

AGILE LEADERSHIP: A HYBRID SYSTEMATIC LITERATURE REVIEW AND BIBLIOMETRIC ANALYSIS

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Abstract

This study aims to map the global research landscape on Agile Leadership through the analysis of articles indexed in Scopus. The analysis categorizes publications by country, institutional affiliation, source title, and primary author, while network visualization and keyword co-occurrence are examined using VOSviewer. This study is motivated by the growing need for adaptive leadership in response to rapid technological change, digital transformation, and post-pandemic challenges, as well as the fragmented nature of the Agile Leadership concept in the existing literature. A systematic literature review combined with bibliometric analysis, reviewing 64 articles indexed in the Scopus database published between 2005 and 2026 using the PRISMA framework and VOSviewer. The results indicate that Agile Leadership research has shown a significant upward trend since 2019, with a peak in 2024 based on VOSviewer results, reflecting increasing academic interest. Moreover, Agile Leadership is closely related to organizational agility, innovation, digital transformation, and human resource management, highlighting its multidimensional nature. However, this study identified several research gaps, including limited empirical evidence and underexplored areas such as employee well-being and cross-cultural contexts. In summary, Agile Leadership emerges as a multidimensional and evolving construct that plays a strategic role in addressing contemporary organizational challenges, while offering significant opportunities for future research across diverse contexts.

Keywords: Agile Leadership; Bibliometric Analysis; Systematic Literature Review

Abstrak

Studi ini bertujuan untuk memetakan lanskap penelitian global tentang Kepemimpinan Agile melalui analisis artikel yang diindeks di Scopus. Analisis

mengkategorikan publikasi berdasarkan negara, afiliasi institusional, judul sumber, dan penulis utama, sementara visualisasi jaringan dan kemunculan bersama kata kunci diperiksa menggunakan VOSviewer. Studi ini dimotivasi oleh meningkatnya kebutuhan akan kepemimpinan adaptif sebagai respons terhadap perubahan teknologi yang cepat, transformasi digital, dan tantangan pasca-pandemi, serta sifat fragmentasi konsep Kepemimpinan Agile dalam literatur yang ada. Tinjauan literatur sistematis yang dikombinasikan dengan analisis bibliometrik, meninjau 64 artikel yang diindeks dalam basis data Scopus yang diterbitkan antara tahun 2005 dan 2026 menggunakan kerangka kerja PRISMA dan VOSviewer. Hasil menunjukkan bahwa penelitian Kepemimpinan Agile telah menunjukkan tren peningkatan yang signifikan sejak tahun 2019, dengan puncaknya pada tahun 2024 berdasarkan hasil VOSviewer, yang mencerminkan peningkatan minat akademis. Selain itu, Kepemimpinan Agile terkait erat dengan ketangkasan organisasi, inovasi, transformasi digital, dan manajemen sumber daya manusia, yang menyoroti sifat multidimensionalnya. Namun, studi ini mengidentifikasi beberapa kesenjangan penelitian, termasuk bukti empiris yang terbatas dan area yang kurang dieksplorasi seperti kesejahteraan karyawan dan konteks lintas budaya. Singkatnya, Kepemimpinan Agile muncul sebagai konstruksi multidimensional dan berkembang yang memainkan peran strategis dalam mengatasi tantangan organisasi kontemporer, sekaligus menawarkan peluang signifikan untuk penelitian masa depan di berbagai konteks.

Kata kunci: Kepemimpinan Tangkas; Tinjauan Literatur Sistematis; Analisis Bibliometrik.

A. INTRODUCTION.

Agile leadership has emerged as a critical capability for organizations operating in increasingly volatile, uncertain, complex, and ambiguous (VUCA) environments, particularly in the post-pandemic era. Its growing relevance is closely linked to the need for organizations to adapt to rapid change, foster innovation, and respond effectively to technological advancements, including those associated with Industry 4.0 (Akkaya, 2020; Khadair et al., 2024). Agile leadership is characterized by flexibility, adaptability, and responsiveness, enabling leaders to enhance organizational agility, promote collaboration, and support continuous learning in dynamic contexts (Syamsir et al., 2025). Empirical evidence also suggests that agile leadership significantly influences employee outcomes, such as job performance, job satisfaction, and innovation capability, through the development of trust and collaborative work environments (Kurnia & Etikariena, 2024; Surapto et al., 2024; Tiong et al., 2025; Udin et al., 2026).

In addition to these contributions, agile leadership is increasingly viewed as a strategic response to the growing complexity of modern organizations, where rapid technological disruption and shifting market demands require leaders to move beyond traditional command-and-control approaches. Agile leaders are expected to demonstrate not only technical and managerial competencies but

also emotional intelligence, resilience, and the ability to navigate ambiguity. This multidimensional capability allows organizations to remain competitive while continuously adapting to emerging challenges and opportunities.

Furthermore, agile leadership aligns closely with the principles of learning organizations, where knowledge sharing, continuous improvement, and adaptability are central to organizational success. By fostering a culture of openness and experimentation, agile leaders encourage employees to take initiative, collaborate across boundaries, and contribute to innovation processes. This is particularly important in knowledge-intensive industries, where human capital plays a critical role in value creation and organizational sustainability.

Despite its increasing importance, the concept of agile leadership remains fragmented, with limited consensus regarding its theoretical foundations and practical applications (Geffers et al., 2024; Weidlich, 2025). In addition, existing studies tend to be dispersed and lack comprehensive synthesis, particularly in exploring its empirical applications and contextual variations across different organizational settings (Modi & Strode, 2020; Tandon et al., 2025). Several important aspects also remain underexplored, including its impact on employee well-being, organizational performance, and digital transformation (Porkodi, 2024; Pratama & Ardiana, 2026; Udin et al., 2026).

Moreover, the lack of conceptual clarity has led to inconsistencies in how agile leadership is defined and operationalized across studies. Some researchers emphasize behavioral dimensions such as flexibility and collaboration, while others focus on strategic capabilities or organizational outcomes. This variation creates challenges in comparing findings and limits the development of a cohesive body of knowledge. As a result, there is a growing need for integrative studies that can consolidate these diverse perspectives into a unified framework.

Another issue concerns the practical implementation of agile leadership within organizations. While the concept is theoretically appealing, many organizations struggle to translate agile principles into actionable leadership practices. Barriers such as rigid organizational structures, resistance to change, and insufficient leadership competencies often hinder the successful adoption of agile approaches. These challenges highlight the importance of understanding not only what agile leadership is, but also how it can be effectively implemented in real-world contexts.

In this context, conducting a Systematic Literature Review (SLR) becomes essential to integrate and synthesize the existing body of knowledge, identify research gaps, and provide a more comprehensive understanding of agile leadership as a multidimensional construct. An SLR not only contributes to theoretical advancement by clarifying key concepts and relationships, but also offers practical insights for organizations in developing effective leadership strategies, fostering agile culture, and overcoming challenges such as cultural resistance and capability gaps (Kayyali, 2025; Tandon et al., 2025). Therefore, a systematic synthesis of the literature is crucial to support organizations in

leveraging agile leadership to achieve sustainable performance and long-term competitiveness in dynamic environments (Akkaya, 2020).

Based on the identified gaps and the growing importance of Agile Leadership in contemporary organizational settings, this study aims to systematically review and synthesize the existing body of literature on Agile Leadership using a structured and transparent approach. Specifically, this study seeks to (1) evaluate the development, trends, and the continuing relevance of Agile Leadership as a significant subject for future scholarly inquiry, (2) identify the key themes, variables, and research clusters associated with Agile Leadership, and (3) analyze the theoretical and practical implications to propose directions for future research. By integrating bibliometric analysis with a systematic literature review, this study is expected to provide a comprehensive mapping of the intellectual structure of Agile Leadership, while also offering valuable insights for both scholars and practitioners in understanding its evolving role in enhancing organizational agility, innovation, and performance.

Beyond these objectives, this study also aims to contribute to bridging the gap between theory and practice by providing actionable insights that can guide leadership development initiatives. Organizations can utilize the findings of this study to design training programs, develop leadership competencies, and create organizational environments that support agility and innovation. In doing so, agile leadership can serve as a catalyst for organizational transformation, enabling institutions to thrive in increasingly complex and uncertain environments.

Literature Review

The literature on Agile Leadership highlights its growing significance as a leadership approach that emphasizes flexibility, adaptability, and responsiveness in dynamic organizational environments. Agile leadership is widely recognized for fostering collaboration, innovation, and self-organizing teams, while reducing reliance on rigid hierarchical structures (Busch & Sichler, 2023; Weidlich, 2025). Empirical studies further demonstrate that agile leadership contributes positively to organizational and employee outcomes, including enhanced trust, job satisfaction, team effectiveness, and overall organizational performance, particularly in the context of digital transformation (Porkodi, 2024; Surapto et al., 2024; Udin et al., 2026). Moreover, agile leadership integrates elements from established leadership theories, such as servant leadership, which emphasizes empowerment, empathy, and support for team development (Claro & Silva, 2025; Guru et al., 2025).

Regardless of these advancements, the literature reveals several critical challenges, including the lack of a unified conceptual framework, difficulties in implementation, and resistance to organizational change (Greineder & Leicht, 2020; Tandon et al., 2025). Additionally, existing studies remain limited in providing empirical validation across diverse industries and organizational contexts, particularly regarding large-scale implementation and long-term impact (Modi & Strode, 2020; Tandon et al., 2025). Emerging research also points to the

need for deeper exploration of leadership dynamics within agile ecosystems, including self-managed teams and network-based organizational structures (Busch & Sichler, 2023).

Therefore, while Agile Leadership demonstrates strong potential in enhancing organizational agility and innovation, further research is required to consolidate its theoretical foundations and expand its empirical evidence. Future studies are encouraged to develop more comprehensive models and explore context-specific applications to better understand the role of agile leadership in supporting sustainable organizational performance in increasingly complex environments.

To further clarify the conceptualization of Agile Leadership, given the diversity of perspectives in the literature, a synthesis of definitions is necessary to highlight its core dimensions and underlying characteristics. Here are the details:

Table 1. Defining Agile Leadership

No	Definition of Agile Leadership	References
1	Agile leadership is a leadership approach that enables organizations to respond to environmental turbulence by fostering adaptability, empowering employees, and aligning organizational vision with digital transformation and innovation goals.	(Sözer Boz & Tabak, 2025; Suwandi et al., 2026)
2	Agile leadership is characterized by flexibility, collaboration, rapid decision-making, and empowerment, enabling organizations to align internal capabilities with dynamic external demands.	(Alghamdi, 2025; Rajamani & Nasrullah, 2025; Udin et al., 2026)
3	Agile leadership is a dynamic leadership strategy that focuses on continuous adaptation, employee empowerment, and organizational learning to effectively operate in uncertain and rapidly changing environments.	(Alismail, 2026)
4	Agile leadership refers to leadership practices that promote experimentation, psychological safety, collaboration, and human-centered approaches to support digital transformation and meaningful work.	(Lydiana et al., 2025)
5	Agile leadership is reflected in the ability to foster organizational resilience through adaptability, collaboration, continuous learning, and proactive response to disruptions.	(Muir et al., 2025)
6	Agile leadership is a dynamic and adaptive leadership philosophy that emphasizes flexibility, collaboration, customer value	(Khan et al., 2025a)

	creation, and continuous improvement in rapidly changing environments.	
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B. RESEARCH METHOD

The study of systematic literature review with a bibliometric approach was conducted to quantitatively assess various scientific publications related to agile leadership. The main objective is to identify trends, patterns, and key research entities that contribute to the development of the discipline (Mas'ud et al., 2025). By using the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) framework, this research ensures a comprehensive, structured, and replicable literature review process, thereby providing a clear and transparent overview of the knowledge map in the field of agile leadership (Chotisarn & Phuthong, 2025; Page et al., 2021). The integration of systematic review and bibliometric techniques enhances the rigor and objectivity of literature synthesis, offering robust insights that support evidence-based decision-making and future research directions (Donthu et al., 2021).

The additional criterias applied in this study were as follows: (1) articles published up to April 13, 2026; (2) publications written in English; and (3) focusing on the Agile Leadership aspect. Bibliometric analysis was conducted using VOSviewer to visualize bibliographic data, enabling the examination of citation networks, author collaborations, and keyword co-occurrences (Mondal, 2026). This approach helps uncover the intellectual structure and evolving dynamics of the research domain. The integration of bibliometric analysis with a systematic review allows researchers to synthesize empirical evidence and map the research landscape, including the identification of prominent contributors and emerging trends (Munandar et al., 2025; Napa et al., 2025). These two approaches not only enriches the understanding of the conceptual development of the agile leadership field but also enables cross-disciplinary exploration for deeper insights (Marzi et al., 2025). Moreover, bibliometric analysis is also used as a strategic tool to evaluate the productivity and scientific impact of a publication (Ogondiek, 2025).

The initial stage of this research included the process of selecting primary keywords (keyword selection) using a macro (top-down) approach. The search strategy began with general terms such as leadership, agile, education, and organizational behavior, then focused on studies that specifically examine the dynamics, theory, and practice of agile leadership. After considering the scarcity of comprehensive studies in this field, the research established the keyword "Agile Leadership" as the central analysis of the titles, abstracts, and keywords of articles indexed in the Scopus database. The database was chosen because of its high credibility and its ability to support quantitative analysis of scientific literature. Furthermore, Scopus allows researchers to identify experts, key institutions, and thematic and temporal trends in research on agile leadership globally.



Figure 1. Systematic Literature Review (SLR) PRISMA Flowchart

Based on the search results retrieved on April 13, 2026, from the Scopus database using keywords in the title, abstract, and keywords namely Agile Leadership across various academic disciplines, a total of 1,467 documents were identified (see Figure 1). Subsequently, the researchers applied a more specific filter using the keyword "agile leadership" by adding quotation mark, resulting in 205 documents, encompassing publications from the earliest in 2005 to the most recent in 2026. Based on these findings, a screening process was conducted by filtering the documents according to several classifications, including document types, language types, and open-access categories. Articles were excluded based on document type, including book chapters (53), books (12), review articles (6), conference papers (28), editorials (1), and conference reviews (3), resulting in 102 articles. Additionally, non-English publications were eliminated as follow German (2), Spanish (2), French (1), Turkish (1) , yielding 96 articles. Furthermore, filtering based on accessibility limited to documents available for access, resulted in a final

dataset of 64 articles. These documents were then further analyzed in this study to address the following research questions: Research Question 1: Does the exploration of Agile Leadership remain a significant subject for future scholarly inquiry?; Research Question 2: What is the current distribution of research related to Agile Leadership?; Research Question 3: What are the theoretical and practical implications from the perspective of future research?.

C. RESULTS AND DISCUSSION

The research result focuses on findings from 64 articles on Agile Leadership obtained from the Scopus database. Data were obtained through a process of identifying the number of publications, their annual distribution, and the journals in which they were published. This analysis also highlights the most influential elements in Agile Leadership research, including authors, affiliations, and countries of publication.

Research Question 1: Does the exploration of Agile Leadership remain a significant subject for future scholarly inquiry?

Based on data retrieved from the Scopus database through several filtering stages, it was found that over nearly a decade, scholarly works on Agile Leadership have been conducted by researchers, totaling 64 articles. This indicates that research on Agile Leadership remains relatively limited, as illustrated in Figure 1. The exploration of Agile Leadership has demonstrated progressive development over the past five years, beginning in 2019 by (Tsai et al., 2019), and the highest publication trend recorded in 2024. The most significant growth peak occurred between 2021 and 2022, during which the number of publications increased sharply by approximately 150%. This surge was driven by the COVID-19 pandemic, which ushered in a new era and marked a paradigm shift from traditional leadership to agile leadership. The high level of complexity in an organization, combined with volatility and ambiguity, also has placed substantial pressure and demands on today's global business environment. Consequently, not only private sector organizations but also public institutions have been compelled to adopt Agile Leadership. This trend has gradually intensified, reflecting the growing academic interest in leadership within a global context, where Agile Leadership is considered a promising solution to organizational challenges through a flexible and adaptive leadership style.

In recent years, Agile Leadership has attracted considerable scholarly attention within the field of management. Existing studies highlight its critical role in enhancing firms' dynamic capabilities by fostering supportive organizational environments that encourage open-mindedness, exemplary conduct, and innovation among employees (Khan et al., 2025; Rialti & Filieri, 2024; Suwandi et al., 2026; Syamsir et al., 2025; Udin et al., 2026). Moreover, Agile Leadership significantly strengthens organizational agility, enabling organizations to navigate dynamic competition and respond effectively to environmental uncertainties (Astuti et al., 2024).

Despite its rapid development, the field continues to offer substantial opportunities for further investigation. Existing studies indicate the need for more empirical and cross-cultural research, particularly in emerging economies, as well as longitudinal analyses that examine long-term organizational outcomes. Furthermore, future research is encouraged to explore mediating and moderating variables such as organizational culture, technological readiness, and employee well-being to deepen theoretical understanding and practical application. The integration of Agile Leadership with interdisciplinary domains, including digital transformation, strategic management, and human resource management, also presents promising avenues for scholarly advancement.

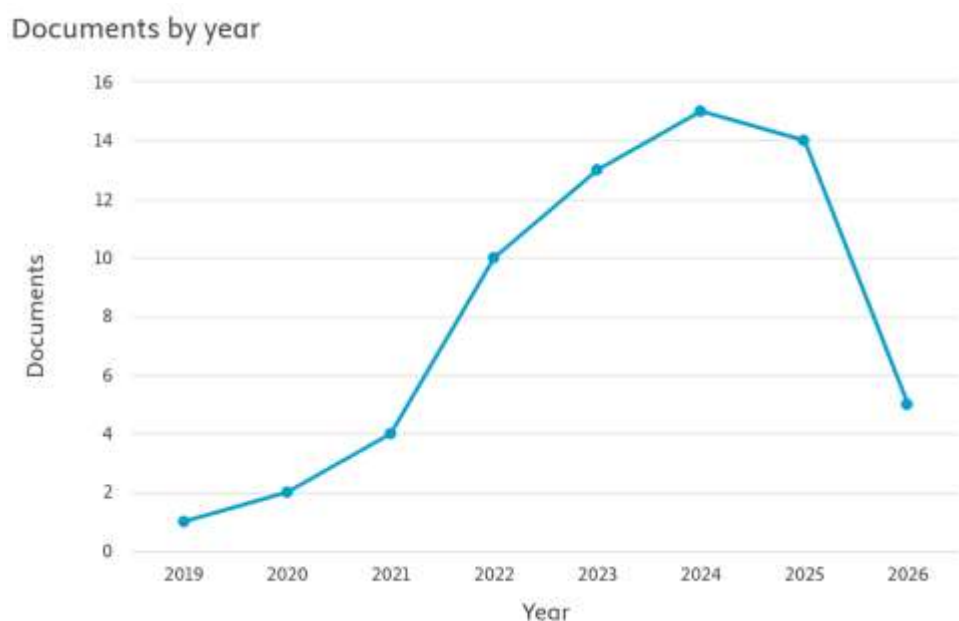


Figure 2. Number of Agile Leadership Publications

As illustrated in Figure 2, the upward trend underscores the increasing scholarly interest in Agile Leadership. Scholars emphasize that Agile Leadership plays a pivotal role in enhancing organizational agility, fostering innovation, and strengthening dynamic capabilities. Agile leaders cultivate collaborative and adaptive work cultures, empower employees, and facilitate continuous learning, thereby enabling organizations to respond effectively to disruptive changes and maintain sustainable competitive advantages. In addition, recent studies highlight its importance in supporting digital transformation, improving employee engagement, and enhancing organizational performance across both private and public sectors. These multidimensional contributions position Agile Leadership as a central construct in modern management and human resource development research. Therefore, based on the literature from 2019 to 2026, Agile Leadership remains not only relevant but also a critical area of inquiry although slight decline in publication growth in 2026. However, its growing importance in addressing

global challenges and shaping resilient, innovative, and adaptive organizations underscores its enduring significance and potential for future academic research.

Research Question 2: What is the current distribution of research related to Agile Leadership?

The distribution of Agile Leadership research was analyzed by categorizing 64 filtered articles by country, region, institutional affiliation, source titles, and primary author. This grouping was limited to the top ten entities in each category to obtain a representative picture of the direction and concentration of research. Understanding this geographic and institutional distribution is crucial for identifying centers of research excellence, trends in international collaboration, and gaps for further exploration in the field of Agile Leadership.

Based on the results of the bibliometric analysis (see Figure 3), the most publications on Agile Leadership come from Indonesia, which is the main contributor with 14 documents. The next position is occupied by the United States with 10 publications, followed by Malaysia with 9 articles, Turkey and the UAE have published 6 articles, Australia, Saudi Arabia and Slovenia with 4 articles each, New Zealand and Pakistan with 3 documents. Overall, the dominance of Indonesian researchers in Agile Leadership studies is most influenced by a combination of contextual factors, national policies, and global academic demands. This topic is highly relevant to the needs of organizations in Indonesia that are transforming towards a more adaptive, innovative, and competitive system. While Indonesia appears as the leading contributor, this finding may be influenced by contextual factors, such as the growing need for organizational transformation, although further investigation is required to confirm this relationship (Dirani et al., 2020).

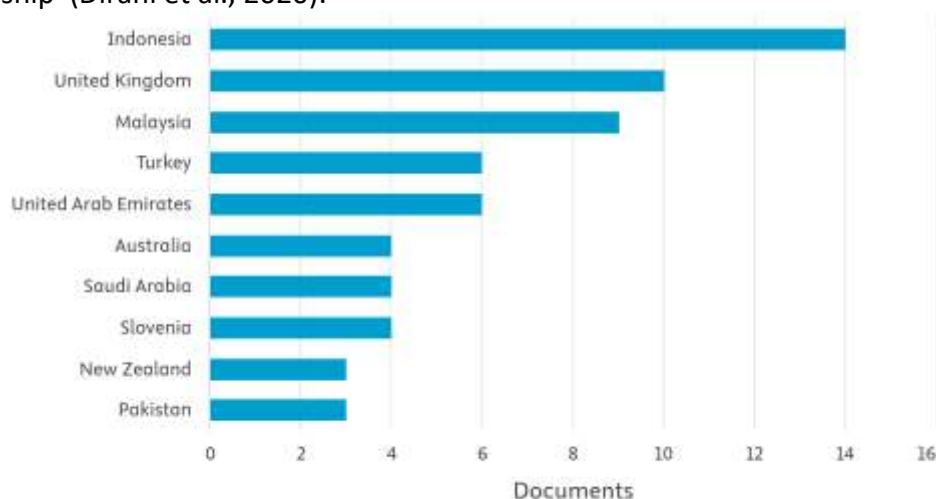


Figure 3. Number of articles by Country (Top 10 Countries)

The analysis of these findings also shows that the focus of research on Agile Leadership is largely dominated by developing countries, particularly in Asia. However, this trend is likely to decline by 2026. Of the ten countries, only

Indonesia, the United States, and Malaysia are consistently conducting research on Agile Leadership. Therefore, future research should broaden its geographic scope by encouraging the participation of researchers from other developing countries, which have significant potential in developing educational management studies, particularly on agile leadership.

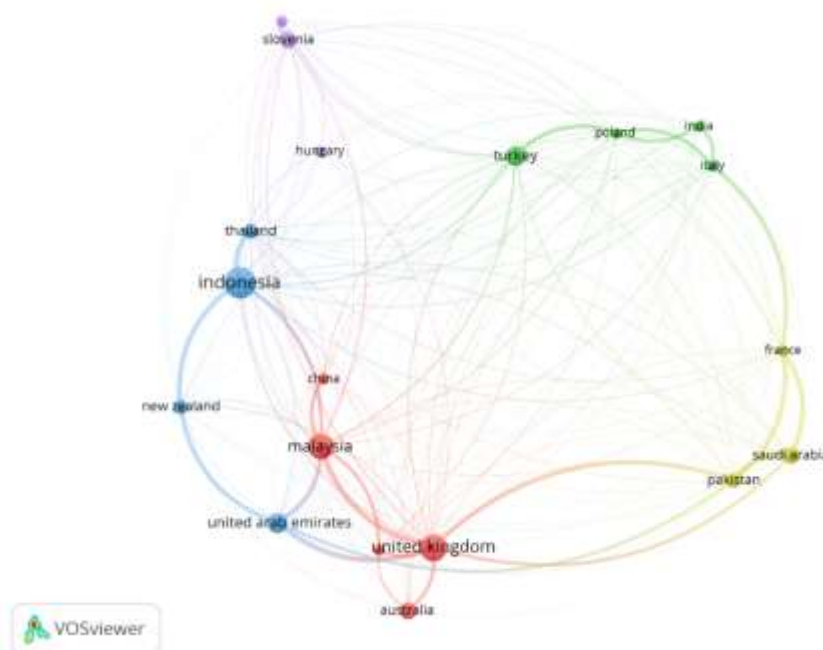


Figure 4. Network Country Visualization

The VOSviewer visualization in the figure depicts a map of international collaboration in scientific publications on Agile Leadership. This map shows a network of collaborations between countries based on bibliometric analysis of the Scopus database. Each circle represents a country, the circle's size indicates the number of publications, and the connecting lines reflect the strength of research collaboration. The larger the circle and the thicker the connecting lines, the higher the contribution and intensity of the scientific collaboration.

The visualization results show that research on Agile Leadership is global and involves various countries from Asia, Europe, the Middle East, and Oceania. Indonesia appears to be a major contributor, with high productivity levels and extensive collaboration networks, particularly with Malaysia, Thailand, the United Kingdom, and the United Arab Emirates. This dominance demonstrates the important role of Indonesian academics in the development of Agile Leadership literature at the international level. Furthermore, countries such as Turkey, Italy, India, France, Pakistan, Saudi Arabia, Poland, Slovenia, and Hungary have also made significant contributions to enriching agile leadership studies.

The color groupings in the map reflect clusters of research collaboration. The blue cluster is dominated by Indonesia and its partners in Asia and Oceania, the red cluster shows the connections between Malaysia, the United Kingdom,

China, and Australia, the green cluster reflects collaboration between Turkey, Poland, India, and Italy, while the yellow and purple clusters show contributions from European and Middle Eastern countries. The diversity of these clusters emphasizes that Agile Leadership research is developing across countries and disciplines.

On the whole, this visualization demonstrates that Agile Leadership is a field of study that is gaining increasing global attention and is developing through strong international collaboration. This extensive research network reflects the growing academic interest and confirms the relevance of Agile Leadership as a modern leadership paradigm that is adaptive, innovative, and responsive to the dynamics of complex and competitive organizational environments.

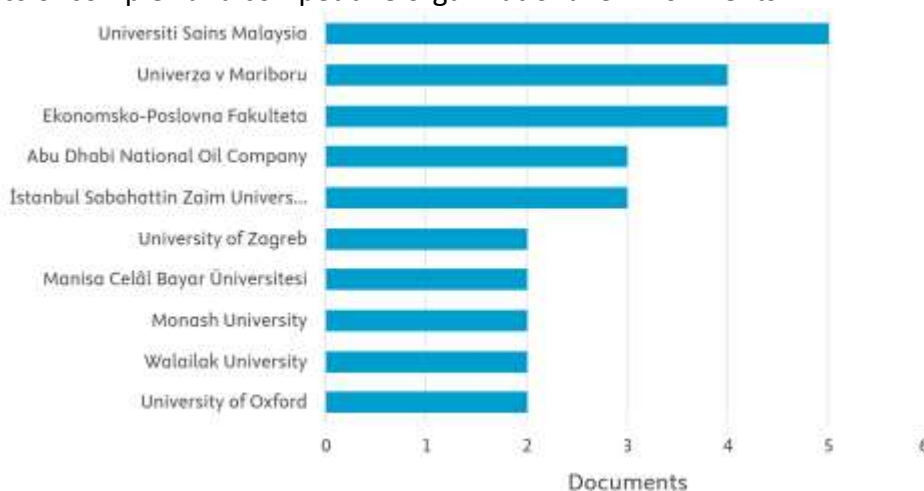


Figure 5. Institutional Affiliation

Furthermore, the allocation of scientific publications related to Agile Leadership based on institutional affiliation, the Malaysian University of Science, ranked first with a total of 5 publications. Next came Univerza v Mariboru (Slovenia) and Ekonomsko-Poslovna Fakulteta (Slovenia), each with 4 publications. Furthermore, Abu Dhabi National Oil Company (Uni Arab Emirates) and Istanbul Sabahattin Zaim University (Turkey) each contributed 3 publications.

Meanwhile, several other institutions recorded two publications each: the University of Zagreb (Croatia), Manisa Celal Bayar University (Turkey), Monash University (Australia), Walailak University (Thailand), and the University of Oxford (UK). This diversity of institutions reflects the broad distribution of Agile Leadership research across various regions of the world, including Asia, Europe, the Middle East, and Oceania (see Figure 5).

Although Indonesia is the country-based analysis that publishes agile leadership articles, when looking at the top 10 institutional affiliations, not a single Indonesian university is ranked in the top 10 because the affiliations of Indonesian campuses publishing studies on agile leadership are highly varied, not limited to just one or two campuses. This distribution demonstrates the multidisciplinary and global nature of Agile Leadership research. These findings also confirm that

Agile Leadership is a growing field of study and has strategic relevance in contemporary management research.

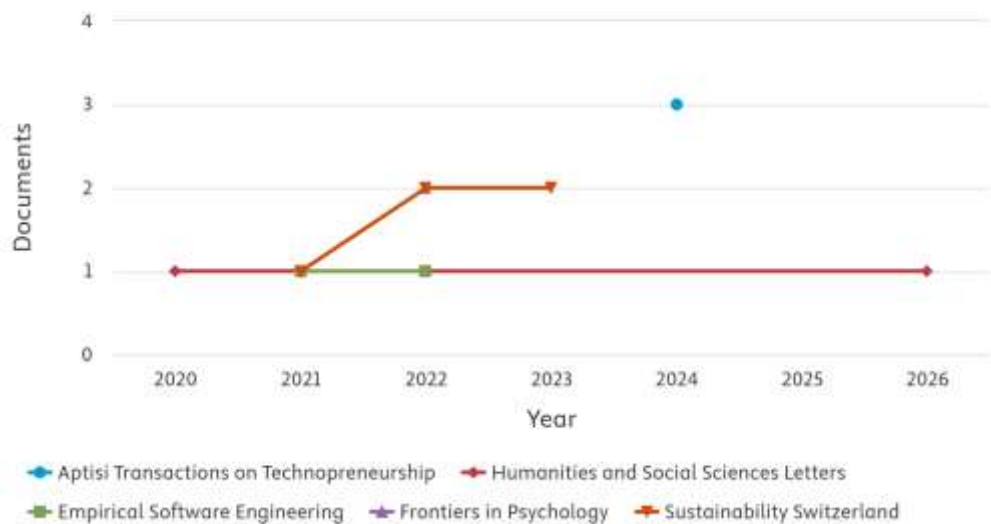


Figure 6. Number of Articles by Sources (Top 10 Sources)

In general, this visualization shows that Agile Leadership publications are spread across several international journals, but with a relatively limited number of publications in each source. Some of the journals featured include Aptisi Transactions on Technopreneurship, Humanities and Social Sciences Letters, Empirical Software Engineering, Frontiers in Psychology, and Sustainability (Switzerland).

The graph above shows that the journal Sustainability (Switzerland) saw an increase in publications from 1 article in 2021 to 2 articles in 2022, remaining stable in 2023. This indicates that this journal is quite consistent in publishing Agile Leadership research. Meanwhile, Humanities and Social Sciences Letters has a relatively stable publication distribution, with 1 article each in several years (2020, 2021, 2022, and 2026), indicating a continued contribution despite not experiencing a significant increase. Then, the journals Empirical Software Engineering and Frontiers in Psychology each contributed only 1 article in a certain period, indicating a more limited contribution. Finally, Aptisi Transactions on Technopreneurship recorded the highest number of publications in 2024 with 3 articles, indicating an increase in attention to Agile Leadership in the context of technopreneurship in that year.

Therefore, it can be concluded that Agile Leadership research is published in various interdisciplinary journals, ranging from management and technology to psychology. However, the distribution of publications is still scattered and not concentrated in a single major journal, indicating that this field is still developing and offers significant opportunities for further exploration across various disciplines.

The seventh analysis, to looking at the distribution of countries, institutions, and journals, bibliometric analysis of Agile Leadership research can

also be reviewed based on the contributions of the most prolific authors. The figure below displays the ten authors with the most publications in the field of Agile Leadership in the analyzed database. The research related to Agile Leadership based on authors indicates a clear dominance. Among the top 10 authors, Tominic, P. emerges as the most productive author, contributing a total of 4 publications. This is followed by three authors, Abudaqa, A., Hilmi, M.F., and Rožman, M., each with 3 publications. Meanwhile, other authors such as Ahli, R., Akkaya, B., Aujirapongpan, S., Imjai, N., Kaya, Y., and Yazıcı, Ş. have each contributed 2 publications (see Figure 7).

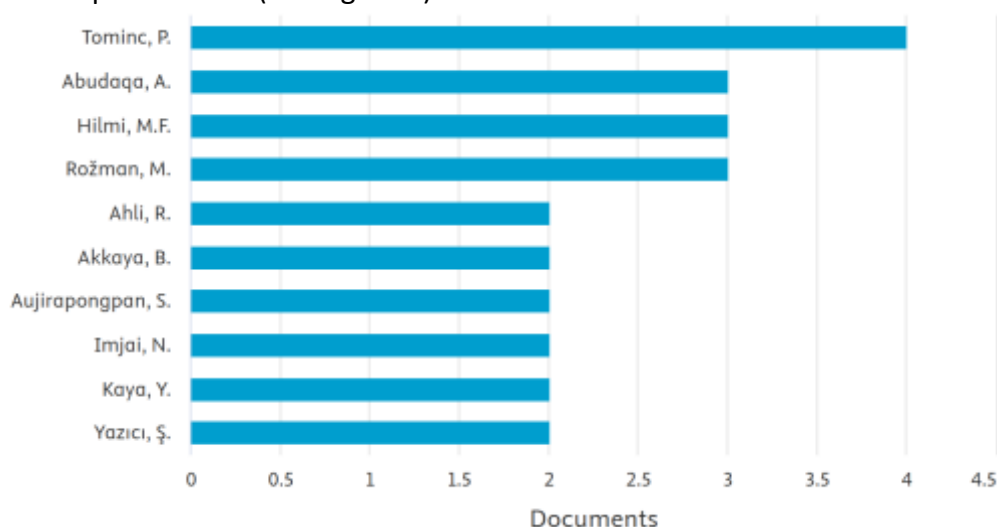


Figure 7. Number of Publications by Author (Top 10 Authors)

Research Question 3: What are the theoretical and practical implications from the perspective of future research?

This research was conducted through an analysis of 64 articles obtained from the Scopus database using VOSviewer as the primary tool for mapping and visualizing bibliometric data. This approach not only allows for the identification of patterns, trends, and knowledge structures in Agile Leadership studies but also makes a significant contribution in uncovering theoretical and practical implications for future research development. Through the analysis of the resulting metadata, researchers and practitioners can more critically understand the trends, assumptions, and directions of the development of Agile Leadership studies, which continue to evolve in the context of modern organizations. From a theoretical perspective, this study contributes to the enrichment of leadership theory by positioning Agile Leadership as an adaptive and dynamic construct that integrates elements of transformational leadership, servant leadership, and dynamic capability theory and others. For a practical perspective, these findings are aligned with the dynamic capability perspective, highlighting the role of Agile Leadership in enabling organizations to adapt and reconfigure resources, as well as with human resource management (HRM) theory (Maulana & Musyarapah, 2025), which emphasizes the importance of employee empowerment, flexibility, and continuous learning.

See Figure 8 below, the bibliometric visualization shows how the concept of Agile Leadership connects with various other research themes and reveals the direction of development in this field. Agile Leadership has strong links with several key clusters. The first cluster relates to performance and organizational aspects, as demonstrated by its connections with concepts such as organizational performance, organizational resilience, organizational culture, and competitiveness. This indicates that many studies position Agile Leadership as a strategic factor in enhancing organizational competitiveness and resilience in a dynamic environment.

The second cluster focuses on digital transformation and dynamic capabilities, as demonstrated by the close relationship between agile leadership, digital transformation, dynamic capability, digitalization, and corporate leaders. This connection indicates that Agile Leadership is often studied as an enabler in the digital transformation process and developing an organization's adaptive capacity to face technological change.

Furthermore, another cluster highlights aspects of project management and agile teams, as demonstrated by its connections with project management, agile teams, and agile work environments. This demonstrates that Agile Leadership is widely applied in the context of project and team management that require high flexibility and intensive collaboration.

On the other hand, there are clusters related to human resource management and employee behavior, such as job satisfaction, employee voice, empowerment, human resource management, and the work environment. This indicates that Agile Leadership is also seen as an influential approach to employee well-being, engagement, and motivation.

Furthermore, themes related to sustainability and education emerged, such as sustainability, sustainable development, higher education, and learning climate in schools. This indicates that Agile Leadership studies are beginning to expand into various sectors, not just limited to the business world but also to education and sustainable development.

Interestingly, there are also several relatively small and peripheral nodes, such as digital ethics, employee well-being, or cross-cultural context (which are not yet implicitly dominant in the map). This indicates that these topics remain underexplored and have the potential to become research gaps for future research.

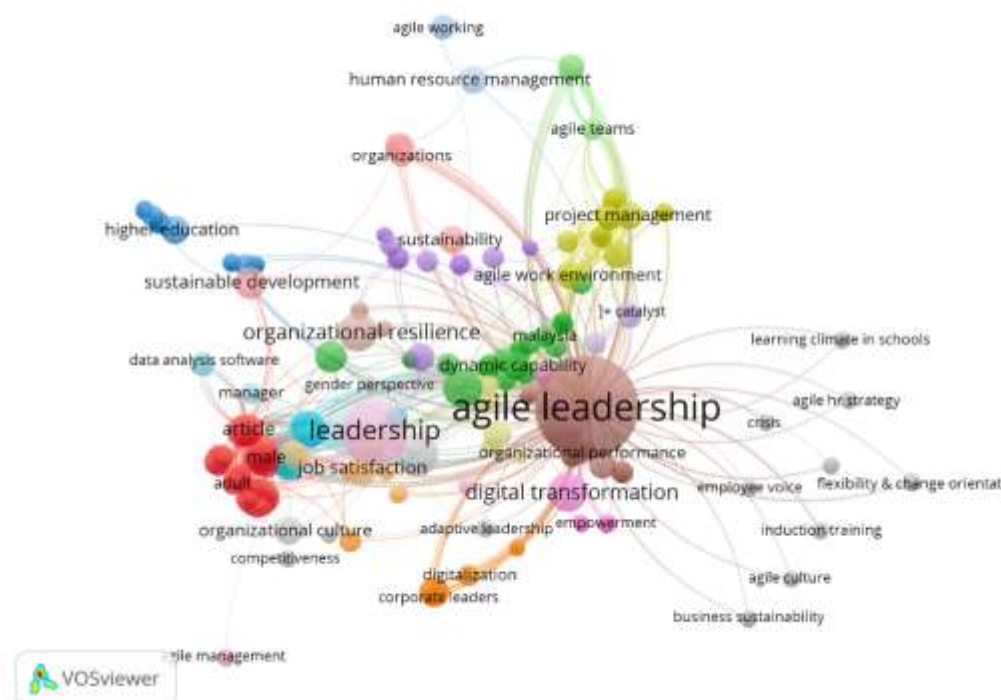


Figure 8. Framework and Representation of Key Terms

Table 2. Keywords Strength

Rank	Keyword	Total Link Strength
1	Agile Leadership	319
2	Leadership	217
3	Innovation	110
4	Workplace	101
5	Organizational Resilience	73
6	Sustainable Development	66
7	Vuca	51
8	Job Satisfaction	60
9	Organizational Culture	48
10	Human Resource Management	47

Thus, this analysis demonstrates that Agile Leadership is a multidimensional and interdisciplinary concept, with strong links to organizational performance, innovation, digital transformation, and human resource management. Agile Leadership has evolved into a crucial leadership approach to address the challenges of modern, dynamic organizations, while simultaneously opening up broad opportunities for further research across various contexts and disciplines.

To sum up the findings of the research, The dimension of agile leadership (see figure 9), which are, adaptability, good vision, empowering people,

communication and collaboration, innovation orientation, value and result focus, resilience and courage and lifelong learning, represent essential competencies for leaders in the digital era. These dimensions reflect the growing need for adaptive, innovative, and collaborative leadership approaches capable of responding to rapid organizational and technological changes. Therefore, leaders are encouraged to implement Agile Leadership practices to enhance organizational effectiveness, resilience, and sustainability across various organizational contexts, including educational and non-educational sectors.



Figure 9. Agile Leadership Characteritic

D. CONCLUSION

This study demonstrates that Agile Leadership remains a relevant and increasingly important area of research in response to the growing complexity, uncertainty, and digital transformation faced by modern organizations. Although the number of publications is still relatively limited, the findings reveal a significant upward trend since 2019, indicating rising academic interest in this field. Furthermore, the bibliometric analysis shows that Agile Leadership is closely associated with key constructs such as organizational agility, innovation, digital transformation, and human resource management, highlighting its multidimensional and interdisciplinary nature. However, the dispersed distribution of publications and the presence of underexplored topics suggest that this field is still evolving and offers substantial opportunities for future research. The research provides one of the first integrated mappings combining systematic literature review and bibliometric analysis in Agile Leadership research. Therefore,

Agile Leadership can be positioned as a strategic leadership approach that not only contributes to theoretical development but also offers practical value in enhancing organizational adaptability and competitiveness in dynamic environments.

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