

From Leadership to Agility: What, How and Where We Are Now?

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ABSTRACT

The role of leadership has become an important topic in the business, management and strategic literature. However, the important role of leadership in building organizational agility is still separate and has not been incorporated into the existing literature. The present study identifies the trend of research and publications in the Web of Science and Scopus database in the last two decades which were analyzed using a systematic literature review approach. The results show that at present, both topics are very important publication ideas, especially how organizations deal with turbulence from markets, competitors and even pandemics. Furthermore, the trend of publications regarding leadership in building organizational agility is increasing both in the number of publications, topic selection, impact factors, citations and author country networks. This review literature study provides a comprehensive overview of future leadership to build organizational agility research and collaboration opportunities.

Keywords: Bibliometrics Analysis, Leadership, Organizational Agility, Vosviewer.

INTRODUCTION

Harmonious synergy of organizations is of importance to deal with challenges when problems arise (Suharnomo, Sartono, & Hindrawati, 2022). The important role of leadership has received the attention of scholars in the last two decades, especially in relation to individual performance (Hartnell, Karam, Kinicki, & Dimotakis 2020; Kim & Beehr, 2018) and organization (Chen & Chang, 2013; Masa'deh, Obeidat, & Tarhini 2016). In fact, in several research findings, scholars mention how the important role of leadership impacts new product development (Sattayaraksa & Boon-itt, 2016) as an effort to build corporate reputation (Fernandes, Brandao, Lopes, & Quevedo-Silva, 2020; Sroufe & Gopalakrishna-Remani, 2019). Drawing from dynamic capabilities theory (Teece, Pisano, & Shuen, 2009), the leadership aspect is very important in building organizational mechanisms to deal with various changes due to competition, changes in resources and pandemics (Gössling, Scott, & Hall, 2020). This is due to the important role of leadership which is proven to be a driver of organizational performance (Hartnell et al., 2020; Masa'deh et al., 2016; Ur Rehman, Shafique, Khawaja, Saeed, & Kalyar, 2021), as well as the role of leadership in changing the organizational structure to be more agile so that it still has a good reputation (Martinez et al., 2017).

However, the role of leadership as a pivotal trigger in promoting organizational agility has not been clearly explored by scholars, so there is an urgent necessity to examine this relationship. This literature gap is the basis for the importance of conducting the current study. Moreover, in the rapidly changing business landscape, there are not many studies discussing this construct, even though leadership is the main trigger for organizations to build creativity and innovation (Arsawan, Hariyanti, Atmaja, Suhartanto, & Koval, 2022). The literature reveals that innovative organizations tend to be more agile in dealing with change (Attar & Abdul-Kareem, 2020; Şen & İrge, 2020).

In addition, although the topic of leadership and organizational agility is increasing from year to year, there are still many things that have not been answered because there are still many limitations (Colovic, 2021; Dabić et al., 2021; Darvishmotevali & Altinay, 2022; Ur Rehman et al., 2021; Zhang & Ma, 2021), has not been explored comprehensively (Attar & Abdul-Kareem, 2020b; Liu, Bellibaş, & Gümüş, 2020; Miller & Miller, 2020) and there is no consensus considering that it is spread across various industry clusters (Dwivedi, Chaturvedi, & Vashist, 2020; Knezovic & Drkic, 2020; Lei, Gui, & Le, 2020; Tran, 2020; Ur Rehman et al., 2021). Recent literature also reveals that leadership has not been explored with organizational agility and resilience (Sharma, Thomas, & Paul, 2021; Teixeira & Werther, 2013; Wieland, & Wallenburg, 2013), whereas the relationship between the two constructs can be an important antecedent of superior performance (Sigalas & Papadakis, 2018).

Motivated by the literature gaps above, we conducted a literature mapping to provide a more comprehensive perspective. Based on these reasons, this study aims to highlight research trends in leadership related to organizational agility. The results can be used as a guidance in improving the quality and quantity of research themes and the potential to build networks based on interdisciplinary collaboration. So far, research trends have only focused mainly on related fields, carried out on single case studies, or literature reviews without visualization. To our best knowledge, there are no studies that provide a comprehensive picture in the form of visualization of articles in reputable journals. The rest of the paper includes a literature review, followed by the method, results, discussion and conclusion. Finally closed with limitations and further study..

LITERATURE REVIEW

Drawing from resource based view (Barney, 1991) organizations must optimize unique organizational resources, cannot be imitated by competitors to build competitiveness (Mady, Abdul Halim, & Omar, 2022; Shmygol, Galtsova, Solovyov, Koval, & Arsawan, 2020). At the organizational level, leadership is a unique and inimitable resource (Hartnell et al., 2020; Kim & Beehr, 2018) because leadership is the art of building organizations at all levels (Cheung & Wong, 2011; Hendryadi, Suratna, Suryani, & Purwanto, 2019; Zeb, Abdullah, Hussain, & Safi, 2019) which ultimately builds an organizational culture that supports performance and change (Schell, 2019). The unique thinking generated by leadership will be an important trigger in building trust and organizational agility (Attar & Abdul-Kareem, 2020b). So combine resource based view (Barney & Barney, 2001) and dynamic capabilities theory (Teece et al., 2009; Teece, Peteraf, & Leih, 2016), in framing this study, it will enhance understanding of how organizations become more agile by optimizing the strategic role of leadership.

RESEARCH METHOD

The present study aims to see and map publication trends regarding leadership in building organizational agility, so we use the VOS Viewers tool to perform analysis (van Eck & Waltman, 2010; Xie, Chen, Wang, Zheng, & Jiang, 2020). The analysis steps are as follows. First, we identify the database that is used as a data download venue, namely the Scopus database considering publications based on quality by taking articles that have passed the peer review process in the form of research papers, reviews and systematic literature reviews. Second, we do keyword identification and mapping; "leadership", "ethical leadership", "empowering leadership", "leadership style", "transformational leadership", "servant leadership", "transactional leadership" and "entrepreneurial leadership" as the basis for conducting data mining. As a result, we got 1.124 selected papers which were then downloaded in the form of a research information system *ris which was then fed to the Mendeley software.

Considering this study uses several stages to identify and select literature according to the research objectives, the data is downloaded for one month in July 2022. The parameters are; first, is a paper that has gone through a rigorous peer review process, second, published in a Scopus-ScienDirect indexed journal, third, published for the last twenty years (2002-2020), lastly, data downloaded for twenty years is expected to be a longitudinal study to see how these two constructs play a role in the trend of publications in the field of business and strategic management. Furthermore, VOS Viewer is used considering its function in making data visualizations in the form of images of publication maps, countries, citations, and keywords (Jalilvand, Shahin, & Vosta, 2014; van Eck & Waltman, 2010; Xie et al., 2020). In addition, VOS Viewer is software that can help researchers for data mining, database mapping, authorships and doing article grouping (Xie et al., 2020).

RESULTS

This study is a systematic literature review that aims to analyze the trend of publications related to the topic of "leadership" and "organizational agility". The first stage is searching for articles on ScienceDirect with the following conditions: first, the year of publication is between 2002 until 2022, second, identifying articles type is research articles with a total of 1.190 articles and 34 review articles, third, identifying publication titles/journals consist of: Journal of Business Research with 190 articles, Technological Forecasting and Social Change with 135 articles, International Journal of Production Economics with 118 articles, Procedia - Social and Behavioral Sciences with 105 articles, Industrial Marketing Management with 102 articles, International Journal of Project Panagement with 96

articles, Organizational Dynamics with 83 articles, International Journal Of Information Management with 72 articles, Procedia Manufacturing with 62 articles, Information & Management with 59 articles, The Journal of Strategic Information Systems with 45 articles, Business Horizons with 42 articles, Human Resource Management Review with 41 articles, European Management Journal with articles 36, and the Journal Of Cleaner Production with 38 articles, and fourth, grouping data based on subject areas, namely business, management and accounting there are 901 articles, decision sciences there are 515 articles, social sciences there are 293 articles, economics, econometrics and finance there are 118 article. The graph of increasing research in the field of leadership and organizational agility can be seen from Figure 1 below:

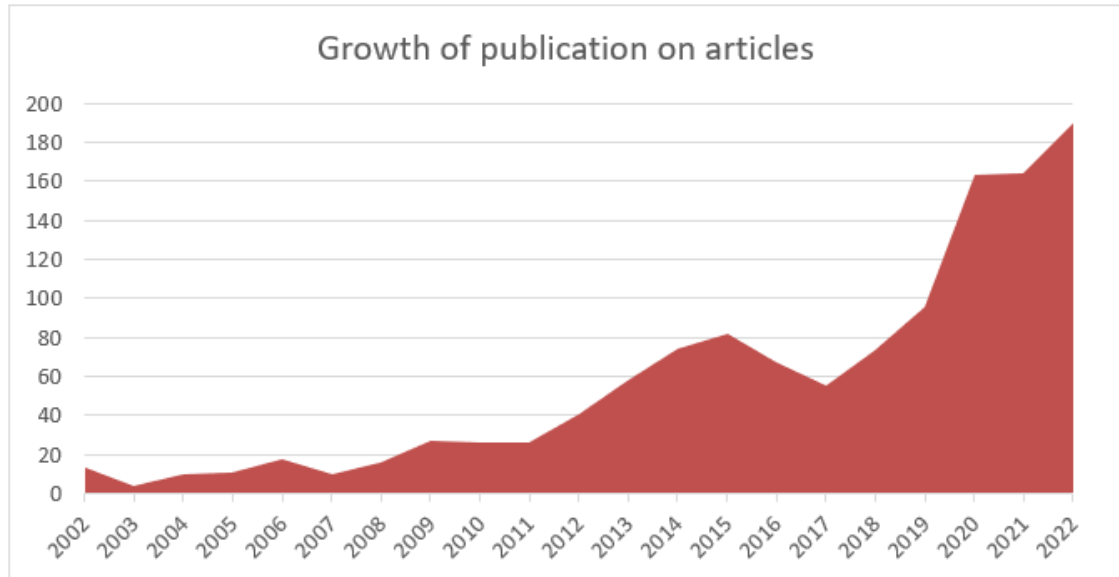


Figure 1. Publication Growth Chart on Leadership and Organizational Agility

Figure 1 provides information that the topics of “leadership” and “organizational agility” began to be researched in 2002 and are increasingly in demand by scholars. Finally, the most researched in 2022. Furthermore, Figure 2 presents information that the 5 biggest title publications that publish “leadership” and “organizational agility” are Journal of Business Research with 15 percent of the total data. Then followed by Technological Forecasting and Social Change at 11 percent, International Journal of Production Economics at 10 percent, Procedia-Social and Behavioral Sciences at 9 percent, Industrial Marketing Management and International Journal of Project Management at 8 percent.

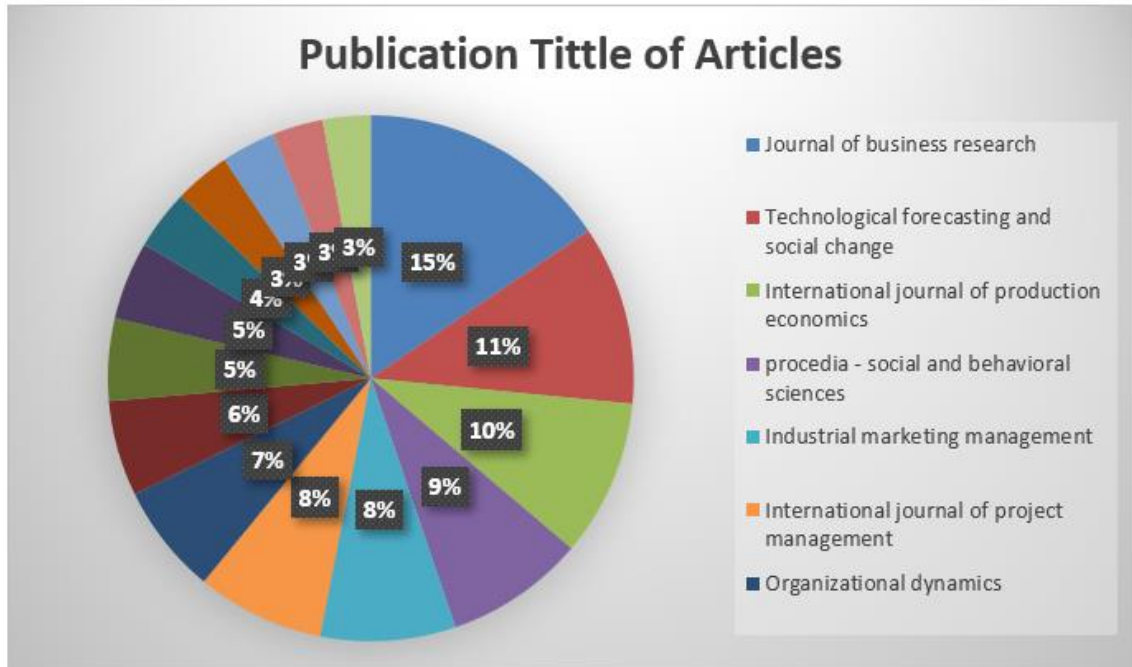


Figure 2. Publication Title of Articles

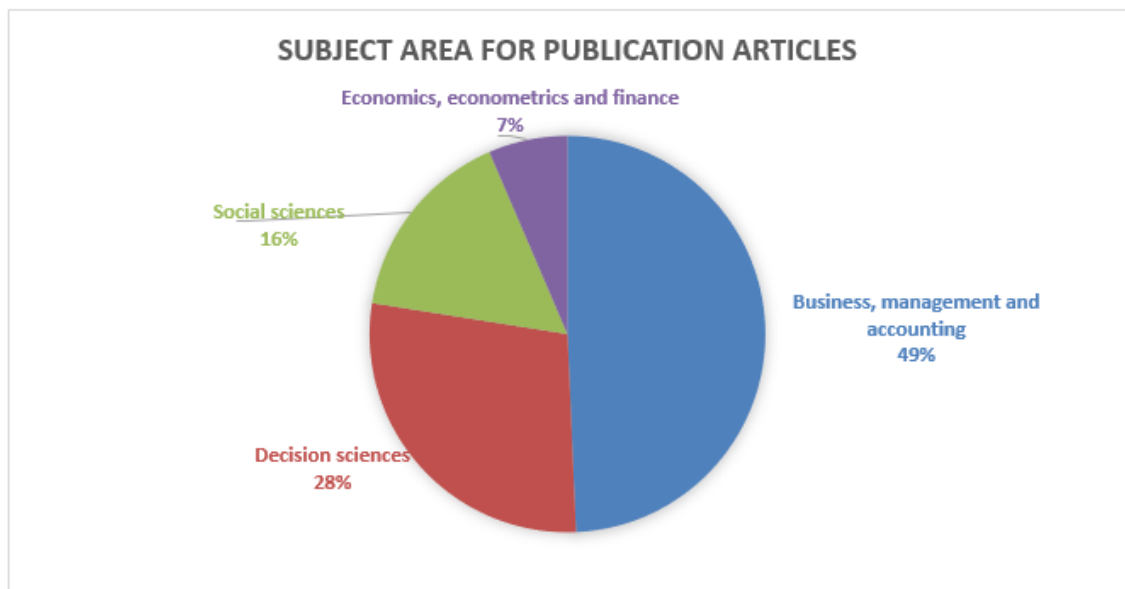


Figure 3. Subject Area for Publication of Articles

Furthermore, Figure 3 shows that business management and accounting has the largest percentage of 49 percent of the total data articles that publish articles related to “leadership” and “organizational agility” from the data obtained. This means that this area is the largest subject area that publishes the topic of leadership and organizational agility.

After presenting information about descriptive publications, the next step is to store data in the form of a research information system (*ris) which is then analyzed with VOSviewer software version 1.6.15 to visualize bibliometric networks such as journals, titles, authors, co-authors, and publications with three steps. First, make a mapping based on bibliographic data using the co-occurrence keyword, second, based on the full counting method, it is found so that it finds 3.381 keywords that occur. By choosing a minimum number of occurrence of a keyword as much as 3, then 291 of the 3.381 keywords collected are obtained, and thirdly, perform network analysis, overlay, and density visualization..

By analyzing 1.224 research information systems, we finally got 17 clusters as follows. First, Cluster 1 consists of 33 items with the dominating items being agile, fintech, innovation management, 2) Cluster 2 consists of 28 items with the dominating items being corporate social responsibility, digitalization, humanitarian logistics, international business, IoT, organizational ambidexterity, resilience, strategic management, supply chain, 3) Cluster 3 consists of 27 items with the dominating items being business performance, business strategy, change management, innovativeness, operational performance, organizational change, organizational culture, technology turbulence, technology management, 4) Cluster 4 consists of 27 items with the dominating items being artificial intelligence, big data, blockchain, intellectual capital, supply chain agility, supply chain resilience, technology adoption, 5) Cluster 5 consists of 21 items with the dominating items being benefit management, disruptive technology, dynamic capability, emotional intelligence, innovation capability, leadership style, value creation, 6) Cluster 6 consists of 19 items with the dominating items being ambidexterity, delphi study, quality management, resource based theory, supply chain strategy, 7) Cluster 7 consists of 18 items with the dominating ones being business model items, competitiveness digital manufacturing, internationalization, IT, risk management, supply chain, sustainable development, 8) Cluster 8 consists of 18 items with which the dominant items are authentic leadership, business analytics, business value, vertical leadership, 9) Cluster 9 consists of 17 items with the dominant items being absorptive capacity, digital innovation, firm performance, innovation performance, 10) Cluster 10 consists of 17 items with the dominating items being business ecosystem, digital servitization, experiential learning, organizational capability, 11) Cluster 11 consists of 14 items with the dominating items being B2B, circular economy, corporate rate branding, corporate strategy, digital strategy, digital transformation, financial performance, information sharing, technology innovation, 12) Cluster 12 consists of 13 items with the dominating items being crisis management, FsQCa, innovation ecosystems, self-efficacy, 13) Cluster 13 consists of 13 items with the dominating items being agile development, business model innovation, HRM, organizational agility, strategic agility, talent management, transformational leadership, 14) Cluster 14 consists of 9 items with the dominating items being interpreneurship, leadership development, creativity, innovation, technology, 15) Cluster 15 consists of 8 items with the dominating items being flexibility, organizational transformation, responsiveness, smart manufacturing, sustainability, 16) Cluster 16 consists of 5 items with the dominating items being crowdfunding, digital capabilities, dynamic capabilities, human capital, micro-foundations, 17) Cluster 17 consists of i of the 3 items with the dominating item is agile project management, portfolio management. The results of the visualization analysis are as follows:

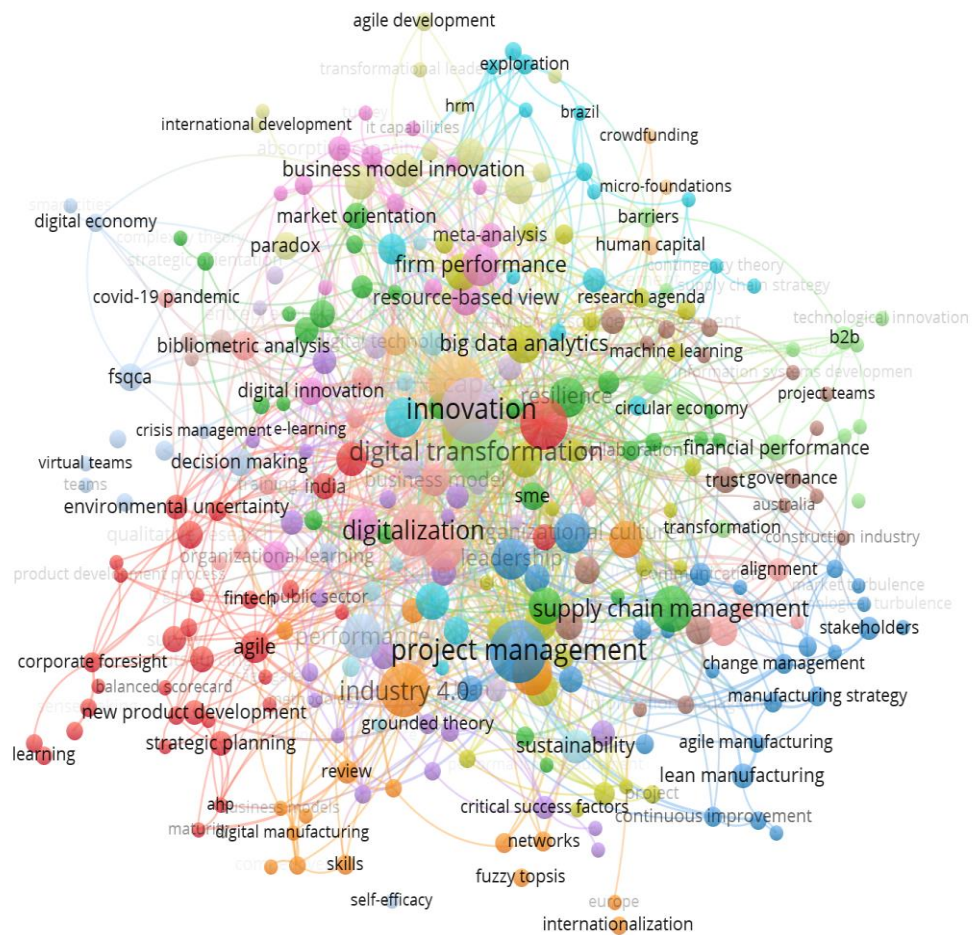


Figure 4. Network Visualization

The result of network visualization (see Figure 4), shows the network between terms visualized from 17 clusters on the topic of “leadership” and “organizational agility”. From the size of the network, the topic of leadership and organizational agility has not been widely studied. The topics most closely related to leadership are project management and supply chain management, followed by topics that have a small network, namely communication, change management, agile manufacturing, lean manufacturing, continuous improvement, manufacturing strategy. While agile is a topic that has been studied related to organizational agility. Agile-related topics are fintech, strategic planning, learning, new product development, corporate foresight, environment uncertainty, balanced scorecard, digitalization, industry 4.0 and performance. The results of this analysis show that there are still many possibilities for the emergence of new variables to be studied related to leadership and organizational agility.

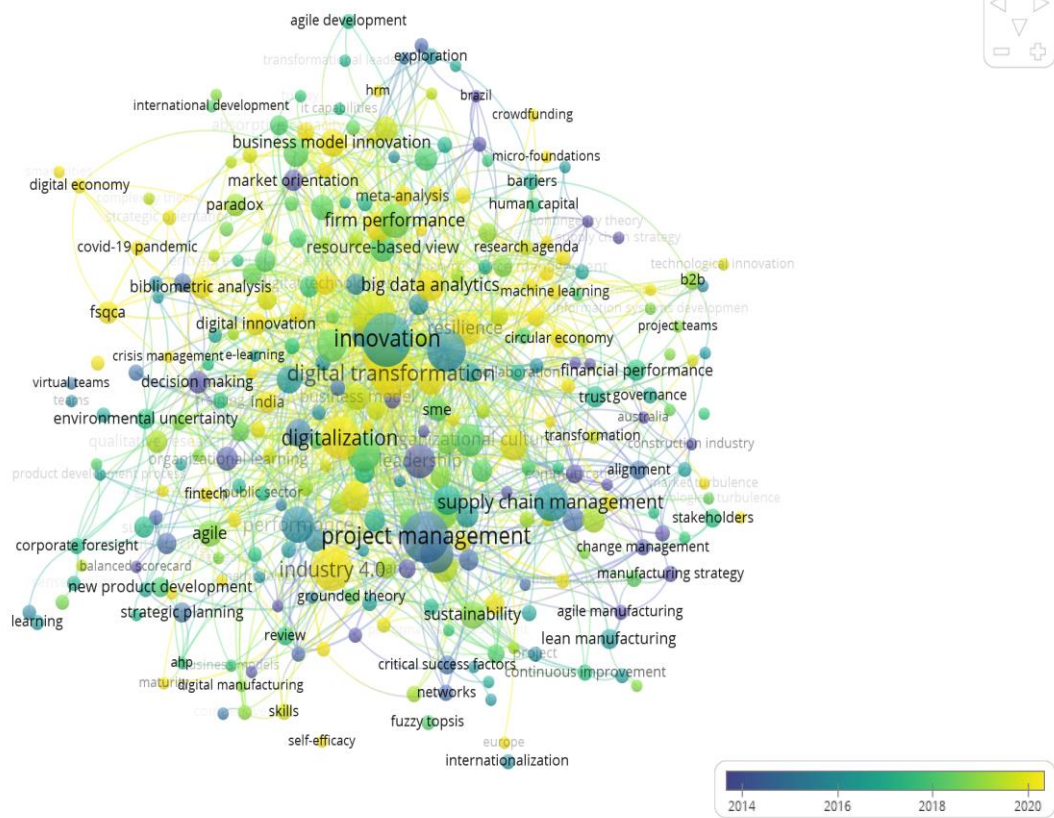


Figure 5. Overlay Visualization

Figure 5 shows the results of the visualization of historical research related to the topic of leadership and organizational agility. Yellow color dominates figure 5, meaning that new topics are always emerging in leadership research and organizational agility. In 2014, leadership was dominant, followed by change management, agile manufacturing, manufacturing strategy, communication, networks, balance scorecard, organizational learning, decision making, market orientation, supply chain strategy, contingency theory. The year 2016 that dominates is innovation, followed by supply chain management, financial performance, trust, governance, lean manufacturing, continuous improvement, corporate foresight, learning, internationalization, environment uncertainty, agile development, performance, resource based-view. is firm performance, followed by sustainability, agile, sms, B2B, international development, human resource management, information system development, product development. The year 2020 that dominates is digital transformational and industry 4.0, followed by organizational culture, transformation, digital innovation, FsQCA, fintech, pandemic covid-19, digital economy, business model innovation, crisis management, big data analytics, crowdfunding, HRM, organizational culture, circular economy, machine learning, micro-foundation, resilience, technology innovation, market turbulence.

many research opportunities that can be done with leadership and organizational agility which raises several new variables that are not directly related, such as fintech (Pizzi, Corbo, & Caputo, 2021), strategic planning (Iborra, Safón, & Dolz, 2020), learning, new product development (Lin & Chen, 2021; Stock, Tsai, Jiang, & Klein, 2021), corporate foresight, environment uncertainty (Ahmed, Umrani, Yousaf, Siddiqui, & Pahi, 2021; Koval et al., 2021), balance scorecard, digitalization, industri 4.0 dan performance (K & Ranjit, 2022; Kijkasiwat, Shahid, Hassan, & Hunjra, 2022).

Third, considering that the output overlay visualization shows opportunities for new research trends, the results of this study can enhance to these opportunities by using topics related to “leadership” and “organizational agility” and future research opportunities regarding the digital economy, business model innovation (Cosenz & Bivona, 2020; Pizzi et al., 2021), crisis management (Dirani et al., 2020; Zubair, Kabir, & Huang, 2020), big data analytic, crowdfunding, HRM, organizational culture, circular economy (Jain et al., 2022; Luthra, Kumar, Sharma, Garza-Reyes, & Kumar, 2022), machine learning, micro-foundation, resilience, technology innovation (Arsawan, et al., 2022; Stadler, Helfat, & Verona, 2022). Finally, based on density visualization analysis, the next topic that can be used is digital transformation (El Hilali, El Manouar, & Janati Idrissi, 2020); Ulas, 2019), digitalization, supply chain management (Baah, Acquah, & Ofori, 2021; Baah, Opoku Agyeman, et al., 2021; Belhadi et al., 2021), industri 4.0, firm performance, dan business model innovation (Colovic, 2021; Cosenz & Bivona, 2020; Miroshnychenko, Strobl, Matzler, & de Massis, 2021; Pieroni, McAlloone, & Pigosso, 2021). Thus, this literature mapping provides an overview and guidance on topics that might be explored in the future.

CONCLUSION

Based on the results, the present study resulted in three important conclusions. First, research trends point to the important role of leadership in building organizational agility. Evidently, from year to year the number of studies and citations tends to increase. Previous studies reveal that leadership is an important trigger for organizational progress (Chen, Zheng, Yang, & Bai, 2016; Masa'deh et al., 2016), even nowadays, the literature continues to reveal the important role of leadership (Darvishmotevali & Altinay, 2022). Second, unexplored variables can be used as a basis for conducting future research such as (1) digital transformation, (2) business model innovation, (3) circular economy, (4) supply chain management, (5) technology innovation, and (6) crisis management. Third, in a theoretical context, this study develops the possibility of combining resource-based views (J. Barney, 1991) and dynamic capabilities (Teece et al., 2009) into two mutually reinforcing theories. Unique resources must be managed with a strong leadership approach to build dynamic capabilities of the organization towards superior performance and sustainable competitive advantage (Arsawan, Koval, et al., 2022).

LIMITATION

Considering that this study is a systematic literature review, this study has several limitations. First, the results cannot be justified because it is still in the early stages, for that it is necessary to conduct field testing regarding the relationship between constructs. Second, the literature notes that leadership is related to organizational agility which has not been widely studied in various sectors, for this reason, future research can examine the relationship between the two constructs in various sectors to obtain generalizability of the results.

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DECLARATION OF CONFLICTING INTERESTS

The author declares there is no conflict of interest.

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