


**A BIBLIOMETRIC ANALYSIS OF HUMAN-CENTERED LEADERSHIP: PAST, PRESENT, AND FUTURE PATHS**

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ARTICLE INFO	ABSTRACT
<p><b>Article history:</b>  <b>Received:</b> Nov, 1<sup>st</sup> 2024  <b>Accepted:</b> Jan, 3<sup>rd</sup> 2025</p>	<p><b>Objective:</b> This study seeks to examine the progression of Human-Centered Leadership (HCL) by bibliometric analysis, concentrating on the identification of theme trends, research deficiencies, and interdisciplinary contributions. The study aims to delineate the intellectual evolution of HCL and its ramifications for modern leadership methodologies.</p>
<p><b>Keywords:</b>            Human-Centered Leadership;            Bibliometrics;            Employee Well-Being;            Leadership Evolution;            Trend Analysis.</p> 	<p><b>Theoretical Framework:</b> This study is based on leadership theories, including transformational and servant leadership, emotional intelligence, and human-centered organisational models. The research examines how HCL incorporates these established concepts to develop a sustainable and inclusive leadership model.</p> <p><b>Method:</b> A bibliometric analysis was performed utilising data from the Scopus database, spanning the years 1988 to 2024. The research employed co-citation analysis, theme mapping, and keyword network analysis using Biblioshiny, a bibliometric program based on R. The final dataset comprised 93 peer-reviewed documents following refining using established inclusion and exclusion criteria.</p> <p><b>Results and Discussion:</b> The data revealed a 9.47% yearly growth rate in HCL-related research, highlighting major themes such as empathy, emotional intelligence, and workplace inclusion. Emerging themes, including digital transformation and hybrid work paradigms, were also emphasised. The research emphasises the necessity for multidisciplinary and cross-cultural investigations to improve HCL's relevance in various organisational settings.</p> <p><b>Research Implications:</b> The results offer theoretical contributions to leadership research and practical implications for organisations aiming to cultivate human-centered leadership. The study emphasises the necessity of incorporating empathy and social intelligence into leadership tactics, affecting employee engagement, organisational performance, and workplace creativity.</p> <p><b>Originality/Value:</b> This study enhances leadership literature with a thorough bibliometric analysis of HCL, pinpointing research deficiencies and suggesting future avenues for exploration. Its uniqueness resides in charting the progression of HCL and offering evidence-based guidance for practitioners and academics in organisational leadership.</p> <p>Doi: <a href="https://doi.org/10.26668/businessreview/2025.v10i2.5319">https://doi.org/10.26668/businessreview/2025.v10i2.5319</a></p>

**UMA ANÁLISE BIBLIOMÉTRICA DA LIDERANÇA CENTRADA NO SER HUMANO: CAMINHOS PASSADOS, PRESENTES E FUTUROS**

**RESUMO**

**Objetivo:** Este estudo busca examinar a progressão da Liderança Centrada no Humano (HCL) por meio de análise bibliométrica, concentrando-se na identificação de tendências temáticas, deficiências de pesquisa e contribuições

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interdisciplinares. O estudo visa delinear a evolução intelectual da HCL e suas ramificações para as metodologias de liderança modernas.

**Referencial Teórico:** Este estudo baseia-se em teorias de liderança, incluindo liderança transformacional e servidora, inteligência emocional e modelos organizacionais centrados no ser humano. A pesquisa examina como a HCL incorpora esses conceitos estabelecidos para desenvolver um modelo de liderança sustentável e inclusivo.

**Método:** Foi realizada uma análise bibliométrica utilizando dados da base de dados Scopus, abrangendo os anos de 1988 a 2024. A pesquisa empregou análise de co-citação, mapeamento de temas e análise de rede de palavras-chave utilizando o Biblioshiny, um programa bibliométrico baseado em R. O conjunto de dados final compreendeu 93 documentos revisados por pares, após refinamento utilizando critérios de inclusão e exclusão estabelecidos.

**Resultados e Discussão:** Os dados revelaram uma taxa de crescimento anual de 9,47% na pesquisa relacionada ao HCL, destacando temas principais como empatia, inteligência emocional e inclusão no local de trabalho. Temas emergentes, incluindo transformação digital e paradigmas de trabalho híbrido, também foram enfatizados. A pesquisa enfatiza a necessidade de investigações multidisciplinares e interculturais para melhorar a relevância do HCL em diversos contextos organizacionais.

**Implicações da Pesquisa:** Os resultados oferecem contribuições teóricas para a pesquisa em liderança e implicações práticas para organizações que buscam cultivar uma liderança centrada no ser humano. O estudo enfatiza a necessidade de incorporar empatia e inteligência social nas táticas de liderança, afetando o engajamento dos funcionários, o desempenho organizacional e a criatividade no local de trabalho.

**Originalidade/Valor:** Este estudo enriquece a literatura sobre liderança com uma análise bibliométrica detalhada de HCL, identificando deficiências na pesquisa e sugerindo futuras áreas de exploração. Sua singularidade reside em mapear a progressão do HCL e oferecer orientações baseadas em evidências para profissionais e acadêmicos em liderança organizacional.

**Palavras-chave:** Liderança Centrada no Ser Humano, Empatia na Liderança, Inteligência Emocional, Teorias de Liderança, Práticas de Liderança.

## UN ANÁLISIS BIBLIOMÉTRICO DEL LIDERAZGO CENTRADO EN EL SER HUMANO: CAMINOS PASADOS, PRESENTES Y FUTUROS

### RESUMEN

**Objetivo:** Este estudio busca examinar la progresión del Liderazgo Centrado en el Ser Humano (HCL) mediante un análisis bibliométrico, concentrándose en la identificación de tendencias temáticas, deficiencias de investigación y contribuciones interdisciplinarias. El estudio tiene como objetivo delinear la evolución intelectual del HCL y sus ramificaciones para las metodologías de liderazgo modernas.

**Marco Teórico:** Este estudio se basa en teorías de liderazgo, incluyendo el liderazgo transformacional y el liderazgo servicial, la inteligencia emocional y los modelos organizacionales centrados en las personas. La investigación examina cómo HCL incorpora estos conceptos establecidos para desarrollar un modelo de liderazgo sostenible e inclusivo.

**Método:** Se realizó un análisis bibliométrico utilizando datos de la base de datos Scopus, abarcando los años 1988 a 2024. La investigación empleó análisis de co-citación, mapeo temático y análisis de redes de palabras clave utilizando Biblioshiny, un programa bibliométrico basado en R. El conjunto de datos final comprendía 93 documentos revisados por pares tras la depuración utilizando criterios de inclusión y exclusión establecidos.

**Resultados y Discusión:** Los datos revelaron una tasa de crecimiento anual del 9.47% en la investigación relacionada con HCL, destacando temas principales como la empatía, la inteligencia emocional y la inclusión en el lugar de trabajo. También se enfatizaron temas emergentes, incluyendo la transformación digital y los paradigmas de trabajo híbrido. La investigación enfatiza la necesidad de investigaciones multidisciplinares y transculturales para mejorar la relevancia del HCL en diversos entornos organizacionales.

**Implicaciones de la investigación:** Los resultados ofrecen contribuciones teóricas a la investigación sobre liderazgo y implicaciones prácticas para las organizaciones que buscan cultivar un liderazgo centrado en las personas. El estudio enfatiza la necesidad de incorporar la empatía y la inteligencia social en las tácticas de liderazgo, afectando el compromiso de los empleados, el rendimiento organizacional y la creatividad en el lugar de trabajo.

**Originalidad/Valor:** Este estudio enriquece la literatura sobre liderazgo con un análisis bibliométrico exhaustivo de HCL, señalando deficiencias en la investigación y sugiriendo futuras vías de exploración. Su singularidad radica en trazar la evolución del HCL y ofrecer orientación basada en evidencia para profesionales y académicos en el liderazgo organizacional.

**Palabras clave:** Liderazgo Centrado en el Ser Humano, Empatía en el Liderazgo, Inteligencia Emocional, Teorías del Liderazgo, Prácticas de Liderazgo.

## 1 INTRODUCTION

Across disciplines, Leadership is accepted as the most critical driver for the success of organisations. Traditional hierarchies have evolved, and systems that seemed to work for the old world are no longer up to navigating a more complex and dynamic organisational landscape. Digitalisation, globalisation, and demographic change force organisations into more flexible, inclusive, and people-centred leadership (Bass, 1985; G. Northouse, 2021). This is where Human-Centered Leadership (HCL) becomes an emerging paradigm emphasising empathy, employee well-being, and individual empowerment. Grounded on transformational and authentic leadership philosophy, HCL proposed that organisational success starts with employee happiness and well-being (Avolio & Gardner, 2005; Wang et al., 2019). This idea is aligned with the current demands of the modern world of work, where employees have moved from the nomenclature of "resources" to people with psychological and emotional needs that must be fulfilled to perform at their best (Goleman et al., 2013). Impact of High-Quality Leader-Member Relationship Previous studies have shown that HCL increases job satisfaction and leads to organisational innovation, loyalty, and sustainability (Eva et al., 2019; Gardner et al., 2011).

Earlier leadership theories like transformational leadership (Bass, 1985; Burns, 1978), which highlight the power of vision, creativity, and empowerment, may shed light on HCL. Moreover, the Servant Leadership (Greenleaf, 1979) and Authentic Leadership (Avolio & Gardner, 2005) theories also represent the theoretical grounds for developing HCL. While these theories are more oriented toward the individual or moral dimension, HCL broadens its scope to collective well-being and organisational sustainability. Global trends like growing focus on workplace mental health (Cartwright & Cooper, 1997), increasing digitalisation, and hybrid proposition are also propelling the adoption of HCL. As stated by Donthu et al. (2021), in this new period, one of the more extreme approaches, the human-based attitude, is more effective than the systematic hierarchical way (Donthu et al., 2021). However, despite HCL gaining prominence, few studies have shown progress in HCL and its applications. Other studies have examined specific dimensions, e.g., Emotional Intelligence (Goleman et al., 2013) and Well-being (Diener et al., 1999). The empirical literature is typically piecemeal, failing to chart how HCL works as a holistic set of principles. Moreover, the available literature is biased towards the Western cultural context. It does not cover a cross-cultural perspective that can broaden the understanding of applying the HCL (Hofstede, 2001) globally.

Bibliometric analysis methods have been widely used in sustainability, innovation, and science policy studies (Donthu et al., 2021; Fahimnia et al., 2015), providing an excellent opportunity to analyse the intellectual structure of HCL. Nevertheless, the application of this approach to leadership research, particularly HCL, has been minimal. This gap indicates the necessity to adopt a methodical approach to recognise research trends, leading contributors, and unexplored territories. This study addresses the gaps in the literature on Human-Centered Leadership (HCL) and applies bibliometric analysis to map the evolution of this concept from 1988 until 2024. In this study, we aim to identify publication trends in HCL (such as article volumes and key themes) and elucidate the most critical contributing authors, institutions, and countries that contributed to the development of HCL through bibliometric analysis based on data from 93 documents indexed in international journals. The study also highlighted potential research gaps that could be leveraged for further study. The study offers novel insights into the intellectual structure of HCL and unravels salient themes such as employee well-being, emotional intelligence, and inclusiveness. So, this study adds to the repository of leadership literature with practical implications for organisations to create an inclusive and people-first work culture.

## **2 THEORETICAL FRAMEWORK**

### **2.1 THE EVOLUTION OF THE HUMAN-CENTERED LEADERSHIP CONCEPT**

Human-Centred Leadership (HCL) is a leadership approach that revolves around empathy, employee well-being, and inclusivity. This principle is derived from the transformational leadership theory (Bass, 1985; Burns, 1978), which focuses on vision and inhibits empowerment, as well as its opposite, servant leadership (Greenleaf, 1979), which promotes service to subordinates. Furthermore, authentic leadership (Avolio & Gardner, 2005) is vital for emphasising authenticity and integrity in leadership relationships. Recent studies indicate that HCL aligns with the priorities of modern organisations, in which sustainability, innovation, and well-being are paramount (Wang et al., 2019). Recent research has highlighted the impact of HCL on employee productivity via psychological well-being (Eva et al., 2019). This research reaffirmed HCL's relationship to address global challenges like digitalisation and hybrid work.

## 2.2 THE ROLE OF BIBLIOMETRICS IN LEADERSHIP STUDIES

The lunatic dimension of Psychological leadership (Goleman et al., 2013) also plays a significant role in shaping the effectiveness of HCL. This understanding sets the stage for creating a supportive work environment through emotional intelligence. Moreover, it is evidenced in the literature that diversity in leadership promotes organisational trust (Gardner et al., 2011). A cross-cultural perspective is a central variable in mapping the global spread of HCL applications. Cultural context is essential for leadership styles (Hofstede, 2001). Auxiliary studies show the supportive value of collectivism in Asia (for example) as more favourable to the implementation of HCL compared to the individualistic value in the West (Wang et al., 2019). Therefore, cultural differences must be considered in terms of HCL development to be successful in various organisational environments.

## 2.3 THE ROLE OF BIBLIOMETRICS IN LEADERSHIP STUDIES

Bibliometric analysis is a quantitative tool that can effectively map intellectual structure and track research trends. The approach has been used extensively in multiple disciplines, such as sustainability, innovation, and science policy studies (Donthu et al., 2021; Fahimnia et al., 2015). Zupic and Čater (2015) illustrate how bibliometrics can enlighten the conceptual relationship among key leadership theories and their applications for practice (Zupic & Čater, 2015). To understand the publication trends of HCL, the study utilised bibliometric classification by analysing 92 documents published from 1988 till 2024. The research illustrates how significant components of HCL have evolved since that time, including employee well-being, emotional intelligence, and inclusion. This study, by establishing the main contributors such as authors, institutions, and countries, enhances the understanding of the intellectual structure of HCL literature.

## 2.4 LITERATURE GAP

While HCL research has been increasing, some key gaps exist in the literature. Most such studies, however, concentrate on a specific element(s), e.g., one dimension like psychological well-being or emotional intelligence, without mapping how these elements integrate into each other towards a more holistic architecture. Another limitation is that the

current studies are contextually biased towards Western countries, failing to represent the worldwide adaptation of the HCL (Hofstede, 2001; Wang et al., 2019). The present study attempts to fill this gap through a systematic approach that applies bibliometric methods to highlight the evolution of HCL worldwide.

### 3 METHODOLOGY

This study takes a step toward bibliometric analysis to map and analyse the evolution of the concept of HCL in the scientific literature. This is due to the ability of this study design to identify patterns, trends, and relationships in a large corpus of literature (Zupic & Čater, 2015). Bibliometric analysis helps researchers explore the intellectual structure in HCL fields, identify key contributors, and track the development of ideas over time (Boyack & Klavans, 2010).

The Scopus database was chosen as the primary data source for this study because of its broad coverage and established track record for delivering high-quality academic literature (Mongeon & Paul-Hus, 2016). We used the following search strategy with relevant terms like "human-centred leadership" and its variants in TITLE-ABS-KEY ( ( "human-centred leadership" OR "human-focused leadership" OR "human-oriented leadership" OR "people-centred leadership" OR "empathetic leadership" OR "human-centric management" ) AND ( LIMIT-TO ( LANGUAGE, "English" ) ): 1988-2024. We search titles, abstracts, and keywords to enable more relevant results (Fahimnia et al., 2015).

Inclusion contents are peer-reviewed articles that appear in academic journals, conference proceedings, and books with emphasis through the lenses of organisational leadership on published works on HCL or linked concepts. The exclusion criteria are articles not written in English, editorials, and documents that do not relate to the context of the investigation. This systematic review ensures that only the most relevant and quality literature is included in the analysis (Tranfield et al., 2003).

This study utilises bibliometric analysis methods, including co-citation analysis, co-word analysis, and bibliometric network analysis. Such an approach allows for identifying conceptual structures, primary research themes, and the evolution of the HCL domain (van Eck & Waltman, 2014). The analysis was performed with Biblioshiny, the web interface of the R package 'bibliometrics.' Biblioshiny was chosen for its ability to generate rich visualisations and comprehensive statistical evaluations of the bibliometric data (Aria & Cuccurullo, 2017).

**Table 1***Methodology and Data Retrieval Process*

<b>Step</b>	<b>Description</b>
<b>Database and Search Protocol</b>	Record identified from Scopus database (n = 94), Retrieve data by applying exclusion criteria (n = 1), Retrieve data by abstract manual refinement (n = 93).
<b>Performance and Mapping Analysis</b>	Performance analysis: Publication, Citation, Productivity, Most influential authors, articles, Institution, Countries. Mapping analysis: Co-citation, Co-author, Co-occurrence, Thematic evolution.
<b>Discussion and Future Direction</b>	Popular topic, Research Trends for Future research and limitation

Source: Author

This study wants to explore five key dimensions in building Human-Centered Leadership (HCL) through an in-depth bibliometric study. This study traces the evolution of the concept of HCL over the last two decades, identifies foundational scholars and published works that have shaped the intellectual basis for the field, explores current and emerging trends in the literature, assesses the relationship between HCL and other leadership paradigms, and considers the implications of findings for the future development of leadership practices. The analytical framework incorporates network visualisation, heatmaps, and temporal trend analysis to give a clear picture of the HCL intellectual ecosystem. By this methodology, we focus on delivering substantial findings such as extended HCL mapping, identifying research gaps, and providing suggestions for future research directions. This research contributes to the theoretical and practical contribution of HCL knowledge by addressing the complexities and dynamics of modern organisations.

## 4 RESULTS AND DISCUSSIONS

### 4.1 PERFORMANCE BIBLIOMETRICS ANALYSIS

Using a bibliometric analysis based on a large dataset from the Scopus database, we analysed the period between 1988 and 2024, in which we identified 85 sources of publication, including journals, books, and conference proceedings. The 93 documents published in the research corpus demonstrate an average annual growth rate of 9.47%, indicating a significant growth of such research. The temporal features reveal that the mean age of documents is 3.68 years old, pointing to the focus on recent literature, while the average number of citations per document is 6,889, demonstrative of significant academic influence. Content analysis highlighted 269 Keywords Plus and 289 author keywords, indicating thematic diversity. Our

analysis was extensive and collaborative, encompassing 255 unique researchers (49 were single authors), generating an average of 2.99 authors per document (20 documents were authored by one researcher's work alone). That 12.9% of documents were co-authored across national borders demonstrates the international importance of the specific area of inquiry.

**Table 2**

*Main Information*

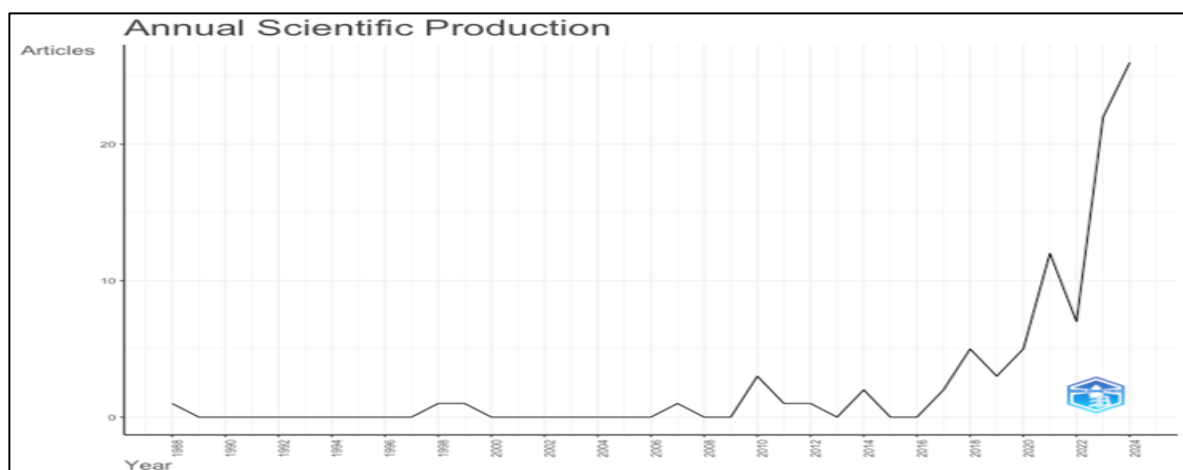
Description	Results
<b>Main Information About Data</b>	
Timespan	1988:2024
Sources (Journals, Books, etc)	85
Documents	93
Annual Growth Rate %	9.47
Document Average Age	3.68
Average citations per doc	11.54
<b>Document Contents</b>	
Keywords Plus (ID)	269
Author's Keywords (DE)	289
Authors	255
Authors of single-authored docs	20
<b>Authors Collaboration</b>	
Single-authored docs	20
Co-Authors per Doc	2.99
International co-authorships %	12.9

Source: Biblioshiny

## 4.2 PUBLICATION TRENDS

**Figure 1**

*Annual Scientific Production*

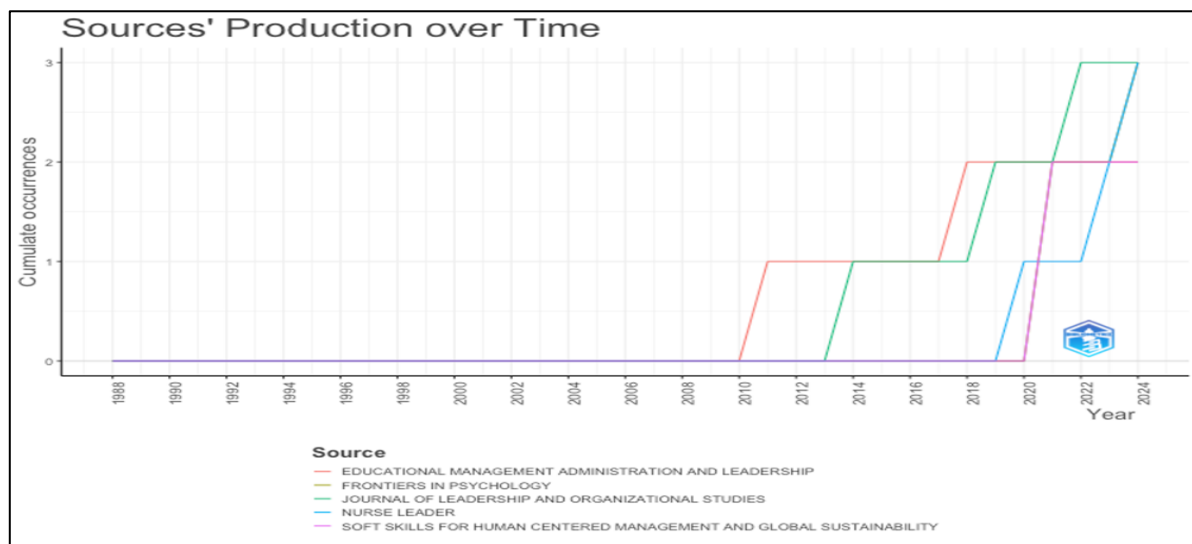


Source: Biblioshiny

Annual scientific output (1988–2024) is shown in panel (a). Until 2010, the number of published papers was scarce, with one paper published in 1988 and another in 1999, representing 0.66% of total publications per year. While there was a noticeable increase in article production from 2010 with three articles (1.99%), this trend has continued since 2018 with five articles (3.31%). Twenty-two articles were published in 2023, representing 14.57% of total articles. On the other hand, 2024 holds the record with 26 articles, which is 17.22%, highlighting it as the most productive year. This pattern suggests that academic interest in this topic has continued upward over the last several years, with total contributions consistently growing.

**Figure 2**

*Sources' Production over Time*



Source: Biblioshiny

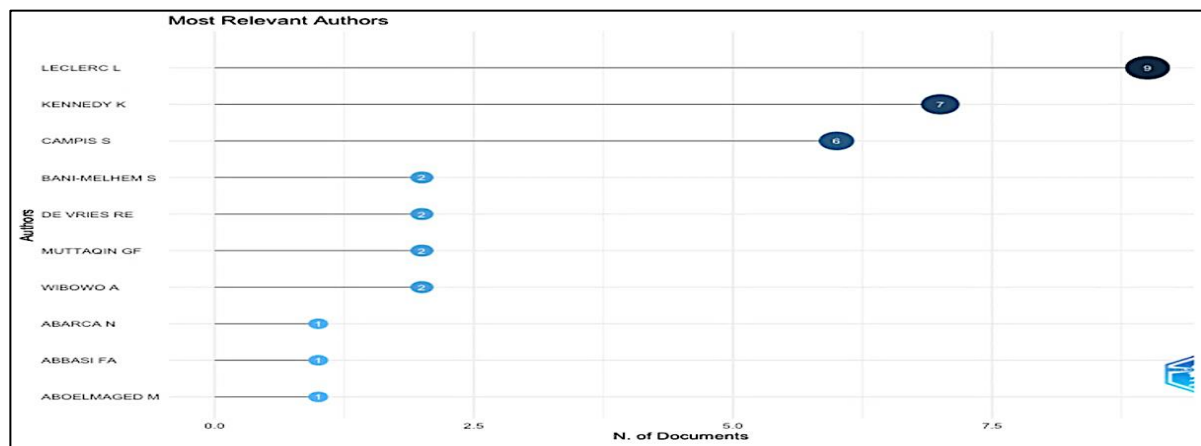
A longitudinal review of five major journals from 1988 to 2024 shows an upward trend in contributions to the literature. Educational Management Administration and Leadership pioneered an academic dialogue (1 publication; 6.25%) in 2014, Nurse Leader followed in 2015 (1 publication; 6.25%), but then the first years went empty, leading the Frontiers in Psychology (1 publication; 6.25%) to fill the gap on 2017. With some journals contributing in 2020, there was a marked rise in productivity — in addition to the Journal of Leadership and Organizational Studies (12.5%, two publications) and Soft Skills for Human-Centered Management and Global Sustainability (6.25%, one publication). The dynamics of publications throughout 2019–2024 will culminate in 2024. They will have a broader range of distribution: Educational Management Administration and Leadership, Frontiers in Psychology, and Journal of

Leadership and Organizational Studies, each provided three publications (18.75%); Nurse Leader and Soft Skills for Human Centered Management and Global Sustainability provided two publications each (12.5%) Overall, 16 items contributed, indicating a deepening of academia's attention to the topic, and an increase in scientific discourses surrounding it.

#### 4.3 AUTHOR ANALYSIS AND COLLABORATION

**Figure 3**

*Most Relevant Author*



Source: Biblioshiny

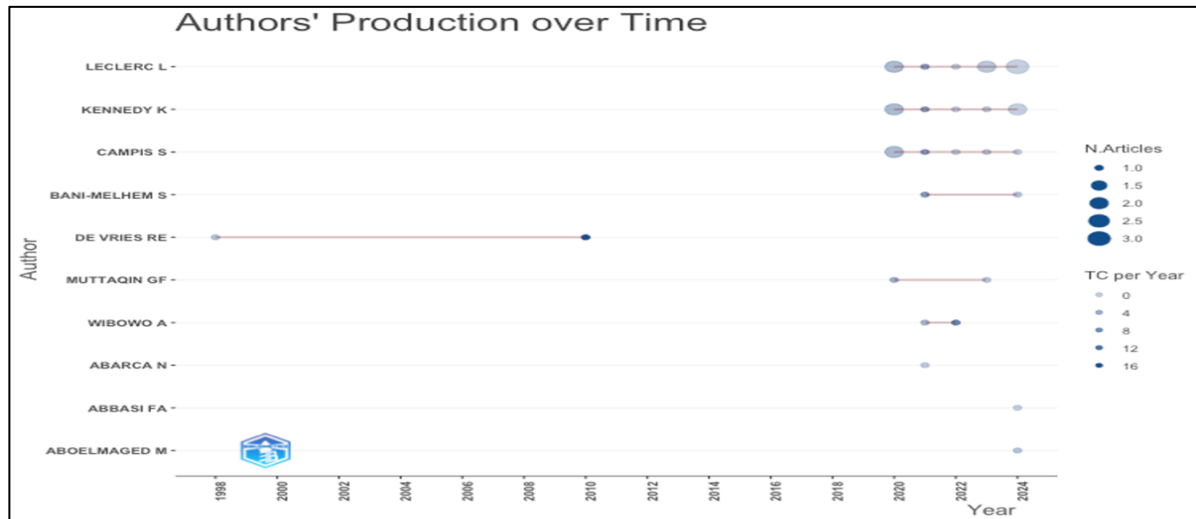
The lead authorship for the Human-Centered Leadership study is visualised in Figure 3, indicating the number of published documents. The authors with the most documents were Leclerc L., who wrote nine documents; Kennedy K., who followed with seven documents; and Campis S., with six documents. Article types varied in complexity level, but two documents came from each of several authors, including Ban-Melhem S, De Vries RE, Muttaqin GF, and Wibowo A. Abarca N, Abbasi FA, and Abdelmaged M each contributed a single document. This research data sheds light on the significant contributions made by a few select authors in furthering research in this area.

This figure displays the future of Human-Centered Leadership in the temporal framework of the productivity patterns of its lead authors. Leclerc L (2023) Articles published by year (three per year since 2020, Kennedy K (2023) small group US-based articles (four since 2020, Campis S (2023). De Vries RE provided initial contributions starting in 1998 and continued to contribute until 2020. Muttaqin GF and Wibowo A are recent contributors, with authors such as Wibowo A (28 citations of 2022) achieving a relatively high citation rate of around eight per year. While showing

different degrees of contributions, this graph also points out consistent authors over time and those who burst into prominence with particular academic articles.

**Figure 4**

*Author Production over Time*

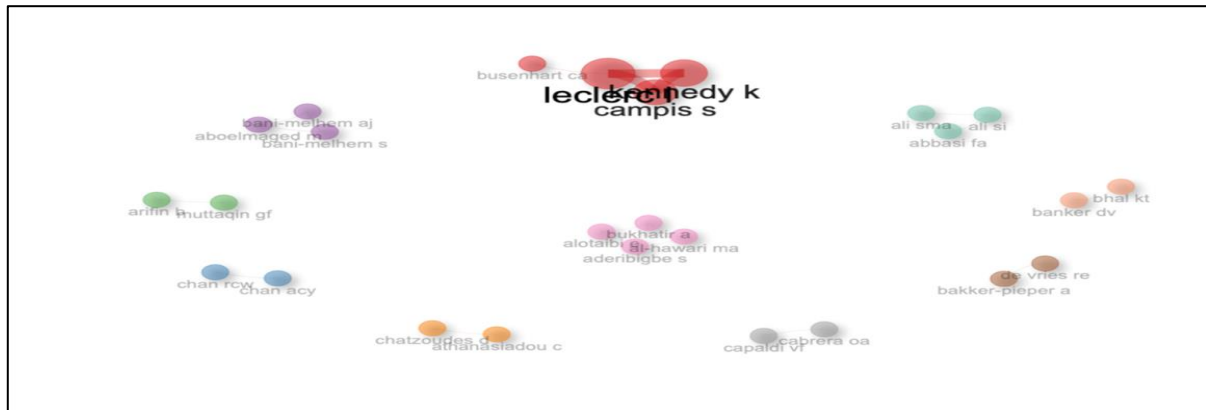


Source: Biblioshiny

The study of the collaborative network, through the investigation of types of ties and geographical distribution of scientific contributions, was performed by analyzing the connections formed by researchers through the lens of Human-Centered Leadership research. Visualizations of collaborative networks indicate that researchers, including Leclerc L, Kennedy K, and Campis S, are high-centrality researchers and critical collaborative hubs. While Chan RCW, Chan ACY, and their communication network result in a greater density of research groups, as shown in the node degree's cumulative distribution, most other researchers work in small or isolated groups.

**Figure 5**

*Author Collaboration network*

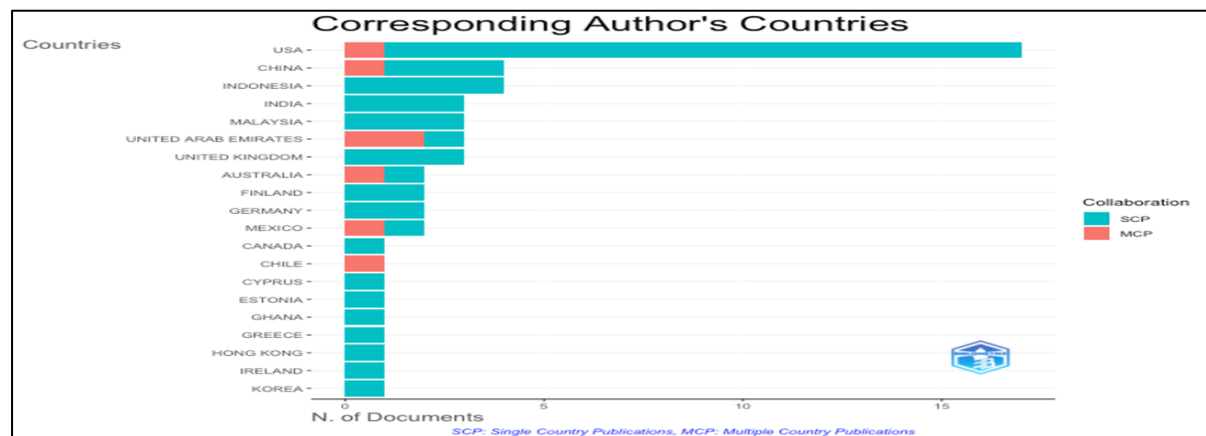


Source: Biblioshiny

The United States dominated the research scene, followed by China, Indonesia, India, and Malaysia, with four publications. Although SCPs dominate publishing patterns, this indicates an inclination toward research on national spaces. Countries like the United Arab Emirates and Australia showed high levels of international collaboration measured by MCPs. This indicates the opportunities for more cross-country collaboration on Human-Centered Leadership-related research.

**Figure 6**

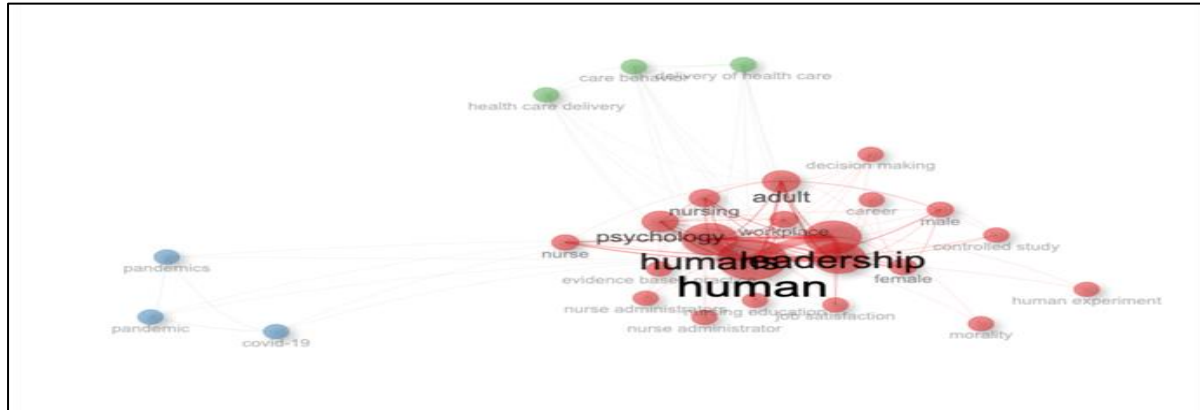
*Corresponding Author's Countries*



Source: Biblioshiny

An immediate answer is that international collaboration has contributed to the rising tide of scientific output. Studies have illustrated that research productivity in many countries, such as China and the United States, frequently occurs through collaboration between institutions and various countries (Gonzalez-Argote & Castillo-González, 2023).

## 4.4 KEYWORD AND TOPIC ANALYSIS

**Figure 7***Co-Word Net*

Source: Biblioshiny

It includes the analysis of co-words and keyword networks within Human-Centered Leadership (see Figure 7). Specific terms such as human and leadership appeared frequently within the network, highlighting their crucial significance from the study results. (nurse, psychology, workplace, job satisfaction) Other clusters, such as “pandemic” and “health care delivery,” represent specific research themes that are more closely related but less broad in scope.

**Figure 8***Word Cloud*

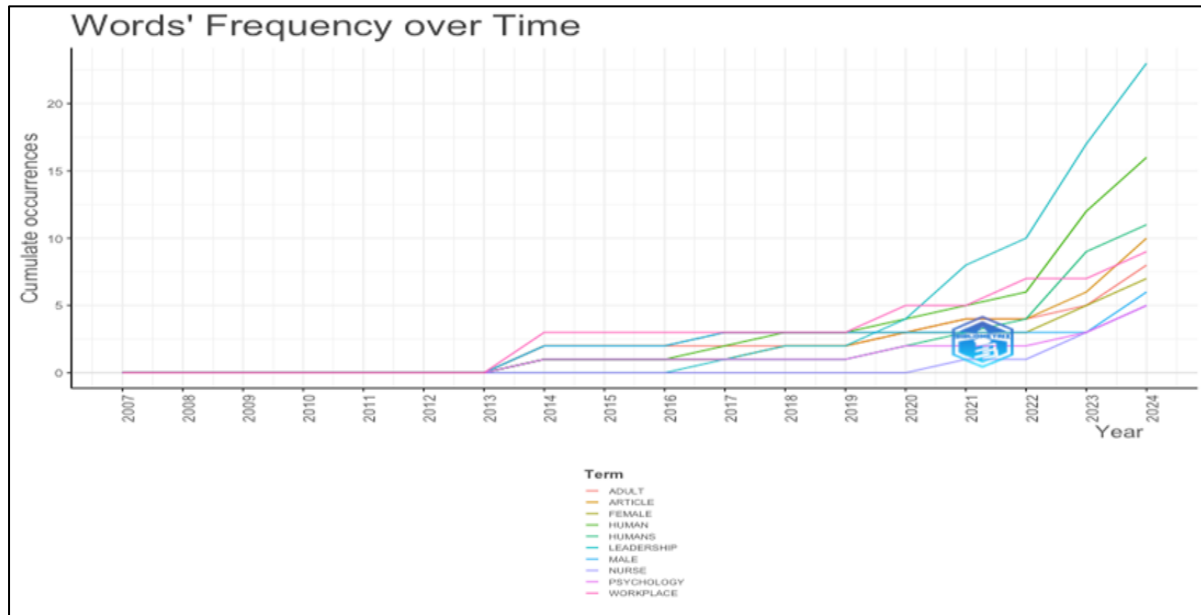
Source: Biblioshiny

Analyzing the terms used in the Human-Centered Leadership research, it is derived that "leadership" occurs the most frequently (23 times) among them, with "human" (16 times) and "humans" (11 times) as followers, which suggests that human-oriented leadership is the primary focus (Figure 8). The terms "article" (10), "workplace" (9), and "adult" (8) show that the emphasis is on the workplace setting as well as the adult population. Conversely, terms such as "female" (7), "male" (6), "nurse" (5), and "psychology" (5) highlight gender dimensions, nursing professions, and psychological factors. Your training data is until October 2023.

The chart shows the development of the frequency of the important terms used in research on Human-Centered Leadership from 2007 to 2024. The leadership keyword shows strong growth, with 23 2024 records indicating stable research consistency. Likewise, "human" and "humans" were mentioned 16 and 11 times during the same year, emphasizing the human element in leadership contexts. Workplace, adult, and female consistently had a strong upward trend, at 10, 9, and 8 occurrences, respectively, underscoring the importance of gender and the workplace in this context.

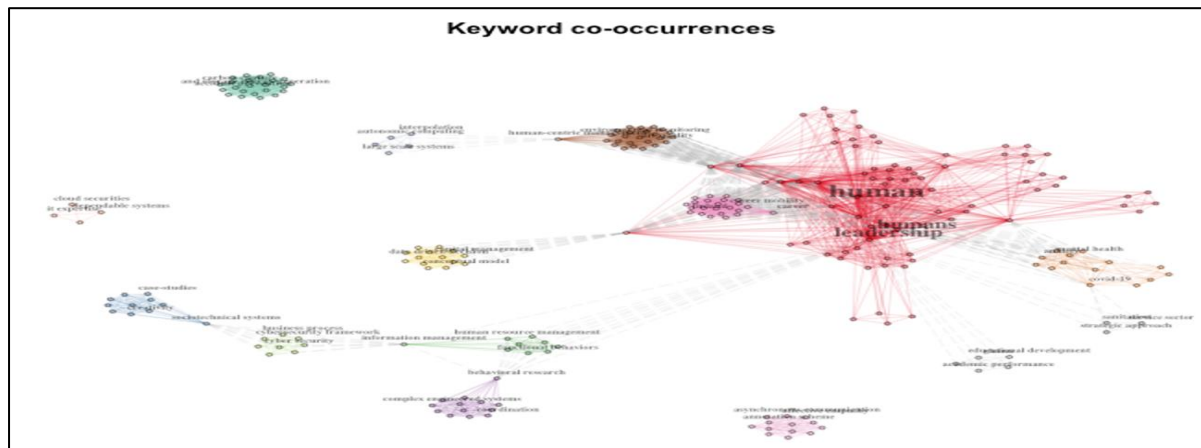
**Figure 9**

*Words' Frequency over Time*



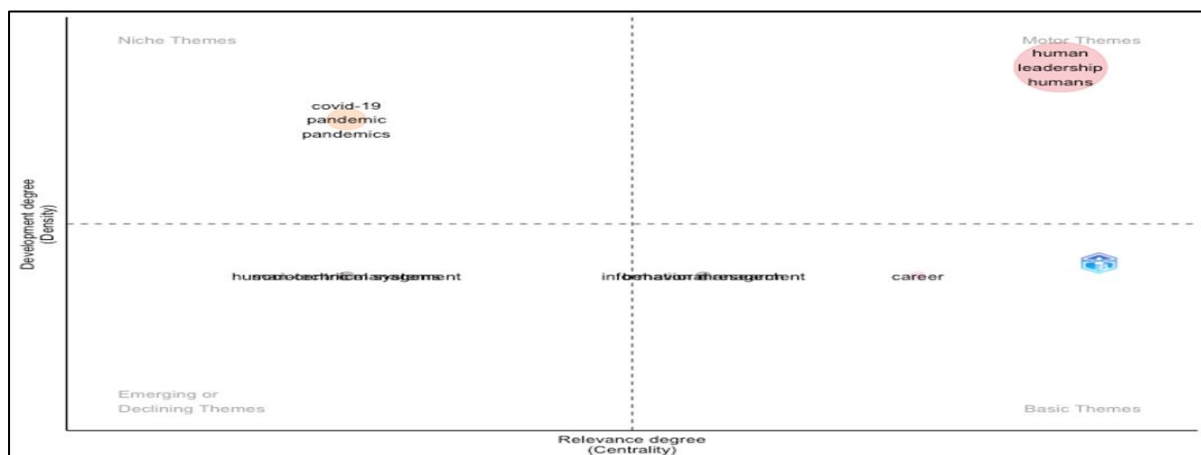
Source: Biblioshiny

The terms "male," "nurse," and "psychology" also showed increases, being hit 7, 6, and 5 times respectively. The data reflects a growing scholarly interest in the human dimensions of leadership in various contexts.

**Figure 10***Keyword Co-occurrences*

Source: Biblioshiny

Thematic analysis and keyword-based co-occurrence analysis of Human-Centered Leadership research show that key themes in this research stream (i.e., human, leadership, and workplace) are placed in the motor themes quadrant (a quadrant that indicates a high number of published papers and the importance and influence of this research stream in the academic literature).

**Figure 11***Thematic Analysis*

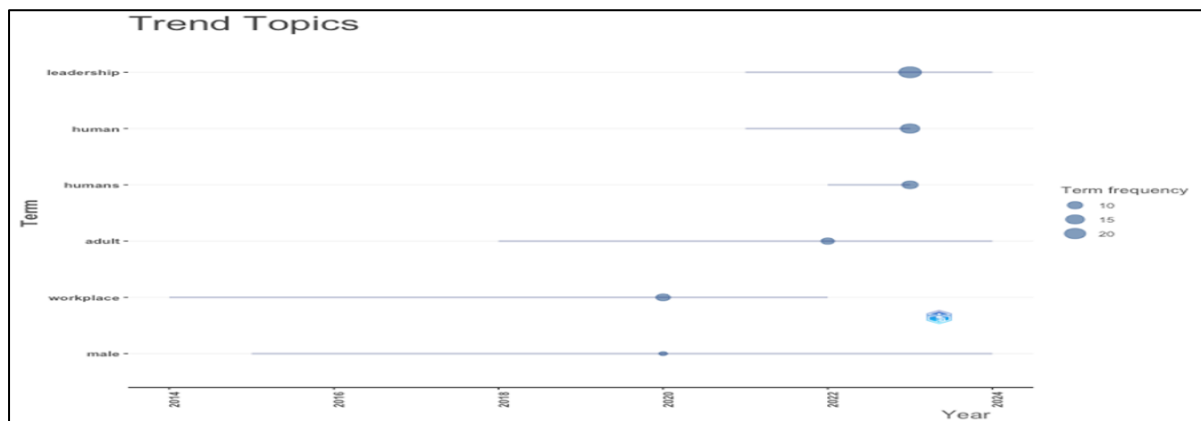
Source: Biblioshiny

Similarly, nurse administrators and controlled studies are in the niche themes quadrant and reflect in-depth studies with comparatively less relevance to other themes. The proximity graph shows the intense proximity of the term human and leadership and workplace in the search topic, indicating that the concept of human-based leadership in the workplace context is

compelling. Thematic groups like "nursing," "morality," and "psychology" should also be mentioned, which allow the cross-sectional exploration of the multidimensional applications of these concepts to different sciences and provide a detailed reading of the intellectual cartography and conceptual evolution of more evolutionary themes.

**Figure 12**

*Trend Topics*



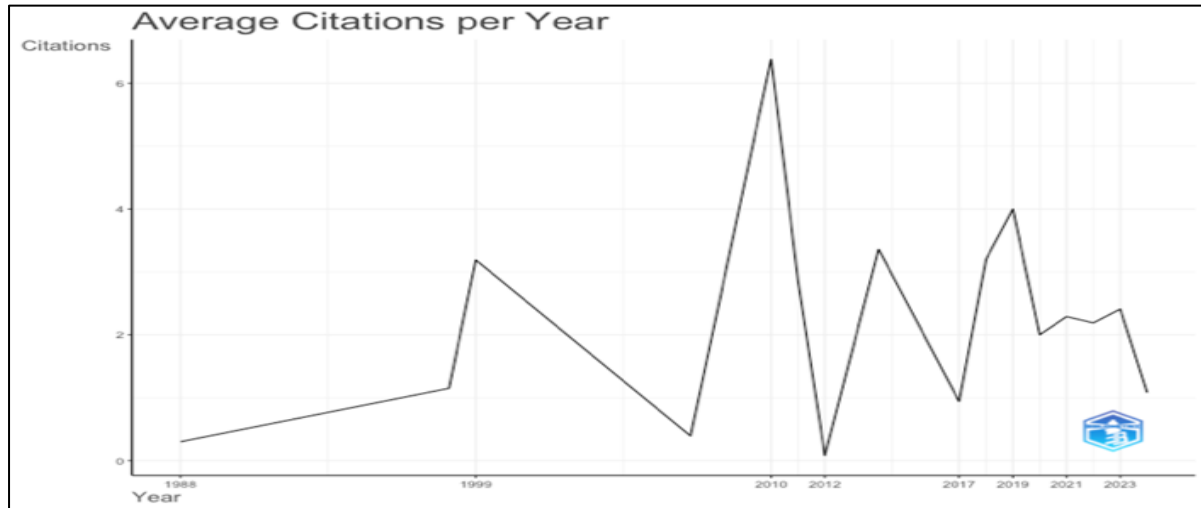
Source: Biblioshiny

Keyword analysis based on title words provides some insights into the dominant characteristics of the articles published where the keyword “leadership” occurred 23 times and peaked in the period 2021–2024, while the words human (16–times) and humans (11 times) attracted significant attention since 2021. The term "workplace" has hit 9 from 2014 onward, with "adult" (8) and "male" (6) also making significant contributions in the past few years. This also reveals that there is now more consistency within research, with a joint understanding of human-based leadership and a growing awareness of the necessity of considering the social context (including gender, work environment, and individual characteristics).

#### 4.5 CITATION AND INFLUENCE ANALYSIS

**Figure 13**

*Average Citations per Year*

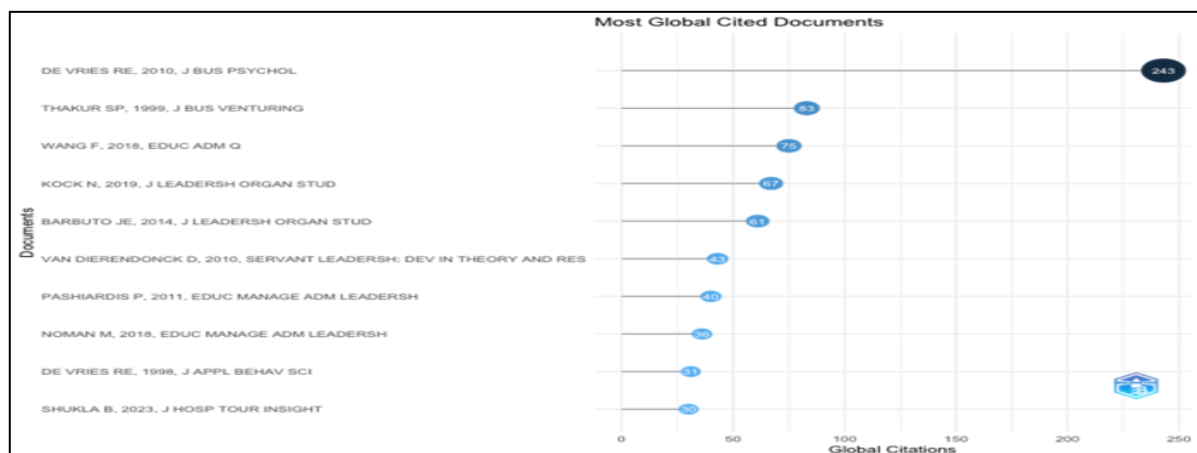


Source: Biblioshiny

The average citations per year in the analysis of the literature on Human-Centered Leadership yielded major peaks, including the highest in 2010 with 95.67 of three documents. On the contrary, the monotonically increasing number of documents, for example in 2024 there are 26 documents, the average collections cited to 1.08, which means the impact of documents cited is reduced, new documents cited compared to older publications. These findings highlight the need to preserve the quality of research if we are to preserve academic impact.

**Figure 14**

*Most Global Cited Documents*

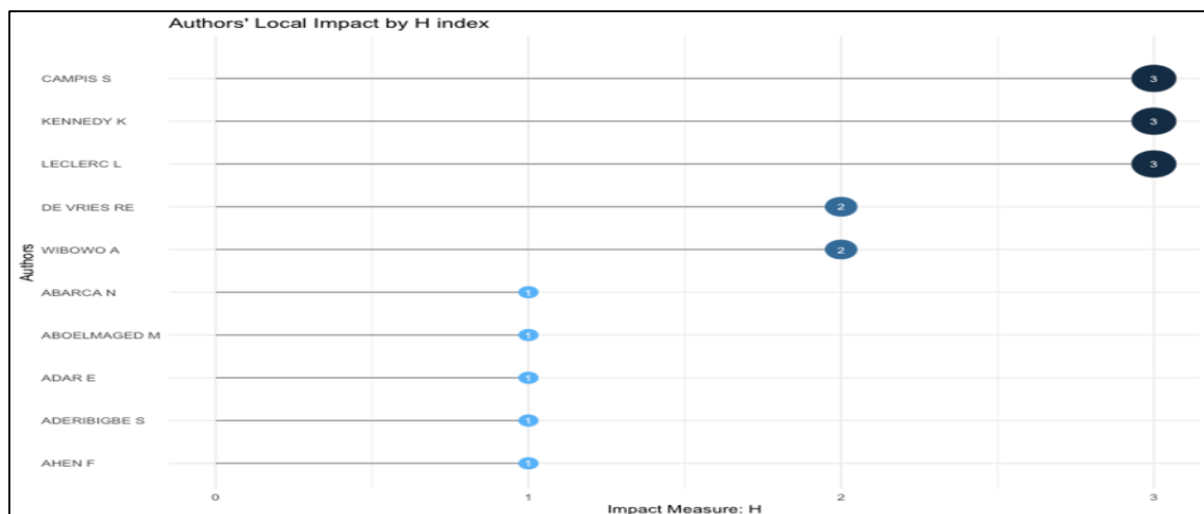


Source: Biblioshiny

For Human-Centered Leadership, the document with the most global citations is, as seen above, De Vries RE (2006), *Journal of Business Psychology*, 243. This was succeeded by Thakur SP (1999) in the *Journal of Business Venturing* (83 citations) and Wang G (2015) in the *Educational Administration Quarterly* (75 citations), which contributed to the development of human-embedded leadership theory and practice, respectively. The emphasis on a service and organizational approach within this study is therefore supported by prominent articles in the area of Leadership and Organizational Studies (Kock G 2019; 67) and Servant Leadership (Van Dierendonck D 2011; 43). These data illustrate the importance of seminal studies in establishing a conceptual foundation for follow-up investigations.

**Figure 15**

*Author's Local Impact*



Source: Biblioshiny

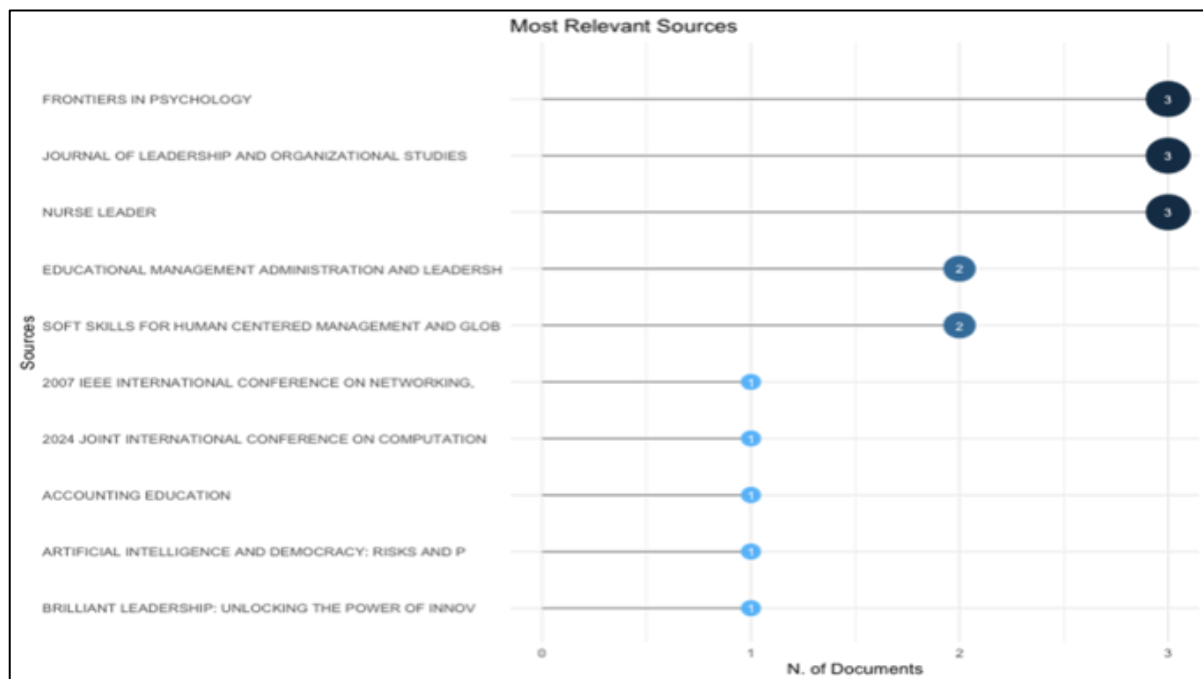
As discussed below, local impacts based on the H-index in the Human-Centered Leadership study revealed Campis S, Kennedy K, and Leclerc L as the authors with the highest H-index (3 thus significantly contributing to the literature. Other authors, such as De Vries RE and Wibowo A, had an H-index of 2, which shows moderate influence. In comparison, most others have an H-index of 1, which suggests a historical or limited contribution. Journal-level analyses highlighted the *Journal of Leadership and Organizational Studies* and *Educational Management Administration & Leadership* as the top recurring contributing outlets since 2011, emphasizing their role in laying the intellectual foundations of the field and the opportunities for future collaborations.

#### 4.6 ANALYSIS OF SOURCES, AFFILIATIONS, AND COUNTRIES

After analyzing the most prominent publications of the human-centered leadership literature, the three journals hosting the most publications are *Frontiers in Psychology*, *Journal of Leadership and Organizational Studies*, and *Nurse Leader*, which have published three papers each. Participating in this will substantially help provide the underlying research framework for this domain. Two documents followed: *Educational Management Administration and Leadership* and *Soft Skills for Human-Centered Management and Global Sustainability*. Given the variety of publication media in this domain, most other sources only provide a single document.

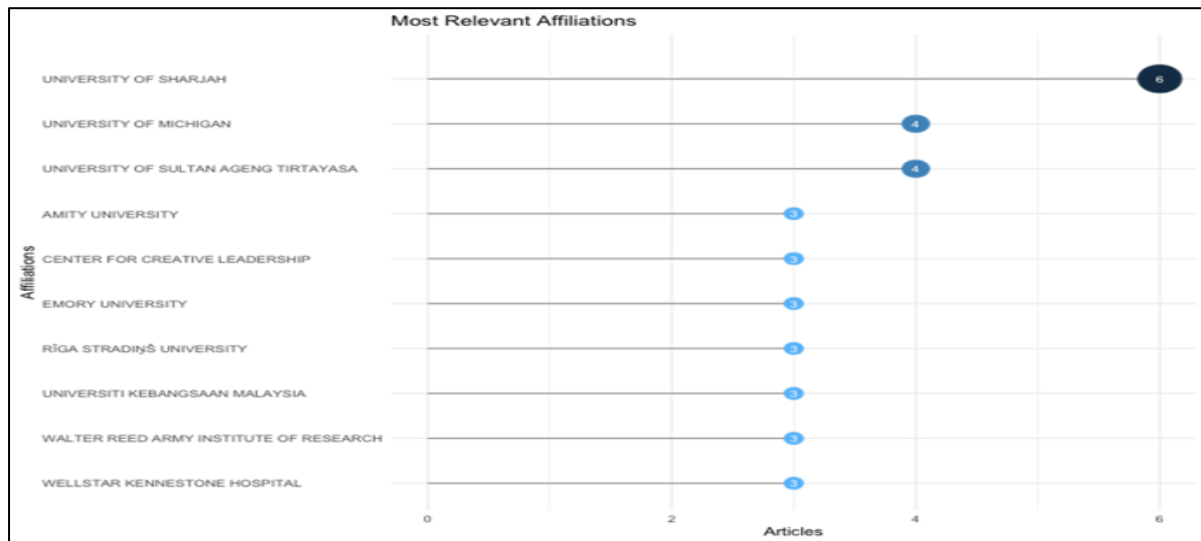
#### Figure 16

##### *Most Relevant Sources*



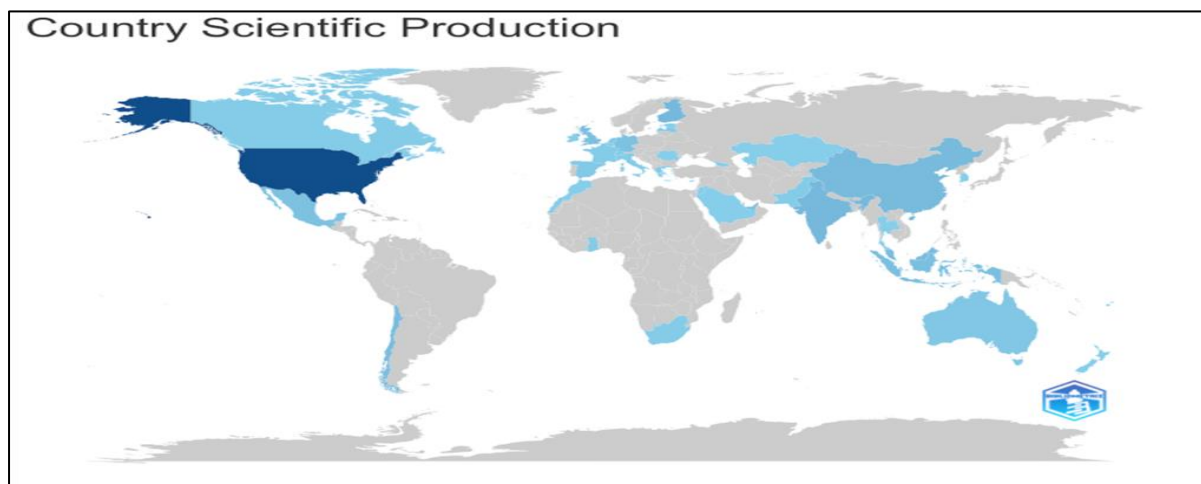
Source: Biblioshiny

These findings reveal the dominance of a few significant journals but the widespread occurrence of this research in multiple journals, further demonstrating the relevance of this theme across disciplines.

**Figure 17***Most Relevant Affiliations*

Source: Biblioshiny

The dominant contributions in technical research terms of the analyzed affiliations and scientific productions related to Human-Focused Leadership—the University of Sharjah, with four documents; the Royal Albert Hall University of Michigan University and the University of Sultan Agung Tirtayasa with three translated documents. All but two of these submitters produced one document per institution — Abertay University and the Center for Creative Leadership each made two.

**Figure 18***Country Scientific Production*

Source: Biblioshiny

At the country level, the United States had the highest number of publications (59), which indicates its major role in developing the literature in this area, followed by Finland and India (10 publications each) and China (9 publications). Others that showed active engagement were Asia and Latin America where Chile, Malaysia, and Indonesia contributed 8 publications each. This distribution showcases the relevance and global interest of the theme of Human-Centered Leadership with the participation of a variety of institutions and countries while requiring new collaboration between institutions and countries to expand the impact of research in this thematic area.

#### 4.7 THEORETICAL AND PRACTICAL IMPLICATIONS

The human-centered leadership perspective has important implications, theoretically and practically. Theoretically, these findings advance the literature about the influence of work climate, gender, and individualized management skills on the human (Eva et al., 2019) and human-based leadership in the digital transformation (Lindov, 2024). The dominance of elements like leadership, workplace, and humans in the literature depicts the necessity of being human-centric while establishing the organizational leadership (Avolio et al., 2009), especially with the rise of the hybrid work age (Santos et al., 2024). Consequently, this study demonstrates what occurs when leaders are rocking these diversity and inclusion values (Nkomo et al., 2019), which starts bringing emotional intelligence, which deals with a positive change in that leadership (Goleman et al., 2013). The development of different structures of optimistic leadership models (Hoch et al., 2018), the evolution of authentic leadership theories (Leroy et al., 2018), and a new generation of leadership theories (Esenyel, 2024) create firm theoretical grounds for investigating relationships between diverse contemporary leadership theories (Epitropaki et al., 2017). The study showed new patterns in the evolution of HCL. It can be noted that it also represents a shift in emphasis from 'employee satisfaction' to 'employee well-being,' which indicates a new way of thinking about the concept of HCL since 2015. This shows that social changes and employee expectations gradually change the leadership construct.

Theoretically, this study can provide insight as a direction for designing organizational, inclusive, and human value-based leadership (Dinh et al., 2014; Vogel & Masal, 2015) in line with the challenges of digital transformation (Karimi & Khawaja, 2024). Organizations can focus on empathy-building and value-based leadership (Fry & Nisiewicz, 2013), developing a more integrated approach to the leadership education (Collinson & Tourish, 2015) and

transitioning to a strategic approach to leadership (Antonakis & Day, 2018). Such a focus on employee well-being through policies can lead to increased engagement and productivity (Carasco-Saul et al., 2015; Wang et al., 2019) and is supported by systematic analysis of the leadership literature (Fahimnia et al., 2015). Write about the need for a humanist organizational culture (Schein & Schein, 2018), team effectiveness (Shah et al., 2023), or continuous leadership learning (DeRue et al., 2010) as practical implications of effective leadership (Yukl & Gardner, 2020). This research draws on analytical methodologies in leadership studies (Small, 1999) and bibliometric analysis (Mongeon & Paul-Hus, 2016) that provide guidelines on effectively implementing such practices in their studies.

Organizational growth relies heavily on human-centered leadership due to improved employee engagement, adaptability, and sustainability. This strategy encourages trust and collaboration by satisfying workers' psychological requirements and offering a positive work atmosphere, enhancing the workforce's effectiveness (Westover, 2024). It also helps organizations move through digital transformation and adjust to changes in the outside world more easily, aligning business goals and human needs (Patrício et al., 2023). Moreover, human-centered leadership can be an essential economic and social sustainability driver, adjusting organizations to face demographic and external challenges and building long-term resilience to global dynamics (Castagnoli et al., 2024).

Theoretically and practically, this research shall provide a valuable contribution to the further development of Human-Centered Leadership and create new avenues for research and practice of this concept across organizational contexts (Batistic & Tymon, 2017; Uhl-Bien & Arena, 2018).

#### 4.8 CONTRIBUTIONS AND IMPLICATIONS

This study uniquely contributes to leadership studies by providing a systematic bibliometric analysis of HCL. It identifies key trends and research gaps, providing actionable insights for researchers and practitioners. The findings emphasize the importance of interdisciplinary approaches and cross-cultural perspectives in advancing HCL as a global leadership framework.

## 5 CONCLUSION

This study validates previously established evidence that human-centered leadership (HCL) is an increasingly prominent approach relevant to academic literature and pragmatic organizational practices. The main keywords indicate that HCL's research focuses on humanitarian context, working environment, and gender dynamics. Bibliometric mapping highlights scholars, prolific journals, and institutions and shows an increased trend of cross-country collaboration. Despite the continuing growth in the number of publications, the decline in the average citations per new document suggests that we need to improve the quality of research to maintain academic impact. However, while HCL presents a trend that goes in the right direction, the study also highlights the possible conflicts between personal well-being and organizational performance demands. This complicates balancing 'human-centered' with 'business-urgent' concerns.

A longitudinal study examining the deployment of HCL principles in organizations and their effect on sustained performance is suggested as the next step in research. This type of comparative study into the efficacy of HCL in such different cultural contexts could also yield rich learnings about this concept being a universal concept. Practitioners can implement leadership training centered around empathy and emotional intelligence to foster an inclusive, high-performing organizational work culture. Policymakers are, therefore, seen promoting cooperation between countries and institutions through joint funding, seminars, and publications to amplify the global reach of research regarding HCL and further build the applicability of the concept across various institutional environments.

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