

Chapter 5

Evaluation of Soft Power in Terms of Leadership: A Bibliometric Analysis

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ABSTRACT

In this study, bibliometric analysis method is used to determine the basic features of the research of the relationship between soft power and leadership, to determine the structure of disciplinary knowledge, and to analyze research points and trends. The main data source is the literature in the Scopus database between 2002-2022. According to the findings, the most publications were made in 2022 (30) and the journals with the most publications were Journal of Political Power (4) and World Affairs (4). As a result of the analysis, it is expected to create new directions about opening new horizons about soft power and leadership. In the study, the gaps in soft power and leadership were expressed and these deficiencies were stated. It is thought that studies on these subjects will make important contributions to the literature.

INTRODUCTION

Power is an important concept that can be evaluated in many different dimensions in terms of people, businesses and states. One of the most discussed and widespread social phenomena of social life is the concept of power. Power is the most fundamental concept of social sciences, just as energy is the basis of physics. Power is the potential ability to act on behavior, change the course of events, stand up to resistance, and lead people to behaviors they would not normally do. Power can bring about a change in the beliefs, attitudes and behaviors of individuals (Eryılmaz, 2019, p. 375).

Soft power is “the ability to get what you want by attracting rather than using force or giving money (Nye Jr, 2008, p. 94). Soft power is the process of persuading others in line with the wishes and goals of individuals. In order to apply soft power, it is necessary to have some resources and this application can be realized thanks to the positive image (Yıldırım, 2023, p. 10). Soft power and hard power contradict each other. Soft power is the ability to influence preferences, while hard power is the ability

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to influence the behavior of others by changing conditions (Vuving, 2009). Soft power can be associated with resources such as culture, ideology, institutions and organizations. In the process of planning soft power, it is necessary to make the right allocation of resources (Yatag˘an, 2018, p. 72). Soft power can have a significant impact not only in the field of diplomacy but also in the field of administration. In this respect, it can be said that it is closely related to leadership and influencing employees in the workplace. Kipnis (1984) states that there are eight different methods of influencing in the workplace. These methods are; assertiveness, imposition, rationality, sanctions, exchange, appeal, obstruction, and coalitions. In addition to these, there are also power strategies such as expertise, avoidance, persuasion, compromise and helplessness. At this point, different results occur as a result of the use of different power sources. However, thanks to the use of soft power resources, there are increases in values such as higher organizational commitment, job satisfaction, organizational citizenship behavior, intention to stay in the organization, productivity and self-confidence. At this point, the use of soft power applied by some leadership behaviors can be effective. It can also be seen as likely that positive results will emerge in the leaders who use soft power (Dirik, Eryılmaz, & Gülova, 2017, p. 3).

When the studies on soft power are examined; It is seen that there are studies on public diplomacy (Nye Jr, 2008), global health diplomacy (Lee, Chagas, & Novotny, 2010), peaceful power (Li & Worm, 2011), its impact in higher education (Yang, 2010) and its emotional foundations (Solomon, 2014). When the literature is examined based on the relationship between soft power and leadership; It has been determined that its relationship with technological leadership (Krige, 2010) and its relationship with social power and leadership are mentioned (Gelikh, 2019). In this respect, the scarcity of studies in which leadership studies are associated with soft power creates the idea that there may be open areas in the literature. Based on this idea, it is desired to determine the gaps in the literature as a result of examining the relationship between soft power and leadership.

In order to achieve this expectation, this study aims to evaluate the concept of soft power, which is generally examined within the scope of foreign trade and international relations, in terms of leadership, which is an important concept among business subjects. Within the scope of this purpose, first of all information about power, sources of power, types of power and soft, hard and smart power are given. evaluated in terms of leadership. In order to make this evaluation, the concepts of “soft power” and “leadership” in the SCOPUS index were analyzed and the extent to which soft power is related to business science in the literature, and in particular, the relationship between soft power and leadership has been determined.

LITERATURE

When the management literature is examined, it can be seen that one of the most important issues of management is authority (authority), power, force, influence, persuasion, obedience, bargaining and manipulation. The issue of power is among these issues, and although power is examined at the social level in terms of the behavior, methods and power of state administrators, one of the most important elements of management practices is the concept of power. Authority can also be considered as a variant of the concept of power. Bertrand Russell showed the concept of “energy” as the basic concept of physics, and also expressed the basic concept of social sciences as the concept of “power”. Looking at the definition of the concept of power; It can be defined as “the art of influencing others”. The concept of power is based on the relationship between people and is defined as the ability to direct someone else to

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