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**IMPLEMENTATION OF AUTHENTIC LEADERSHIP IN ORGANIZATIONS:
A SYSTEMATIC LITERATURE REVIEW APPROACH**

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Abstrak

Penelitian ini bertujuan untuk menyelidiki aspek-aspek terkait kepemimpinan autentik, penerapannya dalam organisasi, serta manfaat dan tujuan teori kepemimpinan autentik. Dengan menggunakan tinjauan literatur sistematis, penelitian ini menelaah 518 artikel jurnal yang diterbitkan di Scopus antara 2013 hingga 2023. Data diambil dari 40 jurnal menggunakan aplikasi RStudio dan Bibliometrix, dengan fokus pada 50 artikel paling banyak dikutip secara global. Hasil penelitian menunjukkan bahwa kepemimpinan autentik berkaitan erat dengan kualitas seperti kejujuran, transparansi, dan konsistensi diri. Selain itu, penelitian ini memberikan analisis historis yang komprehensif mengenai konsep keaslian, serta menjelaskan prinsip-prinsip dasar dan perkembangan penting dalam teori Kepemimpinan Autentik (Authentic Leadership/AL). Metodologi RStudio dan Bibliometrix, yang belum banyak digunakan dalam studi kepemimpinan autentik sebelumnya, menawarkan pendekatan baru dalam kajian ini. Untuk meningkatkan kreativitas, motivasi, komitmen, kepuasan, dan kinerja karyawan, pemimpin diharapkan mengadopsi praktik kepemimpinan autentik, yang pada akhirnya akan menumbuhkan kepercayaan lebih besar terhadap kemampuan kepemimpinan mereka.

Kata Kunci: Kepemimpinan, Keaslian, Kepemimpinan Autentik, Tinjauan Literatur Sistematis

Abstract

This study aims to investigate aspects related to authentic leadership, its application in organizations, and the benefits and objectives associated with authentic leadership theory. Using a systematic literature review, the research examines 518 journal articles published in Scopus between 2013 and 2023. The data were drawn from 40 journals using RStudio and Bibliometrix applications, focusing on the 50 most globally cited articles. The findings show that authentic leadership is closely related to qualities such as honesty, transparency, and self-consistency. Additionally, the study provides a comprehensive historical analysis of the concept of authenticity and explains the fundamental principles and significant developments in Authentic Leadership (AL) theory. The RStudio and Bibliometrix methodologies, which have not been widely used in previous studies on authentic leadership, offer a new approach to this research. To enhance employee creativity, motivation, commitment, satisfaction, and performance, leaders are encouraged to adopt authentic leadership practices, which in turn can foster greater trust in their leadership abilities.

Keywords: Leadership, Authenticity, Authentic Leadership, Systematic Literature Review

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Introduction

Authentic leadership is a growing societal trend (Cha et al., 2019) and is considered the gold standard for effective leadership. The level of scientific interest and practitioner attention is increasing. The emergence of true leadership can be caused by the absence of ethics and integrity in today's business operations. Authentic leadership has received significant attention as a prevalent and emerging societal trend (Carroll, 2015). It is considered the gold standard for leadership in business (Ibarra, 2015, ; Cha et al., 2019). Additionally, there is increasing interest in the concept of authentic leadership (Cha et al., 2019). Leaders who have high self-awareness and strong principles tend to show creative and innovative behavior (Zhou et al., 2014). Leaders who have high levels of authenticity tend to encourage greater levels of innovative behavior among their followers compared to leaders who demonstrate lower levels of authenticity (Cerne et al., 2013). The availability of controlled individuals is a rare commodity that is expected to decrease in the coming years. Given the perceived ineffectiveness of contemporary managerial practices, there is growing interest in exploring the potential of authentic leadership as a means to improve the work environment and thereby enhance employees' psychological well-being (Nelson et al., 2014).

Despite the significant progress made in both theoretical and empirical fields, scholars have raised concerns regarding the impact of authentic leadership on current leadership theory (Banks et al., 2016). In contrast, the concept of authentic leadership shows conceptual overlap with several positive leadership constructs. A thorough analysis of these relationships shows that authentic leadership has the capacity to encompass several leadership theories, such as transformational, charismatic, servant, and spiritual leadership, along with other forms of positive leadership orientation. Managers must proactively increase their awareness of personal moral vulnerability in the face of external pressures, and acquire the ability to align their actions with ethical principles. It is recommended that managers engage in implementing a 360-feedback approach, which facilitates the receipt of anonymous feedback from individuals in superior, peer, and subordinate positions. According to Riberio et al (2018), Managers can improve their decision-making process by actively gathering other ideas and perspectives.

In a more recent study, Gardner et al (2011) conducted a comprehensive literature review with the objective of elucidating the current level of knowledge within the topic. Commence by providing a comprehensive historical analysis of the construct's conceptualization and subsequent development. The study focused on a comprehensive analysis of various aspects related to authentic leadership. These aspects included the publication type, such as theoretical, empirical, and practitioner-oriented works. Additionally, the study examined the contributors' characteristics, such as their discipline, nationality, and institutional affiliation. The theoretical foundations of authentic leadership were also explored, along with the research strategies employed in previous studies. Furthermore, the study investigated the sample location and type, the methods used for data collection, the analytical procedures employed, and the nomological network associated with authentic leadership. Researchers are encouraged to investigate the efficacy of a broader array of methodologies, encompassing implicit measures, experimental designs, and qualitative methods. The conclusion of this finding suggests that the practitioner origins and focus of AL theory have the potential to enhance its theoretical contribution.

This research makes several significant contributions. Firstly, we aim to offer a comprehensive historical analysis of the concept of authenticity. Secondly, we seek to explore the fundamental principles and significant developments in the establishment and advancement of Authentic Leadership (AL) theory. Thirdly, we intend to elucidate the methodology employed in conducting content analysis, which involves categorizing and organizing the diverse theoretical perspectives, research methodologies, and findings found in the existing literature. Lastly, we will present our research findings pertaining to the fundamental theoretical underpinnings of Authentic Leadership. In this paper, we aim to conduct a comprehensive assessment of the existing empirical research on the topic of AL. Our primary focus will be on examining the many

methods used to measure the construct of AL and elucidating the interconnected relationships within the nomological network.

Using a systematic literature review approach or literature review from various journals published on Scopus. The first step in searching for journals in the Scopus database is to search for the keyword authentic leadership and get 2,450 document results TITLE-ABS-KEY (authentic and leadership). Researchers limit the types of documents by selecting "all open access" which is done to access all journals that can be reached then choose the year of the journal that will be taken for reference material, namely from 2013 to 2023. Then analyzed using RStudio and Bibliometrix then finally using top 50 global cited for further discussion. Citation data of articles in a journal provide a metric to gauge the journal's impact. The number of citations an article receives accord recognition to the researcher's work and the journal (Whitehouse, 2001).

Literature Review and Hypotheses Development

In recent years, there has been a significant emphasis in academic study on the exploration and analysis of positive and ethical leadership practices (Engelbrecht et al., 2014; Zbierowski & Góra, 2014). The present body of research places significant emphasis on the concept of authentic leadership, which has garnered attention from both the academic community and industry practitioners (Hsieh & Wang, 2015; Men & Stacks, 2014; Walumbwa et al., 2008). In this study, the researchers defined authentic leadership as a comprehensive construct comprising four distinct dimensions: self-awareness, balanced processing, relational transparency, and internalized moral perspective (Walumbwa et al., 2008). According to Bamford, Wong, and Laschinger (2013), authentic leaders are individuals who demonstrate authenticity and possess the ability to cultivate respect, credibility, and trust among their subordinates. Avolio and Walumbwa (2014) and Stander et al. (2015) have noted that an authentic leader is capable of inspiring and motivating their subordinates, and that this type of leader has a significant focus on interpersonal relationships. The relational aspect of leadership fosters a sense of connection between subordinates, the leader, and the organization (Avolio & Walumbwa, 2014). Furthermore, the establishment of a more robust sense of identity is fostered among individuals in subordinate positions (Avolio & Walumbwa, 2014). Two prior meta-analytic studies have investigated the comparative impacts of empowering leadership and transformational leadership (Lee et al., 2018), as well as servant leadership and transformational, ethical, or authentic leadership (Lee et al., 2019), utilizing a composite measure of creativity and innovation. These studies revealed that empowering leadership exhibited greater effects than transformational leadership (Lee et al., 2018), while servant leadership demonstrated stronger effects than transformational, ethical, or authentic leadership (Lee et al., 2019). In general, it can be observed that authentic leadership exhibited the most significant relative impact when compared to transformational and contingent incentive leadership. In a recent study conducted by Lee et al. (2020), it was shown that the majority of leadership characteristics had substantial associations with creativity and innovation, with the exception of transactional leadership. These correlations were frequently challenging to differentiate.

The literature has overlooked the explicit recognition of the specific components that constitute authentic leader behaviors. Researchers often focus solely on the individual traits of an authentic leader, mistakenly equating this with the broader concept of authentic leadership, and failing to distinguish between the domains of leader and leadership. In order to provide more clarification, it is important to distinguish between the traits of an authentic leader, referring to the individual, and the concept of authentic leadership, which pertains to the process. The process of leadership can be influenced and shaped by the traits of an authentic leader within the context of their significant others, such as followers, and the surrounding environment (Grant-Smith and Colley, 2018; Stewart et al., 2017). Leadership is enacted in various ways by leaders, based on their current situation and the accessibility of external information, similar to the relative-leader member exchange model proposed by Hu and Liden (2013). The creation of psychometrically reliable and valid tools for assessing authentic leadership has the potential to enhance the

effectiveness of leadership development initiatives. The examination of the impact of enhanced self-awareness on the cultivation of genuine leadership conduct might offer valuable perspectives on the methods via which leaders can attain greater authenticity. The investigation of the impact of Machiavellianism on the association between authentic leadership and morality can provide insights into the influence of specific personality factors on leadership approaches and ethical judgment. The examination of the obstacles and potential advantages in the implementation and achievement of genuine leadership within the context of gender and sexual minorities can shed light on the distinct experiences of individuals who undertake leadership positions. The examination of the impact of authenticity on leadership, as viewed through a Sartrean lens, can provide a novel philosophical comprehension of genuine leadership (Crawford et al., 2020).

Method

This research uses a systematic literature review approach or literature review from various journals published on Scopus. The first step in searching for journals in the Scopus database is to search for the keyword authentic leadership and get 2,450 document results TITLE-ABS-KEY (authentic and leadership). Researchers limit the types of documents by selecting "all open access" which is done to access all journals that can be reached and then chooses the year of the journal that will be taken for reference material, namely from 2013 to 2023. This is done because research before 2010 is still not available. focuses on authentic leadership research, where the majority of researchers are still focused on other leadership styles such as transformational leadership, charismatic leadership, authoritarian leadership, and democratic leadership.

The next step in searching for journals in Scopus is not selecting subject area and , document type selecting "article", publication stage selecting "final", keywords selecting "authentic leadership", source type selecting "journal", and language selecting "English", with The final selection stage is "limit to". This study also uses bibliometric analysis. Based on quantitative measurements of scientific publications, bibliometrics can provide information about the progress of knowledge creation (Tupan, 2021). According to Farida (2020), bibliometric analysis is defined as research that involves the analysis of scientific activities from a bibliographic perspective. Bibliometric analysis is also used because it can provide a quantitative analysis of written publications. Bibliography is often referred to as "infometrics" and "science metrics" narrowly. On the other hand, "webometrics" is the closest analogy of bibliometrics, reviewing various aspects of the web (Ellegaard and Wallin, 2015). This analysis requires data collection and descriptive bibliometric analysis by level (Rodríguez-Soler et al., 2020).

This study uses bibliometrics using the R and R studio applications. To start using it, the researcher must first install the bibliometric package by writing "install.packages("bibliometrix")" on the console tab. Then, to run biblioshiny, the researcher can write "library (bibliometrix)" then press enter or run. To continue, you can write "biblioshiny()" again on the console tab and press run again. This research was conducted to make it easier and to find reference journals that match the topic. The results of the review are related to all the articles obtained shows that 40 quantitative and mixed journals, which are the most respected journals throughout the world in various fields that discuss research on authentic leadership, were used in this research. This was done by considering whether the articles found met the desired criteria and were appropriate to the research subject. Phase Journal retrieval can be seen in Figure 1.

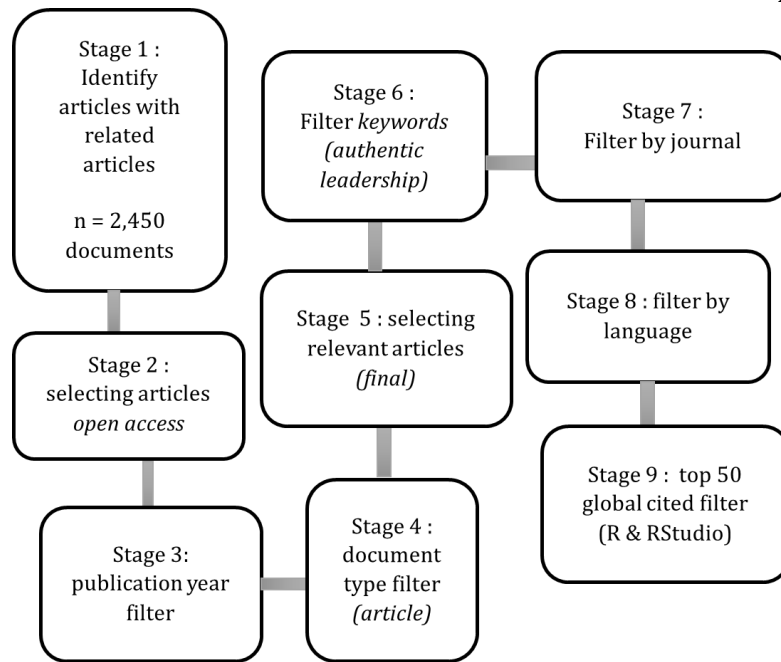
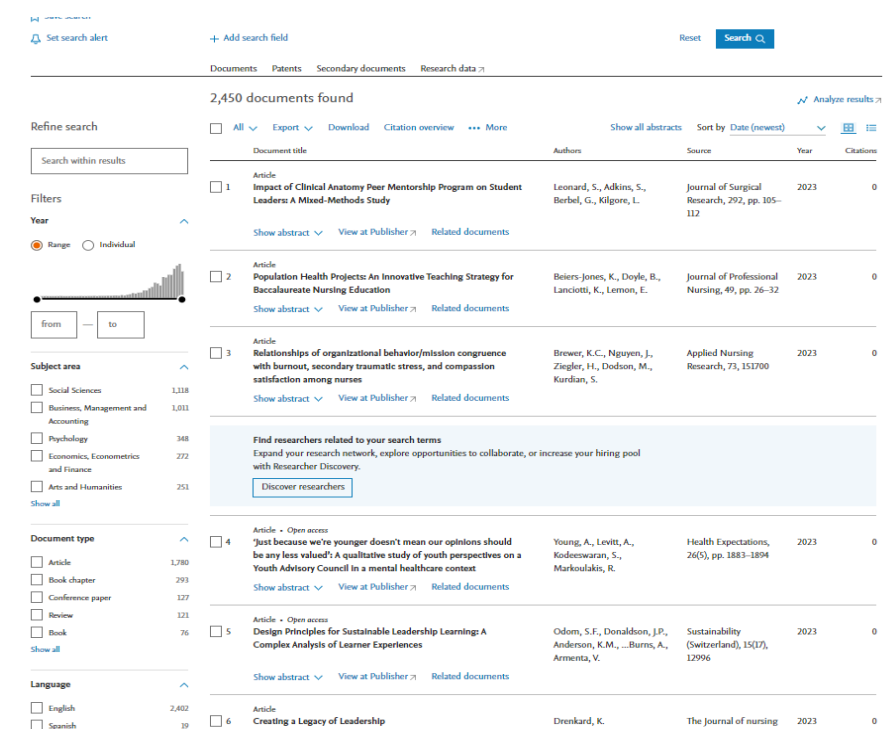


Figure 1 Scopus & RStudio journal database search stage

The first stage in searching for journals in the Scopus database is to search for the keyword authentic leadership and get 2,450 document results TITLE-ABS-KEY (authentic and leadership) can be seen in Figure 2

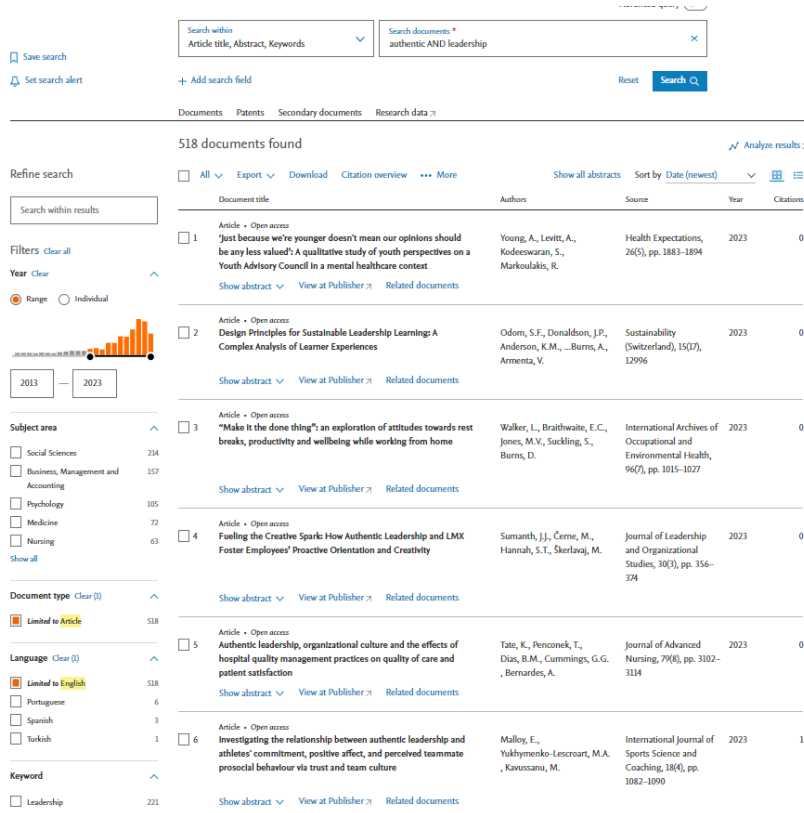


Source: Scopus (2023)

Figure 2. Scopus database with search key authentic leadership

The next step in searching for journals in Scopus explained in figure 3. by not selecting subject area and , document type selecting "article", publication stage selecting "final", keywords

selecting "authentic leadership", source type selecting "journal", and language selecting "English", with The final selection stage is "limit to". From this filter, 518 relevant articles were obtained.



Source: Scopus (2023)

Figure 3. Scopus database with search key authentic leadership with certain filter

Result & Discussion

Bibliometric analysis related to authentic leadership was carried out 3 times screening. The initial screening was carried out on Scopus, and based on this screening, 518 documents were found, starting from 2013 to 2023. The second screening was carried out by taking the 50 journals with the highest global citations. The final screening was carried out to retrieve relevant articles related to authentic leadership.

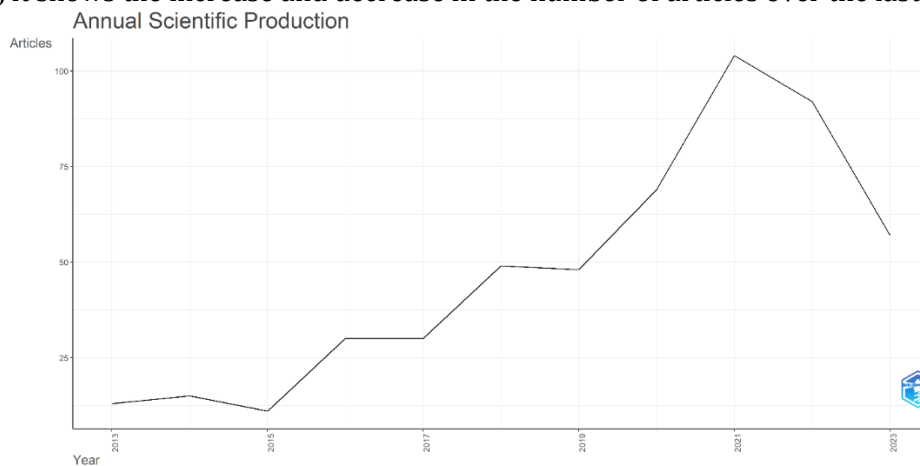
Table 1. Main Information

Description	Results
MAIN INFORMATION ABOUT DATA	
Timespan	2013:2023
Sources (Journals, Books, etc)	313
Documents	518
Annual Growth Rate %	15.93
Document Average Age	3.26
Average citations per doc	14.79
References	28438
DOCUMENT CONTENTS	
Keywords Plus (ID)	1091
Author's Keywords (DE)	1535
AUTHORS	

Authors	1638
Authors of single-authored docs	74
AUTHORS COLLABORATION	
Single-authored docs	80
Co-Authors per Doc	3.63
International co-authorships %	24.71
DOCUMENT TYPES	
article	518

Source: Bibliometrix

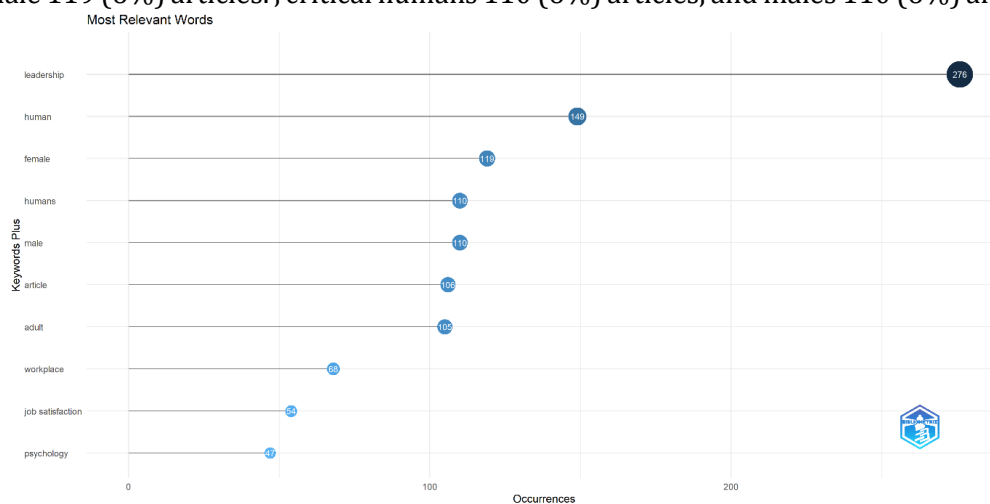
Based on an initial screening regarding critical thinking skills by including the keyword authentic leadership which was carried out with a year limit. At the beginning of 2013 the number of articles published was 13, and continues to increase until 2021 with 104 articles. In 2022 there will be a decrease of 12 articles and in 2023 there will be a decrease again of 35. Based on the data in Figure 4, it shows the increase and decrease in the number of articles over the last ten years.



Source: Bibliometrix (2023)

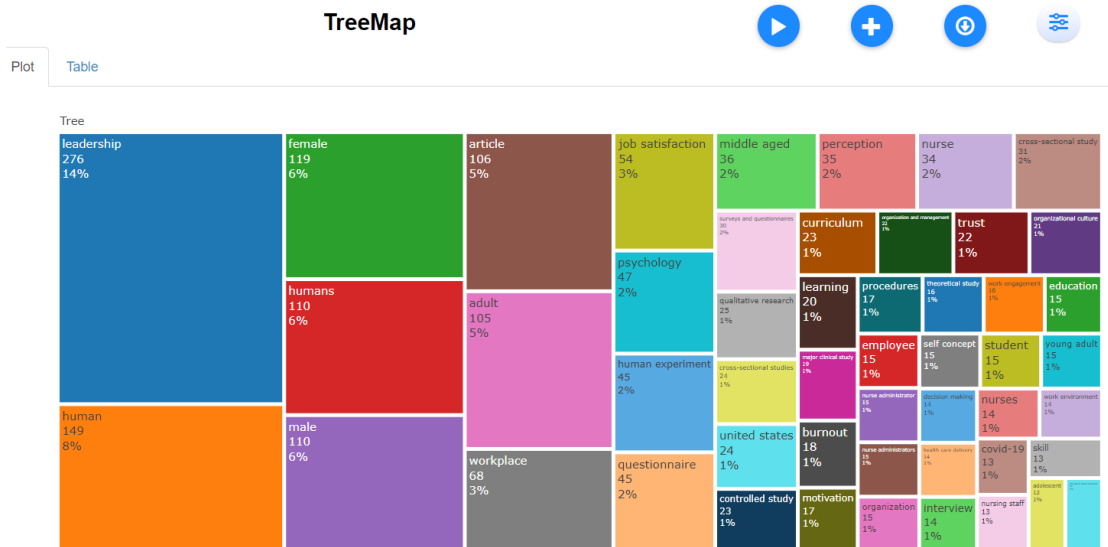
Figure 4. Diagram garis Annual Scientific Production

Through Figure 5 and Figure 6 below, it can be seen that the keywords most frequently used in this study are leadership in 276 (14%) articles, the next keyword is human in 149 (8%) articles, female 119 (6%) articles, critical humans 110 (6%) articles, and males 110 (6%) articles.



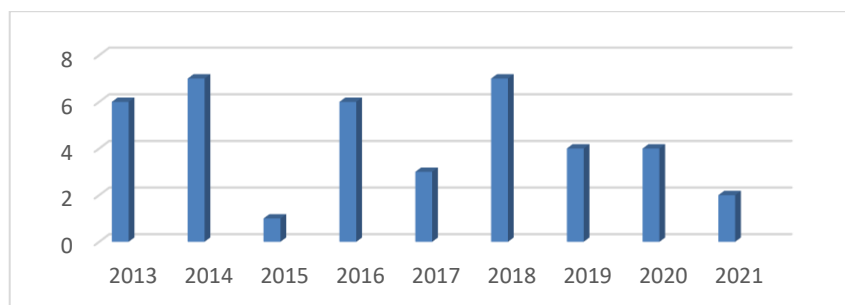
Source : Bibliometrix (2023)

Figure 5. Most Frequent Words/Relevant



Source : Bibliometrix (2023)
 Figure 6. Tree Map

The profile of research articles includes year of publication (Figure 7), publisher's journal (Table 2). As seen in Figure 7, research articles examining authentic leadership from 2013 to 2023. This SLR used the most research articles published in 2014 and 2018. Furthermore, Journal of Nursing Management is journal that published the most authentic leadership research articles, 5 out of 40 (12.5%) articles.



Source : Bibliometrix (2023)
 Figure 7. Year of publication

The second screening was carried out by taking the 50 journals with the highest global citations. Citation data of articles in a journal provides a metric to gauge the journal's impact. The number of citations an article receives accord recognition to the researcher's work and the journal (Whitehouse, 2001). The results of the 50 highest global citations obtained from bibliometrix which were then eliminated by 10 journals due to their lack of suitability to the theme of authentic leadership.

Table 2. Top 40 Global cited

Paper	DOI	Total Citations	TC per Year	Normalized TC
LEROY H, 2015, J MANAGE	10.1177/0149206312457822	244	27.11	7.35
LEMOINE GJ, 2019, ACAD MANAGE ANNALS	10.5465/annals.2016.0121	227	45.4	13.52
WANG H, 2014, J ORGAN BEHAV	10.1002/job.1850	225	22.5	3.27
STEFFENS NK, 2014, LEADERSH Q	10.1016/j.leaqua.2014.05.002	204	20.4	2.96
SPENCE LASCHINGER HK, 2014, BURNOUT R	10.1016/j.burn.2014.03.002	189	18.9	2.74
ÁÇERNE M, 2013, LEADERSHIP	10.1177/1742715012455130	157	14.27	2.95
LASCHINGER HKS, 2014, EUR J WORK ORGA	10.1080/1359432X.2013.804646	151	15.1	2.19
LASCHINGER HKS, 2013, J NURS MANAGE	10.1111/j.1365-2834.2012.01375.x	147	13.36	2.76
BAMFORD M, 2013, J NURS MANAGE	10.1111/j.1365-2834.2012.01399.x	125	11.36	2.35
LEE A, 2020, EUR J WORK ORGAN PSYCHOL	10.1080/1359432X.2019.1661837	121	30.25	8.43
MEUSER JD, 2016, J MANAGE	10.1177/0149206316647099	90	11.25	3.35
REGAN S, 2016, J NURS MANAGE	10.1111/jonm.12288	90	11.25	3.35
LYUBOVNIKOVA J, 2017, J BUS ETHICS	10.1007/s10551-015-2692-3	89	12.71	3.02
LEE H-F, 2019, J NURS MANAGE	10.1111/jonm.12648	76	15.2	4.53
VAN DICK R, 2018, J OCCUP ORGAN PSYCHO	10.1111/joop.12223	74	12.33	3.37
ERKUTLU H, 2013, MANAGE RES REV	10.1108/MRR-06-2012-0136	71	6.45	1.33
AZANZA G, 2013, REV PSICOL TRAB ORGA	10.5093/tr2013a7	69	6.27	1.3
REGO A, 2018, J BUS ETHICS	10.1007/s10551-015-3008-3	63	10.5	2.87
NELSON K, 2014, BURNOUT RES	10.1016/j.burn.2014.08.001	63	6.3	0.91
BRAUN S, 2018, J BUS ETHICS	10.1007/s10551-016-3078-x	62	10.33	2.83
SENDJAYA S, 2016, J BUS ETHICS	10.1007/s10551-014-2351-0	59	7.38	2.2
RIBEIRO N, 2020, J LEADERSH ORGAN STUC	10.1177/1548051819842796	58	14.5	4.04
GILL C, 2018, J MANAGE	10.1177/0149206314566461	57	9.5	2.6
MORTIER AV, 2016, J NURS MANAGE	10.1111/jonm.12329	57	7.13	2.12
ÁÇERNE M, 2014, AUST J MANAGE	10.1177/0312896213503665	52	5.2	0.76
GROÅ ELJ M, 2020, EUR J INNOV MANAGE	10.1108/EJIM-10-2019-0294	51	12.75	3.55
BRAUN S, 2017, LEADERSH Q	10.1016/j.leaqua.2017.04.003	51	7.29	1.73
DARABA D, 2021, COGENT BUS MANAG	10.1080/23311975.2021.1885573	44	14.67	6.33
XIONG K, 2016, PSYCHOL REP	10.1177/0033294116644370	43	5.38	1.6
LEGOOD A, 2021, EUR J WORK ORGAN PSYC	10.1080/1359432X.2020.1819241	42	14	6.04
HU Y, 2018, FRONT PSYCHOL	10.3389/fpsyg.2018.02470	42	7	1.91
MUBARAK F, 2018, COGENT BUS MANAG	10.1080/23311975.2018.1429348	42	7	1.91
RIBEIRO N, 2018, SOC RESPONSIB J	10.1108/SRJ-06-2017-0111	42	7	1.91
HYSTAD SW, 2014, J POSIT PSYCHOL	10.1080/17439760.2013.831467	42	4.2	0.61
CRAWFORD JA, 2020, AUST J MANAGE	10.1177/0312896219836460	41	10.25	2.86
ISZATT-WHITE M, 2019, INT J MANAGE REV	10.1111/ijmr.12193	41	8.2	2.44
BAEK H, 2019, J NURS MANAGE	10.1111/jonm.12853	38	7.6	2.26
PENGER S, 2014, ECONOMIC RES EKON ISTR	10.1080/1331677X.2014.974340	38	3.8	0.55
COXEN L, 2016, SA J IND PSYCHOL	10.4102/sajip.v42i1.1364	38	4.75	1.41
DIRIK HF, 2017, J NURS MANAGE	10.1111/jonm.12480	38	5.43	1.29

Table 2 shows that the highest number of citations is the journal of management researched by Hannes Leroy et al with a total of 244 citations, a total of 27.11 citations per year and a normalized total of 7.35 citations. while the lowest citation is the Journal of Nursing Management which was researched by Hasan Fehmi Dirik et al with a total of 38 citations, a total of citations per year of 5.43 and a normalized total of citations of 1.29

Conclusion

Previous research indicates that AL is related to several positive attitudes and behaviors, such as creativity, organizational citizenship behaviors, affective commitment, work engagement, job satisfaction, job performance, job resourcefulness (e.g., Avolio et al., 2004; Giallonardo et al., 2010; Rego et al., 2012; Rego et al., 2013; Semedo et al., 2016; Walumbwa et al., 2010). Ilies et al. (2005) also suggested that leaders with a relational authenticity will strive for an open and truthful relationships with their followers and such orientation will have positive outcomes. Researchers used a systematic literature review methodology to examine a total of 40 journals retrieved using the Scopus, RStudio and Bibliometrix applications with a grouping of the top 50 globally cited. The results of the SLR show that the most research articles published in 2014 and 2018. Furthermore, Journal of Nursing Management is journal that published the most authentic leadership research articles, 5 out of 40 (12.5%) articles. this research also shows that the highest number of citations is the journal of management researched by Hannes Leroy et al with a total of 244 citations, a total of 27.11 citations per year and a normalized total of 7.35 citations. while the lowest citation is the Journal of Nursing Management which was researched by Hasan Fehmi Dirik et al with a total of 38 citations, a total of citations per year of 5.43 and a normalized total of citations of 1.29.

The practitioner origins and focus of AL theory have the potential to enhance its theoretical contribution. However, in order to fully realize this potential, it is necessary to pay closer attention to the fundamental elements of theory. This includes considering the boundary conditions that are influenced by underlying assumptions about values, time, and space. One suggestion for enhancing one's practice is to fully embrace the practitioner origins of artificial intelligence. The presence of AL theory in practitioner-oriented works can be regarded as a

potential advantage rather than a drawback. These underlying foundations have the potential to enhance the theoretical framework's capacity to make valuable contributions to both the academic realm and practical applications. Leaders and companies ought to embrace these foundational principles, utilizing them to enhance their comprehension and implementation of Authentic Leadership. In order to fully harness the potential of Authentic Leadership (AL), it is imperative for leaders and businesses to devote increased attention to the fundamental components of theory. This entails comprehending the underlying assumptions pertaining to values, time, and space that are manifested within the theoretical framework. In order to comprehensively elucidate the nomological network for Authentic Leadership (AL), it is imperative to delve into the intricate web of relationships that govern its functioning. The nomological network, as a theoretical framework, encompasses the set of laws, principles, and causal connections that underpin the The results obtained from quantitative research investigations offer empirical evidence that substantiates the hypotheses put forth by AL theory. Nevertheless, additional investigation employing more stringent and varied methodologies is required to enhance the level of certainty in the hypothesis. Leaders and organizations must to exhibit receptiveness towards novel research and discoveries, and demonstrate a willingness to adapt their comprehension and implementation of AL as the theory progresses. In order to enhance the comprehensiveness of the research, it is recommended to employ a broader range of methodologies. It has been observed that a significant proportion of the existing papers in the field of AL have predominantly relied on conceptual frameworks. In the future, there is a prevailing inclination to prioritize ideas that possess broader applicability and significance in both scientific and practical domains. Hence, it is imperative for leaders and businesses to exhibit receptiveness towards employing a broader range of methodologies in their implementation of Artificial Intelligence.

Suggestions for future research direction. Utilize a diverse range of methodologies the predominant approach employed in the majority of the studies was field study technique, with survey methods being the most commonly utilized. Subsequent investigations ought to employ a broader range of methodologies in order to attain a more all-encompassing comprehension of AL. The examination of various contexts should be taken into consideration. Future study should also take into account the particular context in which Authentic leadership (AL) is used, as this might have a substantial influence on its efficacy. This encompasses the examination of authentic leadership (AL) in various nations, sectors, and corporate environments. The nomological network can be further elucidated by including the empirical evidence derived from quantitative investigations, which substantiates the assertions presented by AL theory. Nevertheless, it is imperative to do additional research employing more stringent and varied methodologies in order to enhance the level of trust in the nomological validity of AL theory.

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