

RESPONSIBLE LEADERSHIP: BIBLIOMETRIC ANALYSIS USING SCOPUS DATABASE

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Purpose: This study aims to explore the concept of Responsible Leadership (RL) and identify patterns and dimensions within the field of RL, allowing for a better understanding of how the concept has evolved over time. Another purpose of this study is to contribute to the scholarly discourse on RL by providing quantitative insights into the development of the concept.

Design/methodology/approach: We use bibliometric analysis to identify trends, influential authors, prominent keywords, significant journals, and nations contributing to RL research. Our study examines 185 articles that were published in the Scopus database between 2019-2023 to investigate the responsible leadership concept. The methodology was developed using VOSviewer software.

Findings: The results show that responsible leadership is becoming more and more important in academic research. The evaluation shows how responsible leadership research is distributed among various countries, highlighting those that have contributed substantially to the concept. The results list the authors who have made substantial contributions, demonstrating major participants. The investigation also reveals patterns of cooperation between academic researchers, illustrating linkages that support research on responsible leadership. Our study also presents a bibliometric analysis of co-authorship, co-citations and preferred journals that have published articles in this particular field.

Originality/value: The originality and value of this study can be identified through several key aspects of the research. The methodology offers a systematic and quantitative way to analyze the vast body of literature on RL, providing a unique perspective on the evolution and impact of the concept. The identification of key researchers in RL concept not only acknowledges their contributions but also guides other scholars in the field by highlighting whose work has had significant influence. The global perspective of research broadens the understanding of RL's impact beyond a specific geographic area and highlights the international nature of responsible leadership.

Keywords: responsible leadership, bibliometric analysis, Scopus, index, Vosviewer, global perspective.

Category of the paper: Literature review.

1. Introduction

The idea of Responsible leadership (RL) is widespread in today's organizations. It refers to the way in which a company's leaders conduct themselves and make decisions. It involves considering the long-term impact of their actions, being accountable and prioritizing the interests of all stakeholders. It is a multi-dimensional concept that includes ethical, sustainable and socially responsible behaviors (Waldman S. S., 2020). Responsible leaders are those who consider the impact of their actions in ways that are consistent with their values and the organization's mission. It has become important in recent years as businesses have faced growing pressure to consider their impact on society and environment. Due to a growing awareness of firms' social impacts in recent times, it has drawn more and more interest. RL involves "the integration of ethical, social, and environmental considerations into the decision-making processes of organizations" (Waldman S. , 2008). This requires leaders to take a more holistic approach to their responsibilities and to consider long-term impact of their actions. One of the key elements of responsible leadership is transparency and accountability. It involves willingness to disclose information about their organization's activities and to accept responsibility for any negative consequences that may result from those activities (Zueva-Owens, 2020). This requires leaders to be open and honest with their stakeholders and to prioritize the interests of the wider community over short-term financial gains. Another important aspect of RL is a commitment to sustainability. Addressing current requirements without sacrificing potential of subsequent generations to satisfy their own desires is a key component of sustainable business strategies (Székely, 2005). This requires leaders to consider long-term impact of their decisions and to take proactive steps to reduce their environmental footprint. In modern age, where both shareholders and customers alike are calling for an ethical and environmentally friendly method of doing company operations, it is also an important idea for firms to take into account. By prioritizing transparency, accountability and sustainability, RL can help to create a more equitable and sustainable future for all stakeholders.

However, given how many articles have been issued, assessing and evaluating scientific publications in RL is challenging. Researchers feel that it is now appropriate to conduct a systematic review of publications published by bibliometric analysis because it may help leadership body with expertise become more organized (Vijayakumar, 2018; Marques, 2019) . Even though Science Citation Index (SCIE), Social Sciences Citation Index (SSCI) and Web of Science (WoS) may have a strong correlation with indexed journals (Khudzari, 2018). This study seeks to encompass and broaden queries that may not be available on SCIE, SSCI and WoS as explored by using Scopus database searches up until recent years of 2023. Scopus is acknowledged as the largest abstract and citation database of rigorously reviewed literatures. It may offer insights that another database did not address. Therefore, this research examines scientific output of RL as represented in Scopus index (2019-2023).

The goal of study is directly tied to its motivation. By doing this, we will be able to determine its research patterns and dimensions in this field, which may serve to broaden audience for subject matter and help scholarly society to better understand how RL theme has developed. The concept of RL was first defined in a journal as “a relational and ethical phenomenon, which occurs in social processes of interaction with those who affect or are affected by leadership and have a stake in purpose and vision of leadership relationship” (Pless, 2006). This definition only included societal dimension of RL. The research over the years has broadened the theme of RL and included other stakeholders such as environmental dimension. The research looks at bibliometric assessment and its significance in comparison to earlier studies' approaches. The main aim is to identify keywords, journal names, groups, authors, and nations with largest scientific production in order to comprehend RL trends in scientific literature. Several crucial components identify uniqueness and significance of this study. The methodology gives a methodical and quantitative means to examine substantial database of RL literature, offering a distinctive viewpoint on the concept's development and influence. By identifying those whose work had a substantial impact, designation of prominent academics in RL concept acknowledges their achievements and also provides guidance for other scholars in field. Research from a global perspective emphasizes universal nature of responsible leadership and widens awareness of RL's impact beyond a particular geographic location. Key terms, authors, research activities and countries are only few of signs this study cites as supporting shared occurrence. We have also shown precise bibliometric analysis of keyword's distribution.

2. Theoretical Overview

RL refers to ethical and sustainable practices of leaders in various organizations including businesses, non-profits and governments. It emphasizes importance of accountability, transparency and social responsibility in decision-making processes. There has been a significant amount of academic research on RL in recent years. The purpose of this literature review is to examine and explore concept of responsible leadership and its implications for organizations. Some recent academic papers have discussed importance of RL (Ur Rehman, 2023; Zhao, 2023). A study by Elkhwesky (2022) provides a comprehensive review of RL literature, highlighting key themes and challenges in field. There is also a study which proposes a multi-level conceptual model of RL and CSR, highlighting role of leaders in promoting sustainable practices within their organizations (Zhong, 2022). RL is critical for creating a sustainable future and proposes a framework that emphasizes importance of ethical values, stakeholder engagement and long-term thinking. Recent papers provide a systematic review of RL literature for social innovation, highlighting importance of social entrepreneurship and sustainable practices in creating positive social impact (Păunescu, 2022; Uysal, 2022).

These studies provide valuable insights on importance of RL and its role in promoting sustainable practices and social responsibility within organizations.

Consumers and investors increasingly demand a more ethical and sustainable approach to business which makes RL an important factor for businesses to consider in today's world. By prioritizing their obligations on ecological and social matters, leaders can help to create a more equitable and sustainable future for all stakeholders while also driving long-term business success. Recent studies have highlighted importance of responsible leadership for organizational performance and long-term sustainability (Castro-González, 2022). It is positively related to employee well-being and job satisfaction which in turn leads to higher levels of organizational performance. Corporations must change to meet ever-changing requirements of stakeholders. They should address challenges posed by sustainability and social responsibility (Moqbel, 2023). Several factors have been found to affect RL. For example, organizational culture and climate play a significant role in promoting RL behaviors (Akhtar, 2023). Similarly, leadership development programs can enhance RL skills and behaviors (Mau, 2022).

The current corporate environment is marked by extreme complexity and change dynamics. Businesses are attempting to deploy an increasing number of novel ideas and techniques in order to acquire a sustainable competitive advantage. One of the concepts deployed by companies for gaining competitive advantage is idea of responsible leadership (RL). Its characteristics demonstrated by managers affects CSR which in turn leads to a balance between different dimensions of business activity. A study by Hąbek and Wolniak (2016) highlights importance of quality of CSR reports and its relationship with managerial practices. The quality of CSR reports prepared by managers affect Triple Bottom Line of corporations. Therefore, responsible leadership at manager's end is necessary for maintaining overall sustainability of any business. Leaders are also responsible for ensuring that international private regulations are accommodated in framework of an organization. Self-regulation in field of CSR plays a key role in ensuring effectiveness of international private regulations, however, different factors (legal, economic, social and behavioral) affect CSR so a multi-dimensional approach is necessary to ensure its effectiveness (Alavi et al., 2016). It is also one of behavioral factors that affect effectiveness of CSR initiatives in framework of a business. Hence, responsible leadership at manager's end is also necessary to ensure effectiveness of international private regulations in the field of CSR.

Despite benefits of responsible leadership, there are also challenges associated with its implementation. Leaders face a trade-off between responsible leadership and short-term financial performance which can lead to conflicts between stakeholders. It can be hindered by power dynamics and organizational politics. Hence it is a multi-dimensional concept that is increasingly recognized as important for organizational performance and sustainability. Various academic papers have highlighted its importance, factors that affect it and challenges associated with its implementation. To promote RL, organizations should foster a culture of

ethics and sustainability, provide leadership development programs and address trade-offs between RL and short-term financial performance.

3. Methodology

Statistic evaluation has been performed on the data taken from the Scopus database for current study. The data was extracted using Scopus databases. The fact that this database is acknowledged as largest abstract and citation database of reviewed literature may help to justify the choice. The co-authorship analysis, co-occurrence analysis, bibliographic coupling of journals, bibliographic coupling of countries, bibliographic coupling of authors, bibliographic coupling of publications has been discovered for network analysis using VOS viewer. It is one of the most well-known software tools for bibliometric data visualization (van Eck, 2010; Waltman, 2010; Van Eck, 2011).

Bibliometric assessment has been used for data interpretation and analysis (Md Khudzari, 2018). The outputs of the academic literature database are used in bibliometric evaluation, an analytical method to identify global research trends in a certain area. Utilization of data forms serves as a foundation for achieving precise conclusions based on well-chosen methods in bibliometric analysis. This study methodology has identified various indications that were utilized to connect various components in a bibliometric study using a map.

For this analysis, 185 publications regarding RL published between 2019 and 2023 were selected. The studies on RL are discussed. What are different journals and how research into RL has grown over time? This study also lists well-known authors who have made contributions to this topic and details numerous associations that have been made. The search mainly focused on articles with the term "responsible leadership*" in the abstract and title, using the query string TITLE-ABS (responsible leadership*). Since there hasn't been much research on RL, it's critical to provide a clear framework and guidelines for RL. There has been a lot of discussion about it but very little systematic research has been done, therefore more thorough and systematic studies are required (Leung, 2017). To do this, a scientific assessment of a relevant body of knowledge on RL has been conducted. Numerous searches have been conducted to produce a thorough output. "Responsible leadership" TITLE-ABS-KEY AND (LIMIT-TO (SUBJAREA, "BUSI") OR (SUBJAREA, "SOCI") OR (SUBJAREA, "ECON") OR (SUBJAREA, "PSYC")) AND (LIMIT-TO (PUBYEAR, 2019) OR (PUBYEAR, 2020) OR (PUBYEAR, 2021) OR (PUBYEAR, 2022) OR (PUBYEAR, 2023)). Additionally, (LIMIT-TO (LANGUAGE, "English")). Notably, only papers that comply with and meet rigorous specifications of the journal standards are picked in order to assure quality of searches and articles chosen for analysis.

4. Findings

4.1. Documents Published per Year

According to data available on a year-by-year basis, 185 scientific papers were published between 2019 and 2023. There were 24 publications that were related to year 2019. There are indications of an increase in the number of publications on RL starting in 2020. However, there was a decline in publications in 2021. There was an increase in publications after 2021. Following that, number of articles published grew in 2022 as shown in (Table 1). The record for the most articles written is set in 2022 with number of 70 publications. The most recent year with 18 or fewer publications is 2023. Figure 1 illustrates yearly publication and increase in publications year over year. Consequently, it is anticipated that annual publishing would grow even more as 18 publications have already been published in just first half of year 2023.

Table 1.

Annual publications on responsible leadership

Year	Publications
2023	18
2022	70
2021	31
2020	42
2019	24

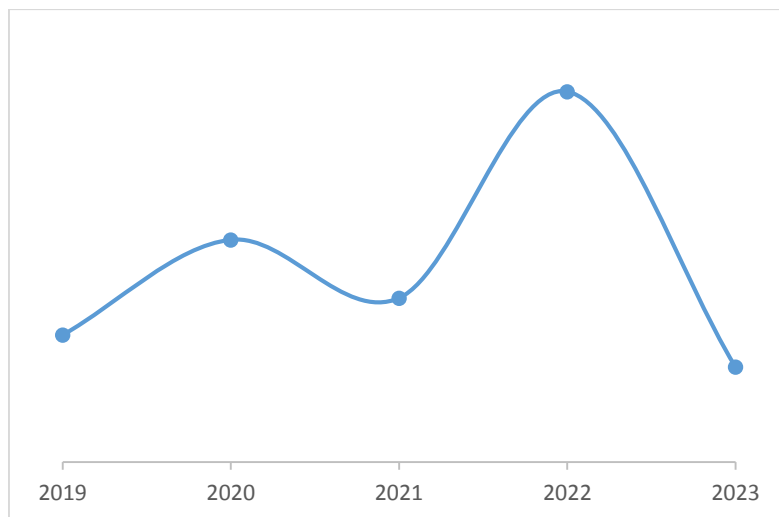


Figure 1. Annual publishing of articles on RL.

4.2. Papers published by Subject Area

Business management and accounting made up majority of subject areas in current study, accounting for 137 articles, followed by economics and econometrics with 66, social sciences with 62, environmental science with 25 articles and psychology with 18. All other subject areas are also listed in Table 2 with a total of 185 articles published.

Table 2.*Papers published by subject area*

Subject Area	No of Documents
Business, Management and Accounting	137
Economics, Econometrics and Finance	66
Social Sciences	62
Environmental Science	25
Psychology	18
Arts and Humanities	13
Energy	11
Medicine	9
Engineering	7
Computer Science	7
Decision Sciences	4
Nursing	2
Mathematics	2
Multidisciplinary	1
Materials Science	1
Health Professions	1

4.3. Documents by Source

As per the documents by year source there were 11 documents in Sustainability Switzerland, 10 documents in Frontiers in Psychology, 9 documents in Journal of Business Ethics and so on. Top sources are listed (Table 3).

Table 3.*Documents by source*

Source title	No of Documents
Sustainability Switzerland	11
Frontiers In Psychology	10
Journal Of Business Ethics	9
Corporate Social Responsibility And Environmental Management	7
Leadership And Organization Development Journal	5

The Most Cited Sources

It is demonstrated that RL should be among investigator's assets and comprehensive analyses of their material aid in developing their research perspective (Figure 2). The sources with most significant highest number of citations are journal of business ethics with 198 citations and Sustainability Switzerland with 193 citations. Table 4 includes number of documents and sources which helps to comprehend most often mentioned sources. The researcher in field of RL must carefully analyze these sources especially in terms of learning intensity or recurrent reliance on the study as they are concentrated in orange desert areas and have big circles in network (Figure 3).

Table 4.
Most cited sources

Sources	No. of documents	Citations
journal of business ethics	9	198
sustainability Switzerland	10	193
Leadership and organization development	5	109
Journal of Business Research	2	88

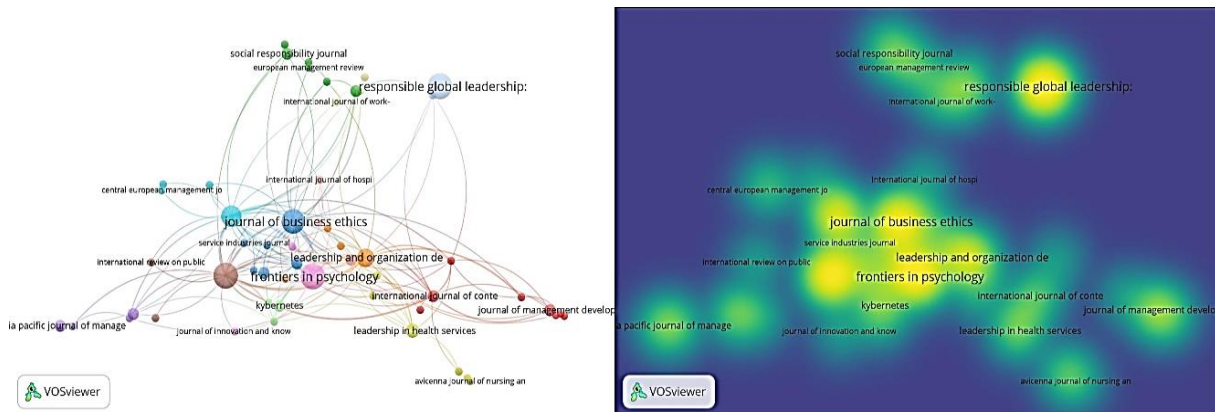


Figure 2. Network and density of most cited sources.

4.4. Documents by Country

Table 5 shows scientific papers published by countries. China has published more documents on RL counted to 36. UK has 26 number of papers whereas Australia has published 19 papers. Pakistan is also listed in countries who has published documents in RL accounted to 18. Least number of papers are published by Poland, South Korea and Vietnam.

Table 5.
Documents by country

Country	No. of Documents
China	36
United Kingdom	26
Australia	19
Pakistan	18
Austria	10
Canada	10
Malaysia	8
Portugal	8
Poland	1
South Korea	1
Viet Nam	1

The Most Cited Countries

In this pursuit for comprehension, researcher should consult results of most referenced countries, investigations and citations which are presented and analysed (Figure 3). The world's most prosperous nations are shown which is causing a rise in RL work (Table 6). About half of global publications came from China and Pakistan, indicating that these two nations are crucial to the development of RL. China is most active country in terms of research with 481 citations

and Pakistan is placed second with 338 citations. Australia received 245 while UK has 172 citations. Figure 3 has a list of all other nations. Researchers working in field of RL should refer to countries that show up as huge circles in pattern of orange and yellow gaps in density illustrated (Figure 3). They can use research to further their work and can use successful results as models for future research. They can offer these countries as models for their own nations. These nations are categorized in terms of RL. They are ranked which supports validity of these findings and efficiency of the VOSviewer program.

Table 6.

The most cited countries

Country	Citations
China	481
Pakistan	338
Australia	245
United Kingdom	172
United States	108
Thailand	91

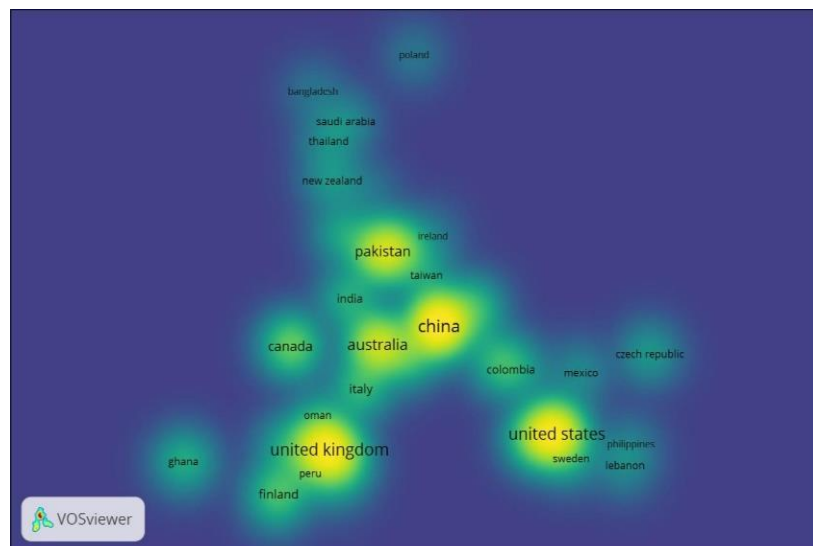


Figure 3. Density of most cited countries.

4.5. The Most Frequently Occurring Keywords

According to extent of accessibility in database, network, overlay and intensity, keywords are shown (Figure 4). It contains prior concepts and crucial words that might be regarded as keywords. The term "responsible leadership" is used 99 times, followed by "corporate social responsibility" 14 times and "leadership" 12 times. It displays each keyword that was used in RL field. The research fields that any researcher should choose in this instance of a topic of study are shown in clusters by VOSviewer. The lines connecting keywords signify that they appeared together in same research project. For instance, phrase "responsible leadership" is a component of corporate social responsibility, social learning theory, sustainable development, and environmental apathy. Research has connected line's strength that joins these words to a net. They serve as another factor in determining the areas of study that a researcher pursues.

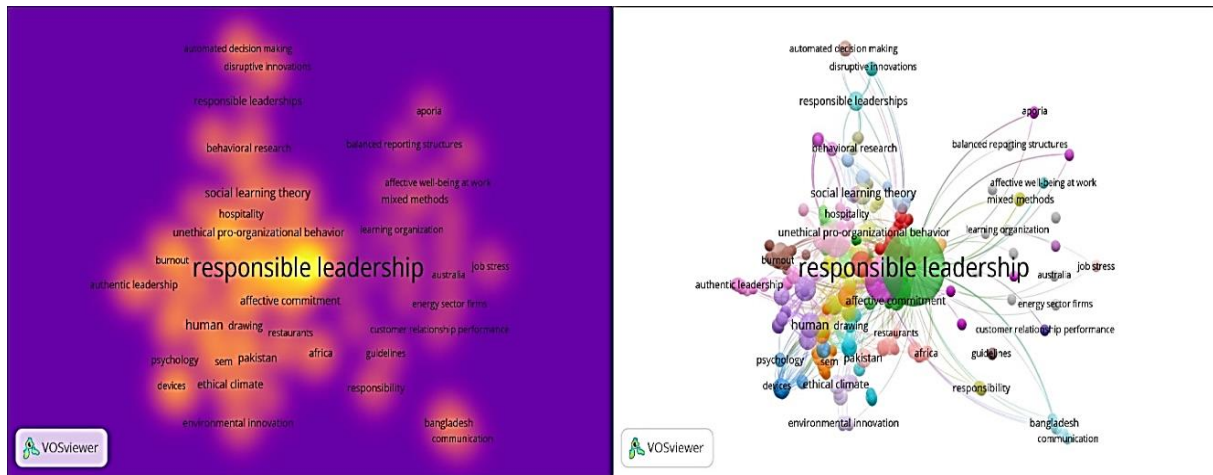


Figure 4. Network and density of appearance of keywords in responsible leadership.

4.6. Popular Authors

The most popular author in this field is Haque, A. who has written 8 papers and Mousa, M. he has also written 6 papers. The other top authors are Stahl G.K., Akhtar M.W., Javed M., Caputi P. and Fernando M.

Table 7.
Most popular authors

Author name	No of Documents
Haque, A.	8
Mousa, M.	6
Stahl, G.K.	6
Akhtar, M.W.	5
Javed, M.	5
Caputi, P.	4
Fernando, M.	4

The most cited authors

Scholars can understand expertise of most important researchers in field through study of previous investigations. The most significant authors in field of RL are shown (Table 8). In this area, researcher ought to depend on their assumptions and ideas. It is advisable to rely on other researchers who are situated in orange or yellow ocean (Figure 5), particularly in RL, as they are well-known in this discipline.

Table 8.
The most cited authors

Author	Citations
Haque, A.	190
Javed, M.	174
Caputi, P.	145
Fernando, M.	145
Ali, H.Y.	135
Hussain, G.	120

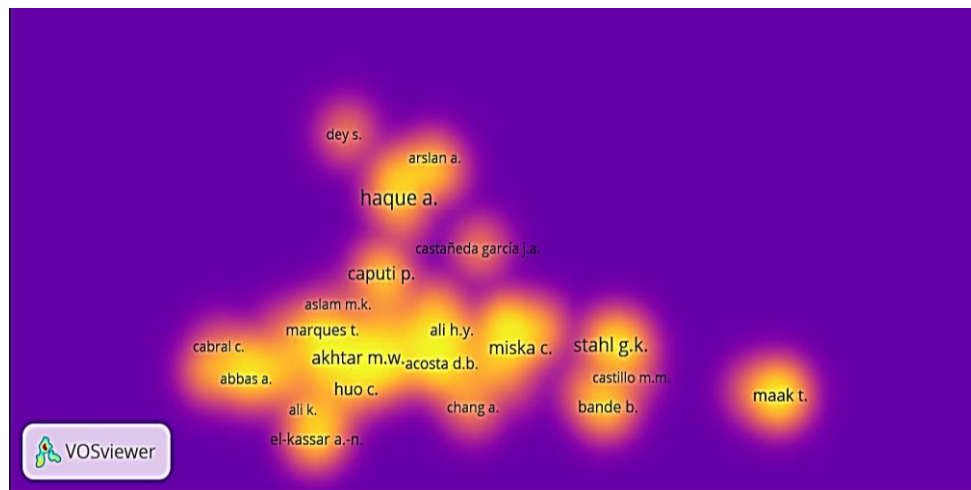


Figure 4. Density of most cited authors.

4.7. Bibliometric analysis of co-authorship and countries

The closer two countries are to one another in VOSviewer, more significant and powerful their relationship. China, United Kingdom, Pakistan, United States, Italy and Australia have most contributors to a paper. Co-authorship research revealed that China had strongest associations overall with a total of 27 links. Pakistan shows 19 links, UK (23 links) and USA with 13 links were on list (Figure 6). We discovered that Javed M., Akhtar M.W., Stahl G.K., and others have contributed to notion of RL through examination of co-authorship. All authors who participated in co-authorship analysis are listed (Figure 7).

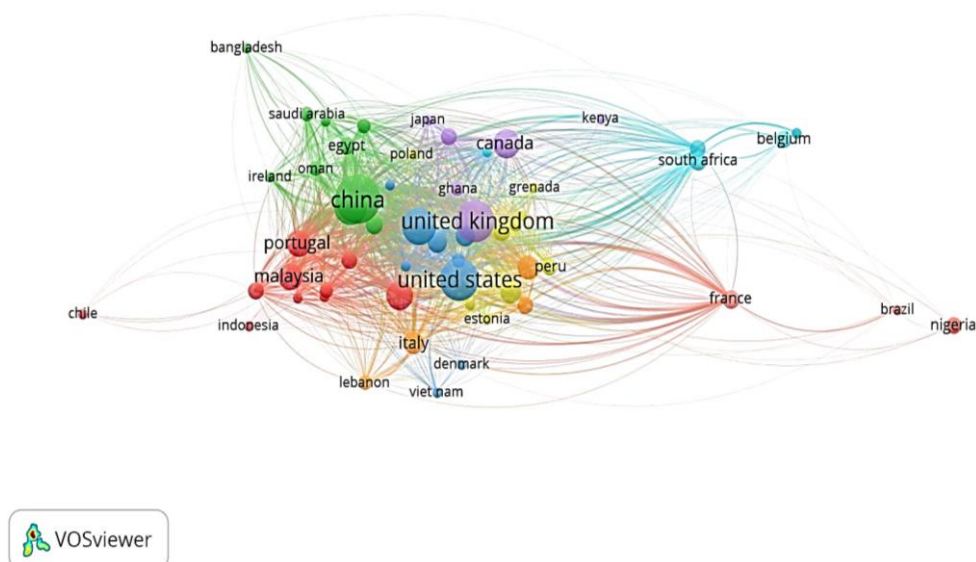


Figure 5. Bibliometric analysis of countries.

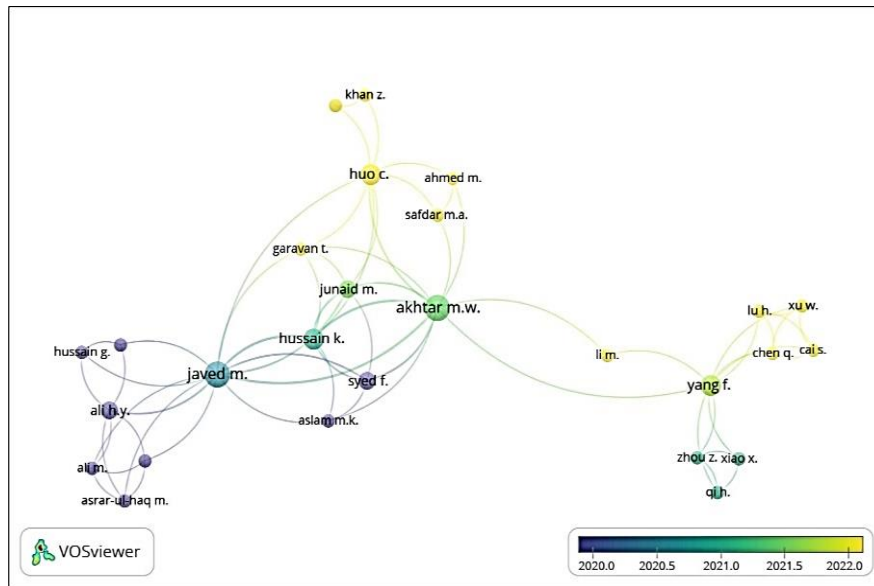


Figure 6. Bibliometric analysis of co-authorship.

4.8. Co-citation Analysis of Authors

This is what VOSviewer offers, where researchers can learn this through cooperative citation. The cognitive organization of information source in RL has been shown through author's co-citation analysis. This was done using VOSviewer, which generated an author's co-citation map showing connections between researchers who were often mentioned in this body of literature. The most significant authors in field of RL are shown (Figure 8). In this area, researcher ought to depend on their assumptions and ideas. It is advisable to rely on other researchers who are situated in orange or yellow ocean (density Figure 8), particularly in RL, as they are well-known in this discipline. Results are shown (Figure 8).

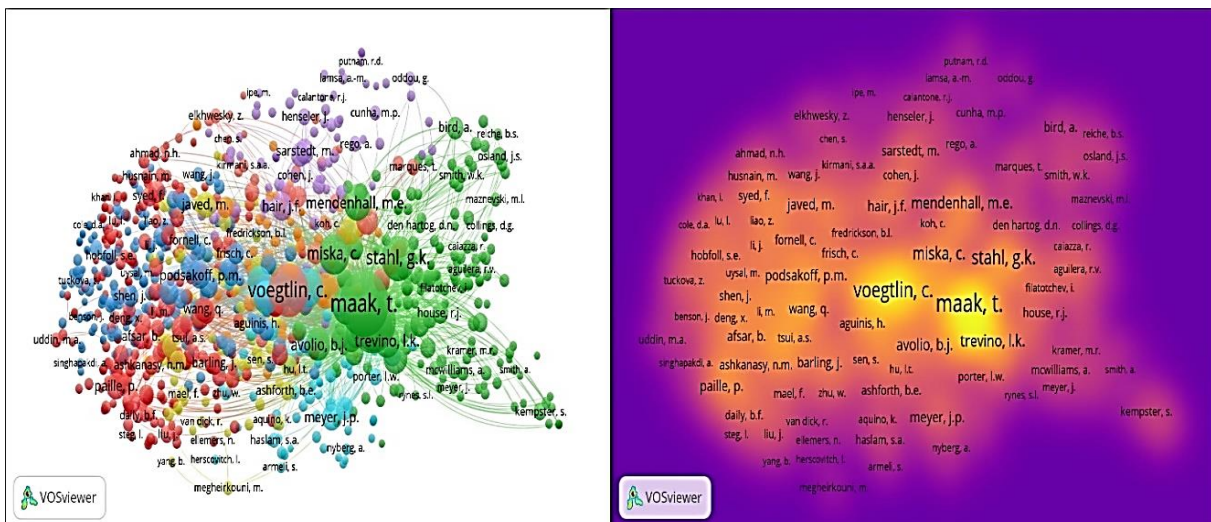


Figure 8. Co-citation analysis of authors.

5. Limitations and Future Research Directions

There may be a drawback to limiting the search term to titles and abstracts that contain (responsible leadership*). The search results might not cover every subject connected because different terms and words may be used in different studies. The data generated by this study extends up to the year 2023 and data gathering began on June 10 of that same year. Following this, additional research on RL may have been released which could have increased sample size and strengthened connections between keywords. Future studies may use different databases for accessing bibliometric data, even though we are convinced that our sample provides an accurate representation of the topic. In order to build a wider view of the area, supplementary evaluations may also include thorough searches in non-indexed journals, proceedings, dissertations, and books. It is advised that comparable parameters in future studies must be compared with those in other databases such as ScienceDirect and Web of Science. A variety of leading publications that are present in these databases may produce connections and linkages of varying quality. We have also excluded studies that were written in languages other than English. It is crucial to investigate what RL means in different countries.

6. Discussion & Conclusion

Our study covers bibliometric analysis of RL topic in the period of 2019-2023. The phases and procedures of bibliometric study cover RL relating to the emergence of terms, most significant scholars in this area, significant research output, reference sources and reference nations. The VOSviewer network, density software outputs, research findings, and recommendations are used by academic institutions. An illustration of an investigation's expertise and research effort with bibliometric analysis is performed on RL using VOSviewer software. The most critical researchers on this topic are also discussed along with citations. The results of bibliometric analysis which concur with those of Baporikar's (2021) study, stated that it is necessary to cite some significant research papers, citations, most influential researchers and key terms on subject of RL. This aids in formulation of RL theoretical frameworks. Bibliographic analysis is crucial for future research paths as it helps in recognizing terminology, most important researchers, papers, sources and nations.

The article has looked into theoretical analysis of numerous bibliometric analysis concepts and has discussed RL. By using the Scopus database, we are able to overcome bias and filter selection issues. We are able to achieve outcomes in bibliometric analysis when compared to traditional approaches. The approach of the investigator's choosing supports bibliometric analysis techniques but cannot take place of conventional approaches of reviewing theoretical

literature. The bibliographic analysis is useful for defining important terminology, most important scholars in the subject, research papers and nations. The researchers' bibliometric analysis reveals that Haque, A. (2021), Stahl, G.K. (2014), Akhtar, M.W. (2021), Javed, M. (2020), Caputi, P. (2021) and Fernando, M. (2021) are the most significant scholars in RL. The researchers should rely on them to conceptualize this topic and support their theories with remarkable depth of research. The most important scholars in this area have taken over research on RL. The bibliometric study of citations in following international journals should serve as foundation for reference materials on RL: Corporate Social Responsibility and Ethical Leadership, Journal of Business Ethics and Sustainability journal. These are the sources that researchers in this area need to have. China, Pakistan, Australia and the UK are nations that have been the subject of most cited research regarding RL. Researchers will benefit from this study's understanding of criteria and identification of trends in RL. The rising understanding that RL has a significant influence on society is furthered by this study. This is further supported by the trajectory of RL literature development, the multidisciplinary nature of its structure, the diversity of fields presenting its material, calibre of journals and academics involved in this field. The concept of RL was first defined as relational phenomenon that describes responsibilities leaders have in relation to society. Research by academics has broadened this concept and included various stakeholders in the field of RL, such as research by Ur Rehman (2023) focuses on financial and environmental dimension of RL. RL literature development trajectory shows evolution of multidisciplinary nature of RL. All in all, theme of RL has developed over years owing to extensive research in this field by academics.

The research evaluates literature development trajectory of concept of responsible leadership and highlights contributions of researchers in field of RL. New researchers can benefit from this research as study provides an overview of credible publications in the field of RL. However, our study only focuses on publications in English language which is a limitation of this research. Another limitation of the study is that even though it highlights the multidisciplinary nature of RL, it only focuses on publications till June 2023. Publications after June 2023 are not included in study. Future research could include bibliometric analysis of publications in other languages and also those which are published after June 2023. All in all, this study analyses literature development in the field of RL and showcases how the concept of RL has evolved from a relational phenomenon to a multi-disciplinary phenomenon over time.

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