

Research Article

Altruistic Leadership: An Examination through Descriptive Content Analysis

Alturistik (Özgeci-Fedakâr) Liderlik: Betimsel İçerik Analiziyle Bir İnceleme

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Abstract

The purpose of this study is to examine the articles and theses in the literature on altruistic leadership. In this context, a search was conducted on the Web of Science, PubMed, Scopus, ScienceDirect, EBSCOhost, TR Index, Google Scholar and National Thesis Center databases between 03.07.2024 and 14.08.2024 using the keywords “altruistic leadership”, “altruistic leader”, “altruistic leadership”, “altruistic leader”, “altruistic leadership” and “altruistic leader”. As a result of the analysis, 40 studies on altruistic leadership were reached, and a total of 35 studies were included in the study when the elimination was made according to the inclusion criteria. The studies obtained are qualitative research with descriptive purposes based on document analysis and systematic compilation (using descriptive content analysis) based on the criteria of publication year, type of study, publication language, variables associated with altruistic leadership and the number of variables, research methods, data collection tools, fields where the studies were conducted, samples and sample sizes, place of study, sector where it was conducted and number of references. The findings obtained from the study were interpreted and presented with tables. It is thought that the findings obtained as a result of the study will contribute to the relevant literature in terms of comprehensively evaluating the research conducted on leadership various fields and it is also aimed to fill the gap in this direction.

Keywords: Leadership, Altruism, Altruistic Leadership, Management, Content Analysis

Öz

Bu çalışmanın amacı, alturistik liderlikle ilgili literatürde yer alan makale ve tez çalışmalarının incelenmesidir. Bu kapsamda, Web of Science, PubMed, Scopus, ScienceDirect, EBSCOhost, TR Dizin, Google Akademik ve Ulusal Tez Merkezi veri tabanlarında konuya ilişkin olarak 03.07.2024-14.08.2024 tarihlerinde “alturistik liderlik”, “alturistik lider”, “özgeci liderlik”, “özgeci lider”, “altruistic leadership” ve “altruistic leader” anahtar kelimeleri kullanılarak araştırma yapılmıştır. Analiz sonucunda, alturistik liderlikle ilgili 40 çalışmaya ulaşılmış, araştırmaya dahil etme kriterlerine göre eleme yapıldığında toplam 35 çalışma araştırmaya dahil edilmiştir. Elde edilen çalışmalar, yayın yılı, çalışmanın türü, yayım dili, alturistik liderlikle ilişkilendirilen değişkenler (konular) ve de değişkenlerin sayıları, araştırma yöntemleri, veri toplama araçları, araştırmaların yapıldığı alanlar, örneklem ve örneklem büyüklükleri, yapıldığı yer, yapıldığı sektör ve kaynakça sayısı ölçütleri temel alınarak doküman analizine ve sistematik derlemeye dayalı (sistematik derleme türlerinden betimsel içerik analizi kullanılarak), betimsel amaçlı nitel bir araştırma özelliği taşımaktadır. Araştırmadan elde edilen bulgular yorumlanarak tablolarla birlikte sunulmuştur. Çalışmanın sonucunda elde edilen bulguların çeşitli alanlarda (Sosyal Bilimler ve Sağlık Bilimleri ve benzeri) liderlikle ilgili yapılan araştırmaları kapsamlı bir şekilde değerlendirilmesi bakımından ilgili alanyazına katkı sağlayacağı düşünülmekte ve bu yöndeki boşluğu doldurması da amaçlanmaktadır.

Anahtar Kelimeler: Liderlik, Alturizm, Alturistik Liderlik, Yönetim, İçerik Analizi

Önerilen Atıf /Suggested Citation

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1. Introduction

Since the beginning of human history, theories and laws that explain and determine the nature of phenomena and the relationships surrounding them have been developed. Many researchers have put forward different leadership styles and theories in the field of leadership. These researchers aimed to address all the positive and negative aspects of leadership (Jawoosh et al., 2021). Leadership is defined as the ability of an individual to influence others, motivate them, and facilitate their contribution to the effectiveness and success of the organization (House et al., 1999). Leadership has been recognized as one of the most important components of organizational success. It is believed that, due to increasing competition, technological advancements, changing government regulations, and shifts in employee attitudes, companies need a higher level of leadership than ever before to survive and succeed. When organizations experience change, it is crucial that their organizational leadership is competent enough to overcome this challenge (Landis et al., 2014).

Additionally, the role of employee learning is becoming increasingly important in maintaining organizational effectiveness. Therefore, it should not be forgotten that managing and supporting learning activities is a necessary part of leadership responsibilities (Sezgin & Aşağican, 2020). Despite the needs of the Information Age, most leadership approaches and theories have largely failed to keep up with modern life and remain in a more limited framework. As a solution to this, the idea that goals should be rationally understood and management practices should be structured to achieve these goals has generally been developed (Uhl-Bien et al., 2007).

At the beginning of the twentieth century, interest in leadership increased. Initially, the focus was on the characteristics of leadership styles and theories. Later styles and theories included other variables such as skill levels and situational factors (Jawoosh et al., 2021). Leadership and its various styles significantly impact how employees are motivated and how their performance levels improve in achieving organizational goals. However, leadership is a multifaceted concept, and proving that a particular leadership style is universal is difficult. A leadership style refers to the explicit and implicit actions and approaches a leader adopts to guide, motivate, and implement a plan within an organization. It is evident that there is no "one size fits all" leadership approach. Instead, leadership styles or approaches depend on various situational and contextual factors, including organizational culture, peers, environment, and goals (Perera et al., 2021). Leadership styles that emerge within modern leadership theories emphasize specific characteristics that distinguish them from one another in many aspects. Although many leadership types exist in the literature, altruistic leadership, which is the subject of this study, has taken its place among them.

Altruism is defined as a motivational state whose ultimate goal is to enhance the well-being of another person (Miller & Carpenter, 2009). Since altruism is the motivation to improve someone else's welfare, it contrasts with egoism, which is the motivation to enhance one's own well-being (Learning, 2005). In the altruistic literature, the term is also referred to as "altruist" or "altruistic" (Batson & Shaw, 1991). Comte (1875) first introduced the term "altruism" to describe one of two different motives reflecting an individual's "unselfish desire to live for others." Based on this, Batson and Shaw (1991) define altruism and egoism in terms of goals. Specifically, if the ultimate goal is to increase another person's well-being, then the motivation is altruistic (even if the helping person benefits in the process). If the ultimate goal is to increase one's own well-being (even if the helping person benefits), then the motivation is egoistic (as cited in Sosik et al., 2009).

An altruistic leader exhibits a form of prosocial behavior that aims to help others without considering personal consequences. In the specific case of altruistic leaders, this behavior prioritizes the growth and development of the follower rather than the leader's own development. This type of behavior is voluntary and is characterized by recognizing others' problems, being empathetic, and not expecting any reward (Domínguez et al., 2016). When explaining the characteristics of altruistic leadership, Simmons (1991) highlights the following four characteristics:

- Willingness to engage in activities aimed at improving others' well-being, rather than one's own,
- Being based on a voluntary foundation,
- Involving helping others,
- Not expecting any reward.

Therefore, altruistic leadership is expressed as a feeling or tendency to do good for others, even at the expense of personal gain.

Although altruistic leadership has increasingly been discussed in leadership literature, there remains a significant gap in understanding how it develops in an organizational context, which factors influence it, and what its outcomes are in different industries and research methodologies. Despite growing interest, there is still a lack of comprehensive studies that systematically examine how altruistic leadership is conceptualized and empirically studied across different sectors.

This study aims to analyze the existing literature on altruistic leadership using a systematic content analysis method to identify key trends, methodologies, and variables associated with this leadership style. The study seeks to answer the following research question:

✦ How have academic studies on altruistic leadership evolved in terms of methodology, associated variables, and focus areas?

To answer this question, a structured review process was conducted, and trends in altruistic leadership research were assessed. The findings of this study are expected to contribute to existing knowledge and guide future research in this field.

This study aims to examine the development of the concept of altruistic leadership in the literature, its methodological trends, and its relationship with related variables using the descriptive content analysis method. Specifically, it seeks to answer the question: *"How have academic studies on altruistic leadership evolved in terms of methodology, associated variables, and focus areas?"* By positioning this leadership style within contemporary management approaches, the study aims to serve as a guide for researchers and practitioners in the field. The primary objective of this research is to systematically evaluate academic articles and thesis studies on altruistic leadership through descriptive content analysis. To achieve this, studies conducted within a specific time frame were analyzed across various databases, including Web of Science, PubMed, Scopus, ScienceDirect, EBSCOhost, TR Dizin, Google Scholar, and the National Thesis Center.

The analysis assesses factors such as the variables associated with altruistic leadership, the methodologies employed, and the industries in which these studies are concentrated. The study aims to highlight how altruistic leadership is addressed in academic literature and emphasize its significance in the field of management. In conclusion, this research seeks to identify trends in studies on altruistic leadership, provide guidance for future research, and highlight existing gaps in the literature.

2. Purpose and Method

The purpose of this research is to examine the studies in the literature on the subject of altruistic leadership, one of the current leadership styles, using the descriptive content analysis method, one of the systematic narrative literature review (systematic compilation) methods. According to Zupic and Čater (2015, p. 436), systematic narrative literature review is a method that successfully addresses the diversity of the content of the studies (type of study, managerial preference, research design, etc.) and provides in-depth analysis of the literature (Quoted by: Şimşir, 202, p. 15-16). Descriptive content analysis is a systematic compilation method used by researchers to reveal general tendencies with the results of research on any field or any subject (Çalık and Sözbilir, 2014). In other words, descriptive content analysis is based on the selection of literature on the subject to be investigated, regardless of whether it is quantitative, qualitative or mixed, based on certain criteria, the extraction of descriptive data on the selected literature and the interpretation of the obtained data (Bellibaş, 2018, p. 511). The main purpose of descriptive content analysis is to reveal how the subject to be examined is addressed by the authors based on descriptive data and how this situation tends over time by utilizing the themes created before or after the systematic compilation. In addition, it is to reveal the aims of scientific studies on the selected subject, the theoretical framework and method they are based on and the findings of the research (Gümüş, Bellibaş, Esen, & Gümüş, 2018; Hammad & Hallinger, 2017). It is expected that the results obtained with the descriptive content analysis method will help the studies planned to be conducted later on the intended subjects (Ültay, Akyurt, & Ültay, 2021, p. 189).

✓ Inclusion Criteria:

- **Time Frame:** Studies published between 2008 and 2024.
- **Language:** Studies published in English and Turkish.
- **Accessibility:** Studies that have full-text access and are indexed in academic databases.
- **Study Type:** Research articles, review articles, master's theses, and doctoral dissertations.
- **Methodology:** Studies employing quantitative, qualitative, or mixed research methods.

✘ Exclusion Criteria:

- Studies where full-text access is not available.
- Conference proceedings, book chapters, or non-academic publications.
- Studies that are not directly related to altruistic leadership.

In light of the information given above, the content of the study was formed from articles and theses published in Web of Science, PubMed, Scopus, ScienceDirect, EBSCOhost, TR Index, Google Scholar and National Thesis Center databases, the full texts of which can be accessed and which are published in Turkish or English. Compilation articles were also included in the research. These constitute the criteria for including publications in the research. In the research, searches in the relevant databases were carried out between 03.07.2024 and 14.08.2024 by entering the keywords “**altruistic leadership,**” “**altruistic leader,**” “**özgeci liderlik,**” “**özgeci lider,**” “**alturistik liderlik,**” and “**alturistik lider.**” An initial search yielded 40 studies, but after applying the inclusion criteria, 35 studies were selected for analysis. The research diagram is given in Figure 1.

For the analysis of the articles identified within this scope, Göktaş et al. (2012), Kiliç Çakmak, Çebi, Mihçi, Günbatar and Akçayır (2013) and Selçuk, Palancı, Kandemir and Dünder (2014) and the original **Publication Classification Form** developed by **Sözbilir, Kutu and Yaşar (2012)** was used. Permission to use the relevant form was received from Sözbilir, Kutu and Yaşar (2012) via e-mail.

Figure 1. Research Diagram



The data obtained from the research was created in the form of a word cloud created according to the titles of published studies on the subject, publication year, type of study, publication language, other variables (subjects) and numbers of variables that altruistic leadership is associated with in studies, research methods, data collection tools, areas where the studies were conducted, distribution according to their samples and sample sizes, distribution according to where the studies were conducted, distribution according to the sector in which the studies were conducted and the number of references, and the findings obtained from the research are explained below.

Methodological Trends in the Literature

An initial examination of the selected studies reveals that quantitative methods are the most frequently used approach in altruistic leadership research, followed by qualitative case studies and mixed-method approaches. The dominant trend in the literature indicates that researchers often rely on survey-based studies to examine relationships between altruistic leadership and other organizational behavior variables. However, longitudinal studies on altruistic leadership are relatively rare, which suggests an opportunity for future research to explore its effects over time.

Furthermore, thematic content analysis is frequently employed in qualitative studies to uncover patterns in altruistic leadership behaviors and their impact on organizational outcomes. The findings of this study contribute to identifying these patterns and highlighting the gaps in the literature where further research is needed. This methodological framework ensures the reliability and validity of the study while allowing a thorough analysis of altruistic leadership research in the literature.

When the distribution of studies on altruistic leadership in the literature is examined in Table 1 according to their publication years, it is seen that 28.5% of the studies were conducted in 2023, 14.3% in 2022, 14.3% in 2021, 8.5% in 2024 and 2018, 5.7% in 2019 and 2009, and 2.9% in 2020, 2016, 2014, 2013 and 2008. From the research, it is seen that the literature of articles and theses on altruistic leadership began to be created in 2008.

Table 2: Distribution of Studies by Type

Türü		F	%
Thesis	Doctoral Thesis	0	0
	Master's Thesis	3	8,5
Article	Research article	27	77,1
	Review article	5	14,3
Total		35	100

When the distribution of studies on altruistic leadership in the literature is examined in Table 2, it is seen that 77.1% of the studies were prepared as research articles, 14.3% as compilation articles, and 8.5% as master's theses.

Table 3: Distribution of Studies by Language of Publication

	F	%
Turkish	10	28,5
English	25	71,4
Total	35	100

When the distribution of studies on altruistic leadership in the literature is examined in Table 3 according to the language in which they were published, it is seen that 71.4% of the studies were prepared in English and 28.5% were written in Turkish.

Table 4: Variables Associated with Altruistic Leadership by Studies

	F	%
None	5	14,3 (14,28)
Physician-nurse collaboration and leader-member interaction	2	5,7
Leader-member exchange and organizational citizenship behavior	1	2,9 (2,85)
Organizational climate, organizational citizenship behavior and work motivation	1	2,9
Internal Motivation and employee creativity	1	2,9
Trust in managers	1	2,9
Social laziness behavior, ve social comparison orientation,	1	2,9
Burnout	1	2,9
Strategic persuasion and high performance	1	2,9
Job performance	1	2,9
Performance and achievement motivation	1	2,9
Performance and (self-concept salience)	1	2,9

Innovative behavior and affiliative humor	1	2,9
Service innovation and affiliative humor	1	2,9
Psychological capital and employee innovative behavior	1	2,9
Organizational learning ability and radical innovation	1	2,9
Organizational learning and organizational happiness	1	2,9
Organizational learning ability	1	2,9
Learning culture and work-family relationship	1	2,9
Learning school and organizational happiness	1	2,9
Crisis	1	2,9
Leadership elements	1	2,9
Prosocial leadership	1	2,9
Ethical leadership perception	1	2,9
Athletics	2	5,7
Organizational Culture	1	2,9
Knowledge sharing	1	2,9
Knowledge hiding behavior	1	2,9
Friendship in the workplace, positive emotions and knowledge hiding behavior	1	2,9
Total	35	100

When the distribution of studies prepared on altruistic leadership in the literature is examined in Table 4 according to the variables they are associated with, it is seen that 5.7% of the studies are related to physician-nurse collaboration and leader-member interaction variables and 5.7% are related to athletics. It is seen that 14.3% of the studies on altruistic leadership are not associated with any other variable. In addition to these, the studies were grouped as “leader-member exchange and organizational citizenship behavior; organizational climate, organizational citizenship behavior and work motivation; intrinsic motivation and employee creativity; trust in managers; social laziness behavior and social comparison orientation; burnout; strategic persuasion and high performance; job performance; performance and success motivation; performance and self-concept clarity; innovative behavior and relational humor; service innovation and relational humor; psychological capital and employee innovative behavior; organizational culture; organizational learning ability and radical innovation; organizational learning and organizational happiness; organizational learning ability; learning culture and work-family relationship; learning school and organizational happiness; crisis; leadership elements; It is also seen that it is associated with the concepts of “prosocial leadership; ethical leadership perception; information sharing; information hiding behavior; friendship in the workplace, positive emotions and information hiding behavior”.

Table 5: Distribution of the Number of Variables Used in the Studies (Except Altruistic Leadership)

	F	%
None	5	14,3
1	11	31,4
2	17	48,6
3	2	5,7
Total	35	100

When the distribution of the studies prepared on altruistic leadership in the literature is examined in Table 5 according to the amount of variables they are associated with, it is seen that 48.6% of the studies are associated with two variables other than altruistic leadership; 31.4% are associated with one variable, 14.3% are not associated with any variable other than altruistic leadership, and 5.7% are associated with 3 variables other than altruistic leadership.

Table 6: Distribution of Studies According to Research Methods

	F	%
Quantitative	28	80
Qualitative	1	2,9
Mixed	1	2,9
Literature Review	5	14,3
Total	35	100

When the distribution of studies prepared on altruistic leadership in the literature is examined in Table 6 according to research methods, it is seen that 80% of the studies were prepared with quantitative methods, 14.3% in the form of literature review or compilation, 2.9% with qualitative methods, and 2.9% with mixed methods.

Table 7: Distribution of Studies According to Data Collection Tools

	F	%
Survey	28	80
Survey + path analysis	1	2,9
Interview	1	2,9
Literature Review	5	14,3
Total	35	100

When the distribution of studies prepared on altruistic leadership in the literature is examined in Table 7 according to data collection methods, it is seen that 80% of the studies used survey, 14.3% used literature review, 2.9% used interview, and 2.9% used survey and path analysis methods.

Table 8: Fields of Studies

	F	%
Health	9	25,7
Education	8	22,9
Management	7	20
Business Management	6	17,1
Sports Management	3	8,5
Theology	1	2,9
Tourism Hotel Management	1	2,9
Total	35	100

When the distribution of studies prepared on altruistic leadership in the literature is examined in Table 8, it is seen that 25.7% of the studies were prepared in the field of health, 22.9% in education, 20% in management,

17.1% in business management, 8.5% in sports management, 2.9% in theology and 2.9% in tourism and hotel management.

Table 9: Distribution of Studies According to Their Samples

	F	%
Nurses	4	11,4
Teachers	4	11,4
Doctors and Nurses	3	8,5
Healthcare workers	2	5,7
Employees in Spanish companies	2	5,7
Police officers	2	5,7
Students	2	5,7
Academics	1	2,9
Bank employees	1	2,9
Employees of small and medium-sized enterprises (SMEs)	1	2,9
Students, hotel workers and information and communication sector workers	1	2,9
Hotel staff	1	2,9
Village authorities	1	2,9
Supervisors in the Madrasah	1	2,9
Coaches	1	2,9
Review article - Sample not specified	5	14,3
Unspecified	3	8,6
Total	35	100

When the distribution of studies prepared on altruistic leadership in the literature is examined in Table 9, it is seen that 11.4% of the studies determined nurses, 11.4% teachers, 8.5% physicians and nurses, 5.7% healthcare workers, 5.7% police officers, 5.7% employees of Spanish companies, 5.7% students, 2.9% academicians, 2.9% bank employees, 2.9% employees of small and medium-sized enterprises (SMEs), etc. as the sample. In 22.9% of the studies, the sample was not specified.

Table 10: Distribution of Studies According to Sample Sizes

	F	%
0-10 participants	0	0
11-30 participants	1	2,9
31-100 participants	5	14,3
101-300 participants	10	28,6
301-1000 participants	14	40
1001 and above participants	0	0
Review article - Sample not specified	5	14,3
Total	35	100

When the distribution of studies prepared on altruistic leadership in the literature is examined in Table 10 according to sample sizes, it is seen that 40% of the studies included 301-1000 participants, 28.6% 101-300 participants, 14.3% 31-100 participants, and 2.9% 11-30 participants. Since 14.3% of the studies were prepared in the form of a compilation, the sample was not specified.

Table 11: Distribution of Studies According to Places (Countries/Cities) Where They Were Conducted

		F	%
Turkey	Istanbul	3	8,5
	Ankara	2	5,7
	Karabuk	2	5,7
	Bingol	1	2,9
	Antalya	1	2,9
	Malatya	1	2,9
	Across Turkey	1	2,9
	Turkey Total	11	31,4
Indonesia		8	22,9
Spain		4	11,4
Germany		1	2,9
United States (US)		1	2,9
US and Mexico		1	2,9
China		1	2,9
Pakistan		1	2,9
Review article		5	14,3
Unspecified		2	5,7
Total		35	100

When the distribution of studies prepared on altruistic leadership in the literature is examined in Table 11, it is seen that 31.4% of the studies were conducted in Turkey (8.5% in Istanbul, 5.7% in Ankara, 5.7% in Karabük, 2.9% in Bingöl, 2.9% in Antalya and 2.9% in Malatya). 22.9% of the studies were conducted in Indonesia, 11.4% in Spain, 2.9% in Germany, 2.9% in the USA, 2.9% in the USA and Mexico, 2.9% in China and 2.9% in Pakistan. 14.3% of the studies were prepared in the form of compilations, and in 5.7%, the place of the studies was not specified.

Table 12: Distribution of the Studies According to the Sectors in Which They Were Conducted

	F	%
Public	14	40
Private	3	8,5
Public and private sectors	3	8,5
Review article	5	14,3
Unspecified	10	28,6
Total	35	100

When the distribution of studies prepared on altruistic leadership in the literature is examined in Table 12 according to the sector they were conducted, it was determined that 40% were conducted in the public sector, 8.5% in the private sector, and 8.5% in the public and private sectors together. 14.3% of the studies were prepared in the form of a compilation, and in 28.6%, the sector in which the studies were conducted was not specified.

Table 13: Distribution of Studies According to Reference Numbers

	F	%
0-10 pieces	1	2,9
11-30 pieces	8	22,9
31-100 pieces	21	60
101-300 pieces	5	14,3
301 and above	0	0
Total	35	100

When the total number of references used in studies on altruistic leadership in the literature is examined in Table 13, it was determined that 60% used 31-100 references, 22.9% used 11-30 references, 14.3% used 101-300 references, and 2.9% used 0-10 references.

Information on studies in the literature on altruistic leadership is provided below.

4. Studies in the Literature on the Subject of Altruistic Leadership

In the literature, no study has been found using document review, systematic review or content analysis methods on the subject of altruistic leadership, which is one of the current leadership types. The details of some studies conducted in recent years on the subject of altruistic leadership are as follows:

Aydemir and Uğurluoğlu (2023) examined the effects of altruistic leadership on physician-nurse collaboration and leader-member interaction in healthcare institutions in an article study they conducted. In this context, they applied a survey to 192 nurses and physicians working in a foundation education and research hospital in Ankara. As a result of the study, it was concluded that the sub-dimensions of altruistic leadership had a statistically significant and positive effect on nurse-physician collaboration and sub-dimensions and leader-member interaction and sub-dimensions.

In an article study they conducted, Türk and Türkoğlu (2023) aimed to examine the role of social comparison orientations in the effect of altruistic leadership perceptions of accommodation business employees on social laziness behaviors. In this context, a survey was conducted on 437 people working in 4-5 star hotels in Antalya. As a result of the study, it was concluded that the participants' social comparison orientations had a partial mediating and moderating role in the effect of altruistic leadership perceptions on social laziness behaviors.

Tercanlı (2022) aimed to examine the effect of the perceived altruistic leadership behaviors of manager nurses on nurses' trust in their managers in a thesis study. In this context, a survey was conducted on 386 nurses working in a state hospital affiliated with the Ministry of Health and a training and research hospital in Istanbul. As a result of the study, it was concluded that nurses perceived their managers as moderate altruistic leaders and that as the perceived altruistic leadership behaviors of manager nurses increased, nurses' trust in their managers increased.

In an article study conducted by Fajrin et al. (2022), they aimed to investigate the effect of altruistic leadership on service innovation and the mediating role of relational (affiliated) humor. In this context, a survey was conducted on 70 nurses working in a hospital in Indonesia. As a result of the study, it was concluded that altruistic leadership is directly related to service innovation in hospitals, but the mediating role of commitment between the effects of altruistic leadership and service innovation is not significant. In an article study conducted by Mansur and Uysal (2021), they aimed to investigate the altruistic leadership and ethical leadership perceptions of nurses working in health institutions. In this context, they applied a survey to 396 nurses working in hospitals in Turkey. As a result of the study, it was concluded that the altruistic and ethical leadership perceptions of nurses who have been providing health services for many years are at a lower level;

the altruistic and ethical leadership perceptions of nurses working in private hospitals are higher than the participants working in other hospitals.

5. Discussion, Conclusion and Recommendations

The findings of this study, based on a qualitative approach utilizing the descriptive content analysis method, provide key insights into the current state of research on altruistic leadership. Given the increasing number of studies on this subject in recent years, it is evident that altruistic leadership has gained academic recognition as a relevant leadership style. However, there are still notable gaps and opportunities for future research, particularly in methodological diversity and variable associations.

A significant finding of this study is that the majority of research on altruistic leadership consists of articles (91.4%), with research articles making up 77.1% and review articles accounting for 14.3%. Additionally, most studies have examined altruistic leadership in relation to at least two additional variables. This suggests a strong interest in exploring its impact on organizational behavior rather than merely defining the concept. However, the number of theses conducted in this field remains low, and all identified theses are at the master's level. This may indicate that altruistic leadership has not yet been fully explored in doctoral-level research, suggesting an opportunity for more advanced academic inquiry.

The analysis also reveals that the frequency of studies on altruistic leadership has peaked in recent years, with the highest number of studies published in 2023 (28.5%), followed by 2022 and 2021 (14.3% each). This aligns with the broader trend in leadership studies, where contemporary approaches increasingly focus on ethical, transformational, and values-based leadership models (Avolio & Gardner, 2005). The findings further indicate that altruistic leadership research primarily appears in health (25.7%), education (22.9%), management (20%), and business administration (17.1%) fields. This distribution is consistent with existing research on ethical leadership, which similarly finds strong representation in health and education due to the emphasis on leader-follower relationships and organizational ethics (Brown & Treviño, 2006).

Methodologically, the results indicate a heavy reliance on **quantitative research methods** (80%), particularly survey-based studies. Only 2.9% of studies used qualitative approaches (such as interviews), and an additional 2.9% adopted a mixed-methods approach. This methodological imbalance suggests a need for further qualitative and longitudinal studies to explore **the deeper psychological and contextual dimensions** of altruistic leadership, such as leader motivation, organizational culture, and follower perceptions. Previous research has shown that qualitative approaches can uncover **nuanced leadership dynamics** that may be overlooked in survey-based studies (Yukl, 2013). Future research could benefit from applying case studies, ethnographic research, or longitudinal studies to provide richer insights into **how altruistic leadership behaviors evolve over time**.

The findings also highlight a linguistic imbalance, with 71.4% of studies published in English and only a limited number available in Turkish or other languages. While this may reflect the dominance of English in academic publishing, it also indicates potential gaps in regional studies that explore **cultural variations in altruistic leadership**. Since leadership behaviors are often shaped by cultural norms (Hofstede, 2001), it would be beneficial for future research to examine **how altruistic leadership manifests in different cultural and institutional contexts**.

Regarding geographical distribution, the highest number of studies have been conducted in **Turkey (31.4%), Indonesia (22.9%), and Spain (11.4%)**, with significant research focusing on professionals such as **nurses (11.4%), teachers (11.4%), and physicians (8.5%)**. This distribution suggests that altruistic leadership is particularly relevant in professions where ethical decision-making and interpersonal relationships play a crucial role. However, studies on altruistic leadership in the **private sector remain scarce**. Future research could explore how altruistic leadership is practiced in corporate environments and whether its impact differs from that observed in public sector institutions.

Additionally, most studies in the literature analyze altruistic leadership without linking it to specific variables (14.3%). Among studies that do examine variable associations, the most common include **physician-nurse collaboration, leader-member exchange, organizational citizenship behavior, and athletics**. However, given the increasing complexity of workplace dynamics, it is important for future research to **expand the scope of associated variables** by examining relationships between altruistic leadership and innovation, digital transformation, and remote work practices.

Recommendations for Future Research

Based on these findings, several recommendations can be made for future studies on altruistic leadership:

1. **Diversifying Research Methods:** There is a need for more qualitative and mixed-method research to provide in-depth insights into the motivations and outcomes of altruistic leadership.
2. **Longitudinal Studies:** Future studies should examine how altruistic leadership behaviors evolve over time and their long-term effects on organizational performance.
3. **Exploring Cultural Differences:** Research should investigate how altruistic leadership is shaped by different cultural contexts and organizational settings.
4. **Expanding Variable Associations:** Altruistic leadership should be studied in relation to contemporary workplace trends such as remote work, digital transformation, and employee well-being.
5. **Private Sector Analysis:** Future research should explore how altruistic leadership manifests in corporate settings and whether its impact differs from that in public sector organizations.

In conclusion, this study contributes to the existing literature by offering a systematic review of altruistic leadership research, identifying key trends, and highlighting areas for further inquiry. By addressing these gaps, future research can enhance our understanding of how altruistic leadership influences organizational success and employee well-being.

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Arastırma Makalesi

Altruistic Leadership: An Examination through Descriptive Content Analysis

Alturistik (Özgeci-Fedakâr) Liderlik: Betimsel İçerik Analiziyle Bir İnceleme

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Genişletilmiş Özet

Organizasyonların, iş yaşam döngüsünde yerini alabilmeleri, ayakta kalabilmeleri ve sürdürülebilirliğini muhafaza edebilmeleri, değişim ve gelişimlere açık olabilmeleriyle mümkündür. Bunun içinde radikal, kademeli, güncel inovasyon yapmaları, iş oluş dengesinde çalışanlarının motivasyonlarını yüksek tutmaları bunun çıktısı olarak da verimlilik kazanımlarını sağlamaları gerekmektedir. Tüm bunlar için bu noktada iyi bir liderin olması ve bu liderin çağın değişim trendine ayak uydurabilmesi yaptığı ve yapacağı yeniliklere çalışanların katılımlarını sağlayarak onların desteğini de arkasına alması bunu yaparken lider teknoloji ve bilginin nimetlerinden yararlanarak birleştirici toparlayıcı bütünlük sağlayıcı bir iş şeması oluşturması elzem hale gelmiştir. Modern liderliğe ayak uydurabilen liderlerin kurumsal vizyon açısından yeteneklerinde artış olacağından, işletmelerin geleceğini olumlu yönde etkilemesinin kaçınılmaz olacağı düşünülmektedir.

Literatürde liderlikle ilgili birçok tanım bulunmakta ve liderlik yerli ve yabancı alanyazında sıklıkla çalışılan konular arasında yer almaktadır. Liderlik, insanları etkileyerek onlara ortak amaçlar doğrultusunda iş yaptırma ve bir çeşit yönlendirme yeteneği olarak tanımlanabilir. Liderlik, etkileme gücü olarak da açıklanabilir. Literatürde liderliğin birçok çeşidi mevcuttur. Bunlar arasında: demokratik (katılımcı) liderlik, otokratik liderlik, liberal (tam serbesti tanıyan liderlik) gibi klasik (geleneksel) liderlik yaklaşımlarının yanı sıra, karizmatik liderlik, etkileşimci liderlik, dönüşümcü liderlik, babacan liderlik, vizyoner liderlik, toksik liderlik, paylaşılan liderlik gibi çağdaş liderlik tarzları da yer almaktadır. Alturistik liderlik, yukarıda bahsedilen birçok liderlik biçiminin ayrılmaz bir parçası olarak kabul edilmektedir. Alturistik liderlik ise, son yıllarda ismi literatürde geçmeye başlamış olan liderlik tarzlarından biridir ve konuya ilişkin olarak literatürde oldukça az çalışma mevcuttur. Alturistik liderlik, literatürde fedakâr liderlik ya da özgeci liderlik olarak da yer alabilmektedir. Alturistik liderler, liderlik vasıflarına sahip olup, bunlara ek olarak oldukça yardımsever ve fedakâr bir yapıya sahiptir. Yardımseverlik ve fedakârlık yaparken ise alturistik liderler tüm bunları gönüllü bir biçimde yapmakta ve bunlar karşılığında hiçbir şey beklememektedirler. Alturistik liderler, izleyicilerinin, yani kendilerini takip eden kişilerin (kendilerinden etkilenen kişilerin) sorunlarını algılar ve empati yaparlar. Alturistik liderler kendi refahlarından daha fazla oranda, kendilerinden etkilenen kişilerin refahlarını düşünürler. Genel olarak literatürde alturistik liderlik, kişisel kazanç pahasına dahi olsa, kendilerini izleyen kişilere olan iyilik yapma duygusu ya da eğilimi olarak ifade edilmektedir. Liderlerin alturistik davranış göstermeleri kendi menfaatine veya işletme yararına da olsa günümüz koşullarında olması gereken bir liderlik özelliği olduğu için ön plana çıkmaktadır.

Bu çalışmanın amacı, alturistik liderlikle ilgili literatürde yer alan makale ve tez çalışmalarının incelenmesidir. Bu kapsamda, Web of Science, PubMed, Scopus, ScienceDirect, EBSCOhost, TR Dizin, Google Akademik ve Ulusal Tez Merkezi veri tabanlarında konuya ilişkin olarak 03.07.2024-14.08.2024 tarihlerinde “alturistik liderlik”, “alturistik lider”, “özgeci liderlik”, “özgeci lider”, “altruistic leadership” ve “altruistic leader” anahtar kelimeleri kullanılarak araştırma yapılmıştır. Analiz sonucunda, alturistik liderlikle ilgili 40 çalışmaya ulaşılmış, araştırmaya dahil etme kriterlerine göre eleme yapıldığında toplam 35 çalışma araştırmaya dahil edilmiştir. Alturistik liderlikle ilgili literatürde yer alan çalışmaları bu araştırmaya dahil etme kriterleri arasında ise şunlar yer almaktadır: çalışmalarının Web of Science, PubMed, Scopus, ScienceDirect, EBSCOhost, TR

Dizin, Google Akademik ve Ulusal Tez Merkezi veri tabanlarından ulaşılabilir olması, ilgili tez ve makale çalışmalarının Türkçe ve İngilizce şekilde hazırlanmış olması, çalışmaların araştırma makalesi ya da derleme makale ile yüksek lisans tezi veya doktora tezi olarak yayımlanmış olması ve çalışmaların tam metinlerine ulaşılabilir olması. Tezlerden hazırlanan makaleler de, araştırmaya dahil edilen makaleler arasında yerini almıştır. Bunun sebebi ise, araştırmadan elde edilen makale ve tez çalışmalarının miktarının oldukça az olmasıdır.

İlgili araştırmanın sonucunda elde edilen makale ve tez çalışmaları, yayın yılı, çalışmanın türü, yayım dili, alturistik liderlikle ilişkilendirilen değişkenler (konular) ve değişkenlerin sayıları, araştırma yöntemleri, veri toplama araçları, araştırmaların yapıldığı alanlar, örneklemeleri ve örneklem büyüklükleri, yapıldığı yer, yapıldığı sektör ve kaynakça sayısı ölçütleri temel alınarak doküman analizine ve sistematik derlemeye dayalı (sistematik derleme türlerinden betimsel içerik analizi kullanılarak), betimsel amaçlı nitel bir araştırma özelliği taşımaktadır. Betimsel içerik analizi, araştırmacıların herhangi bir alana veya herhangi bir konuya ilişkin olarak araştırma sonucuyla genel eğilimleri ortaya koymak için gerçekleştirilen bir sistematik derleme yöntemi olarak bilinmektedir. Bu çalışmada araştırmaya dahil edilen tezlerin ve makalelerin analizi için Göktaş vd. (2012), Kiliç Çakmak, Çebi, Mihçi, Günbatar ve Akçayır (2013) ile Selçuk, Palancı, Kandemir ve Dündar (2014) tarafından kullanılan ve orijinali Sözbilir, Kutu ve Yaşar (2012) tarafından geliştirilen “Yayın Sınıflama Formu” ndan yararlanılmıştır. İlgili formun kullanılması için Sözbilir, Kutu ve Yaşar’dan (2012) mail yoluyla izin alınmıştır. Çalışmada, ikincil veriler kullanıldığı için, çalışma etik kurul izni gerektirmemektedir.

Çalışmada, literatürde alturistik liderlik ile ilgili olarak yayımlanmış çalışmaların başlıklarına göre bir kelime bulutu da oluşturulmuştur. Alturistik liderlik konusuna ilişkin olarak araştırmaya dahil edilen makale ve tezlerin başlıklarına göre kelime bulutu oluşturulduğunda, başlıklarda en fazla kullanılan kelimenin “altruistic” olduğu görülmektedir. Kelime bulutunda ayrıca, “alturistik”, “organizational”, “Liderlik”, “leader”, “leadership” kelimelerinin kullanım sıklıklarının oldukça fazla olduğu tespit edilmiştir. Araştırmadan elde edilen diğer bulgular ise, yorumlanmış ve tablolar oluşturularak sunulmuştur. Çalışmanın sonucunda elde edilen sonuçlar ise şunlardır: çalışmaların çok büyük bir kısmının makale türünde (%77,1’i araştırma makalesi ve %14,3’ü derleme makale olmak üzere toplam %91,4) hazırlandığı ve bu çalışmaların yaklaşık yarısının alturistik liderlik dışında en az iki değişkene dayalı olarak desenlenen çalışmalar olduğu belirlenmiştir.

Literatürde alturistik liderliğe ilişkin olarak hazırlanmış makale ve tezlerin yapılma sıklığının ise, son yıllarda en yüksek orana ulaştığı tespit edilmiştir. Konuya ilişkin çalışmalar en fazla oranda 2023 yılında (%28,5) yapılmış ve 2022 ile 2021 yıllarındaki (%14,3) ilgili yayınlar ise bu durumu takip etmektedir. Araştırmadan, alturistik liderlikle ilgili makale ve tez literatürünün 2008 yılında oluşturulmaya başlandığı sonucuna da ulaşılmıştır. Literatürde alturistik liderliğe ilişkin olarak hazırlanmış çalışmaların yapıldıkları sektöre göre dağılımları incelendiğinde büyük bir kısmının kamu sektöründe (%40) yapıldığı belirlenmiştir. Çalışmaların yapıldığı alanlar incelendiğinde, alturistik liderliğin en fazla oranda sırasıyla sağlık (%25,7), eğitim (% 22,9), yönetim (%20) ve işletme yönetimi (%17,1) alanlarında ve büyük çoğunluğunun nicel yöntemlerle (%80, anket ile) hazırlandığı sonuçlarına ulaşılmıştır. Çalışmaların örneklemeni en fazla oranda sırasıyla hemşireler (%11,4), öğretmenler (%11,4’er) ile hekim ve hemşireler (%8,5) oluşturmaktadır. Çalışmaların yapıldıkları yerler incelendiğinde, çalışmaların büyük bir kısmının Türkiye’de (%31,4, sıklıkla İstanbul ve Ankara’da yapıldığı), Endonezya’da (% 22,9) ve İspanya’da (%11,4) yapıldığı sonucuna ulaşılmıştır. Çalışmalardaki örneklem büyüklükleri incelendiğinde, çalışmaların sırasıyla en fazla oranda 301-1000 katılımcıyı (%40) ve 101-300 (%28,6) katılımcıyı araştırmaya dahil ettiği belirlenmiştir. Literatürde alturistik liderliğe ilişkin olarak hazırlanmış çalışmalarda kullanılan dil, büyük bir oranda (%71,4) İngilizce, geriye kalan yaklaşık %29’luk kısmını ise Türkçe şekilde yayımlanan makaleler oluşturmaktadır. Bu araştırmaya yayınların dahil edilme kriterleri arasındada “yayın dilinin Türkçe ve İngilizce olması” kriteri mevcuttur. Ancak, alturistik liderliğe ilişkin olarak Arapça ve diğer dillerde yazılan çalışma oranının oldukça az olduğu da yapılan araştırmada görülmüştür.

Alturistik liderlikle ilgili literatürde yer alan çalışmaların en fazla oranda herhangi bir değişkenle ilişkilendirilmeden yapıldığı (%14,3) belirlenmiştir. Ancak, alturistik liderliğin literatürde en fazla ilişkilendirildiği konular/değişkenler incelendiğinde, hekim-hemşire işbirliği ve lider-üye etkileşimi değişkenleri; Lider üye değişimi ve Örgütsel vatandaşlık davranışı değişkenleri; atletizm konularıyla ilişkilendirilerek yapıldığı tespit edilmiştir. Bu kapsamda, alturistik liderliğin makalede bahsedilen değişkenlerin dışında başka değişkenlerle ilişkilendirilerek araştırmalar yapılması önerilebilir. Buna ek olarak, araştırmacıların alturistik liderliğe ilişkin olarak yapacağı araştırmaları nitel ya da karma araştırma yöntemlerini kullanarak hazırlamaları ve araştırmaların özel sektörü de araştırmaların içine dahil ederek yapılması önerilebilir. Çalışmanın sonucunda, elde edilen bulguların çeşitli alanlarda (Sosyal Bilimler, Sağlık

Bilimleri ve Eğitim Bilimleri vb.) liderlikle (özellikle alturistik liderlik konusuyla) ilgili yapılan arařtırmaları kapsamlı bir řekilde deęerlendirilmesi bakımından ilgili alanyazına katkı saęlayacaęı dūřunılmekte ve bu alıřmanın ise, bu yōndeki bořluęu doldurması da amalanmaktadır. Ayrıca, bu alıřma kapsamında, literatürde liderlikle ilgili arařtırmalar yapılırken, sadece liderlik tarzına deęil, liderlikle baędařtırılan eřitli konuların (deęiřkenlerin) de alıřmaya dahil edilmesi önerilebilir. Örneđ olarak alturistik liderlik; alıřan motivasyonu, iř performansı, örgütsel baęlılık, örgütsel verimlilik, örgütsel vatandaşlık davranıřı, örgütsel sessizlik ve benzeri deęiřkenlerle birlikte deęerlendirilebilir.