INVESTIGATION OF ARTICLE PUBLICATIONS ON LEADERSHIP STYLES BETWEEN 1993-2023 WITH CONTENT ANALYSIS

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ABSTRACT
The purpose of this research; The articles published on "Leadership Styles" between 01.01.1993 and 31.12.2023 were evaluated by content analysis of the publications. In this context, the second aim of the research is; The second purpose of the research is to determine the status of research on "Leadership Styles" in the literature, to reveal the deficiencies and to contribute to researchers who want to work in this field. Google Academy and DergiPark databases were used to achieve the goal of the research. In line with the criteria determined in the research, 60 article publications were included in the research. As a result of the analysis conducted in the research, the most articles on leadership styles in the last 30 years were published in 2022 (f = 11; 18.3%), the publications were mostly written in Turkish (f = 52; 86.7%), and although the publications were generally equally distributed in the journals, the most There were slightly more publications in journals such as İnönü University Faculty of Education Journal (f=4; 6. 6%) and Journal of Education in Theory and Practice (f=4; 6.6%), and the study areas of the article publications were mostly in the field of education (f=52; 86.7%). Quantitative (f=58; 96.7%) research method was used in almost all of the publications, survey models (f=43; 71.6%) were used in the majority of publications, and typical case sampling (f=16; 26.6%) was mostly preferred in article publications. , in the publications, mostly teachers (f=38; 63.2%) constitute the sample groups and the sample sizes mostly vary between 201-400 (f=22; 36.7%). In article publications, mostly survey/scale (f=58; It was concluded that data collection tool (96.7%) and SPSS (f=58; 97.7%) data analysis programs were used.
Keywords: Leadership, Leadership Styles, Article Publications, Content Analysis

1. INTRODUCTION

When we look at the historical context of the concept of leadership, it is seen as a developing and changing phenomenon that has not lost its importance for centuries. Leadership helps an organization adapt to its environment by eliminating ineffective patterns of behavior and replacing them with new ones. Some of these are; Leaders provide direction, support, guidance, and assistance in accomplishing the organization's mission. In short, leaders play a vital role in organizational effectiveness (Taylor et al., 2013; Oznacar et al., 2020), hence, organizations see leadership development as a source of advantage. Leadership styles are of great importance in terms of organizational and managerial effectiveness. Leadership is an important factor that directly affects the success and performance of an organization Different leadership styles can have different effects on employee motivation, collaboration, performance, and satisfaction. Leadership style has a positive impact on the performance, motivation, collaboration, productivity and creativity of employees in the company. In recent years, the concept of leadership style has developed rapidly in the field of organizational science and management. Considering the development of the international literature, it is important to establish general research directions on a specific topic for future research (Bicen, et al., 2022) It is thought that identifying these trends in this study will contribute to increasing research on related issues in the field of organization and management, especially in Turkey. Considering that the number of studies is increasing every year and the issue of leadership style is becoming increasingly important in organizations and boards of directors, it can be concluded that analytical research should be repeated frequently. In this study, there are content analysis studies conducted in the field of education on the subject of "Leadership Style" by examining national (domestic) documents, but this study has a comprehensive content that includes research and research in all areas of leadership styles. Studies on leadership

style in the last 30 years are not included in the literature. Therefore, we believe that this study will contribute to the literature. It is also important to support similar studies in the literature. In this context, the objectives of this study are as follows: Studies on leadership styles in Turkey from January 1, 1993 to December 31, 2023 were comprehensively evaluated using content analysis. In this context, the second purpose of the research is as follows: The second purpose of the research is to determine the current status of the research on leadership style in the literature, to identify the deficiencies and to contribute to the researchers who want to work in this field. In line with the purpose of the research, 11 criteria, including the year of publication of the articles, the language of publication, the journals in which they were published, the fields of study, methods, model/design, sample selection, sample groups, sample sizes, data collection tools and data analysis programs used, were discussed in the articles.

2. Conceptual Framework
2.1 Leader
 The concept of leader is a concept that arises from the need to lead groups in society due to the coexistence of people (İbicioğlu et al., 2009; Ercan and Cattle, 2015). A leader is someone who has the ability to solve a variety of problems within an organization or between people (Mumford et al., 2000; Zaccaro et al., 2000), is the person who creates, manages, and sometimes changes the organizational culture (Schein, 2004). . Uniting people around a purpose. They collect information for themselves, and this information influences them according to their intrinsic motivations and personal characteristics (Dinçer and Bittiim, 2007). Another definition is leadership; It guides, enlightens, teaches, takes into account individual needs and desires (Yilmaz and Karahan, 2010), and thanks to my creative abilities, I can significantly change and influence people's thoughts. As can be understood from the definition, leaders play a very important role in achieving the goals and objectives of the organization. With the development of information and communication technology, the increase in competition and the increase in the human factor in the economy, the concept of leadership becomes more important. Leadership is a very important concept, especially in the 21st century, especially in the field of "management and behavioral science". In addition to the changes and developments that started in the world in the 20th century, it is one of the most studied issues (Telli et al., 2012). Leadership is the process by which the leader acts. When we look at the definitions of leadership, we see that there are basic elements such as determining the goals, objectives and results of the organization, influencing, motivating and directing those responsible. Leaders have a variety of sources of power to guide groups or individuals toward their goals. It can be considered under two headings. First of all, the power of the leader is the position power he receives from the company. "Power comes from position; This includes legal power, reward power, and coercive power. Legal power refers to the manager's ability to run the business and the formal power that comes with that position. The right to reward arises from the awards given by managers to their employees. These rewards also include promotions, recognitions, salary increases, and more. The opposite of reward power is coercive power: the manager can discipline the employee if he wants, and if the employee does not behave as expected, he can discipline or fire him. The strength of a leader is based on these qualities. Second, personal power comes from the personal characteristics of the leader. Personal power includes expertise and charismatic power. Expert strength is the power gained through the knowledge, experience, and skills of the leader. Charismatic power is power that stems from the personal characteristics of the leader and is independent of that person's legal status (Daft, 2010). In organizations where change and development take place rapidly; What is important is the leader's personal and professional attitude, as well as his leadership philosophy, leadership style and authority style (Töremen and Çankaya, 2008). The success of these organizations can be influenced by the behavior of their leaders. Leadership aims to mobilize employees to achieve organizational goals and help them achieve common goals and values (Demircioğlu, 2015). Otherwise, it may be difficult to achieve organizational goals and objectives with members of organizations who have nothing in common. Leadership is an important factor that contributes to business success and influences a company's organizational culture (McLaughlin and Porter, 2006). The organizational effectiveness of a company depends on the effectiveness of managers at different levels within the company (O'Reilly et al., 2010).

2.2. Leadership Traits
 Leaders have a variety of traits, and these traits are supported by leadership literature and research. For example, Northouse (2016) suggests that it is important for leaders to have a vision. Leaders motivate and guide team members by setting goals for the future. It is also important for leaders to have communication skills. Good communication allows leaders to communicate their message clearly and communicate effectively with team members (Northouse, 2016). Leaders encourage team members and enable them to realize their potential. Motivational leadership enhances the performance of team members and plays an important role in achieving goals (Northouse, 2016). For effective leadership, it is important for leaders to have problem-solving skills. Leaders can analyze the challenges they face, develop alternative solutions, and choose the most appropriate solution. This is an important skill for solving team problems and achieving goals (Northouse, 2016). To achieve effective leadership, it is important for leaders to make effective decisions. . Managers analyze information, evaluate

different perspectives, and make result-oriented decisions. This is a crucial factor for collective success (Northouse, 2016). Finally, leaders who are able to communicate reliably, fairly, and effectively also have a positive impact on leadership effectiveness (Yukl, 2013). Leaders gain the trust of their team members, increasing motivation and encouraging collaboration. In addition, they ensure the satisfaction and loyalty of team members with fair behavior (Dumanlı, 2022).

2.3. Leadership Styles
Leadership styles The leadership style or management method that a manager chooses has a significant impact on their effectiveness. Choosing the right leadership style and using the right motivational techniques will help you achieve your personal and professional goals. Leadership style can be expressed in three types: Autocratic leadership, democratic leadership, and laissez-faire leadership (Kandemir, 2022; Balchik, 2002; Shafakli, 2005).

2.3.1. Autocratic Leadership
Autocratic leaders play an important role in making decisions and adopting a directive approach. These leaders guide team members and maintain control by clearly communicating expectations. This leadership style can be effective in crises or emergencies (Öncü, 2023). In autocratic leaders, all power is concentrated in the hands of the leader, and all decisions are usually made by the leader. In other words, subordinates do not have a say in setting goals, plans, and policies. Leaders want their orders to be obeyed and trusted unconditionally. In order for this type of leadership to be successful, the leader must have a strong, intelligent, respectful and loyal personality (Kandemir, 2022).

2.3.2. Democratic Leadership
Democratic leaders encourage team members' participation and ideas. Advises team members on decision-making and ensures unity and cooperation within the team. This leadership style can encourage teamwork and innovation. (Yukl, 2010). In the neoclassical period, democratic and participatory leadership styles that emphasized interpersonal relations in management became popular. This type of leader not only uses his own skills, but also consults with his subordinates and trusts their opinions. Since the leader trusts his subordinates in everything, he encourages them to participate in planning, decision-making, and organizational activities. This style assumes that employees support the decisions in which they participate, thus increasing organizational effectiveness. Subordinates are proactive, take risks, and are comfortable communicating with colleagues in the same position. This type of leadership can lead to an environment that encourages collaboration, establishes more positive relationships between managers and employees, and promotes higher morale and inner satisfaction (Öncü, 2023; Kavas, 2022).

2.3.3. Laissez-Faire Leader
Lassez-Faire leaders give great freedom and responsibility to their team members. They do not interfere with team members' ideas or performances, although they make their own decisions. This leadership style can encourage creativity and innovation, but it can hinder the achievement of organizational goals due to a lack of control (Northouse, 2018). Laissez-faire leadership refers to an approach in which there is no leadership or the leader does not interact with his followers. These leaders don't leave their rooms, they don't care about the needs and development of their followers, and they want things to stay that way. The laissez-faire leader takes no responsibility, delays decisions, does not provide feedback, and does not make an effort to meet the needs of his subordinates (Bass, 1990). A sleazy leader is a leader who gives unlimited freedom to employees. The presence or absence of the leader is almost imperceptible. The leader allows his subordinates to manage their own affairs and does not enter into any transactions or agreements with them. This is especially evident in managers who do not have leadership skills (Kavas, 2022). These leaders are particularly careful when making decisions (Kandemir, 2022).

2.4. Factors Influencing the Choice of Leadership Style
People in leadership positions must take environmental conditions into account when distributing power and working within organizational structures. Therefore, there are some factors that influence the choice of autocratic, democratic and laissez-faire leadership style.

2.4.1. Factors Influencing Autocratic Leadership Style Choice
Autocratic leaders are considered business-oriented and use the power they have to influence and manipulate their subordinates. This style is often found in organizations dominated by bureaucratic power, such as the military. This style is often consistent with the expectations of group members in autocratic, bureaucratic societies and creates confidence in the independent actions of the leader (HR). These are the main factors influencing the choice of autocratic leadership style. This leadership style can be useful in situations where quick decisions need to be made or untrained and unmotivated employees need to be mobilized at short notice, especially under pressure, power, and fear. In addition, with this type of leadership, the decision-making process is accelerated and the loss

of time is minimized. Therefore, these two factors, such as quick decision-making and the fact that poorly educated or unmotivated employees act under pressure and fear, positively affect the choice of autocratic leadership style. However, this is harmful because autocratic leaders are overly selfish and do not pay enough attention to the beliefs and feelings of their subordinates, leading to feelings of dissatisfaction among employees. Feelings of dissatisfaction will increase hatred towards management within the organization, low morale and conflict within the group, causing over time the leader's influence over the group to decrease. Therefore, two factors, such as the excessive selfishness of the autocratic leader and his disregard for the beliefs and feelings of his subordinates, negatively affect the choice of autocratic leadership style (Şafakli, 2005; Buluc, 2003).

2.4.2. Factors Influencing the Choice of Democratic Leadership Style

Democratic leaders are often more group-oriented and give their subordinates more freedom to use power and spread their ideas. It is possible to see this type of leadership style in democratic and people-centered organizations. With the participation of democratic leadership style team members in the decision-making process, decisions are made more effectively and healthily, members whose opinions are valued are satisfied with their jobs and therefore more productive. You can learn what a democratic leadership style can do to keep employee morale high. In addition, this leadership style is thought to be ideal in cases where the manager is indecisive in the decision-making phase and needs to get advice and guidance from the employees (Buluç, 2003; Goleman, 2000). Therefore, these factors are positive factors that influence the choice of democratic leadership style. However, the disadvantages that affect the choice of democratic leadership style are: The decision-making process takes longer and the system slows down because too many people are involved in the decision-making process. This leadership style sometimes fails when it comes to making decisions in emergencies. Sometimes it is impossible to decide. In addition, there is no point in using this method if the employee's productivity is much lower than that of the manager. Therefore, these factors are also negative and affect the choice of democratic leadership style (Şafakli, 2005).

2.4.3. Factors Influencing the Choice of Laissez-Faire Leadership Style

In the Laissez-Faire leadership style, the leader does not often use his strength. This leadership style is beneficial because team members set their own goals, plans, and policies, independently make and execute implementation decisions, and mobilize the will and actions of other members. In addition, this type of leadership style can be used in situations that require specialized knowledge, in the work of scientists, in the research and development departments of organizations, and in cases where people are aware of their responsibilities and do not escape their responsibilities (Şafaklı, 2005). Therefore, it can be said that these factors are positive factors that affect the choice of leadership style based on freedom (laisser-faire). However, a leadership style based on freedom eliminates the leader's ability to use force and thus deprives the group of the ability to achieve common goals and direct the group to specific goals. From this point on, chaos can ensue in the group. It is also clear that this type of leadership model emerges in groups with a low level of education, in people who do not have a good sense of division of labor and responsibility. Therefore, it can be said that some factors also reveal the disadvantages that affect the choice of laissez-faire leadership style.

2.5. The Impact of Leadership Style on the Organization

Leadership is an important factor that determines the success and effectiveness of an organization. A manager's leadership style can influence employee motivation, performance, and satisfaction, as well as the culture of the organization. For this reason, it is extremely important to investigate the influence of leadership style on the organization. One of the factors that determine a leader's leadership style is their personality and natural tendencies. Other factors that determine managers' leadership approaches include organizational culture, goals, leadership experience, and leadership roles. Leadership styles are often divided into categories such as autocratic leadership, democratic leadership, and laissaz-faire leadership. In the autocratic leadership style, the leader becomes the sole authority in decision-making. This leadership style allows for quick decision-making and maintaining the chain of command in organizations. However, this leadership style can have a negative impact on employee motivation and engagement. Research shows that autocratic leadership style can damage employee morale and affect their performance (Güler, 2012). In a democratic leadership style, managers encourage employee participation and are interested in their ideas. This leadership style can increase employee motivation and foster a collaborative culture. Democratic leaders value diversity within the group and allow for different ideas to be shared and evaluated. This increases the potential for innovation and creativity (Avolio et al., 2009). In the lassaiz-faire leadership style, the leader delegates responsibility to employees and does not give instructions. This leadership style can give employees freedom and creativity. However, if this leadership style is not followed carefully, organizational effectiveness and coordination can suffer. Research shows that a libertarian leadership style can demotivate employees and hinder decision-making within the organization (Bass, 1990). The impact of leadership style on an organization can determine the success of the organization by affecting the motivation, performance, and satisfaction of employees. Each leadership style has different effects on organizations and the organization. Autocratic leadership is effective in achieving certain goals. These leaders can speed up decision-making and

optimize every resource. However, this can limit group participation and lead to a lack of motivation among members (Bass & Riggio, 2006). Democratic leadership encourages employee participation and can increase motivation because it involves team members in the decision-making process. This style allows team members to share ideas and collaborate. However, this can prolong the decision-making process in leadership style and lead to conflicts (Yukl, 2010). The lassaiz-faire leadership style encourages creativity by giving team members freedom. However, this leadership style can lead to poor performance due to a lack of control and deterioration of group cohesion (Bass and Riggio, 2006).

The result is that leadership can have different effects on organizations that use different styles. Autocratic leadership can be effective in achieving goals quickly, but it can hinder team participation. Democratic leadership can increase motivation and encourage teamwork, but it can also prolong the decision-making process. Lassaiz-faire leadership can encourage creativity, but it can lead to a decrease in performance due to a lack of control. Therefore, leaders need to use different leadership styles for different situations.

3. METHOD
3.1. Purpose of the Research
The aim of this research; Between 01.01.1993 and 31.12.2023, studies on leadership styles in Turkey were comprehensively evaluated with content analysis. In this context, the second purpose of the research; The second aim of the research is to determine the status of the researches on "Leadership Styles" in the literature, to reveal the deficiencies and to contribute to the researchers who want to work in this field.

3.2. Research Design
In this study, content analysis was preferred because it aims to examine the article research on leadership styles in more depth and to determine current trends. Although content analysis is a widely used technique in the social sciences, it is also widely used in education (Danju et al., 2020; Almighty. Al, 2021). "Content analysis is defined as a systematic and reproducible technique in which specific words in a text are grouped into smaller content categories with coding based on specific principles" (Büyüköztürk et al., 2016). Since the data summarized and interpreted in descriptive data analysis go through a deeper content analysis process, content analysis can reveal concepts, meanings and themes that cannot be detected with a descriptive approach (Selçuk et al., 2014).

3.3. Universe and Sample of the Research
In order to achieve the research objectives, article publications on leadership styles between 01.01.1993 and 31.12.2023 were examined.

In order to determine which research to include in the study, journals that published articles on leadership styles in Google Academy and DergiPark databases were examined. The main criterion when screening is that the studies were carried out between 01.01.1993 and 31.12.2023. In the analyzes; The main criterion taken into account is studies on leadership styles. As a result of the analysis, a total of 64 articles were obtained for research. However, when the studies are examined in detail; 3 articles did not meet the criteria and related articles were excluded from review. As a result of the research, a total of 60 articles were examined.

Purposive sampling, which is one of the non-probability sampling methods, was used to achieve the goals of the research.

Some criteria regarding the selection criteria for the selection of publications suitable for the purpose of the research are given in Table-1.

Table-1 Publication Selection Criteria

Selection Categories	Criterias of choice
Database	▪ Google Academy (National Thesis Center) ▪ DergiPark Database
Screening Criteria	▪ It includes the subject of "Leadership Styles", ▪ Having an article publication, ▪ Published between 01.01.1993 and 31.12.2023 ▪ The publication language is Turkish and English, ▪ The article has been published in any journal

As a result of the selection criteria determined in Table 1, it consists of a total of 60 publications that are suitable for the purpose of the research.

3.4. Analysis of Research Data

In this study, the article publications prepared on "Leadership Styles" were evaluated by content analysis method. Leadership style articles published in Google Academy and DergiPark between 1993-2023 were analyzed in 11 categories. Content analysis method; The main reason why it is preferred is that content analysis helps to organize and explain similar data in a way that the reader can understand by expressing them with certain concepts (Yıldırım and Şimşek, 2006). Although content analysis is a widely used technique in the social sciences, it is also widely used in education. "Content analysis is defined as a systematic and reproducible technique in which specific words in a text are grouped into smaller content categories with coding based on specific principles" (Büyüköztürk et al., 2016). Since the data summarized and interpreted in descriptive data analysis go through a deeper content analysis process, content analysis can reveal concepts, meanings and themes that cannot be detected with a descriptive approach (Selçuk et al., 2014).

Article publications examined within the scope of content analysis; 11 categorical variables were examined: distribution by year, publication language distribution, distribution of publications according to journals, study areas, methods, model/design, sample selection, sample groups, sample sizes, data collection tools and data analysis programs. The data obtained during the research process are summarized in summary tables. In this context, the distribution of each indicator examined in terms of frequency and percentage is given.

3.5. Limitations of the Research
- Limitations of the research; It is limited to broadcasts made between 01.01.1993 and 31.12.2023.
- It is limited to article publications made within the borders of Turkey.
- It is limited to the subject of leadership styles.
- It is limited to Google Academy and DergiPark databases.

4.FINDINGS
In this part of the research, the data on the distribution of 11 criteria, including the year of publication of the articles, the language of publication, the journals in which they were published, the fields of study, methods, model/design, sample selection, sample groups, sample sizes, data collection tools and data analysis programs used, are included.

4.1. Findings Regarding the Distribution of Article Publications Included in the Research by Years

The results of the analysis regarding the distribution of the article publications included in the study between 1993-2023 are shown in Table 2.

Table-2 Distribution of Article Publications by Years

Year of Release	Research Publication Type	Frequency (F)	Percent (%)
2023	Research Article	5	% 8.3
2022	**Research Article**	**11**	**% 18.3**
2021	Research Article	3	% 5.0
2020	Research Article	1	% 1.7
2019	**Research Article**	**6**	**% 10.0**
2018	Research Article	4	% 6.6
2017	**Research Article**	**6**	**% 10.0**
2016	**Research Article**	**7**	**% 11.6**
2015	Research Article	3	%5.0
2014	Research Article	2	% 3.3
2013	Research Article	1	% 1.7
2012	Research Article	3	% 5.0

2011	Research Article	2	% 3.3
2010	Research Article	1	% 1.7
2009	Research Article	1	%1.7
2008	Research Article	1	% 1.7
2007	Research Article	1	% 1.7
2006	Research Article	1	% 1.7
2005	Research Article	1	% 1.7
2004	Research Article	-	-
2003	Research Article	-	-
1993-2002	Research Article	-	-
Sum	-	**60**	**% 100**

As can be seen in Table 2, the articles on "Leadership Styles" between 1993-2023 and examined within the scope of the research were mostly made in 2022 (f=11; 18.3%) and followed by 2016 (f=7; 11.6), 2019 (f=6; 10.0%) and 2017 (f=6; 10.0%), respectively.

When Table 2 is examined, when dividing the years 1993-2023 into three periods, the average percentage of the first decade (1993-2002) is 0.00%, while the average percentage of the second decade (2003-2013) is 2.02% and the average of the last decade (2014-2023) is 7.98%. In the light of the data obtained in Table 2, it is seen that leadership styles are perceived and taken into account as a basic element in the functioning of organizations as the years progress. Between 1993 and 2023, a total of 60 articles were published on "Leadership Styles".

4.2. Findings on the Publication Language Distribution of the Article Publications Included in the Research

The results of the analysis regarding the publication language distribution of the article publications included in the study are shown in Table 3.

Table-3 Distribution of Article Publications

Publication Language	Article	
	Frequency (F)	**Percent (%)**
Turkish	**52**	**% 86.7**
English	8	% 13.3
Sum	**60**	**% 100**

As can be seen in Table 3, the vast majority of the articles on "Leadership Styles" between 1993-2023 and examined within the scope of the research were written in Turkish (f=52; 86.7%). It was observed that the number of articles published in English (f=8; 13.3%) was less preferred.

4.3. Findings Regarding the Journals in which the Article Publications Included in the Research Were Published

The results of the analysis of the articles included in the study regarding the journals in which they were published are shown in Table 4.

Table-4 Distribution of Article Publications by Journals

Published in Journals	Article	
	Frequency (F)	Percent age (%)
Journal of Abant İzzet Baysal University	**2**	**% 3.3**
Mediterranean Journal of Economics and Administrative Sciences	1	% 1.7
Asian Studies: Academic Social Studies	1	% 1.7
Batman University Journal of Life Sciences	1	% 1.7
Cumhuriyet University Journal of Economics and Administrative Sciences	1	% 1.7
Cumhuriyet International Journal of Education	1	% 1.7
Journal of Contemporary Management Sciences	1	% 1.7
Çukurova University, Journal of the Faculty of Engineering and Architecture	1	% 1.7
Cumhuriyet International Journal of Education	1	% 1.7
Journal of Dogus University	1	% 1.7
Journal of Educational Theory and Practice Research	1	% 1.7
Journal of Education and Society Research	1	% 1.7
Journal of Education and Humanities = Theory and Practice	1	% 1.7
Research Journal of Educational Sciences	1	% 1.7
E- Caucasian Journal of Education Research	1	% 1.7
Electronic Journal of Social Sciences	3	% 5.0
Eurasian Journal of Educational Research	1	% 1.7
Gazi University Journal of Gazi Faculty of Education	1	% 1.7
Hasan Ali Yücel Journal of Education Faculty (HAYEF Journal of Education)	1	% 1.7
Hacettepe University Journal of Education Faculty	1	% 1.7
International Journal of Entrepreneurship and Management Inquiries	1	% 1.7
İnönü University Journal of Education Faculty	**4**	**% 6.6**
Journal of Business and Trade	1	% 1.7
Black Sea Journal of Social Sciences	**2**	**% 3.3**
Journal of Educational Administration in Theory and Practice	**4**	**% 6.6**
Kastomonu Education Journal	1	%1.7
Marmara University Atatürk Faculty of Education Journal of Educational Sciences	1	%1.7

Journal of National Education	**2**	**% 3.3**
Mehmet Akif Ersoy University Journal of Education Faculty	**2**	**% 3.3**
Mustafa Kemal University Journal of Education Faculty	1	% 1.7
Journal of Mustafa Kemal University Institute of Social Sciences	1	% 1.7
Ondokuz Mayıs University Journal of Education Faculty	1	% 1.7
OPUS International Journal of Society Studies	**2**	**% 3.3**
Journal of Selcuk University Institute of Social Sciences	1	% 1.7
SPORMETRE Journal of Physical Education and Sport Sciences	1	% 1.7
Talim: Journal of Education In Muslim Societies and Communities	1	% 1.7
Journal of Basic Education	1	% 1.7
Turkish Journal of Educational Studies	**2**	**% 3.3**
Trakya University Journal of Social Sciences	1	% 1.7
International Journal of Educational Research	**2**	**% 3.3**
International Turkish Journal of Sport and Exercise Psychology	1	% 1.7
International Journal of Health Management and Strategies	1	% 1.7
Journal of International Method Academy	1	% 1.7
Uşak University Journal of Social Sciences	1	% 1.7
Van Yüzüncü Yıl University Journal of Education Faculty	1	% 1.7
Sum	**60**	**% 100**

As can be seen in Table 4, in the article publications on "Leadership Styles" between 1993-2023 and examined within the scope of the research, mostly İnönü University Journal of Education Faculty of Education (f=4; % 6.6), Journal of Education in Theory and Practice (f=4; % 6.6), Journal of Abant İzzet Baysal University (f=2; % 3.3), Journal of National Education (f=2; % 3.3), Mehmet Akif Ersoy Faculty of Education (f=2; % 3.3), OPUS International Journal of Society Studies (f=2; 3.3%), Black Sea Journal of Social Sciences (f=2; 3.3%), Turkish Journal of Educational Studies (f=2; 3.3%) and International Journal of Education Research (f=2; 3.3%). It was determined that the articles on "Leadership Styles" between 1993-2023 and examined within the scope of the research were published in 45 different journals.

4.4. Findings Regarding the Study Area of the Article Publications Included in the Research

The results of the analysis of the article publications included in the study are shown in Table 5.

Table-5 Distribution of Article Publications by Study Fields

Workspace	Article	
	Frequency (F)	**Percent (%)**
Training Area	**52**	**% 86.7**
Healthcare Area	2	% 3.3

Sports Field	2	% 3.3
Banking Area	1	% 1.7
Public and Private Sector Area/ Charities	2	% 3.3
Construction and Architecture Area	1	% 1.7
Sum	**60**	**% 100**

As can be seen in Table 5, in the article publications on "Leadership Styles" between 1993-2023 and examined within the scope of the research, the fields of study mostly consist of study areas such as education (f=52; 86.7%), health field (f=2; 3.3%), sports field (f=2; 3.3%), public and private sector field/charity organizations (f=2; 3.3%).

4.5. Findings on the Management of Article Publications Included in the Research
The results of the analysis regarding the method of the article publications included in the study are shown in Table 6.

Table-6 Distribution of Article Publications According to Methods

Method	Article	
	Frequency (F)	**Percent (%)**
Quantitative	**58**	**% 96.7**
Qualitative	2	% 3.3
Hash	-	-
Sum	**60**	**% 100**

As can be seen in Table 6, the majority of the article publications on "Leadership Styles" between 1993-2023 and examined within the scope of the research are quantitative (f=58; 96.7%) research method. Qualitative (f=2; 3.3%) research method was used sparingly. Mixed research methods were not used.

4.6. Findings Regarding the Model/Pattern Selection of the Article Publications Included in the Research
The results of the analysis of the article publications included in the study regarding the model/pattern selection are shown in Table 7.

Table-7 Model/Pattern Distribution of Article Publications

Model/Pattern	Article	
	Frequency (F)	**Percent (%)**
Survey Models (Relational/General/Cross-sectional/Descriptive)	**43**	**% 71.6**
Correlation Research Model	1	% 1.7
Phenomenology Research Model	1	% 1.7
Case Study Model	1	% 1.7
Studies Without Model Specification	14	% 23.3
Sum	**60**	**% 100**

As can be seen in Table 7, quantitative (f=58; 96.7%) survey models (f=43; 71.6%) were used in the majority

of the article publications on "Leadership Styles" between 1993-2023 and examined within the scope of the research. Correlation research model (f=1; 1.7%), Phenomenology research model (f=1; 1.7%) and case study model (f=1; 1.7%) were less preferred. The proportion of studies whose models were not specified was (f=14; 23.3%). Between 1993 and 2023, it was observed that 4 different research models were used in the articles examined on "Leadership Styles".

4.7. Findings Regarding the Sample Selection of the Article Publications Included in the Research

The results of the analysis of the article publications included in the study regarding the sample selection are shown in Table 8.

Table-8 Distribution of Article Publications According to Sample Selection

Sample	Article	
	Frequency (F)	Percent (%)
Typical Case Sample	**16**	**% 26.6**
Simple Random Sampling	**12**	**% 20.0**
Simple Random Sampling	**10**	**% 16.7**
Random Sampling	6	% 10.0
Purposive Sampling	3	% 5.0
Stratified/Proportional Cluster Sample	3	% 5.0
Sample in Convenience	4	% 6.6
No Sample Selection All Sampling Reached Research	2	% 3.3
Purposeful (Measured Sampling)	1	% 1.7
Disproportionate Element Sample	1	% 1.7
Proper Sampling	1	% 1.7
Full Census Sample	1	% 1.7
Studies with Unspecified Sample	-	-
Sum	**60**	**% 100**

As can be seen in Table 8, typical case sample (f=16; 26.6%), simple random sample (f=12; 20.0%) and simple random (f=10; 16.7%) samples were mostly used in the article publications on "Leadership Styles" between 1993-2023 and examined within the scope of the research. Between 1993 and 2023, it was observed that a total of 12 different sample selections were used in the articles examined on "Leadership Styles".

4.8. Findings Regarding the Sample Groups of the Article Publications Included in the Research

The results of the analysis of the sample groups of the article publications included in the study are shown in Table 9.

Table-9 Distribution of Article Publications by Sample Groups

Sample Groups	Article	
	Frequency (F)	Percent (%)
Teachers	**38**	**% 63.2**
School Administrators	**5**	**% 8.3**
Teacher and Administrator	**3**	**% 5.0**
Teacher and Principal	1	% 1.7
Academics	2	% 3.3
School Principals/Vice Principals	2	% 3.3
Healthcare Professionals	2	% 3.3
Organization Aid Workers	1	% 1.7
Pre-service Formal Education Teachers	1	% 1.7
Office Workers (Gymnastics, Boxing, Taekwondo, Judo, Wrestling Federation)	1	% 1.7
Architects, Civil Engineers	1	% 1.7
Sports Managers	1	% 1.7
Bank Employees	1	% 1.7
Public and Private Sector Employees	1	% 1.7
Sum	**60**	**% 100**

As can be seen in Table 9, in the article publications on "Leadership Styles" between 1993-2023 and examined within the scope of the research, the sample groups mostly consisted of teachers (f=38; 63.2%), school administrators (f=5; 8.3%), and sample groups in which teachers and administrators were used together (f=3; 5.0%).

4.9. Findings Regarding the Sample Sizes of the Article Publications Included in the Research

The results of the analysis of the sample sizes of the article publications included in the study are shown in Table 10.

Table-10 Distribution of Article Publications According to Sample Sizes

Sample Sizes	Article	
	Frequency (F)	Percent (%)
0-50	2	% 3.3
51-100	3	% 5.0
101-200	**11**	**% 18.3**
201-400	**22**	**% 36.7**
401-600	**11**	**% 18.3**
601-800	6	% 10.0

801-1000	1	% 1.7
1001+...	3	% 5.0
Studies with Sample Numbers Not Specified	1	% 1.7
Sum	**60**	**% 100**

As can be seen in Table 10, it is seen that the sample sizes in the article publications on "Leadership Styles" between 1993-2023 and examined within the scope of the research mostly varied in the range of 201-400 (f=22; 36.7%), in the range of 101-200 (f=11; 18.3%) and in the range of 401-600 (f=11; 18.3%). However, it was determined that there were studies with a sample size of 1001 and above (f=3; 5.0%). Studies whose sample sizes were not specified were (f=1; 1.7%).

4.10. Findings on the Data Collection Tools of the Article Publications Included in the Research

The results of the analysis of the data collection tools of the article publications included in the study are shown in Table 11.

Table-11 Distribution of Article Publications According to Data Collection Tools

Data Collection Tools	**Article**	
	Frequency (F)	**Percent (%)**
Questionnaire (Scale)	**58**	**% 96.7**
Observation/Interview (Interview)	2	% 3.3
Sum	**60**	**% 100**

As can be seen in Table 11, in the article publications on "Leadership Styles" between 1993-2023 and examined within the scope of the research, mostly quantitative (f=58; 96.7%) questionnaire/scale (f=58; 96.7%) data collection tool was used depending on the choice of research management. Interview/Observation (f=2; 3.3%) data collection tools were used to a lesser extent.

4.11. Findings Regarding the Data Analysis Program of the Article Publications Included in the Research

The results of the analysis of the article publications included in the study regarding the data analysis program are shown in Table 12.

Table-12 Distribution of Article Publications According to Data Analysis Program

Data Analysis Program	**Article**	
	Frequency (F)	**Percent (%)**
SPSS Data Analysis Programs (17.0/11/15/26/18.0/20/21/25/22.0/16/23) IBM SPSS 20	**58**	**% 96.7**
Maxqda Analysis Program	1	%1.7
Descriptive Analysis and Content Analysis (codes, themes, etc.)	1	% 1.7
Sum	**60**	**% 100**

As can be seen in Table 12, in the article publications on "Leadership Styles" between 1993-2023 and examined within the scope of the research, mostly quantitative (f=58; 96.7%) SPSS (f=58; 97.7%) and analysis programs

were used depending on the choice of research management. Maxqda (f=1; 1.7%) analysis program and descriptive analysis/content analysis (f=1; 1.7%) applications were used to a lesser extent.

5. CONCLUSIONS, EVALUATIONS AND RECOMMENDATIONS

The aim of this research is; Between 01.01.1993 and 31.12.2023, article publications published on the subject of "Leadership Styles" in Google Academy and DergiPark in Turkey were evaluated in depth and in detail with content analysis. In this context, the second purpose of the research; The second aim of the research is to determine the status of the researches on "Leadership Styles" in the literature, to reveal the deficiencies and to contribute to the researchers who want to work in this field. As a result of the analysis, between 01.01.1993 and 31.12.2023, a total of 64 articles were published on leadership styles within the borders of Turkey. However, when the studies are examined in detail; 4 articles did not meet the research criteria and related articles were excluded from the review. As a result of the research, a total of 60 articles were examined.

Article publications examined in the research; 11 categorical variables were examined: distribution by year, publication language distribution, distribution of publications according to journals, study areas, methods, model/design, sample selection, sample groups, sample sizes, data collection tools and data analysis programs. The data obtained during the research process are summarized in summary tables. In this context, the distribution of each indicator examined in terms of frequency and percentage is given.

In this study, as a result of the national (domestic) literature review, there are content analysis studies in the field of education on "Leadership Styles", but this comprehensive content analysis study, which includes studies on leadership styles in all fields and includes studies on leadership styles in the last 30 years, is not included in the literature. For this reason, it is thought that this research will contribute to liraturature. It is also important in terms of supporting similar studies in the literature.

In this context, some criteria were determined for the selection of publications suitable for the purpose of this research, and as a result of the determined criteria, 60 article publications were included in the research. As a result of the analyzes made in the research, between 01.01.1993 and 31.12.2023, the most article publications on leadership styles were made in 2022 (f=11; 18.3%) and 2016 (f=7; 11.6%), the articles were mostly written in Turkish (f=52; 86.7%), and although the publications were evenly distributed in journals in general, it was slightly more in journals such as İnönü University Journal of Education Faculty (f=4; 6.6%) and Journal of Education in Theory and Practice (f=4; 6.6%) Publications were made, article publications were mostly made in the field of education (f=52; 86.7%), quantitative (f=58; 96.7%) research method was used in almost all of the publications, and quantitative (f=58; 96.7%) research methods were used in the majority of the publications, and survey models (f=43; 71.6%) were used depending on the choice of research method. Typical case sample (f=16; 26.6%) and simple random (f=12; 20.0%) samples were mostly preferred in the article publications, and mostly teachers (f=38; 63.2%) constituted the sample groups in the publications, and the sample sizes mostly varied between 201-400 (f=22; 36.7%) and 101-200 (f=11; 18.3%). Mostly quantitative (f=58; 96.7%) questionnaire/scale (f=58; 96.7%) data collection tool and SPSS (f=58; 97.7%) data analysis programs were used in the article publications, depending on the choice of research management.

In the methodological analysis of the studies included in the study, it was determined that the most frequently used research method was the quantitative research method, and among the quantitative research methods, general survey designs were used the most. Mostly quantitative methods were used in the studies. Qualitative methods are less preferred than quantitative methods. In various studies on content analysis (Kandemir, 2022; Gündoğdu et al., 2015; Sergeant & Rock 2019; Flower, 2019; Smoky, 2022; Dogan and Tok 2018; Kurtoglu et al,. 2012; Kurtoglu et al,. 2013; Saracalaoglu et al. 2014; Selçuk et al,.2014; Yalçınkaya and Özkan 2012) confirm these results. The reason why quantitative research methods are largely preferred in research; His study is preferred because it reaches a larger sample size, collects data more systematically, facilitates data interpretation, and makes its results more generalizable. However, it can be explained by the fact that the results obtained cannot be generalized to different situations due to the fact that qualitative research methods are less preferred, the facts and events in the environment gain importance and non-numerical data require more research (Yıldırım and Şimşek, 2018). When master's theses and articles are examined in terms of the data collection tools used, it is seen that the most frequently used data collection tool is the questionnaire/scale. It should also be noted that the use of interview forms is also less preferred. This result of the research is consistent with similar studies (Kandemir, 2022; Flower, 2019; Sergeant & Rock 2019; Kurtoglu Erden et al., 2012; Smoky, 2022; Saracalaoglu et al,. 2014). The reason why surveys are used so widely is that most of the analyzed studies are designed in the survey model, the data obtained as a result of the survey can be subjected to statistical analysis more easily, and mathematical analyzes can be applied to a large number of people in a short time (Gürbüz and Şahin 2017).

Leadership styles are of great importance for the effectiveness of organizations and management. Leadership is a critical factor that has a direct impact on the success and performance of an organization. Different leadership styles can have different effects on employee motivation, collaboration, performance, and satisfaction. As a result, although it is frequently stated in the article publications discussed within the scope of the research that leadership styles will have a positive effect on the performance, motivation, cooperation, productivity and creativity of the

employees within the enterprise, this emphasis was not reflected in the researches. Another important point that draws attention in the findings is that when we look at the field distribution of national publications, it is seen that 86.7% of the researches are conducted in the field of education, while only 13.3% are in the fields of health, sports, banking, public and private sectors, charities, construction and architecture. Considering these rates; While leadership is so important in the field of business, it is surprising that there is little scientific research on the topic of "Leadership Styles" in the national literature. It is recommended that they diversify the variables that may have a possible impact at the individual and organizational level on issues such as the relationship between leadership styles and cultural differences in the field of business, the relationship between individual variables such as emotional intelligence, or the distinction between public and private leadership styles. It is expected that the research that researchers will conduct on leadership styles will make a significant contribution to both different literature and the business world.

Based on the results of this study, the following recommendations are presented:

1. It is necessary to increase the number and scope of research on leadership styles and management.
2. When the literature is examined, the issue of leadership styles is mostly discussed in the field of education. While the issue of leadership styles is important for businesses;When the national literature is examined, very few scientific studies have been included on the subject of leadership styles in the field of Business Administration. It is recommended that more scientific studies be conducted on leadership styles in the field of business.
3. Quantitative research methods were used in most of the article publications reviewed. The most important feature of quantitative research is that it enables generalizations to be made on averages. However, it is recommended to use qualitative data method more in order to provide a more detailed and in-depth analysis of leadership styles.
4. In advanced research (doctoral thesis and articles), it is recommended to use mixed research methods including both quantitative and qualitative methods.
5. It is recommended that future studies on leadership styles should be integrated not only on the subject of leadership styles, but also on the subject of leadership styles **(cultural** differences, the relationship between individual variables such as emotional intelligence, or the diversification of variables that may have a possible impact at the individual and organizational level on issues such as the distinction between public and private leadership styles, etc.).
6. As a result of the research, the model of the studies was not specified in a total of 60 articles (f=14; 23.3%) on leadership styles between 01.01.1993 and 31.12.2023. For this reason, it is recommended to explain the models to be preferred in the researches to be made in more detail.

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