

Mapping the Intellectual
Legacy of Hüseyin Leblebici in
Professions and Professional
Organizations: A Bibliometric
Analysis

Prof. Hüseyin Leblebici'nin
Meslekler ve Meslek Örgütleri
Alanındaki Entelektüel
Mirasının Haritalanması:
Bibliyometrik Bir Analiz

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Abstract

This paper focuses on Prof. Hüseyin Leblebici's contributions to studying professions and professional organizations with a bibliometric analysis. By employing bibliometric methods, the study assesses Prof. Leblebici's scholarly influence through publication and citation counts and thematic explorations of his work. Data from the prestigious academic database elucidates his impact on the academic community, highlighting how his research has advanced the understanding of professions and professional organizations. The findings showcase Prof. Leblebici's role in shaping critical discussions and debates within the field, particularly emphasizing his innovative approaches to understanding professional entities and their interrelations. This paper offers a detailed overview of Prof. Leblebici's scholarly footprint, providing valuable insights into theoretical thinking and research methodologies in studying professions and professional organizations.

Keywords: Professions, Professional Organizations, Bibliometric Analysis.

Özet

Bu makale Prof. Hüseyin Leblebici'nin meslekler ve meslek örgütleri üzerine yaptığı katkılara bir bibliyometrik analizle odaklanmaktadır. Bibliyometrik yöntemler kullanarak, çalışma Prof. Leblebici'nin akademik etkisini yayın ve atıf sayıları ve çalışmalarının tematik incelemeleri aracılığıyla değerlendirmektedir. Prestijli akademik veritabanından elde edilen veriler, onun akademik topluluk üzerindeki etkisini aydınlatmakta, araştırmalarının profesyonel örgüt yapıları ve dinamiklerinin teorik ve pratik anlayışlarını nasıl ilerlettiğini vurgulamaktadır. Bulgular, Prof. Leblebici'nin alandaki eleştirel tartışmaları şekillendirmedeki rolünü ortaya koymakta; özellikle profesyonel kuruluşların karmaşıklıklarını ve aralarındaki ilişkileri

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anlamaya yönelik yenilikçi yaklaşımlarını vurgulamaktadır. Bu makale, Prof. Leblebici'nin akademik izini detaylı bir şekilde özetlemekte, meslekler ve meslek örgütleri üzerine yapılan çalışmalarda düşünce ve araştırma metodolojilerinin evrimine dair değerli içgörüler sunmaktadır.

Anahtar Kelimeler: Meslekler, Meslek Örgütleri, Bibliyometrik Analiz.

Introduction

Prof. Hüseyin Leblebici's contributions to understanding professions and professional organizations have profoundly influenced organizational studies. He has led many initiatives in this area and significantly contributed to its development. Therefore, one must explore his contributions to professions and professional organizations when looking at his legacy. Several studies investigate Prof. Leblebici's academic legacy and contributions (Özen, 2022; Özen & Dirlik, 2022; Sherer & Brock, 2018). However, those studies do not specifically examine the influence of Prof. Leblebici's work of professions and professional organizations on the academic sphere. Studies mainly focus on discussions of his works and do not specifically address the impact of his studies on other works. This paper addresses this gap and conducts a bibliometric analysis to quantify and elucidate Prof. Leblebici's scholarly contributions, employing a rigorous methodology to map his intellectual legacy within this area. The purpose of this study extends beyond simply enumerating citations; it seeks to analyze the thematic orientations of the studies citing his works, explore the impact of his research, and assess his influence on subsequent studies and researchers.

Prof. Leblebici's extensive work has significantly enhanced our understanding of organizational behavior, particularly in how professional organizations are designed, evolve, and interact. This analysis aims to highlight the depth and breadth of his impact by exploring various dimensions of his scholarly output. While examining citation counts provides a measure of the reach and influence of his research, this study delves deeper into the metrics. A thematic analysis of publications citing his studies identifies the core concepts. It traces his ideas within his work, reflecting his pioneering contributions to the field.

The methods used in this bibliometric study include extracting data from a comprehensive academic database, Web of Science, ensuring a robust analysis of Prof. Leblebici's publications. These methods are employed to quantify his scholarly output and analyze the aspects of his research, such as thematic consistency and shifts over the decades. The expected outcome is a detailed map of his

intellectual contributions, illustrating how his ideas have permeated and shaped the research landscape on professions and professional organizations.

Therefore, this bibliometric study serves a dual purpose. Firstly, it provides a detailed account of Prof. Leblebici's scholarly impact, underlining the significance of his work on professions and professional organizations within the academic community. Secondly, it offers a reflective lens on organizational studies. It illustrates how one scholar's contributions can guide and influence the research themes and methodologies. Such an analysis is crucial not only for current scholars and practitioners in the field but also as a valuable resource for future researchers aiming to build upon the foundational theories proposed by Prof. Leblebici.

The significance of Prof. Hüseyin Leblebici's work in professions and professional organizations is immense. His scholarly contributions have provided profound insights into the intricate dynamics that govern organizational behavior and structure, particularly within professional settings. His research has illuminated how organizations develop and maintain their competitive edge in a rapidly changing economic and social environment.

Leblebici's influence extends across several critical areas of organizational theory, including the analysis of interorganizational networks, the evolution of organizational forms, and the intricate governance mechanisms within professional settings. His seminal works have been pivotal in shaping contemporary understanding of how organizations operate and evolve. For instance, his analysis of the radio broadcasting industry demonstrated how technological changes and regulatory policies influence organizational strategies and industry structures (Leblebici et al., 1991). This study is frequently cited as a critical reference point for researchers exploring the impact of external forces on organizational evolution.

Moreover, Leblebici has contributed significantly to understanding employment relations within professional firms, mainly how internal labor markets are structured to enhance organizational performance and adaptability (Kor and Leblebici, 2005; Jeong and Leblebici, 2019). His research has helped delineate the interplay between organizational design and workers' professional identities, offering invaluable insights into managing human resources in knowledge-intensive industries^(*). This aspect of his work is particularly relevant in today's business context, where professional services and knowledge work have taken center stage.

(*) Alvesson, M. (2004) Knowledge Work and Knowledge-intensive Firms. Oxford University Press, Oxford.

Prof. Leblebici's investigations into the governance of professional service firms^(*) have also provided a fresh perspective on the strategic management of these entities. His work has comprehensively understood the balance between professional autonomy and organizational control by examining how legal norms and professional standards shape governance practices (Brock, Leblebici, & Muzio, 2014; Hinings & Leblebici, 2003). These contributions are crucial in ongoing debates about the optimal structures for fostering innovation and accountability within professional firms^(**).

The importance of Leblebici's work also lies in its methodological rigor and interdisciplinary approach, which have encouraged a more integrative view of organizational studies. His ability to blend theoretical insights from economics, sociology, and management has enriched the analytical frameworks for studying professional organizations. This interdisciplinary approach has broadened the scope of organizational research and enhanced its applicability to real-world problems.

The paper comprehensively assesses Prof. Leblebici's extensive academic contributions through a bibliometric lens. This analysis aims to quantify and elucidate his research's breadth, depth, and impact, focusing specifically on how his work has influenced the field of professions and professional organizations. The study systematically examines several critical dimensions of his scholarly output, including citation counts and the thematic clustering of the studies citing his works on professions and professional organizations.

First, the citation analysis serves as a foundational element of the study. By examining the citation counts of Leblebici's publications, the paper assesses the influence and reach of his work within the academic community. This quantitative measure helps determine the extent to which his research has been recognized and utilized by other scholars, a crucial indicator of his impact on the field (van Raan, 2006). This part of the analysis also examines Prof. Leblebici's most cited works to identify his most influential contributions.

Second, the thematic clustering of Prof. Leblebici's research is closely analyzed to trace the focus of his academic inquiries based on the studies citing his

(*) Løwendahl, B. (2005) *Strategic Management of Professional Service Firms*. Copenhagen Business School Press.

(**) "Knowledge-intensive firms," "professional service firms," and "professional organizations" are terms that, while closely related, represent distinct concepts within the field of organizational studies. Knowledge-intensive firms underline a broader category of organizations utilizing expertise, while professional service firms focus on client-oriented service delivery, and professional organizations serve as regulatory or support bodies for professionals in various fields.

works. This result involves a detailed review of the topics, theories, and methodologies he has employed, providing a narrative of how his research interests and approaches have grouped in his career. Such analysis utilizes topic modeling and content analysis techniques to categorize and summarize the main themes in publications citing his works, offering a comprehensive view of his intellectual focus and impact (Blei & Lafferty, 2007).

Together, these areas of bibliometric analysis paint a detailed picture of Prof. Leblebici's scholarly contributions. This paper highlights his achievements and places his work within the larger context of organizational studies, illustrating his role in shaping the discourse around professions and professional organizations. The findings provide valuable insights for current and future scholars, contributing to understanding the field's development and key figures.

Background

Biographical Sketch

Prof. Hüseyin Leblebici's remarkable academic journey has left a lasting imprint on organizational studies. Born and grew up in Turkey, he embarked on his academic path at the Middle East Technical University in Ankara, where he obtained his Bachelor of Science degree. Demonstrating an early propensity for research and a keen interest in organizational behaviors, Leblebici moved to the United States to further his education. He enrolled at the University of Illinois at Urbana-Champaign. This place would become his academic home for most of his career. There, he completed his MBA and Ph.D. in Business Administration, focusing on organizational decision-making processes.

Upon earning his doctorate, Prof. Leblebici briefly returned to Turkey and took a faculty position at his alma mater in Ankara. However, political instability in Turkey during the late 1970s prompted his return to the United States. This decision began an illustrious and enduring tenure at the University of Illinois at Urbana-Champaign. He served as Head of the Department of Business Administration for ten years. He was also the Director of the Office of Business Innovation and Entrepreneurship from 1997-2003 (UIUC, 2017).

Throughout his career at Illinois, Prof. Leblebici distinguished himself as a profound scholar, an adept administrator, and a dedicated educator. He served in

various key roles, including as the Merle H. and Virginia Downs Boren Professor of Business Administration, evidencing his peers' high regard for his academic leadership. His administrative acumen was further recognized through his role as the Director of the Office of Business Innovation and Entrepreneurship. In this capacity, he fostered an environment that bridged theoretical research with practical business innovation, significantly enhancing the university's role in fostering business development and entrepreneurial initiatives.

Prof. Leblebici's academic contributions were extensive and impactful, marked by a prolific research output that has shaped understanding in several key areas of organizational studies. A deep understanding of organizational design, inter-organizational relations, and the dynamics within professional organizations characterized his scholarly work. His role extended beyond individual contributions to academic research. Prof. Leblebici was instrumental in mentoring a generation of scholars, many of whom have significantly contributed to their fields. His guidance and leadership in various editorial boards further exemplify his commitment to advancing the field of organizational studies. His editorial stints included roles in prestigious journals such as the *Academy of Management Review* and *Administrative Science Quarterly*, where he influenced research direction and nurtured the publication of groundbreaking studies.

Major Contributions

Prof. Hüseyin Leblebici's scholarly contributions have profoundly shaped the landscape of organizational studies, mainly through his insights into the dynamics of professional organizations and inter-organizational networks. His academic work, characterized by rigor and a forward-thinking approach, has been pivotal in developing and refining theories that address the interactions within and between organizations.

One of Prof. Leblebici's most seminal contributions is his analysis of the transformation of organizational fields, particularly highlighted in his co-authored publication on the US radio broadcasting industry. In this study, Leblebici et al. (1991) explore how institutional changes and technological innovations have reshaped an entire industry, offering a dynamic model of organizational adaptation and change. This work extends our understanding of how industries evolve and sets a framework for examining the influence of regulatory and technological shifts on organizational structures and strategies. The paper has been

widely cited and remains influential in institutional theory and organizational change studies.

Another significant area of Prof. Leblebici's research involves professional firms' governance and internal dynamics. His insightful analysis of how professional service firms manage and structure their internal labor markets has significantly contributed to the field. In particular, Leblebici's exploration of employment relations within these organizations sheds light on how these firms balance professional autonomy with organizational control (Jeong and Leblebici, 2019; Kor and Leblebici, 2005). This research has important implications for understanding the organizational challenges in industries where human capital is critical, such as legal, architectural, and consulting services.

In addition to these specific research contributions, Prof. Leblebici's broader impact on the field can be seen in his commitment to interdisciplinary approaches. His ability to integrate theories from economics, sociology, and management has enriched the theoretical depth of organizational studies and increased the applicability of research findings to management challenges. This interdisciplinary approach has facilitated a more comprehensive understanding of organizations as complex systems that operate within multifaceted social, economic, and technological environments.

Contextual Importance

Prof. Hüseyin Leblebici's contributions to organizational studies have been foundational and transformative. He has provided critical insights into the dynamics of professions and professional organizations. His work is notable for its rigorous approach, addressing critical theoretical and empirical questions that have shaped the field's development over several decades.

Leblebici's research is particularly significant in institutional theory, where he has made substantial contributions. His landmark study on the US radio broadcasting industry, co-authored with Salancik and others, exemplifies this contribution. This study demonstrated how institutional changes, such as regulatory shifts and technological advancements, profoundly impact organizational fields, leading to significant transformations in industry structures and practices (Leblebici et al., 1991). This work expanded our understanding of institutional dynamics. It set a new benchmark for analyzing the effects of external forces on organizational evolution. It has been widely cited and is a crucial reference for

researchers examining the intersection of institutional theory and organizational change.

Furthermore, Leblebici's investigations into the internal dynamics of professional firms have provided more profound insights into how these organizations manage uncertainty. His studies on governance and internal labor markets within professional service firms have highlighted how these organizations balance professional autonomy with market and administrative demands (Jeong and Leblebici, 2019). This research has been instrumental in developing comprehensive views of organizational governance, particularly in settings where aligning professional standards and business objectives is critical to organizational success. He also brings a fresh perspective to understanding managing law firms through billing and compensation practices (Leblebici, 2007).

Leblebici's work on the governance of professional firms, particularly regarding legal norms and standards, has further enriched the field's understanding of how professional organizations navigate the interplay between external regulation and internal management practices (Kor and Leblebici, 2005; Leblebici and Sherer, 2015). This aspect of his research has contributed to broader debates in organizational studies about the optimal structures for fostering innovation and maintaining accountability within professional settings and considering the legal normative view approach.

In addition to his contributions to specific areas of organizational theory, Leblebici's broader impact lies in his ability to integrate diverse theoretical perspectives and methodologies. His interdisciplinary approach has bridged gaps between macro-level institutional analysis and micro-level organizational behavior, enriching the field's theoretical diversity and methodological rigor.

Leblebici's influence extends beyond his direct research contributions. As a mentor and educator, he has shaped the careers of numerous scholars in organizational studies, many of whom have made significant contributions in their own right. His role in developing and nurturing the next generation of organizational scholars is a testament to his enduring impact on the field.

Professions and Professional Organizations

Professional organizations mainly deal with professionalized occupations such as accounting, law firms, hospitals, and universities (Brock, 2006). Although one

can come across the studies on professions and professional organizations published in the 1960s and 1970s (ex: Bucher & Stelling, 1969; Montagna, 1968), the academic interest in these topics has significantly increased in the last decades. Researchers investigate a broad spectrum of issues related to this field, such as professions, professionals, professional work, and professional service firms.

One of the influential researchers in this field is Prof. H. Leblebici, with his academic studies and contributions. His contributions during the last three decades characterize the development of the field in terms of research themes, style, and outlets. The main focus of his early scholarly work on professions is professional work. Then, his studies focus more on organizational and strategic orientation. Prof. Leblebici's more recent studies generally examined the changing context of professional work (Sherer & Brock, 2018). He also has made critical contributions to the development of the field with his role as founding editor of the *Journal of Professions and Organization*.

Publications have investigated Prof. Leblebici's academic legacy and contributions after his passing (Özen, 2022; Özen & Dirlik, 2022; Sherer & Brock, 2018). However, these studies do not specifically examine the influence of Prof. Leblebici's work of professions and professional organizations on the academic sphere. For example, Özen and Dirlik (2022) prepared Prof. Leblebici's bibliography. Özen (2022) discusses the whole academic legacy (including books and articles) of Prof. Leblebici rather than focusing solely on professions and professional organizations. He classifies and analyzes Prof. Leblebici's studies under four main categories based on their themes and chronologies: decision-making and organizational design; interorganizational networks and interorganizational fields; professions and professional organizations; organizational history studies.

On the other hand, Sherer and Brock (2018) address the contributions of Prof. Leblebici to the research in professions and organizations. They present his contributions chronologically, dividing his work into three phases: the first phase focuses on his early studies of professional work; the second phase includes studies primarily focused on organizational and strategic orientation; and the third phase contains more recent studies that address the changing context of professional work. Although the study by Sherer and Brock (2018) emphasizes contributions to research on professions and organizations, it merely chronologically discusses Prof. Leblebici's related work. It does not offer a different categorization

perspective. One needs to explore Prof. Leblebici's contributions with bibliometric methods to shed light on his influence on the other researchers' studies. This paper addresses this need with bibliometric research in memory of Prof. Leblebici, aiming to identify his contributions to the field of professions and explore the most influential areas stemming from these studies.

Methodology

The paper employed a bibliometric methodology that was in line with its objectives. The bibliometric methodology applies quantitative techniques to explore large volumes of scientific data to uncover the critical issues of a specific field and reveal the main trends in that field (Donthu et al., 2021). Thus, by employing bibliometric techniques, this study aims to reveal the main research areas influenced by Prof. Leblebici's studies on professions. This section outlines the data sources, collection techniques, analysis tools, and metrics analyzed to assess Prof. Leblebici's academic footprint.

Data Sources

The primary data source for this study includes the Web of Science, a well-established academic database widely recognized for its extensive repository of scholarly publications. This database offers a unique set of capabilities and coverage that ensures a thorough capture of Prof. Leblebici's published work and its subsequent academic influence. Web of Science is renowned for its rigorous indexing of high-impact journals.

This study incorporated the Web of Science (WoS) Core Collection database for employing scientific data until 31.07.2023. Using the Web of Science database aligns with the research objectives since it enables researchers to acquire extensive bibliometric data in the related field. In addition, scholars recommend employing one database in bibliometric analysis to reduce the need for consolidation and potential human errors (Donthu et al., 2021).

Data Collection

Data collection techniques were meticulously planned to ensure accuracy and comprehensiveness. Publications authored by Prof. Leblebici were identified using multiple search criteria, including his name variations and affiliations, to mit-

igate the risk of omissions due to indexing discrepancies. Citations were extracted for each publication to assess the reach and influence of his work.

The study first searched for Prof. Leblebici's studies on the WoS database. Then, the researcher skimmed and scanned Prof. Leblebici's articles to identify studies related to the professions. Five of the studies were identified as articles on professions and professional organizations: Brock, Leblebici, & Muzio (2014); Jeong & Leblebici (2019); Jeong, Leblebici, & Kwon (2021); Hinings & Leblebici (2003); Kor & Leblebici (2005). Then, the paper exported the lists of studies citing these five studies from the WoS database, which resulted in 293 studies. Then, the study merged five lists, excluded the repeated data, and concluded with 285 unique papers.

Data Analysis

The study performed a bibliographic coupling analysis of the publications citing Leblebici's articles on professions. VOSviewer was selected for its robust capabilities in visualizing data and identifying trends in scientific research. VOSviewer is particularly useful for constructing and viewing bibliometric maps, which are instrumental in visualizing the network of citations and co-authorships (Van Eck & Waltman, 2010; Van Eck & Waltman, 2011).

Bibliographic coupling assumes that two studies sharing the same references have similar content (Donthu et al., 2021; Kessler, 1963). The analysis categorizes papers into thematic groups based on shared references. In this study, the results of the bibliographic coupling analysis demonstrate the influence of Leblebici's studies on specific topics. The study applies bibliographic coupling analysis to the articles citing Leblebici's studies on professions to identify those articles' shared references. Suppose any clusters of themes/research areas occur based on those articles' shared references. In that case, it will demonstrate the most influenced areas by Leblebici's studies on professions. The study imported the final data into VOSviewer to run the bibliographic coupling analysis and set the threshold to a minimum of 30 cited references, of which 90 papers met the threshold.

This methodological approach combines diverse data sources, rigorous data collection techniques, advanced analytical tools, and comprehensive metrics to analyze Prof. Leblebici's contributions to organizational studies comprehensively. The outcomes of this analysis are expected to provide detailed insights into the

patterns of influence and collaboration that Prof. Leblebici has fostered over the decades, highlighting his enduring legacy in the field.

Findings

Publication Analysis

The analysis of Prof. Hüseyin Leblebici’s publications reveals a consistent and impactful presence in the academic literature. Over the period from 2007 to 2023, 285 papers were identified that cited his work, emphasizing his lasting influence on the field of organizational studies, particularly professions and professional organizations. These papers were published across a broad spectrum of 146 different journals, demonstrating his research’s interdisciplinary appeal and relevance. Among these, the “Strategic Management Journal,” “Journal of Professions and Organization,” “Journal of Management,” “Academy of Management Journal,” and “International Journal of Human Resource Management” featured the most citations, indicating these venues as central platforms for disseminating research related to Prof. Leblebici’s contributions (See Table 1).

Table 1. The Journals with the Highest Number of Articles in the Sample

No	Source Title	Frequency
1	Strategic Management Journal	23
2	Journal of Professions and Organization	22
3	Journal of Management	13
4	Academy of Management Journal	8
5	International Journal of Human Resource Management	8
6	Academy of Management Perspectives	7
7	Journal of Business Research	6
8	Academy of Management Review	5
9	Journal of Management Studies	5
10	Human Relations	4
11	Journal of Applied Psychology	4
12	Organization Science	4
TOTAL		109

Citation Analysis

The citation trajectory of Prof. Leblebici's works indicates a significant and growing impact. The body of work that builds on his research has seen a substantial increase in citations, particularly in the last decade. The articles citing Prof. Leblebici's works on professions and professional organizations are between 2007 and 2023. Thirty-five percent of the articles belong to the last five years (2019-2023), and 78 % have concentrated on the last ten years (2014-2023). The yearly increasing interest in Prof. Leblebici's studies on professions also demonstrates the importance and contribution of his work to academic studies (See Figure 1).

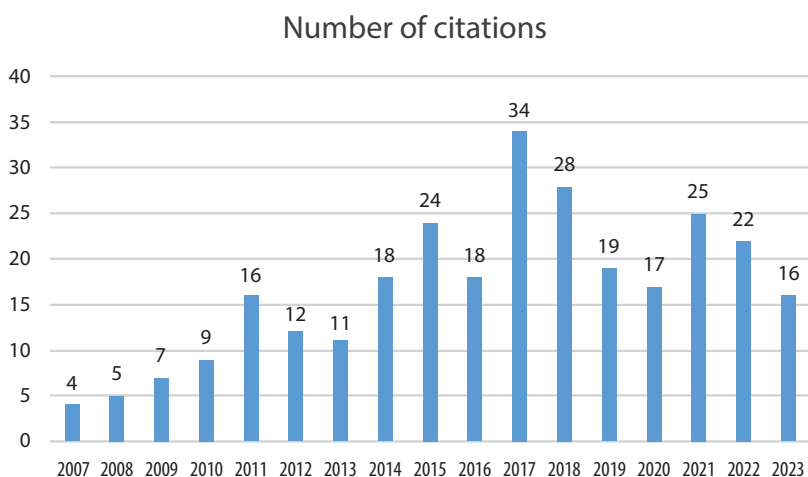


Figure 1. Total Citations Over Time

The uptick in Prof. Leblebici's work reflects the growing relevance of his research themes in understanding and addressing contemporary issues in organizational studies. Among his most cited works are those that delve into the dynamics of professional service firms and the structural changes within professions due to global and technological shifts. These studies highlight the breadth of Prof. Leblebici's research and underscore his role in shaping the discourse in organizational and professional studies. Most cited works of Prof. Leblebici on professions and professional organizations have been identified as the studies of Kor and Leblebici (2005), Brock, Leblebici, and Muzio (2014), Hinings and Leblebici (2003), Jeong and Leblebici (2019).

Thematic Analysis

The thematic analysis of the papers citing Prof. Leblebici's work unveils a comprehensive engagement with several core topics. The dominant themes identified include professional service firms, human capital, strategic human resource management (HRM) performance, and resource-based theory. These themes reflect the impact of Prof. Leblebici's research interests, including the micro-aspects of professional work and the broader strategic and resource-based considerations generally affecting organizations. This result mirrors broader trends in the field, highlighting Prof. Leblebici's pivotal role in advancing organizational studies.

Four thematic groups emerged due to the analysis (See Figure 2). Publications grouped on the right side (yellow group) mainly examine topics related to "professional service firms." Publications in the red group primarily focus on only "human capital." In contrast, studies on the green group explore "strategic HRM & performance." Most publications in the last group (blue) focus on "resource-based theory."

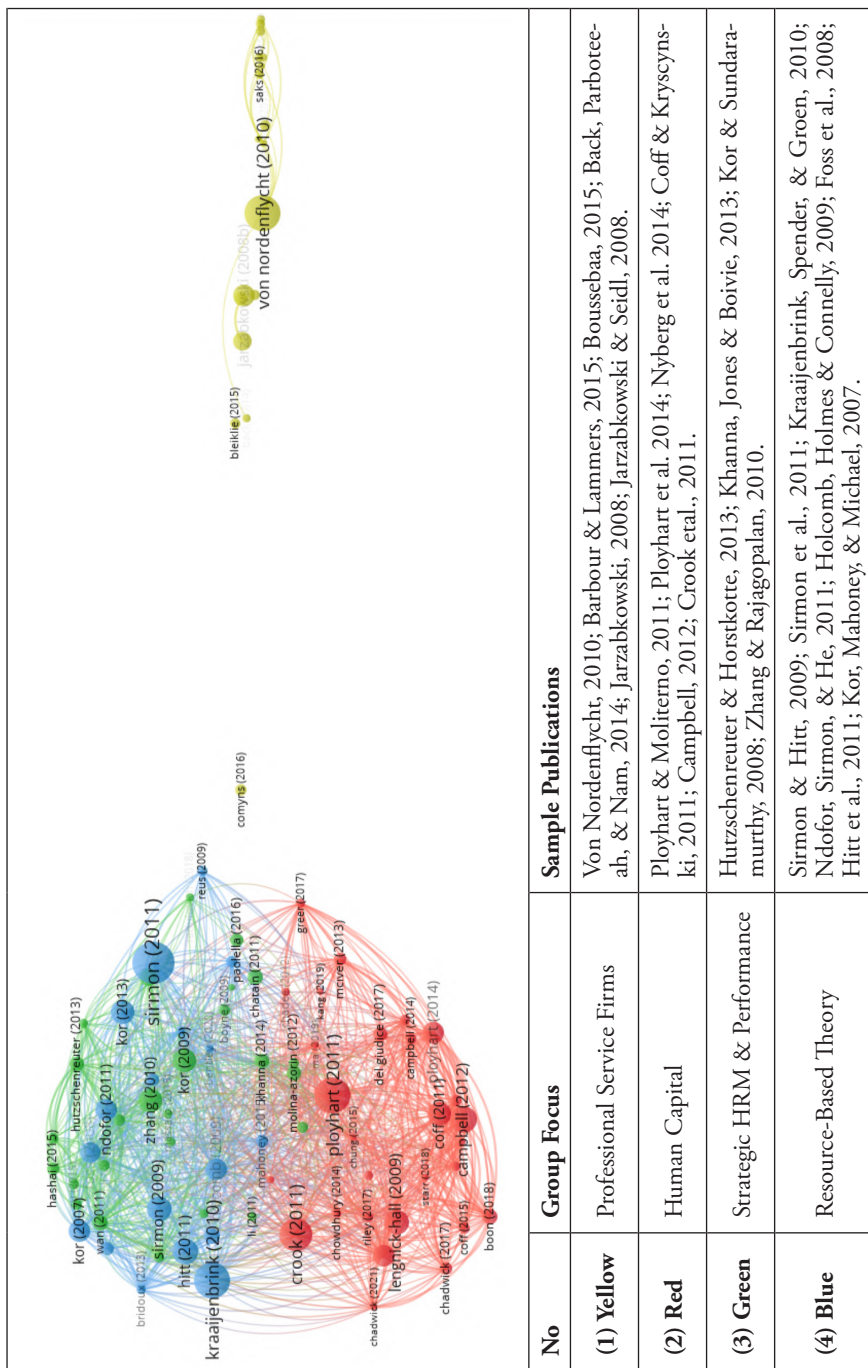


Figure 2: Bibliographic Coupling of Publications

Discussion

This study seeks a comprehensive understanding of Prof. Hüseyin Leblebici's "professions" research's influence and contribution to the academic community. It addressed the main thematic areas that have benefited most from Prof. Leblebici's legacy on "professions." It employed bibliographic coupling analysis to answer the research question.

The bibliometric analysis of Prof. Hüseyin Leblebici's scholarly contributions provides a multifaceted view of his impact on organizational studies. The results reveal that Prof. Leblebici's work has garnered considerable attention over the years, as evidenced by the significant number of citations and the diversity of journals that have published studies building upon his research. This result reflects the broad appeal of his insights and their profound relevance to the management field.

The extensive citation of Prof. Leblebici's work underscores the enduring relevance of his contributions. The increasing citation rates mainly highlight the growing importance of his research in addressing contemporary challenges in organizational behavior, strategy, and governance. For instance, his studies on professional service firms and the structural dynamics within professions have become seminal works that continue to influence new research in these areas. The thematic clusters noted from his publications suggest that Prof. Leblebici adeptly covered both micro-level analyses of professional work and the broader organizational and strategic contexts, thus broadening the implications of his findings (Leblebici et al., 1991).

Compared with contemporaries in organizational studies, Prof. Leblebici's bibliometric indicators—such as the number of citations—position him among the distinguished scholars whose work has shaped significant discussions in the discipline. Unlike some peers whose influence may be confined to specific geographic regions or narrower research themes, Prof. Leblebici's work demonstrates a wide-ranging impact that crosses disciplinary boundaries and cultural contexts. This broad influence is particularly notable compared to contemporaries who have focused predominantly on more specialized areas such as human resource management or organizational psychology.

Prof. Leblebici's research has profound theoretical implications. It has contributed to a deeper understanding of how professional organizations adapt to environmental changes and technological advancements, enriched academic discourse, and provided novel frameworks.

Professional Service Firms

The central theme of the *First (YELLOW) Group* publications in Figure 2 is PROFESSIONAL SERVICE FIRMS. The analysis results demonstrate that the publications in this group explore various aspects of professional service firms (PSFs). Two Leblebici publications on professional organizations (Brock, Leblebici, & Muzio, 2014; Hinings & Leblebici, 2003) have contributed to those studies. The articles in this group put PSFs under scope, arguing that PSFs require distinctive management theories since they encounter a unique environment.

For example, Von Nordenflycht (2010) has developed a theory of the distinctive characteristics of PSFs and their organizational implications. He suggests knowledge intensity, low capital intensity, and a professionalized workforce as distinctive characteristics, identifies challenges and opportunities as managerial implications, and categorizes organizational responses to these challenges and opportunities. On the other hand, Barbour and Lammers (2015) developed a strategy to measure professional identity in PSFs. They examined physicians with this purpose and offered a six-factor model, including professional commitment, belief in autonomy, self-regulation, belief in the economics of managed care, belief in managed care organizing, and experienced autonomy.

There are also publications in this group that explore different types of PSFs. For example, Boussebaa (2015) studies the globalization of PSFs by examining global professional service firms (GPSFs) such as “Big Four” accountancies, leading management consultancies, and “elite” law firms. Furthermore, Back, Parboteeah, and Nam (2014) examine the role of management consulting firms as PSFs in implementing innovation initiatives in emerging markets. On the other hand, Jarzabkowski (2008) explores the strategizing behavior of top managers in three universities as PSFs. Jarzabkowski and Seidl (2008) also investigated the role of meetings in the social practice of strategy with the data collected from universities. They explained how strategy meetings contribute to stabilizing and destabilizing strategic orientations in PSFs.

Human Capital

The Second (Red) Group in Figure 2 focuses on the human capital. The studies in this group are generally not directly related to the professions. Their primary focus is human capital. However, they have benefited from Prof. Leblebici’s study on human capital in law firms (Kor and Leblebici, 2005). This study is relevant

from two perspectives. First, the study has examined law firms, which are professional service firms. Second, it approaches human capital as professionals. The study offers a theory of deploying and developing strategic human assets while managing the tradeoffs in service and geographical diversification strategies. It suggests that pursuing expert human capital leveraging strategy and service and geographical diversification strategies simultaneously at high levels negatively affects firm profitability.

Studies in this group also develop new approaches to the human capital. For example, Ployhart and Moliterno (2011) offer a new perspective on the conceptualization of human capital resources by creating a multilevel model that connects micro, intermediate, and macro levels of scholarship. They define human capital as a unit-level resource produced from the emergence of individuals' knowledge, skills, abilities, or other characteristics. Furthermore, Ployhart et al. (2014) gain insights from economics, strategy, human resources, and psychology to develop an integrated and holistic human capital resource framework. They propose a framework that defines the structure, function, levels, and combinations of human capital resources. Similarly, Nyberg et al. (2014) conducted a review study of unit-level human capital. Other studies focus on micro-foundations of human capital (Coff and Kryscynski, 2011), human capital-based advantage (Campbell, 2012), and the relationship between human capital and firm performance (Crook et al., 2011).

Strategic HRM & Performance

The Third (GREEN) Group includes publications on STRATEGIC HRM and performance. The studies in this group also examine human capital from the strategic human resource management (HRM) perspective and its influence on the firm performance. Since the topic in this group is related to human capital, publications in this group have mostly benefited from Kor and Leblebici's (2005) article.

The studies in this group examine strategic HRM and firm performance from different perspectives. For example, Hutzschenreuter and Horstkotte (2013) explore the performance effects of a top management team (TMT). They argue that diversification requires additional information processing, which strains top managerial resources. Some studies in this group explore the effects of outsider directors on firm performance (Khanna, Jones & Boivie, 2013; Kor and Sundara-

murthy, 2008). On the other hand, some studies investigate how the relationship between the level of strategic change in the pattern of resource allocation and firm performance differs between firms led by outside CEOs and those led by inside CEOs (Zhang and Rajagopalan, 2010).

Resource-Based Theory

The Last (BLUE) Group's theme is Resource-Based Theory. The publications in this group have generally employed a resource-based view (RBV) from different perspectives. These studies have benefited most from Kor and Leblebici's (2005) article since this study examines human capital from a resource-based view. For example, in this group, Sirmon and Hitt (2009) examine the contingent effects of asset orchestration decisions considering dynamic managerial capability and resource-management logic. Furthermore, Sirmon et al. (2011) discuss the potential of resource orchestration to extend the understanding of resource-based theory (RBT) by explicitly addressing the role of managers' actions to effectively structure, bundle, and leverage firm resources. They integrate resource management and asset orchestration frameworks for this purpose. The integrated framework provides us with an understanding of how managers manage a firm's resource portfolio across the breadth, life cycle, and depth of the firm for gaining resource-based competitive advantages. Both studies (Sirmon & Hitt, 2009; Sirmon et al., 2011) benefit from the study of Kor and Leblebici (2005) to support their arguments about "bundling" for demonstrating that resource bundling matters for firm performance.

Some publications in this group examine the resource-based view and competitive dynamics perspective to further the understanding of the drivers of firm performance (Kraaijenbrink, Spender, & Groen, 2010; Ndofor, Sirmon, & He, 2011). Moreover, using the resource-based perspective, Holcomb, Holmes, and Connelly (2009) examine the effects of managerial ability, human resource stocks, and managers' actions on resource value creation in professional sports teams to understand the role of managers as a potential source of value creation for the firm. Furthermore, some studies in this group examine the resource-based view in conjunction with entrepreneurship (Foss et al., 2008; Hitt et al., 2011; Kor, Mahoney, & Michael, 2007).

Future Research Directions

The findings from this bibliometric analysis significantly contribute to the academic literature by documenting Prof. Leblebici's research themes in professions and professional organizations. Notably, the study identifies critical areas such as professional service firms, strategic human resource management, and resource-based theory, where his contributions have been most influential. These areas are essential for understanding the mechanisms that underpin organizational effectiveness and adaptation in a changing business landscape. The detailed examination of Prof. Leblebici's work in these areas highlights his contributions to existing knowledge. It sets the stage for future research endeavors.

Additionally, the bibliometric study offers a reflective lens on organizational studies, illustrating how one scholar's work can guide the trajectory of research themes and methodologies. This perspective is invaluable for current scholars who aim to build upon Prof. Leblebici's theories to implement evidence-based strategies within professional organizations.

The bibliometric analysis of Prof. Hüseyin Leblebici's contributions to organizational studies has revealed substantial insights into the influence of his work. This rich body of research provides a foundation for numerous future research directions. Further bibliometric studies can expand our understanding of the impact and dynamics within the field of organizational sciences. This essay outlines potential areas for future research that build on the current study's findings and suggest new explorations into organizational sciences.

One promising area for future bibliometric studies is the analysis of Prof. Leblebici's work's influence across different disciplines beyond organizational studies. Given the interdisciplinary nature of his research, examining how his theories and methodologies have been applied in fields such as economics, sociology, and psychology could provide deeper insights into the cross-disciplinary impact of his work (Donthu et al., 2021). This approach would help illuminate the broader applicability of his theories and enhance the understanding of how organizational studies intersect with other academic domains.

Further research could also focus on a longitudinal analysis of citation networks to track Prof. Leblebici's influence. Such studies could employ advanced bibliometric techniques like dynamic co-citation analysis and advanced indexes to understand how his ideas have been adopted, adapted, or contested through-

out the years (van Raan, 2006). This path could reveal trends and shifts in the academic community's engagement with his work, providing a temporal dimension to analyzing his scholarly legacy.

Additionally, there is a valuable opportunity to conduct comparative bibliometric analyses of Prof. Leblebici's work and other critical scholars in organizational studies. This comparison could highlight unique contributions, identify common thematic areas, and delineate the intellectual boundaries of organizational research (Leydesdorff & Wagner, 2008). Such comparative studies would place Prof. Leblebici's contributions in context.

Another prospective research direction involves exploring the methodological innovations introduced or influenced by Prof. Leblebici's research. Future studies could examine how other researchers have adopted his methodological approaches and how they have possibly led to new research perspectives within organizational studies. This path could include focusing on how these methodologies have been tailored to address specific research questions or adapted to the field's needs.

Future research could also explore the impact of Prof. Leblebici's work on practical applications in organizational management. By conducting a bibliometric analysis of literature that cites his work in applied research settings, scholars could assess how his theories have been utilized in practice and their implications for organizational policies and strategies. This avenue would bridge the gap between academic research and practical implementation, providing valuable insights into the real-world impact of his scholarly contributions.

Prof. Leblebici was primarily motivated by supporting and mentoring young researchers. He was fond of Medawar's (1979) book *Advice to a Young Scientist*. Following this fondness, the study offered the abovementioned future research directions. In addition, future studies might consider innovative approaches, such as using de Bono's "Six Thinking Hats" (1985) approach to explore contemporary issues like COVID-19 and AI about professions and professional organizations.

Conclusion

This paper focuses on Prof. Hüseyin Leblebici's contributions to the professions and professional organizations and offers insights into his academic impact. This

summary highlights the significant findings from the study, emphasizing the depth and breadth of Prof. Leblebici's influence as evidenced by publication patterns, citation trajectories, and thematic clusters.

Prof. Leblebici's work has been extensively cited across various academic journals, demonstrating his broad interdisciplinary impact. The study identified 285 papers that mentioned his work from 2007 to 2023, published across 146 journals. This data indicates his contribution to the field of organizational studies and his relevance to related disciplines. The journals with the highest citations include high-impact publications such as the "Strategic Management Journal" and "Journal of Management," which are central platforms for disseminating related research. These findings underscore Prof. Leblebici's significant role in shaping scholarly discourse in professions and professional organizations.

The citation analysis reveals a significant and increasing number of citations, reflecting the growing relevance of Prof. Leblebici's research in addressing contemporary issues in organizational studies. His most cited works delve into the dynamics of professional service firms and structural changes within professions due to global and technological shifts. These topics highlight his contribution to understanding the landscape of professional organizations and their strategic management.

The thematic analysis indicates that Prof. Leblebici's work predominantly explores themes related to professional service firms, human capital, strategic human resource management (HRM), and resource-based theory. These themes reflect the clustering of his research interests and align with broader trends within organizational studies. His pioneering work has significantly influenced these areas, providing foundational insights that guide current and future research.

The bibliometric study on Prof. Hüseyin Leblebici's scholarly contributions comprehensively assesses his influence within the academic community, particularly in professions and professional organizations. This essay explores how the findings from this study enhance our understanding of Prof. Leblebici's impact and the broader implications of his work.

The study employs bibliometric techniques to delineate Prof. Leblebici's scholarly footprint, which allows for a detailed examination of the spread and depth of his academic influence. By systematically analyzing citation counts, publication patterns, and thematic developments in Prof. Leblebici's work, the study underscores the volume of his scholarly output and the aspects of his con-

tributions (Donthu et al., 2021). This dual focus on different indicators provides a multifaceted understanding of his role in shaping the study of professional organizations and their operational dynamics.

In conclusion, this study provides a comprehensive overview of Prof. Hüseyin Leblebici's scholarly footprint, highlighting his profound and enduring impact on professions and professional organizations. His contributions have advanced theoretical frameworks regarding professions and professional organizations. The bibliometric analysis conducted in this study provides crucial insights into Prof. Hüseyin Leblebici's scholarly contributions and his enduring influence on the study of professions and professional organizations. The study highlights his significant role in advancing management by systematically assessing his work. The findings testify to Prof. Leblebici's profound impact on the field, offering a detailed account of his academic legacy and a blueprint for future research.

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