

Strategic Leadership: A Systematic Literature Review and Hybrid Bibliometric Analysis

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Abstrak

Studi ini menyajikan tinjauan komprehensif tentang kepemimpinan strategis, menggunakan tinjauan literatur sistematis (SLR) dan analisis bibliometrik untuk mengevaluasi evolusi dan signifikansinya dalam praktik organisasi kontemporer. Dengan memeriksa 733 artikel tentang kepemimpinan strategis dari basis data Scopus, penelitian ini menyoroti tren utama, kesenjangan, dan arah masa depan di bidang ini. Temuan menunjukkan bahwa kepemimpinan strategis semakin relevan di berbagai sektor, khususnya dengan meningkatnya transformasi digital dan pengaruh kecerdasan buatan yang semakin besar. Selain itu, studi ini menggarisbawahi pentingnya mengintegrasikan teori kepemimpinan dengan aplikasi praktis untuk meningkatkan kinerja organisasi. Analisis bibliometrik lebih lanjut mengidentifikasi penulis, institusi, dan negara terkemuka yang berkontribusi pada penelitian kepemimpinan strategis, menunjukkan area di mana penelitian masa depan dapat difokuskan, termasuk persimpangan antara kepemimpinan dan inovasi. Hasilnya memberikan wawasan berharga bagi akademisi dan praktisi, memajukan pemahaman tentang dampak kepemimpinan strategis terhadap keberhasilan organisasi.

Kata Kunci: Kepemimpinan Strategis; Tinjauan Literatur Sistematis; Bibliometrik; Transformasi Digital; Kinerja Organisasi.

Abstract

This study presents a comprehensive review of strategic leadership, employing a systematic literature review (SLR) and bibliometric analysis to evaluate its evolution and significance in contemporary organizational practices. By examining 733 articles on strategic leadership from the Scopus database, this research highlights key trends, gaps, and future directions in the field. The findings reveal that strategic leadership is increasingly relevant across various sectors, particularly with the rise of digital transformation and the growing influence of artificial intelligence. Additionally, the study underscores the importance of integrating leadership theories with practical applications to enhance organizational performance. The bibliometric analysis further identifies prominent authors, institutions, and countries contributing to strategic leadership research, suggesting areas where future inquiries could focus, including the intersection of leadership and innovation. The results provide valuable insights for both academics and practitioners, advancing the understanding of strategic leadership's impact on organizational success.

Keyword: Strategic Leadership; Systematic Literature Review; Bibliometrics; Digital Transformation; Organizational Performance.

1. Introduction

Conducting a systematic literature review (SLR) on strategic leadership is essential for several key reasons. First, it enables the synthesis of existing knowledge, providing a comprehensive understanding of strategic leadership by organizing and integrating fragmented research, which helps to create a clearer picture of the current state of the field (Fernandes *et al.*, 2022; P S & Chakraborty, 2024). An SLR also identifies prevailing trends and gaps in the literature, highlighting areas that require further investigation (Fernandes *et al.*, 2022; Laureani *et al.*, 2024). Additionally, SLRs guide future research by suggesting new avenues and offering a foundation for subsequent studies (Clark *et al.*, 2021; P S & Chakraborty, 2024). This approach often results in the development of theoretical frameworks or models that can help researchers understand complex relationships and test them in future studies (Laureani *et al.*, 2024; Patricio *et al.*, 2022). From a practical perspective, SLRs provide actionable insights that can be applied in strategic leadership practices within organizations, aiding business leaders in making informed decisions (Kebede *et al.*, 2024; Bevilacqua *et al.*, 2025). Moreover, systematic reviews enhance methodological rigor by applying structured methods, such as clear inclusion and exclusion criteria and comprehensive analysis, ensuring consistency and the reliability of the conclusions drawn (Clark *et al.*, 2021; Bevilacqua *et al.*, 2025). Lastly, SLRs can help identify emerging trends, such as the impact of digital transformation on leadership practices, and address contextual factors in different settings (Bevilacqua *et al.*, 2025; Lin, 2024). Therefore, conducting an SLR on strategic leadership is crucial for advancing both theoretical and practical aspects of the field and ensuring that decisions and policies are based on robust, high-quality evidence. This study focuses on exploring the current landscape of strategic leadership research and evaluating the ongoing relevance of this topic as a focus for future research. It also reviews the evolution of academic discourse on strategic leadership and aims to identify how this work can contribute to leadership theory and organizational practice. The research questions addressed are: RO1: Is the exploration of strategic leadership a subject of continuing significance for future scholarly inquiry? RO2: How is the allocation of research investigations related to strategic leadership?

This study uses a Systematic Literature Review (SLR) and Bibliometric Analysis to answer three research questions. The systematic literature review method is appropriate for synthesizing existing research and helps identify gaps, trends, and future research directions while providing evidence-based insights that can influence policy, practice, and further research. This ensures that conclusions are drawn from a broad and representative sample of studies and highlights areas for further investigation (Agazu & Debela, 2024; Arar *et al.*, 2022; Said & Sharif. harif, 2023; 2023: Snyder, 2019). Bibliometric analysis will complement the review by measuring the distribution and impact of publications related to strategic leadership. Using VOSviewer and the Scopus database, this study will analyze publications related to strategic leadership from various journals, focusing on articles published up to 2025. This methodology allows for a comprehensive mapping of the development of this field and provides a deeper understanding of the growth and future directions of research. RO3: What are the theoretical and practical implications from a future research perspective?

2. Literature review

A Financial inclusion has significantly increased from 25% to 80%, highlighting the positive impact on access to financial services. This research integrates Drucker's principles with modern strategies, enriching the understanding of digital ecosystems. Seven critical attributes of successful digital ecosystems were identified: clear vision, customer-centric approaches, effective leadership, robust technology, supportive culture, strategic partnerships, and data-driven insights. Empirical studies, including Audi's digital transformation and M-PESA, provide valuable insights into effectively managing digital ecosystems. Zhaoxia Yi and Yubo Fu (2024). Female CEOs are more likely to appoint female TMT members, supporting the similarity-attraction effect. Female representation in TMT positively influences

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the innovation performance of new ventures, and the positive link between female CEO and female TMT representation is stronger when the CEO has lower self-efficacy. The study also confirmed the indirect effect from female CEO to innovation through female representation in TMT. Additionally, it indicates a need for longitudinal research to confirm the causality in these relationships. Li-Qun Wei(2025). The paper identifies two narratives in university governance: state off-loading and competitive environments driving bureaucratization and strategic management. It argues that these narratives converge, leading to a hybrid governance form termed 'strategic bureaucracy,' which emphasizes strategic leadership while increasing bureaucratic features such as formalization and hierarchical authority. The paper highlights the need for empirical studies on bureaucratic and strategic logics across different institutions and national contexts and suggests exploring the implications of strategic bureaucracy on administrative burdens within universities Peter Woelert · Bjørn Stensaker (2024). The study found that exploratory learning is related to sensing and seizing capabilities in production departments, while exploitative learning is linked to sensing and seizing capabilities in marketing departments. Additionally, reconfiguration capability is more influenced by exploitative learning than exploratory learning. The research indicates a complex relationship between organizational learning and dynamic capabilities, with leadership styles, particularly transactional and transformational, impacting this relationship. These findings suggest that organizational learning is a relevant antecedent for developing dynamic capabilities. Mar Bornay-Barrachina, Álvaro López-Cabrales and Andrés Salas-Vallina (2025). The study identifies three key research clusters: AI-driven skills, factors influencing AI adoption, and strategic AI use by top managers. A framework was developed to synthesize the main conclusions from the content analysis, helping to understand AI's impact on leadership. The research highlights the growing interest in AI-driven leadership among top managers, indicating an evolving field. Notably, there was a significant increase in publications post-COVID-19, with an annual growth rate of 53.41%. The findings also suggest a need for focused research in unexplored areas to define future research agendas Simone Bevilacqua · Jana Masárová · Francesco Antonio Perotti·Alberto Ferraris (2025)

Table 1. Defining of Strategic Leadership

NO	Defining of Strategic Leadership	Referance
1	Strategic leadership is defined as the ability to influence and guide an organization towards achieving its long-term goals while navigating the complexities of the digital landscape. This concept is emphasized in the context of digital transformation, where effective leadership is crucial for aligning technological, organizational, and strategic factors within digital ecosystems	Zhaoxia Yi and Yubo Fu (2024)
2	Strategic leadership is defined as the ability of top management teams (TMTs) to influence a firm's short- and long-term performance through effective decision-making and teamwork. The CEO, as the leader of the TMT, plays a critical role in this process, being accountable for the firm's strategic direction and outcomes	Li-Qun Wei(2025)
3	Strategic leadership is defined as a key factor in enabling universities to realize their organizational capacity, allowing them to identify and target relevant niches, build distinctive profiles, and adapt to changing environmental conditions effectively	Peter Woelert · Bjørn Stensaker (2024)
4	Strategic leadership is defined as the process of forming a vision for the future, communicating it to subordinates, stimulating and motivating followers, and engaging in strategy-supportive exchanges with peers and subordinates	Mar Bornay-Barrachina, Álvaro López-Cabrales and Andrés Salas-Vallina (2025)
5	Strategic leadership is defined as a comprehensive approach that goes beyond a single leadership style or set of values, focusing on the functions that top management teams perform to impact organizations strategically. It encompasses the ability to navigate complex, digitally	Simone Bevilacqua · Jana Masárová · Francesco Antonio Perotti·

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	enabled environments and foster a shared digital culture, which is essential for achieving sustainable competitive advantage in the context of AI innovation	Alberto Ferraris (2025)
6	Strategic leadership (SL) is defined as a person's capacity to predict, motivate, and retain the flexibility of others to effect desired strategic changes within an organization, particularly in the context of banks	Abdul Razzak (2025)
7	Strategic leadership is defined as the ability to influence and guide an organization towards achieving its long-term goals, particularly in the context of digital transformation (DT) in higher education institutions (HEIs). It emphasizes the importance of effective leadership styles, such as transformational leadership, which inspires and motivates staff and students to embrace digital change	Edman Flores, Udam Mean (2025)
8	Strategic leadership is defined as a crucial component in the context of higher education institutions (HEIs), particularly in navigating challenges during crises and in the strategic planning (SP) process. It involves proactive leadership that significantly influences the effectiveness of strategic management and planning within HEIs	Albadri Albaloula Ali (2025)
9	Strategic leadership refers to the roles and responsibilities of key decision-makers, such as chief executive officers (CEOs), top management teams (TMTs), and boards of directors (BODs), in guiding an organization through environmental uncertainties and fostering growth and innovation	Hyung Rok Woo (2025)
10	Strategic leadership is characterized by the ability to guide organizations through complex environments by integrating both strategic and higher-order skills. The research highlights that while generative AI enhances task-specific competencies in training, it often neglects the development of essential strategic leadership skills such as resource management, collaboration, and strategic planning	Mostafa Babaeian Jelodar (2025)
11	Strategic leadership is defined as a participative leadership style that is essential for the success of tourism in Saudi Arabia, particularly in the context of Vision 2030. It emphasizes the need for collaboration among government personnel, private sector representatives, and local communities to work closely together towards common goals	Tahir Iqbal, Faisal Aftab (2025)
12	strategic leadership is integral to addressing the inefficiencies faced by the construction industry and facilitating the adoption of Lean IPD principles.	José Javier Gil Sebastián and Manuel José Soler Severino (2025)
13	Strategic leadership is defined as a key factor that motivates individuals to contribute their creative ideas towards achieving organizational goals, optimizing resources, and enhancing overall performance	Ahmad Agrizat, Younes Megdadi (2024)
14	Strategic leadership is defined as a crucial enabler of Knowledge Management (KM) practices, particularly in highly regulated industries such as pharmaceuticals. It drives the adoption of KM practices and ensures alignment with strategic goals, facilitating effective use of KM by promoting learning and adaptability	Muhanad Mahmoud Talaat Shma Adel Aziz Abdelrehim Awad (2024)
15	Strategic leadership is characterized by the ability of educational leaders to influence the integration of artificial intelligence (AI) tools within educational practices, thereby enhancing the adoption rates among postgraduate student teachers. Higher leadership ratings correlate with increased AI tool integration, indicating that effective strategic leadership fosters a proactive culture of AI engagement	Shan Shan Tang, Wen Fen Beh, Kenny S. L. Cheah (2025)

3. Research Methodology

A systematic literature review using a bibliometric approach quantitatively assesses the literature to understand trends, patterns, and key research entities in a discipline. Using a framework such as PRISMA, this approach ensures a comprehensive and replicable examination of the literature, providing a clear and transparent picture of the topic being studied (Chotisarn & Phuthong, 2025; Hadi *et al.*, 2020). The inclusion criteria set were: (1) articles published up to 2025, (2) publications in English, and (3) focused on the topic of strategic leadership. Bibliometric analysis was conducted using VOSViewer, visualizing bibliographic data to analyze citation networks, author collaborations, and co-occurring keywords, revealing the intellectual structure and dynamics of the research field. The combination of bibliometric analysis and systematic review helps researchers synthesize empirical findings and map the landscape of research activity, including identifying key contributors and emerging trends (Ni & Abdullah, 2025). The integration of both approaches provides a comprehensive picture understanding of the development, historical trajectory, and future direction of the research field, making it very useful in interdisciplinary studies to gain deeper insights (Marzi *et al.*, 2025; Wang & Yi, 2025). Bibliometric analysis is also used for strategic purposes in scientific publications, which was introduced by Bertrand *et al.* (1970) to evaluate scientific journals based on their economic weight. The initial phase in this scientific examination involves the selection of keywords, which can be achieved through a macro (top-down) methodology, which progresses from a broad search trajectory to more narrowly defined studies and topics. Consequently, after evaluating the limitations inherent in previous research and the scarcity of studies discussing Islamic Leadership, this investigation incorporates the keyword “Islamic leadership” as a focal point in the article title, abstract, and keywords section. Furthermore, the Scopus database is used by researchers for various investigative purposes, including conducting literature reviews, identifying subject matter experts, and monitoring research trends.

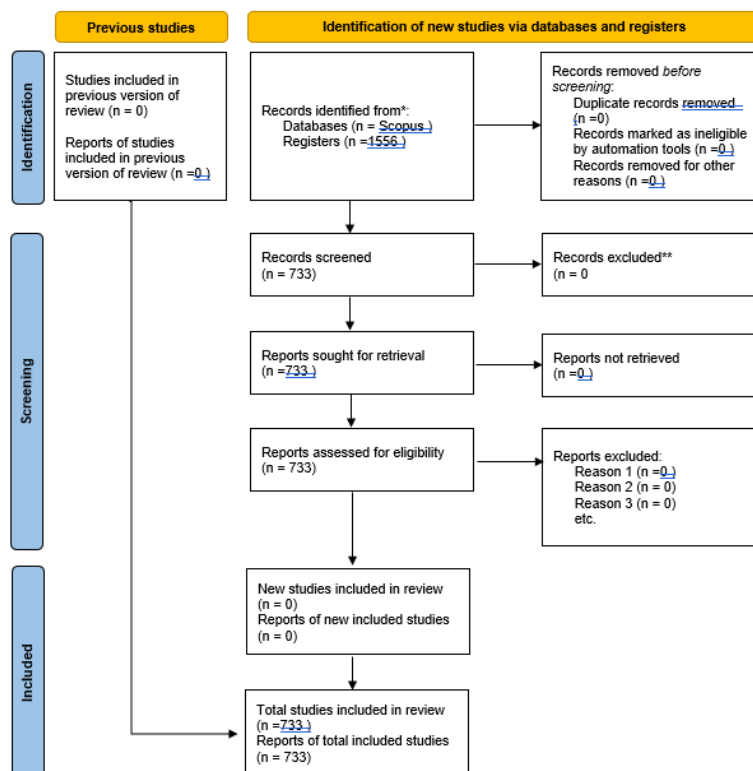


Figure 1. Information flow of Systematic Literature Review using PRISMA

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According to the search results taken on May 2025, from the Scopus database using article titles, abstracts, and keywords: "strategic leadership" across various academic disciplines, starting from the earliest publication in 2020 to the latest in 2025, the total number of articles on Strategic leadership is 733 documents (see Figure 1). Based on these findings, the screening process filters the documents according to their classification. Articles are eliminated based on document type: article (487), book chapter (128) conference paper (39), reviewer (38), book (1), editorial (6), conference review (1), erratum (1) letter (1). The screening results, which are categorized based on document type. These documents are then further analyzed in this study to answer RO1: Is the exploration of strategic leadership a subject that continues to have significance for future scientific investigations? RO2: How is the allocation of research related to strategic leadership currently? RO3: What are the theoretical and practical implications from a future research perspective?

4. Results and Discussion

4.1 Results

The results of this study focus on the findings of 733 articles in the Scopus database on Strategic Leadership. This data is sourced from identifying the number of articles published, publications over the years, and journal sources. This study will also highlight the most influential elements in Strategic Leadership, including authors, affiliations, and countries involved. RO1: Is strategic exploration a subject that continues to hold significance for future scientific investigations? According to data taken from the Scopus database, it has been confirmed that over four decades, scientific works on Strategic Leadership consist of 733 articles; this shows that investigations on Islamic Leadership are still relatively rare, as illustrated in Figure 1. Strategic Leadership exploration began its progressive development over the last decade, especially since 2020. The first study was conducted by Snyder, K.M., Eriksson, H., Raharjo, H.(2020) and was titled The management index: simplifying business excellence for management teams? Which discusses the study supports the need to develop understanding about the importance of dialogue and process combined with the use of measures to achieve results. Currently, the evolution of research on Strategic Leadership has begun to attract a large number of scholars, concentrating on enhancing organizational value, organizational culture, strategic leadership tasks, strategic leadership impact, social performance.(Netto, R.S.,*et al* 2021., Pasaribu, F.,*et al.*2021., Forsyth, P., *et al* 2022., Lee, S., *et al* 2023., Arias-Valle, M.-B., *et al* 2024., Furthermore, Strategic Leadership contributes significantly to innovation in dynamic competition in the future(Lee, J.Y.,*et al.* 2025).

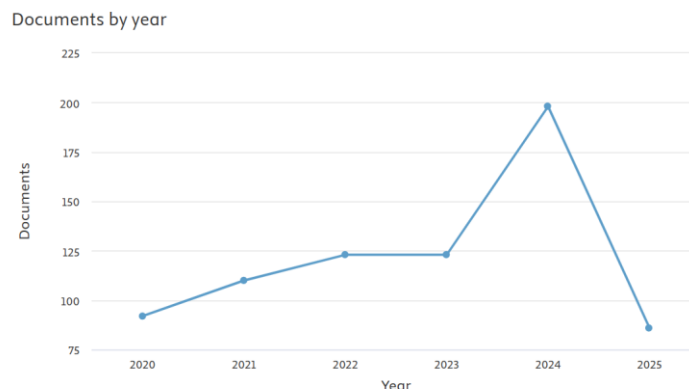


Figure 2. Number of strategic leadership publications

Since 2020, the literature on Strategic Leadership is still limited due to the lack of research published in reputable journals, thus opening up opportunities for future researchers to fill this gap. This research is important to advance insights into Strategic Leadership, which influences personal behavior and the

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evolution of strategic leadership frameworks. This can facilitate a deeper understanding of the practical and sustainable application of strategic leadership in various sectors. RO2: How is the allocation of research related to Strategic Leadership?. The analysis of the distribution of Islamic leadership research in 733 articles was conducted by categorizing articles according to classifications such as country, region, affiliation, source, and author, with a limit of only the top 10 articles in each classification. The sharpness of the allocation of studies related to Strategic Leadership will be useful for academics and practitioners in explaining the future research agenda, especially in the continuous advancement of the strategic leadership paradigm. First, the allocation of scientific research related to Strategic Leadership categorized by country or geographical region is dominated by the United States with 189 articles, the United Kingdom 83 articles, China 56 articles, India 38 articles, Australia 36 articles, Germany 30 articles, Canada 29 articles, Malaysia with 26 articles, Indonesia 25, Hong Kong 20 articles.

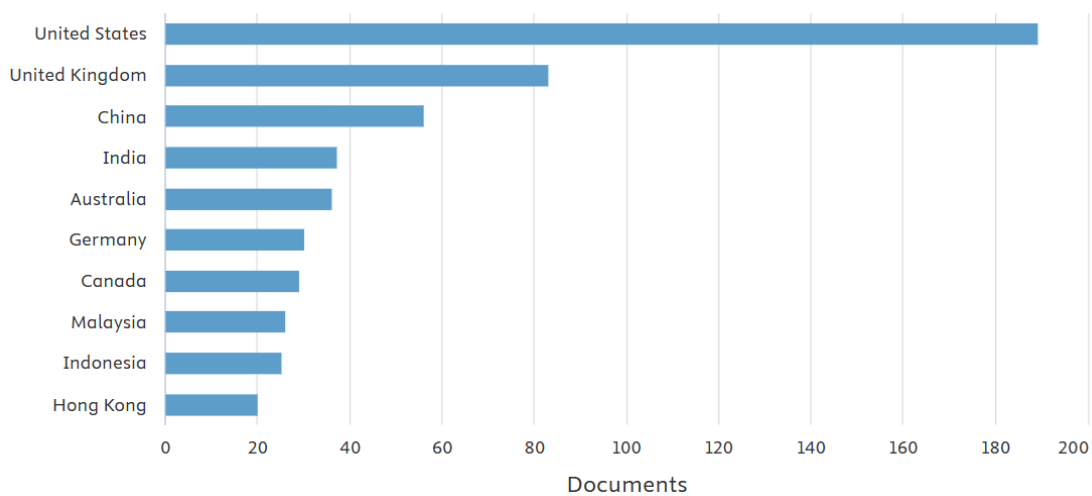


Figure 3. Number of articles by country or territory (top 10 country)

The allocation of scientific investigations related to strategic leadership as categorized by country or region revealed the United States leading with 189 manuscripts, followed by the United Kingdom with 83 manuscripts. These findings indicate that the issue of strategic leadership has received attention not only in developed countries but also in other developing countries, reflecting the global relevance of the topic. The researchers will also analyze the relationship between countries involved in strategic leadership research using VOSviewer software. This phase is crucial in formulating a systematic prospective research agenda. The VOSviewer findings from the examination indicate the interrelationships among countries in investigating the subject of strategic leadership.

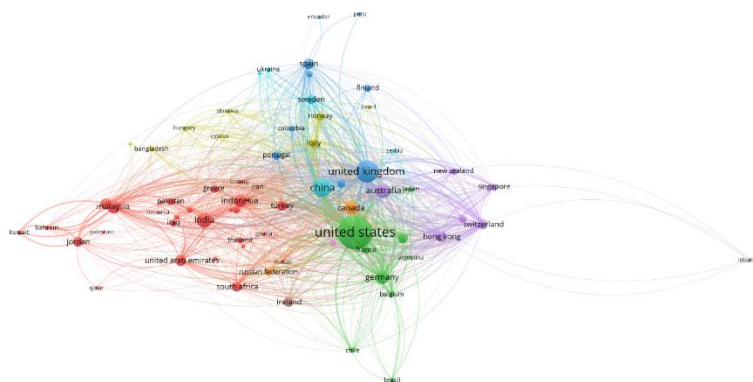


Figure 4. Network country visualization

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These findings further strengthen the idea that strategic leadership is more of a concern in developed countries such as the United States and the United Kingdom. The concept of strategic leadership is very applicable in almost all countries that seek to integrate the principles of strategic leadership and develop a stronger leadership model based on institutional affiliation dominated by Arizona State University (United States) with 10 articles, University of Georgia with 10 articles, Texas A&M University with 9 articles, Florida State University with 8 articles, Iowa State University with 8 articles, and followed by University College Dublin, University of Reading, Texas Christian University, Monash University with 7 articles each.

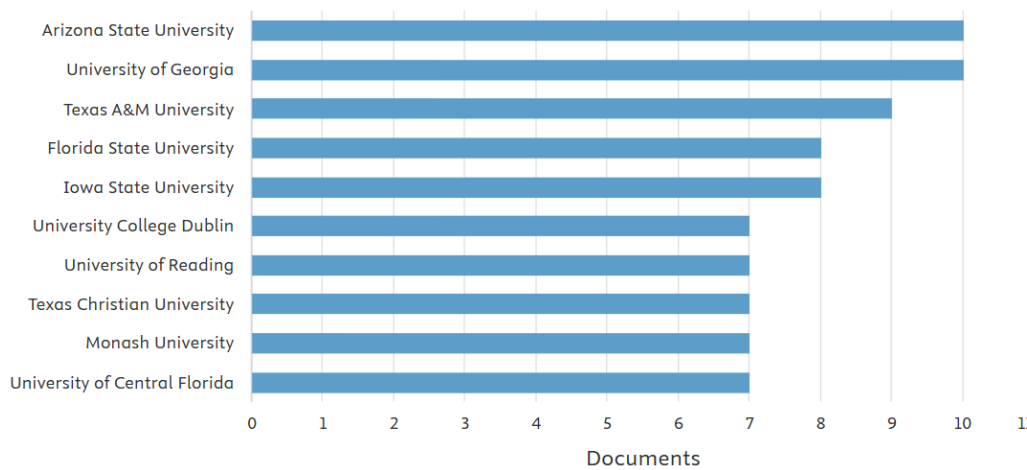


Figure 5. Network country visualization

The distribution of strategic leadership studies in the 10 major publications based on affiliation explains that the study is not only a scientific interest in academic institutions located in the majority of developed countries and Most of them are in the United States. Third, the allocation of questions about Strategic Leadership based on its source is mostly characterized by the journal of management with 23 articles, Leader quarterly 15 articles, sustainability switzerland 12 articles, , Long range planning 10 articles, strategic leadership 9 articles, journal of business research 7 articles, research policy 7 articles, studies in systems decision an control 6 articles, academy of management annual 5 articles.

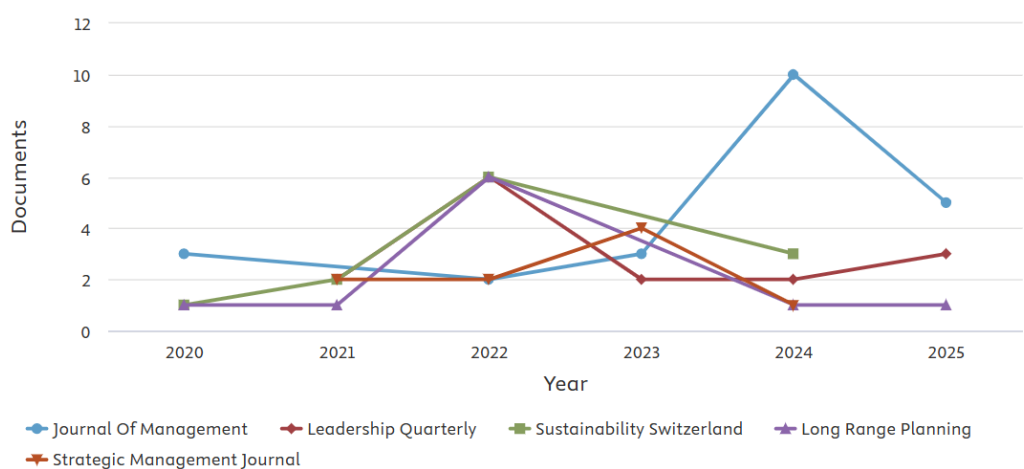


Figure 6. Number of articles by source (top 10 source)

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Fourth, the distribution of research related to Strategic Leadership based on authors does not show clear dominance. Among the top 10 authors, including Costes, A.F. with 7 articles, then Bellas, D. and Chen. G. 5 articles, while (Fox, B.C., Gamache, D.L., Georgakakis, D., Graf-Vlachy, L., Heavey, C., Hermann, P.) each have written 5 articles.

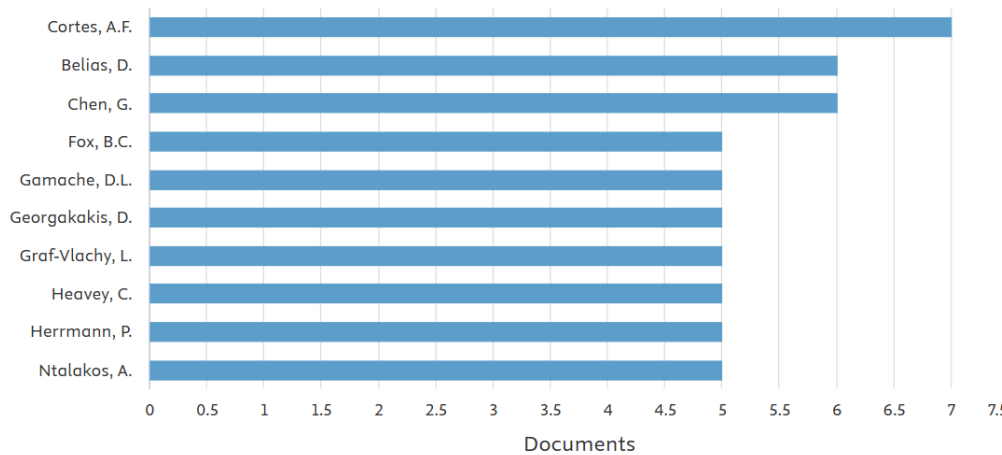


Figure 7. C RO3: What are the theoretical and practical implications from a future research perspective?

A review was conducted on 733 manuscripts collected from the Scopus repository. VOSviewer was used to illustrate that the results may have theoretical and pragmatic consequences for future research on Strategic Leadership. The results of the metadata analysis using VOSviewer will help researchers and practitioners better understand the assumptions and findings related to strategic leadership. The results of the bibliometric analysis using VOSviewer can show which variables have been extensively studied by previous researchers and which variables have not been widely explored, which serves as a foundation for future research. From a practitioner's perspective, the results of the literature analysis using VOSviewer will help practitioners in implementing Islamic Leadership sustainably in the future and promoting strategic leadership styles for organizations around the world. From Figure 7, Leadership(1178), strategic leadership (912), decision making (175), human resource management (143), management (135), strategic planning (132), corporate governance (126), Innovation (117), organization management (122), Top management terms (112), Finally, the 10 most frequent keywords are shown in table 2.ount of publication by autor (top 10 authors).

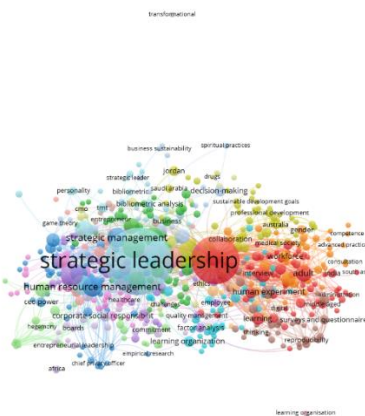


Figure 8. Co-occurrence frameworkmand representation of key terms

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Table 2. Keyword by authors

Rank	Key Word	Total link strength
1	Leadership	1178
2	Strategic leadership	912
3	Decision making	175
4	Human resource management	143
5	management	135
6	Strategic planning	132
7	Corporate governance	126
8	Inovation	117
9	Organization and management	112
10	Top management teams	112

Based on the results of mapping and examining the antecedent investigation, deficiencies have been identified in previous studies, where most of the previous studies were conducted in developed countries. Therefore, future research should be conducted in developing countries. This study can address the gaps in previous studies and provide more comprehensive information on strategic leadership studies in improving organizational performance, which can be explored in a universal context and its effectiveness in various cultural settings in developed countries where Strategic leadership can play an important role in economic development and social welfare. Thus, integrating management values into strategic leadership practices can improve organizational sustainability by aligning business practices with ethical and moral standards, which are increasingly important in today's global business environment. Research conducted by Cortes (2025) in the United States realized that more and more studies are investigating how CEOs (CEOs), top management teams (TMTs), and boards of directors (BODs) shape responsible initiatives in their organizations and address social and environmental issues. (Costes *et al* 2025), Another research result from (Belias. D2025) which examined strategic leadership in the hotel industry stated that hotel management in Greece has a strategic leadership orientation. However, it seems that the integration of change and the success of change are moderate.

4.2 Discussion

This study aims to examine the evolution and relevance of strategic leadership in the context of digital transformation and technological advancements, such as artificial intelligence (AI). The findings reveal that strategic leadership is increasingly crucial across various sectors, particularly with the changes driven by digitalization and AI adoption within organizations. As highlighted by Fernandes *et al.* (2022), strategic leadership not only involves the ability to lead and guide an organization toward long-term goals but also plays a significant role in navigating the complex challenges arising from rapid technological changes. This study finds that strategic leadership functions to integrate various strategic factors, such as technology and organizational culture, which support achieving competitive advantages in the digital age. In line with the findings of Fernandes *et al.* (2022), this study also emphasizes the importance of integrating leadership theories with practical applications to enhance organizational performance. Leaders' involvement in developing and implementing strategies relevant to the organization's future is key to success in addressing the uncertainty caused by rapidly evolving technologies. These findings align with Bevilacqua *et al.* (2025), who assert that strategic leadership is a vital element in creating sustainable organizational value, particularly in sectors impacted by digital transformation. Further, the bibliometric analysis in this study shows that the largest contributions to strategic leadership research come from developed countries such as the United States and the United Kingdom. This is consistent with the findings by Kebede *et al.* (2024), who state that developed nations have more resources and infrastructure to delve into strategic leadership research, as evidenced by the higher number of articles published from institutions in these countries. However, there is a clear need to expand the focus of research to developing countries, including Indonesia, which has distinct organizational characteristics and leadership challenges.

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This aligns with the recommendations of Clark *et al.* (2021), who emphasize the importance of research focusing on local contexts to understand how strategic leadership can be implemented in more diverse and dynamic environments. Finally, this study identifies gaps in the existing literature concerning strategic leadership in specific sectors, such as education, healthcare, and construction. As noted by Borney-Barrachina *et al.* (2025), the role of strategic leadership in these sectors is crucial to improving performance and long-term outcomes. Therefore, further studies exploring strategic leadership in these sectors could provide additional insights into its impact on organizational success in various fields

5. Conclusion

This study demonstrates that strategic leadership remains a highly relevant and evolving field of inquiry, particularly in the context of digital transformation, artificial intelligence integration, and dynamic organizational environments. Through a systematic literature review (SLR) and bibliometric analysis of 733 articles sourced from the Scopus database (2020–2025), the research confirms a significant upward trend in scholarly output, with dominant contributions from developed countries such as the United States and the United Kingdom. The co-occurrence of keywords such as leadership, decision-making, human resource management, strategic planning, innovation, and top management teams highlights the multidimensional nature of strategic leadership, bridging theoretical frameworks and practical applications to enhance organizational performance. The findings underscore that strategic leadership is not confined to a single leadership style but encompasses a set of capabilities that enable leaders to anticipate change, mobilize resources, foster innovation, and align organizational strategy with long-term goals. Based on the gaps and trends identified, several recommendations are proposed for future research and practice. First, there is a pressing need for empirical studies in developing countries, including Indonesia, to explore how local cultural, institutional, and economic contexts shape the practice and effectiveness of strategic leadership. Second, future research should investigate the intersection of strategic leadership and emerging technologies, especially generative AI, to understand how leaders can balance task automation with the cultivation of higher-order strategic skills such as collaboration, ethical judgment, and systems thinking. Third, longitudinal and comparative studies are encouraged to examine the causal relationships between strategic leadership behaviors and organizational outcomes across different sectors (e.g., education, healthcare, public administration, and construction). Finally, practitioners are urged to embed ethical, sustainable, and inclusive values into strategic leadership practices, ensuring that leadership not only drives performance but also contributes to social responsibility and long-term organizational resilience in an increasingly complex global landscape.

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