

Research Article

Determinant of Agile Leadership: A Systematic Literature Review

Muhammad Taufik Mardian

Administrative Science Doctoral Program, University of Brawijaya, Malang, Indonesia

Abstract.

This study examines the determinants of agile leadership and their impact on organizational success. Through a systematic literature review, the study explores organizational culture, organizational structure, business requirements, innovation, team productivity/performance, satisfaction/engagement/team morale, and team dynamics as critical factors influencing organizational functioning. The findings highlight the significance of these determinants in shaping various aspects of organizational performance and effectiveness. The research underscores the crucial role of organizational culture, as it sets the tone for employee behavior, values, and norms within the organization. A positive and supportive culture fosters engagement, satisfaction, and high morale, enhancing performance. An agile and flexible organizational structure also enables teams to adapt quickly to changing business requirements, improving productivity and overall performance. Aligning business requirements with organizational strategies and goals is critical for success. Organizations must understand and meet customer demands and market trends to stay competitive. Moreover, embracing innovation and encouraging creativity contributes to maintaining a competitive edge and driving continuous improvement.

Keywords: agile leadership, organizational culture, organizational structure, business requirements, innovation

Corresponding Author:
Muhammad Taufik Mardian;
email: muh.mardian@gmail.com

Published: 5 April 2024

Publishing services provided by
Knowledge E

© Muhammad Taufik Mardian. This article is distributed under the terms of the [Creative Commons Attribution License](#), which permits unrestricted use and redistribution provided that the original author and source are credited.

Selection and Peer-review under the responsibility of the BICBATT 2023 Conference Committee.

1. Introduction

In the dynamic business era, organizations face complex challenges due to rapid changes in their surroundings [1]. Change is no longer optional but necessary for organizations that want to remain relevant and sustainable in a competitive market. Organizations must be responsive, flexible, and innovative in their approach [2]. Leaders and management teams must be prepared to face new challenges, make quick decisions, and adapt to dynamic strategies [3]. Change should be seen as an opportunity for growth and development, not a threat. Adaptive and responsive leadership involves leaders who can plan, anticipate changes, and manage uncertainty and complexity [4]. These leaders create an innovative culture, motivate employees, and build trust among team members. They serve as role models in facing change, inspiring others to engage, adapt, and contribute to the maximum extent.

 OPEN ACCESS

Agile Leadership is an approach that focuses on the principles and values of Agile, such as adaptation to change, collaboration, responsiveness, experimentation, and continuous learning [5-6]. Leaders in Agile Leadership act as facilitators who encourage active participation and empower team members [7]. This approach prioritizes responsiveness to change with a proactive and adaptive attitude. Leaders who implement Agile Leadership foster innovation, strengthen a collaborative work culture, and provide open access to information. Leaders can design flexible and adaptable strategies by applying Agile principles in leadership. They encourage creativity, explore new approaches, and learn from failures. Agile Leadership also builds a responsive and collaborative work culture through transparency and active participation [8]. Organizations can quickly respond to market changes, identify new opportunities, and enhance competitiveness with an adaptive and iterative approach. Despite the persistent challenges of rapid and complex changes, Agile Leadership provides a strong foundation for organizations. With a focus on responsiveness, collaboration, and innovation, Agile Leadership enables organizations to remain relevant and thrive in a dynamic business era.

Previous research on agile leadership has been conducted extensively [9-12]. However, further research and deep understanding are needed to understand the factors influencing the success of Agile Leadership. According to Ashok et al. (2022), agile leadership and self-managing teams directly affect project success [13]. The mediating role of self-managing teams in the relationship between agile leadership and project success seems to have achieved only partial success. Additionally, an adverse moderation effect in the association between agile leadership and project success has been observed. The inconsistency in research outcomes in this field underscores the necessity for more in-depth exploration. Consequently, the primary aim of this study is to recognize and clarify the fundamental factors influencing agile leadership.

2. Literature Review

2.1. Agile Leadership

Agile leadership is an approach to leadership that emphasizes the principles and values of Agile methodology [14]. Adaptability, responsiveness, and innovation are crucial to addressing complex challenges in a constantly changing business environment. Agile Leadership applies Agile principles in the context of leadership to achieve these goals. One key aspect of Agile Leadership is creating an innovative, flexible, and feedback-oriented work culture within teams or organizations [15]. Leaders in Agile

Leadership encourage creativity by providing space for team members to experiment and try new approaches. They also promote continuous learning, enabling teams to grow and adapt to changes continually. Additionally, Agile Leadership fosters close collaboration among team members. Leaders create an environment that promotes transparent communication, where each team member feels valued and heard [16]. Teams are free to take the initiative and make decisions relevant to their tasks, enabling them to take ownership of their work outcomes. Leaders in Agile Leadership act as facilitators and connectors between team members [17]. They support the team by providing guidance and necessary resources to achieve goals.

Furthermore, Agile Leadership also emphasizes consumer centricity [18]. Leaders direct the team's efforts to deeply understand the needs and desires of consumers [19]. The team can develop products or services that deliver high value by comprehensively understanding consumers. Adopting Agile Leadership can yield substantial benefits for organizations. Empirical evidence demonstrates that this approach enhances productivity by optimizing available resources. Moreover, the high level of flexibility enables organizations to swiftly respond to market changes and seize new opportunities. Additionally, the focus on innovation and continuous learning helps improve the quality of products or services offered to consumers. Overall, Agile Leadership is a leadership approach oriented towards Agile's values and principles. In this context, leaders serve as facilitators, empower team members, and act as connectors among them. Adopting Agile Leadership can positively change work culture, collaboration, and organizational performance. By enhancing productivity, flexibility, and the quality of products or services, organizations can attain a competitive advantage and more effectively meet consumer needs.

2.2. Systematic Literature Review

A Systematic Literature Review (SLR) serves as a research methodology that encompasses a systematic and methodical process of searching, evaluating, and synthesizing comprehensive and structured literature within a specific field or topic. [20]. SLR is used to explore, analyze, assess, and interpret all relevant research conducted in a designated area of interest [21]. The primary objective of SLR is to offer an overview of current research trends within a field, assess the effectiveness of existing research, and delineate the scope of previous studies that have been conducted. Consequently, SLR aids in gaining a profound understanding of critical issues in that field and can serve as a foundation for shaping various research agendas.

The application of SLR can vary, ranging from requirements for theses or dissertations to becoming an integral component of research proposals. SLR has become a prevalent method among scholars and researchers because it can provide a comprehensive understanding of scientific developments in a particular field. SLR has significant benefits [22]. First, it helps identify current research trends and provides a foundation for developing more in-depth and innovative research. Second, SLR assists in identifying areas for improvement in previous research and knowledge gaps that need to be filled. Third, SLR aids in effective research design by understanding rapidly evolving literature in a specific field and reducing inclusion bias through a structured approach.

The primary advantage of SLR is its ability to provide a comprehensive understanding of a research topic and provide an overall view of relevant scientific studies [23]. Through a structured approach, SLR helps reduce bias and provides a strong foundation for further research development. Additionally, SLR allows researchers to connect with other design communities and contribute to knowledge development in widely dispersed fields. Thus, SLR is essential for exploring and understanding scientific literature related to a specific research topic or field. Through a comprehensive and structured approach, SLR helps build a better understanding of the research that has been conducted, identify trends, determine areas for improvement, and provide a basis for more in-depth and innovative research.

3. Research Method

The Systematic Literature Review, conducted in July 2023, adhered to the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines. This method encompasses several stages:

1. Determining eligibility criteria
2. Identifying information sources
3. Study selection
4. Data collection process
5. Selecting data items
6. Eligibility criteria

The following are the Inclusion Criteria (IC) used as guidelines for the Systematic Literature Review:

IC1: Journal articles are written in English

IC2: Original articles that have undergone peer review

IC3: Using recent journal articles published within the last five years (2019 - 2023)

IC4: Studies focused on identifying critical variables that influence agile leadership.

IC5: Studies utilizing quantitative analysis or mixed methods.

Regarding IC1, only research articles written in English were chosen due to the widespread use of English in research. On the other hand, IC2 pertains to original articles that have undergone peer review. IC3 pertains to using recent journal articles published within the last five years (2019 - 2023). IC4 refers to studies aiming to identify critical variables influencing agile leadership. The exclusion criteria for this research refer to all articles that are not fully accessible.

3.1. Information Source

This study conducted an information search in online databases that contain a vast collection of scholarly articles, such as Elsevier's SCOPUS, which covers over 25,000 journals that have undergone peer review. Articles that couldn't be fully accessed were omitted from this research.

3.2. Study selection

1. Utilizing relevant search keywords aligned with the research objective, which are the determinants of agile leadership or similar keywords. The search keywords used were: TITLE-ABS-KEY ((“agile leader” OR “agile leadership”) OR (“agile” AND (“leader” OR “leadership”))) AND (LIMIT-TO (OA, “all”)) AND (LIMIT-TO (PUBYEAR, 2023) OR LIMIT-TO (PUBYEAR, 2022) OR LIMIT-TO (PUBYEAR, 2021) OR LIMIT-TO (PUBYEAR, 2020) OR LIMIT-TO (PUBYEAR, 2019)) AND (LIMIT-TO (DOCTYPE, “ar”) OR LIMIT-TO (DOCTYPE, “cp”) OR LIMIT-TO (DOCTYPE, “re”)) AND (LIMIT-TO (LANGUAGE, “English”)) AND (LIMIT-TO (SRCTYPE, “j”) OR LIMIT-TO (SRCTYPE, “p”)) AND (LIMIT-TO (PUBSTAGE, “final”)).
2. Reviewing and selecting article titles, abstracts, and keywords based on eligibility criteria.
3. Diligently assessing and choosing all articles that progressed beyond the previous selection phase, while taking into account the eligibility criteria.

3.3. Data Collection Process

Data were manually collected through content analysis-based data extraction, encompassing a wide array of elements, which include article categories, journal titles, publication years, subject matter, titles, research methodologies, respondents or research data, research locations, variables related to agile leadership, indicators of agile leadership, and research findings regarding the impact of determinants on agile leadership.

3.4. Data Items

The data extracted from each article were aggregated into specific categories, encompassing the publication year, authors, geographic location, sample size, research objectives, examined variables, factors impacting agile leadership, and the results pertaining to how determinant variables influence agile leadership. The various stages of the Systematic Literature Review are comprehensively illustrated in Figure 1 below.

4. Result and Discussion

4.1. Research Result and Qualitative Synthesis

The search results in the SCOPUS database were obtained using the following keywords: TITLE-ABS-KEY (("agile leader" OR "agile leadership") OR ("agile" AND ("leader" OR "leadership"))) AND (LIMIT-TO (OA, "all")) AND (LIMIT-TO (PUBYEAR, 2023) OR LIMIT-TO (PUBYEAR, 2022) OR LIMIT-TO (PUBYEAR, 2021) OR LIMIT-TO (PUBYEAR, 2020) OR LIMIT-TO (PUBYEAR, 2019)) AND (LIMIT-TO (DOCTYPE, "ar") OR LIMIT-TO (DOCTYPE, "cp") OR LIMIT-TO (DOCTYPE, "re")) AND (LIMIT-TO (LANGUAGE, "English")) AND (LIMIT-TO (SRCTYPE, "j") OR LIMIT-TO (SRCTYPE, "p")) AND (LIMIT-TO (PUBSTAGE, "final")). The initial search produced 1,136 articles that were both published in 2023 and authored in English. Following this, these articles underwent a screening process and were chosen based on the criteria outlined in IC2 and IC3, which involved evaluating their titles, abstracts, and keywords. This selection process ultimately led to a curated list of 209 articles. In the subsequent phase, the remaining 174 articles underwent further scrutiny based on IC2 and IC3, involving a thorough reading. One article proved inaccessible, and it was categorized as eliminated or not researched. Ultimately, after this rigorous selection process, 24 articles remained for further analysis.

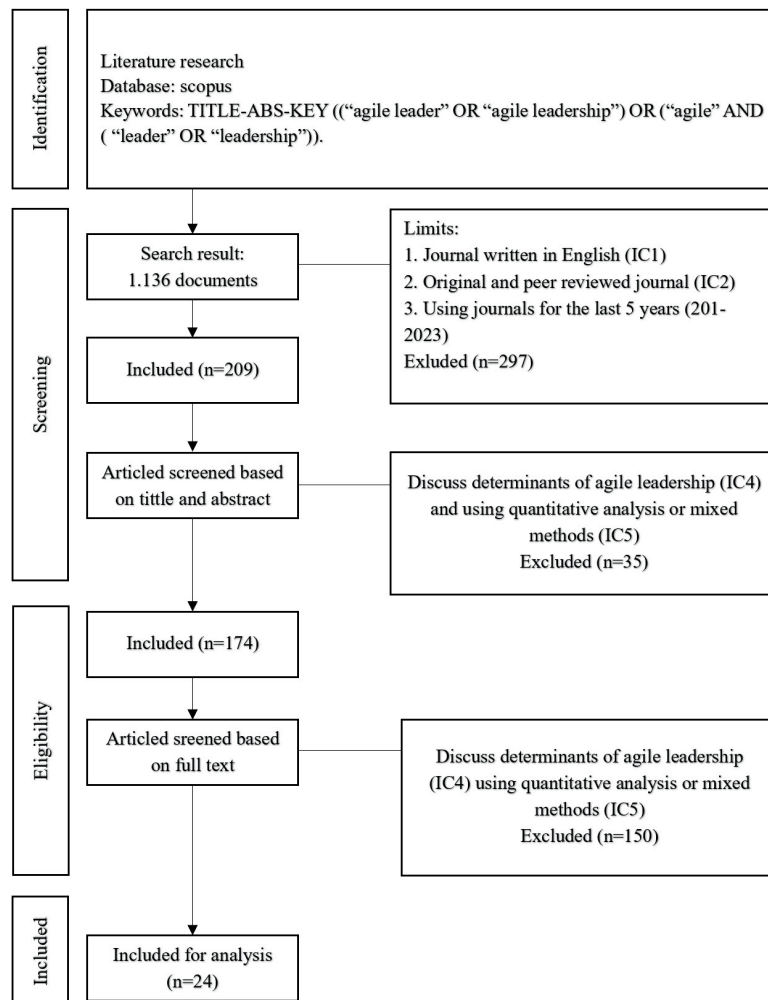


Figure 1: PRISMA Flow Diagram. Source: Author’s own work.

Numerous journals focusing on agile leadership are published on a monthly basis, with the majority of them being released between 2019 and 2023. These journals employ both qualitative and quantitative research approaches, underscoring the continued relevance of studies related to agile leadership over the last five years, as illustrated in Figure 2 below.

Additionally, a qualitative analysis was conducted on the 24 articles that had been selected, as demonstrated in Table 1.

4.2. Systematization of Determinant

Out of the 24 articles that were initially selected, we carried out a more detailed analysis focusing on the determinants of agile leadership. The analysis was conducted with guidance from the following additional criteria:

Agile leadership was regarded as the independent/mediating variable.

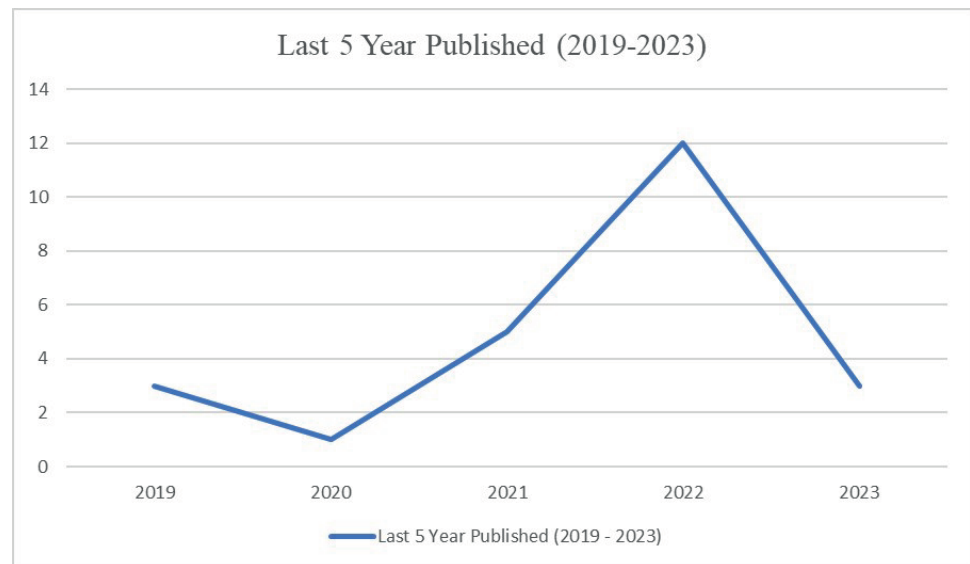


Figure 2: Published papers about agile leadership in the last five years.

Diverse measurements or assessments of agile leadership were taken into account, encompassing factors such as disclosure, quality, extent, score, among others.

Determinants were incorporated into the research findings if they were investigated in at least three articles and were employed as independent/mediating variables. Determinants that were the subject of study in only one or two articles were omitted from the research results.

Based on these criteria, we have compiled a table (Table 2) that presents the determinants, indicators, research findings, conclusions, and references related to agile leadership, encompassing a total of 36 indicators.

4.3. Discussion

4.3.1. Organizational Culture

Organizational culture and agile leadership are closely intertwined and mutually influential. An organization's culture plays a vital role in shaping and facilitating the implementation of agile leadership. Agile leadership emphasizes values such as adaptability, collaboration, innovation, and continuous learning, all of which are deeply influenced by the prevailing organizational culture. A supportive culture encouraging open communication, transparency, and empowerment enables agile leaders to foster collaboration, experimentation, and knowledge sharing within teams. It allows for creating self-organizing and cross-functional teams that can quickly respond to changing business requirements and customer needs. Likewise, agile leadership influences the

TABLE 1: Qualitative Synthesis.

No.	Years	Author	Country & Sample	Purpose
1.	2022	Katja Crnogaj, Polona Tominc and Maja Rožman.	468 medium and large Slovenian enterprises were randomly chosen and surveyed for the research.	Agile work environment and its beneficial impact on corporate performance are highlighted by theoretical and empirical evidence in this research.
2.	2022	Diane Strode & Torgeir Dingsøy & Yngve Lindsjorn	This type of content analysis is a method for systematically analyzing qualitative data in which segments of source material (e.g., phrases, sentences, or paragraphs in interview transcripts) are assigned to the categories of a coding frame.	This article describes the Agile Teamwork Efficacy Model (ATEM) applicable to colocated agile development teams.
3.	2023	Maja Rožman, Dijana Oreški, And Polona Tominc	The primary survey included 473 randomly selected medium and large businesses in Slovenia. To analyze statistical data, structural equation modeling was employed.	This paper aims to construct a multidimensional model of the new work environment in the digital age to improve the performance and competitiveness of a company
4.	2022	Xihui Haviour Chen, Kienpin Tee, Victor Chang	Assess innovation R&D staff) in 13,516 firm-year observations in Chinese listed high-tech enterprises between 2007 and 2017.	This study examines the contribution of CEO networks on firm-level innovation efficiency.
5.	2022	Marirajan MuruganA, Prabadevi Muthiah Natarajan	Data on 129 agile executives in the workplace in the MSME sector were gathered via questionnaire.	To highlight the emotional resilience of an agile leader in the workplace (IndCzech) and their performance through digital innovations and business transformations.
6.	2020	Andi Astinah Adnan, Rabihatun Idris Rauf, Andi Agustang, Jamaluddin Ahmad	This study employed a quantitative descriptive methodology to acquire data from 232 respondents via a review of the relevant literature, questionnaires, and in-depth interviews.	This is one of the few studies that conclude, based on women's perspectives, that the high divorce rate is due to the presence of influential leaders. The expected leadership figure demonstrates sensitivity, leadership cohesion, and resource fluidity as part of their agility.
7.	2022	Bulent Akkaya, Mirela Panait, Simona Andreea Apostu and Yesim Kaya	Data was collected using three measures from healthcare workers in Turkish healthcare organizations.	This research seeks to determine the relationship between agile leadership and career success.

TABLE 1: Continued.

No.	Years	Author	Country & Sample	Purpose
8.	2023	Nissim Yonit, Eitan Simon	Investigates how the leadership of a teacher training college at an Israeli Higher Education Institution (HEI) has responded to the Covid19 crisis with agility.	Analyze the main processes implemented by the College's leadership following the outbreak of the Covid-19 pandemic to ensure the institution's continued operation during the crisis.
9.	2021	Simone V. Spiegler, Christoph Heinecke, Stefan Wagner	75 practitioners from 11 divisions at Robert Bosch GmbH, we identified nine leadership roles.	This paper examines the type of leadership required to facilitate agile teamwork. Theoretically, an agile leadership concept describes a Scrum Master who enables the team to manage itself.
10.	2019	Yi-Shan Tsai, Oleksandra Poquet, Dragan Gašević, Shane Dawson and Abelardo Pardo	This paper investigates the LA adoption processes of 21 UK higher education institutions.	The data collected from 23 interviews with institutional executives were analyzed using a thematic coding scheme.
11.	2022	Venesser Fernandes and Winnie Wong and Michael Noonan	Investigate the leadership approaches of twenty-two Australian principals early in their careers in Victoria.	Investigate the transformative work these school leaders undertake to steer their institutions through a protracted crisis.
12.	2021	Muhammad Zulkifli, Firmanzah, Rhenald Kasali, Tengku Ezni Balqiah, Mohammad Hamsal	175 participants from national and international oil companies in Indonesia.	This paper aims to investigate the relationship between Top Management Team (TMT) commitment and leadership development of agile leaders.
13.	2022	Ismi D. A. Nurhaeni, Asbiyal Nurdin, Prama Wiratama, Yusuf Kurniawan	A systematic literature review employing the PRISMA methodology	This research aimed to develop a gender-sensitive agile leadership model during the Covid-19 pandemic.
14.	2022	Hanandeh Ahmad, Hanandeh Rami, Dana Abed AlHakim Akhuir-shaideh, Malak Mohammad Ghaith, Yahya Mohammad Ghaith, Hajj Mustafa	In the Zain Telecommunications corporation, 223 samples were collected.	This study's primary objective is to investigate how empowerment, information systems, and adaptive leadership influence organizational entrepreneurship.

TABLE 1: Continued.

No.	Years	Author	Country & Sample	Purpose
15.	2023	Ifti Zaidi and Blanka Bellak	The Whole Person Approach (WPA) is a holistic, flexible, and longitudinal approach that encourages individuals and organizations to collaborate in the fight against LD.	This exploratory paper emphasizes the significance of LD and proposes a rethinking of the individual and organizational approaches to LD.
16.	2022	Nguyen Duc Bao Long, Pit Tatt Ooi, Tran Vu Le, Le Thanh Thiet, Tran Van Ai, Le Quoc An, Alan Hudson, Khong Sin Tan, Nguyen Thi Le Van	Environment with sixty-four senior government leaders, researchers, and academics in Vietnam.	This study aimed to identify new leadership styles in the context of the current level of economic development.
17.	2022	Saima Aftab, Komal Khalid, Ajmal Waheed, Asma Aftab and Aisha Adnan	The data was collected from faculty working in higher education institutions in Pakistan, as the education sector was the second most affected by COVID-19 after the health-care sector.	This study examined adaptive leadership's role in resolving inter-role conflicts during the chaotic COVID-19 pandemic.
18.	2021	Adil Kasim, M. Said Karim, Syamsuddin Mughtar, Abdul Asis, Muliani S, Andi Tenri	This report prompted a study on drug offenses involving children. Seventeen district court decisions from 2017 to 2020.	The study aimed to examine adult-involved school drug education, nimble leadership, and lawlessness factors in children.
19.	2021	Tünde Varga-Atkins Rhona Sharpe Sue Bennett Shirley Alexander Allison Littlejohn	This paper is based on the authors' experiences during the COVID-19 pandemic from March to December 2020.	This study demonstrates that, during the pandemic, student-centered decision-making emerged unanimously as the guiding principle for our decision-making.
20.	2022	Şebnem Yazıcı, Mustafa Özgenel, Mehmet Hilmi Koç, and Fatih Baydar	In 2021, 354 Istanbul-based instructors comprised the research study group.	To determine the relationship between teachers' perceptions of nimble leadership and their affective occupational commitment.
21.	2022	Mustafa Özgenel, Şebnem Yazıcı and Adem Asmaz	The information was gathered from 409 Istanbul public school instructors.	This study examines the relationship between the agile leadership characteristics of school principals, organizational justice, and job satisfaction.

TABLE 1: Continued.

No.	Years	Author	Country & Sample	Purpose
22.	2022	Bulent Akkaya and Anna Bagieńska	269 employees from Poland and Turkey	To investigate the mediating influence of interpersonal trust on the relationship between agile women leaders and team performance.
23.	2019	Rigard J. Steenkamp	The research design was a qualitative inquiry.	The objective was to provide a balanced comprehension of the fundamental movements, management theories, and sub-revolutions that underpin the emerging FIR.
24.	2021	Leo Aldianto, Grisna Anggadwita, Anggraeni Permatasari, Isti Raafaldini Mirzanti and Ian O. Williamson	This study employs a literature review synthesis to comprehend startup resilience and its implementation better.	The purpose of this paper is to develop a framework for business resilience by examining capability (innovation ambidexterity, dynamic capability, and technology capability), behavior (agile leadership), and knowledge (knowledge stock) in fledgling businesses.

organizational culture by role-modeling desired behaviors and values. Agile leaders cultivate an environment characterized by trust, psychological safety, and high levels of employee engagement, all of which are essential elements for fostering innovation and collaboration. Agile leadership practices such as frequent feedback, retrospectives, and customer value delivery contribute to shaping an organizational culture focused on customer-centricity and continuous learning. Through their leadership style and actions, agile leaders create an environment that supports and reinforces agility throughout the organization. Ultimately, a harmonious relationship between organizational culture and agile leadership leads to a culture of adaptability, innovation, and high performance.

4.3.2. Organizational structure

Organizational structure and agile leadership significantly influence the effectiveness of agile practices within an organization. The organizational structure provides the framework and hierarchy that governs how tasks are organized, roles and responsibilities are assigned, and communication flows within the organization. In the context of agile leadership, the organizational structure plays a crucial role in enabling or hindering agile practices. Agile leadership emphasizes self-organizing teams, cross-functional collaboration, and adaptive decision-making. A flexible and decentralized organizational structure aligns well with these principles. It allows for forming autonomous teams with

TABLE 2: Determinant variable.

No	Determinant Variable	Indicator	Result	Conclusion	Previous Research
1.	Organizational culture	Adaptive Team spirit Trust Training and development of employees Working habit	Positive/Significant Positive/Significant Significant Positive/Significant Significant	Non-negative effect/Positive tendencies	Crnogaj et al (2022), Strode et al (2022), Rožman et al (2023), Spiegler et al (2021), Tsai et al (2019), Nurhaeni et al (2022), Varga-Atkins et al (2021), Steenkamp (2019).
2.	Organizational Structure	Hierarchy Control Departementalization Formalization Integration	Positive/Significant Positive Positive/Significant Positive/significant Positive/significant	Positive tendencies	Spiegler et al (2021), Spottke et al (2022), Steenkamp (2019), Akkaya & Bagieńska (2022), Özgenel et al (2022), Rožman et al (2023), Strode et al (2022), Crnogaj et al (2022).
3.	Business requirements	Risk assessment Stakeholder alignment Resource allocation Clearly defined goals and objectives	Positive/Significant Positive/Significant Significant Positive/Significant	Non negative effect, positive trend	Chen et al (2022), Strode et al (2022), Rožman et al (2023), Spiegler et al (2021), Varga-Atkins et al (2021).
4.	Innovation	Research and development Collaboration and knowledge-sharing Adoption of new technologies Partnership Idea generation	Positive/Significant Positive/Significant Significant Positive/Significant Significant Positive/Significant	Positive trend, research is still scarce	Aldianto et al (2021), Long et al (2022), Crnogaj et al (2022), Strode et al (2022), Rožman et al (2023), Tsai et al (2019), Fernandes et al (2023), Varga-Atkins et al (2021), Murugan & Natarajan (2022), Steenkamp (2019).
5.	Team Productivity/ Performance	Goal achievement Task completion Quality of output Efficiency Collaboration and communication Commitment	Positive/Significant Positive/Significant Positive/Significant Positive/Significant Negative	Inconsistency result	Aldianto et al (2021), Akkaya & Bagieńska (2022), Özgenel et al (2022), Yazıcı et al (2022), Aftab et al (2022), Ahmad et al (2022), Tsai et al (2019), Chen et al (2022), Strode et al (2022), Crnogaj et al (2022), Rožman et al (2023), Steenkamp (2019).
6.	Satisfaction/ Engagement /team morale	Feedback Turnover rate Teamwork Recognition and rewards Responsiveness	Positive/Significant Significant Positive/Significant Positive Positive/Significant	Positive trend, research is still scarce	Crnogaj et al (2022), Akkaya et al (2022), Yomit & Simon (2023), Ahmad et al (2023), Aftab et al (2023).

TABLE 2: Continued.

No	Determinant Variable	Indicator	Result	Conclusion	Previous Research
7.	Team dynamics	Communication Trust and respect Conflict resolution Responsibilities Diversity and inclusion Flexibility and adaptability	Positive/Significant Significant Significant Positive/Significant Significant Positive/Significant	Non negative effect, positive trend	Aftab et al (2023), Long et al (2022), Zulkifli et al (2021), Tsai et al (2019), Chen et al (2022), Rožman et al (2023), Strode et al (2022).

the authority and freedom to make decisions, experiment, and adapt quickly to changing circumstances.

In contrast, a rigid and hierarchical structure with multiple layers of approval can impede the agility of teams and hinder their ability to respond swiftly to business requirements.

Furthermore, agile leadership encourages a flatter organizational structure that fosters communication and collaboration across different functional areas. It promotes a culture of transparency and open dialogue, breaking down silos and facilitating knowledge sharing. An organizational structure that supports these values enables seamless coordination, promotes innovation, and enhances overall team performance. Organizations may need to adapt their existing structure to align with agile principles better. This result might involve restructuring teams, redefining roles and responsibilities, and revisiting decision-making processes to empower and enable agile practices.

4.3.3. Innovation

Innovation and agile leadership have a solid, interconnected relationship that drives organizational success. Agile leadership fosters a culture of innovation by encouraging experimentation, embracing change, and promoting continuous learning. It provides a framework and mindset that supports and amplifies the innovation process within an organization. Agile leaders create an environment that nurtures creativity and risk-taking. They empower their teams to explore new ideas, challenge traditional approaches, and think outside the box.

Moreover, agile leadership promotes a customer-centric approach, essential for driving innovation. Agile leaders emphasize the importance of understanding customer needs and feedback, allowing teams to develop products and services that genuinely address those needs. Through iterative development cycles and frequent customer

interactions, agile teams can quickly validate and refine their innovations based on real-time feedback.

Furthermore, agile leadership promotes a mindset centered on ongoing improvement and continuous learning. It champions the utilization of retrospective practices, where teams assess their work, pinpoint areas for improvement, and implement changes in subsequent iterations. This iterative and adaptable approach nurtures an atmosphere of innovation, motivating teams to constantly seek improved solutions and question the existing norms. The relationship between innovation and agile leadership is reciprocal. While agile leadership encourages and supports innovation, innovation also reinforces agile practices.

4.3.4. Business Requirement

Agile leaders actively involve stakeholders and prioritize understanding their needs and expectations. By engaging in regular communication and collaboration with stakeholders, agile leaders ensure that business requirements are well-defined, adaptable, and responsive to changes. Agile leadership promotes a customer-centric approach, focusing on delivering value to customers. Business requirements are continuously evaluated and refined based on customer feedback, market trends, and emerging opportunities. Agile leaders facilitate the prioritization of requirements based on their value, enabling teams to deliver the most valuable features and solutions first.

Moreover, agile leadership fosters a culture of flexibility and adaptability, essential for meeting evolving business requirements. Agile leaders empower teams to respond quickly to changes, make timely decisions, and adjust priorities as needed. This flexibility enables organizations to remain competitive and responsive in dynamic business environments. Through effective communication and collaboration, agile leaders ensure that the teams will understand business requirements. Clear and concise requirements documentation, user stories, and acceptance criteria facilitate shared understanding and enable teams to deliver high-quality outcomes.

4.3.5. Team Productivity/Performance

Agile leadership practices and principles drive and enhance team productivity and organizational performance. Agile leaders empower their teams by giving them autonomy, decision-making authority, and the freedom to self-organize. This autonomy enables team members to own their work, increasing accountability and motivation. By granting

teams the authority to make relevant decisions, agile leaders promote a sense of ownership and responsibility, directly contributing to improved productivity. Agile leadership also emphasizes collaboration and cross-functional teamwork. Agile leaders foster an environment where individuals with diverse skills and expertise work together towards a common goal. This collaborative approach enhances communication, coordination, and knowledge sharing, increasing productivity and better outcomes.

Furthermore, agile leadership promotes a focus on delivering value to customers. Agile teams prioritize customer needs and continuously seek feedback to ensure their work meets customer expectations. This customer-centric approach enhances team performance by guiding their efforts toward creating high-quality products or services that address customer requirements. Agile leaders provide timely feedback, support individual growth, and facilitate learning opportunities within the team. This result fosters a culture of continuous learning, where team members can adapt and improve their skills, resulting in enhanced performance.

4.3.6. Satisfaction/Engagement/Team Morale

Agile leaders prioritize creating a culture of trust, open communication, and psychological safety within teams. They encourage collaboration, empower individuals, and provide opportunities for personal and professional growth. This supportive environment fosters high levels of satisfaction and engagement among team members. When individuals feel valued, empowered, and supported, they are more likely to experience job satisfaction and become fully engaged in their work. Additionally, agile leadership encourages team members to feel a sense of ownership and autonomy. Agile leaders boost team morale by granting individuals the freedom to make decisions and contribute their ideas. When team members feel empowered to take ownership of their work and have a say in decision-making, it enhances their morale and motivation.

Furthermore, agile leadership encourages a culture of continuous improvement and learning. Agile leaders facilitate regular feedback loops, encourage knowledge sharing, and promote a growth mindset. This emphasis on learning and development enhances team morale as individuals feel supported in their professional growth and see opportunities for advancement. By embracing agile leadership principles, organizations can create a work environment that fosters high satisfaction, engagement, and team morale. Agile leaders inspire and motivate their teams, creating a sense of camaraderie, collaboration, and shared purpose. This positive work environment leads to higher job satisfaction and engagement and drives better performance and productivity.

4.3.7. Team dynamic

Agile leaders prioritize the establishment of an environment characterized by trust, open communication, and psychological safety among team members. They promote collaboration, active participation, and shared decision-making, thereby enhancing team dynamics. When team members feel valued, respected, and supported, it creates a foundation for healthy team dynamics. Agile leadership also emphasizes the importance of self-organizing and cross-functional teams. Agile leaders promote a unified and harmonious team dynamic by empowering team members to assume ownership of their tasks and by encouraging collaboration among individuals with diverse expertise. This concept allows for effectively sharing knowledge, skills, and perspectives, leading to improved problem-solving and innovation.

Furthermore, agile leaders promote frequent and transparent communication within teams. They organize routine gatherings, including daily stand-up sessions and retrospectives, to guarantee that team members maintain alignment, stay well-informed, and have an opportunity to express their ideas and address their concerns. This open communication nurtures a sense of belonging, encourages feedback, and fortifies team dynamics. Agile leadership practices also emphasize continuous learning and improvement. Agile leaders encourage experimentation, embrace failure as an opportunity for growth, and promote a culture of learning from mistakes. This mindset encourages team members to take risks, be adaptable, and continuously improve, positively impacting team dynamics.

5. Conclusion

This study examines the determinants of agile leadership toward organizational success that play crucial roles in shaping organizational performance and effectiveness. The variables determinants include organizational culture, organizational structure, business requirements, innovation, team productivity/performance, satisfaction/engagement/team morale, and team dynamics. The results obtained from the Systematic Literature Review emphasize the significance of these factors in impacting different facets of organizational operations. Organizational culture emerged as a significant determinant, as it sets the tone for employee behavior, values, and norms within the organization. A positive and supportive culture fosters employee engagement, satisfaction, and high morale, leading to improved performance. An agile and flexible structure enables teams

to adapt quickly to changing business requirements, enhancing overall productivity and performance.

Furthermore, the research identified business requirements as a crucial determinant, emphasizing the need for organizations to align their strategies and goals with customer demands and market trends. Innovation was also highlighted as a critical factor, as organizations that embrace innovative practices and encourage creativity are more likely to stay competitive and drive continuous improvement. The findings from this systematic literature review illuminate the interplay among organizational culture, structure, business requirements, innovation, team productivity/performance, satisfaction/engagement/team morale, and team dynamics. Understanding and effectively managing these determinants can help organizations enhance performance, achieve objectives, and thrive in today's dynamic business environment. Further research and practical interventions in these areas can lead to developing strategies and practices that drive organizational success.

References

- [1] Ahmad S, Miskon S, Alabdan R, Tlili I. Towards sustainable textile and apparel industry: Exploring the role of business intelligence systems in the era of Industry 4.0. *Sustainability*. 2020;12(7):2632. <https://doi.org/10.3390/su12072632>
- [2] Liao J, Welsch H, Stoica M. Organizational absorptive capacity and responsiveness: An empirical investigation of growth-oriented SMEs. *Entrep Theory Pract*. 2003;28(1):63–86. <https://doi.org/10.1111/1540-8520.00032>
- [3] Muneeb D, Khattak A, Wahba K, Abdalla S, Ahmad SZ. Dynamic capabilities as a strategic flexibility enabler: Organizational responsiveness to COVID-19. *J Asia Bus Stud*. 2022. <https://doi.org/10.1108/JABS-01-2022-0023>
- [4] Striepe M, Thompson P, Robertson S, Devi M, Gurr D, Longmuir F, et al. Responsive, adaptive, and future-centred leadership in response to crisis: findings from Australia, Fiji, and New Zealand. *Sch Leadersh Manag*. 2023;43(2):104–124. <https://doi.org/10.1080/13632434.2023.2171005>
- [5] Bushuyeva N, Bushuiev D, Bushuieva V. Agile leadership of managing innovation projects. *Innov Technol Sci Sol*. 2019;0(4 (10)):77–84. <https://doi.org/10.30837/2522-9818.2019.10.077>
- [6] Chen XH, Tee K, Chang V. Accelerating innovation efficiency through agile leadership: The CEO Network Effects in China. *Technol Forecast Soc Change*. 2022;179:121602. <https://doi.org/10.1016/j.techfore.2022.121602>

- [7] Gren L, Lindman M. What an agile leader does: The group dynamics perspective. 2020. p. 178–194. https://doi.org/10.1007/978-3-030-49392-9_12
- [8] Hayward S. The agile leader: How to create an agile business in the Digital Age. 2nd ed. Kogan Pages Limited; 2021.
- [9] Akkaya B, Panait M, Apostu SA, Kaya Y. Agile leadership and perceived career success: The mediating role of job embeddedness. *Int J Environ Res Public Health*. 2022;19(8):4834. <https://doi.org/10.3390/ijerph19084834>
- [10] Attar M, Abdul-Kareem A. The role of agile leadership in organisational agility. In: Agile business leadership methods for Industry 4.0. Emerald Publishing Limited; 2020. p. 171–191. <https://doi.org/10.1108/978-1-80043-380-920201011>
- [11] Fachrunnisa O, Adhiatma A, Lukman N, Ab. Majid M. Towards SMEs' digital transformation: The role of agile leadership and strategic flexibility. *J Small Bus Strat*. 2020;30(3):65–85.
- [12] Theobald S, Prenner N, Krieg A, Schneider K. Agile leadership and agile management on organizational level - A systematic literature review. 2020. p. 20–36. https://doi.org/10.1007/978-3-030-64148-1_2
- [13] Shaha AK, Jintianb Y, Sukamanic D, Kusid M. Influence of agile leadership on project success; A moderated mediation study on construction firms in Nepal. *Eng Lett*. 2022;30(2).
- [14] Cleveland M, Cleveland S. Culturally agile leadership. *Int J Public Priv Perspect Healthc Cult Environ*. 2020;4(1):1–9. <https://doi.org/10.4018/IJPPPHCE.2020010101>
- [15] Ali MZ, John SJ. Agile practitioner key notes (First Edition). OGMC Publication. 2020.
- [16] Breakspear S. Embracing agile leadership for learning: how leaders can create impact despite growing complexity. *Aust Educ Leader*. 2017;39(3):68–71.
- [17] Parizi RM, Gandomani TJ, Nafchi MZ. Hidden facilitators of agile transition: Agile coaches and agile champions. 2014 8th Malaysian Software Eng Conf (MySEC). 2014;246–250. <https://doi.org/10.1109/MySec.2014.6986022>
- [18] Ingalls P, Frever T. Growing an agile culture from value seeds. 2009 Agile Conf. 2009;119–124. <https://doi.org/10.1109/AGILE.2009.42>
- [19] Spottke B, Wulf J, Brenner W. Consumer-centric information systems: A literature review and avenues for further research. *Thirty Sixth Int Conf Inf Syst*. 2015.
- [20] Xiao Y, Watson M. Guidance on conducting a systematic literature review. *J Plann Educ Res*. 2019;39(1):93–112. <https://doi.org/10.1177/0739456X17723971>
- [21] Okoli C. A guide to conducting a standalone systematic literature review. *Commun Assoc Inf Syst*. 2015;37.

- [22] Linnenluecke MK, Marrone M, Singh AK. Conducting systematic literature reviews and bibliometric analyses. *Aust J Manag.* 2020;45(2):175–194. <https://doi.org/10.1177/0312896219877678>
- [23] Okoli C, SK S. A guide to conducting a systematic literature review of information systems research. *Sprouts Work Pap Inf Syst.* 2010;10(26).