their ethical judgement and self-understanding.

Educational experiences and training that promote ethical behaviour and cooperative decision-making further contribute to authentic Leadership. Interpersonal relations, characterised by open communication, collaboration, and mutual respect, play a significant role in establishing a foundation of trust and credibility. Additionally, self-concept and mental health are vital, as leaders with a strong sense of self and psychological well-being are better positioned to lead authentically.

These factors collectively underscore the multifaceted nature of authentic Leadership, highlighting its reliance on individual attributes and organisational dynamics to foster an environment where authenticity and ethical behaviour thrive.

Consequences of Authentic Leadership
The consequences of authentic Leadership, as depicted (see Figure 1), are multifaceted and significantly impact various organisational and individual outcomes. Authentic Leadership creates a virtuous cycle of trust, engagement, and well-being, contributing to the long-term success and sustainability of the organisation. The psychological climate aspects included autonomy, coherence, trust, pressure, support, recognition, fairness, and creativity. Each of these dimensions may significantly contribute to authentic Leadership. For example, leaders are more inclined to exhibit relational transparency when they get support and appreciation—trust and fairness foster transparency in exchanging information. Leaders may be themselves, express their genuine ideas and emotions, and lead in a way that aligns with their style when cohesion and autonomy exist.

Literature shows that one of the main principles of authentic Leadership is its capacity to generate genuine and enduring organisational performance (Avolio & Gardner, 2005). So far, studies have shown a connection between authentic Leadership and a diverse spectrum of positive employee attitudes, behaviours, and results. Authentic Leadership fosters a positive organisational culture with enhanced job satisfaction and increased employee engagement. For instance, Walumbwa et al. (2008) discovered a link between authentic Leadership and many factors such as organisational commitment, organisational citizenship behaviour, satisfaction with supervisor, and performance. Wang et al. (2014) discovered a correlation between authentic Leadership and the performance of followers. This leadership style leads to better mental health and psychological well-being among employees, as authentic leaders create a supportive and trusting work environment. Rego et al. (2013) established a connection between authentic Leadership and employees' creative abilities.

Peus et al. (2012) discovered a direct correlation between authentic Leadership and many positive outcomes, including follower satisfaction with supervisor, emotional commitment, additional effort, and perceived team performance. According to Woolley et al. (2011), AL also fosters a favourable work environment for the growth and progress of followers. Rego et al. (2013) found a connection between authentic Leadership and team potency, virtuousness, and emotional commitment at the group level. Clapp-Smith et al. (2009) discovered a direct correlation between authentic leadership (Advertising and Promotion Expenditures) and the increase in unit sales. Hmieleski et al. (2012) discovered a favourable correlation between top management authentic leadership and business success at the organisational level.

Effective communication and interpersonal relations are strengthened, resulting in cohesive team dynamics and enhanced cooperation. Authentic Leadership also mitigates burnout by promoting professional empowerment and a sense of purpose among employees. On the other hand, a hospitable atmosphere for innovation may foster transparent relationships by encouraging open communication, risk-taking, and sharing of ideas.

Leaders are not always in possession of all the solutions. Support and cohesiveness may motivate leaders to seek feedback from others, resulting in a more equitable decision-making process. Failure is a very likely result of innovation. Leaders who feel valued, backed, esteemed for their identity and principles, and treated equitably will be more likely to use their abilities and explore inventive strategies in cooperation. As they face new problems, these leaders will contemplate their actions and principles, learn from their errors, and develop self-awareness.

Furthermore, it positively influences the work environment by encouraging ethical behaviour, decision-making, and cooperation, which are crucial for maintaining a healthy and productive workplace. The theory also promotes the idea that leaders should behave ethically and demonstrate transparency to establish a strong rapport with followers, all while prioritising the organisation's best interests. Alabama places great importance on the consistency of leaders' ideas, words, and deeds, as stated by George (2007).

The emphasis on self-concept and psychological aspects ensures that leaders and employees align with their values, leading to higher morale and job satisfaction. Toor and Ofori (2009) discovered a direct correlation between authentic Leadership and psychological well-being and an inverse correlation with contingent self-esteem. Contingent self-esteem refers to the degree to which a person's sense of self-worth is based on satisfying expectations, conforming to norms, or attaining specific results or assessments (Kernis & Goldman, 2005). Kernis and Goldman (2005) suggested that leaders who

possess a high level of authenticity are less likely to seek validation from others, resulting in improved psychological well-being.

Discussion

Exercising Leadership based on values may be challenging and necessitates leaders to identify appropriate strategies and options despite obstacles. Leaders who demonstrate optimism, determination, and strategic approaches are likelier to achieve objectives and surmount challenges while maintaining their ethical principles and genuineness. For instance, the leader may face resistance from colleagues when considering expedient actions that might be beneficial but raise moral concerns. The agency should aim to enhance leaders' self-awareness as they strive to accomplish goals that align with their strengths and weaknesses and those of their followers. Additionally, the pathways of hope should encourage leaders to engage in balanced decision-making and open communication, acknowledging their limitations and leveraging the input and resources of others to overcome obstacles.

Authentic Leadership has recently gained significant attention from scholars and practitioners (e.g., George, 2008). Proponents assert that authentic Leadership can enhance workers' favourable attitudes and conduct, positively impacting organisational performance. Authentic Leadership may succeed by demonstrating leading by example, a certain level of permissiveness and tolerance towards failures, and addressing motivating variables.

Through a bibliometric analysis, the study has mapped the intellectual landscape of authentic leadership research, revealing key themes and patterns. Authentic Leadership, characterised by self-awareness, relational transparency, ethical decision-making, and an internalised moral perspective, significantly enhances organisational culture, job satisfaction, and employee well-being. Relational transparency refers to valuing the significance of allowing others close to you to see your true self, including positive and negative aspects (Kernis, 2003). Relational transparency necessitates leaders to authentically reveal their genuine selves and honestly convey their ideas and emotions while refraining from exhibiting inappropriate emotional responses. Being open and transparent is essential to establishing confidence between the leader and the follower.

Internalised moral perspective pertains to an individual's own processes of control and genuine behaviour. This moral viewpoint refers to a kind of self-control in which leaders adhere to their own internalised, elevated, and steadfast moral principles beyond mere compliance or comparison with the norms or values of others (Walumbwa et al., 2008).

The study integrates psychological and relational theories, such as Self-Determination Theory and Leader-Member Exchange Theory, providing a robust framework for understanding how authentic leadership functions within organisations.

Keywords	Future research directions
Adolescent	Exploring how authentic leadership traits develop during adolescence is vital. Exploring these traits' early development and long-term impact on leadership styles could be valuable.
Decision-making	While decision-making is linked to authentic Leadership, studies can focus on how authentic Leadership exclusively influences decision-making processes in diverse firm contexts, such as in crises or ethical dilemmas.

Behaviour	The impact of authentic Leadership on specific employee behaviours, such as innovation, collaboration, or conflict resolution, may not be well-documented. Studies could focus on these specific behaviours to provide a more granular understanding.
Education	Although education is linked to authentic Leadership, there could be a shortage of research on the effectiveness of different educational programs and training methods in developing authentic leadership qualities in students and professionals.
Male	There may be insufficient comparative studies on how authentic Leadership manifests differently in male and female leaders. Understanding gender-specific challenges and strengths in authentic Leadership can provide deeper insights.
Adult	The role of authentic Leadership in different stages of adult development (early career vs. late career) might be underexplored. Research could examine how authentic Leadership evolves and its impact across different career stages.
Job Satisfaction	While the link between job satisfaction and authentic Leadership is established, more research could focus on how authentic Leadership influences job satisfaction in different cultural or industry contexts.
Burnout, Professional:	Limited longitudinal studies might examine authentic Leadership's long-term effects on professional burnout. Research could focus on understanding how sustained authentic leadership practices impact employee burnout over time.
Work Environment	Investigating the specific elements of the work environment that are most influenced by authentic Leadership (e.g., organisational culture, team dynamics) could provide more detailed insights into this relationship.
Psychology	The psychological mechanisms through which authentic Leadership affects employees' mental health and well-being might not be fully understood. Research could explore these mechanisms to offer a more comprehensive view.
Self-Concept	There might be limited research on how self-concept develops and influences the emergence of authentic leadership traits in different contexts, such as across various cultures or industries.
Psychology	While there is a connection between psychology and authentic Leadership, there may be a shortage of detailed studies on specific psychological mechanisms (e.g., cognitive processes, emotional regulation) that underpin authentic leadership behaviours.
Bullying	There might be a gap in understanding how authentic Leadership can prevent or mitigate workplace bullying. Research could explore the strategies authentic leaders use to create a bully-free work environment.
Power	The relationship between authentic Leadership and the psychological use of power is an area that needs more exploration. Research could focus on how authentic leaders use their power to influence and motivate employees ethically and effectively.
Work environment	There might be limited research on the specific elements of the work environment most influenced by authentic Leadership. Investigating

	how authentic Leadership affects aspects such as physical workspace, work-life balance, and workplace safety could provide more comprehensive insights.
Perception	Research could explore how employees' perceptions of authenticity in their leaders affect their behaviour and performance. Understanding the factors that shape these perceptions can provide valuable insights for leadership development.
Organisational culture	Although authentic Leadership influences organisational culture, there might be limited studies on how this relationship develops over time. Research could investigate how authentic leaders shape and maintain a positive organisational culture.
interprofessional relations	There may be a lack of research on the role of authentic Leadership in enhancing interprofessional relations. Future studies could focus on how authentic Leadership fosters collaboration and cooperation among different professional groups within organisations.
Empowerment	Although empowerment is linked to authentic Leadership, there might be limited research on the specific mechanisms through which authentic leaders empower their followers. Studies could investigate how authentic Leadership influences various dimensions of employee empowerment.

Theoretical implications

The comprehensive investigation elucidates the pivotal function that authentic Leadership occupies in the intricate process of moulding organisational culture, thereby significantly elevating levels of job satisfaction while concurrently fostering the psychological well-being of employees within the workplace environment. The pronounced focus on self-awareness, relational transparency, and ethical decision-making highlights the critical significance of these attributes, as they play an essential role in nurturing a climate of trust and credibility that is fundamental to the operational efficacy of organisations. By incorporating psychological theories, including but not limited to Self-Determination Theory and Leader-Member Exchange Theory, a substantial and nuanced framework is established, which aids in comprehensively understanding the motivational and relational dynamics that serve as the foundation for authentic leadership practices. Furthermore, the meticulous analysis of key thematic clusters indicates that authentic Leadership not only directly impacts individual behaviours and perceptions but also contributes significantly to broader organisational outcomes, such as alleviating employee burnout and enhancing interprofessional relationships among various teams. These compelling findings advocate strongly for adopting a holistic approach to developing leadership competencies, one that seamlessly integrates psychological principles, educational methodologies, and relational dynamics, all aimed at cultivating leaders who are both genuine and effective in their roles. In light of these insights, it is imperative that future research endeavours persist in exploring these interrelated dimensions, thereby further clarifying the mechanisms through which authentic Leadership exerts its profound influence and identifying strategic methodologies designed to enhance its practical application across a diverse array of organisational contexts.

Practical implications

Organisations can implement comprehensive training programs specifically designed to cultivate and enhance these pivotal attributes within their leadership cadre, thereby creating and nurturing environments that fundamentally prioritise the principles of integrity and transparency at every organisational level. In addition to this, the adoption of authentic leadership practices has the potential

to significantly mitigate instances of employee burnout, elevate overall job satisfaction levels, and foster a higher degree of employee engagement through the establishment of a supportive and trusting workplace atmosphere that encourages open communication and collaboration among all team members. By placing a strong emphasis on the paramount significance of psychological well-being, organisations can proactively offer a variety of resources and support systems aimed at assisting both leaders and employees in the maintenance of their mental health, thus facilitating the development of a more resilient and productive workforce that is well-equipped to meet the challenges of today's dynamic work environment. Furthermore, through the integration of authentic leadership principles into the fabric of everyday management practices, organisations are positioned to enhance various facets of teamwork, communication, and cooperation across diverse professional groups, which ultimately results in the formation of more cohesive and effective teams capable of achieving shared objectives and driving organisational success. Therefore, the practical implementation of these authentic leadership principles can serve as a catalyst for driving sustainable organisational performance, fostering long-term success and cultivating a positive organisational climate that benefits all stakeholders involved.

Conclusion

This bibliometric analysis of authentic leadership literature underscores its significant impact on organisational and individual outcomes. The study reveals that authentic Leadership is pivotal in fostering positive organisational climates, enhancing job satisfaction, and promoting psychological well-being among employees. The co-word clustering analysis highlights key clusters related to organisational management, education, interpersonal relations, and psychological aspects, revealing the multifaceted nature of authentic Leadership. Moreover, by integrating self-determination theory and leader-member exchange theory, the study provides a comprehensive understanding of the motivational and relational dynamics underlying Authentic Leadership. The findings suggest that fostering authentic Leadership can lead to improved team dynamics, reduced burnout, and enhanced employee engagement.

Limitations and future research directions

The present study exhibits several limitations that warrant attention. Firstly, systematic reviews may encounter various constraints, encompassing aspects such as database selection and the interpretation of findings. In this instance, the literature review was performed solely using the Scopus database, with the latter being deemed more pertinent. While this database ranks among the most extensively utilised worldwide, the choice to limit the review to this database may restrict its comprehensiveness, as there may exist pertinent studies that are not indexed within these platforms. Conversely, the bibliometric analysis was executed employing a singular software tool: *Scimago Graphics software*. Although this software is prevalent within the scientific community and offers significant insights, alternative software options could have provided a more exhaustive analysis.

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