

Leadership Styles, Strategic Agility, and Employee Engagement In Organizational Performance: A Bibliometric Analysis

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ABSTRACT

The purpose of this study is to examine how the leadership style, strategic agility, and employee engagement interact to produce organizational performance of Trend Analysis and Collaborations. The importance of both leaders who can lead effectively during times of rapid change and engaged employees has become increasingly important in the current business environment, as companies are now facing unprecedented changes resulting from both technological advances and global disruptions. This research conducted a bibliometric analysis of more than 179 peer-reviewed journal articles published between 2016 and 2025 to identify trends, the development of themes, and geographical influences in this area of research. The Methodology used Scopus database and csv file imported and cleaned, then R Studio Library, bibliometrics with Biblioshiny, and VOS viewer are used. The results indicate an increase in the amount of research on transformational leadership and agile strategy, as well as the significant role employee engagement plays in developing organizational resilience and innovation. The results also demonstrate an increased focus on cross-cultural leadership models, indicating the globalization of today's workforce. This study will provide organizational researchers with a better understanding of how to improve performance by using leadership strategies that empower and engage their employees.

Keywords: Leadership style, Strategic agilities, Employee engagements, Organizational performances, and Bibliometric analysis.

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1. INTRODUCTION

Strategic agility and employee engagement have become very significant in the context of the rapidly changing nature of business and society. These two areas of inquiry have received a great deal of attention in the last several years. Despite their significance, however, little research has focused on how leadership influences strategic agility and employee engagement (Bass, B. M. 1999). The purpose of this study is to address the gap in the literature and explore the relationships among leadership styles, strategic agility, employee engagement, and organizational performances.

2. JUSTIFICATION

The future of work is being shaped by ongoing globalization and digitalization; therefore, traditional forms of leadership need to change. Leaders must be adaptable and capable of responding to the demands of unique situations (Avolio & Bass, 2004). To develop effective leadership strategies, it is essential to research the interaction of leadership, agility, and performance.

3. PROBLEM STATEMENTS

3.1. Complex Leadership Challenges in Today's Changing Environment

Today, all organizations face rapid and continuous changes in the economy, technology, and the workplace. As such, existing forms of leadership models often are unable to respond adequately to the speed and complexity of these changes. Organizations require leadership styles that both optimize organizational performance and motivate employees to be engaged in their work. Research exists that describes how different leadership styles are related to employee engagement and performance (Northouse, 2016). There is a serious knowledge gap regarding the ways in which leadership, strategic agility, and employee engagement are related and contribute to organizational success in a constantly changing environment.

3.2. Leadership and Employee Engagement

Although research indicates that engaged employees exhibit greater commitment and productivity than disengaged employees, organizations experience difficulty sustaining high levels of employee engagement. Many researchers believe that the primary factor responsible for low levels of employee engagement is poor leadership; however, research indicates that no single form of leadership is universally superior in promoting employee engagement. Some research suggests that transformational leadership is positively correlated with employee engagement; however, additional research is required to determine whether transformational leadership is consistently the most effective form of leadership in promoting employee engagement in a variety of environments (Judge & Piccolo, 2004).

3.3. Limited Research on Agility in Leadership

Organizations in today's fast-changing global environment require leaders who are capable of adapting to changing conditions and leading their teams through uncertainty and change. Unfortunately, relatively little research has examined the degree to which strategic agility (the ability to quickly and effectively make decisions) contributes to organizational performance and how leaders can establish an agile culture. Further research is needed to provide a better understanding of how agile leadership can contribute to improved organizational performance and employee engagement (Doz & Kosonen, 2010).

3.4. Cross-Cultural Differences in Leadership

Much of the research on leadership has been conducted using samples of participants from Western cultures. However, leadership is not universal and varies depending on the culture. For example, in some cultures, hierarchical leadership is considered the most effective form of leadership whereas, in other cultures, transformational or participative leadership is preferred. Although prior research has indicated that leadership styles may vary across cultures, limited research has been conducted to describe the relationship between cross-cultural differences in leadership styles and employee engagement and organizational performance (Hofstede, 2001). Therefore, research is needed to compare leadership styles and the effects of those styles on employee engagement and organizational performance across various geographic regions and cultures.

3.5. Exploring the Relationship between Employee Engagement and Organizational Performance

Research indicates that when employees are engaged, they demonstrate higher levels of performance. However, research has failed to clearly define the relationship between employee engagement and organizational performance. Research indicates that leadership is a major contributor to employee engagement; therefore, the specific relationship between leadership styles, employee engagement, and organizational performance requires additional study. Without this information, organizations may not realize the full potential of their engaged employees (Bakker & Demerouti, 2008).

3.6 Research Questions

- **RQ1.** What are the emerging trends in the development of leadership styles and the relationship between leadership styles and organizational performance since 2016 - 2025?
- **RQ2.** What are the main keywords and countries focusing on Leadership?
- **RQ3.** What is the contribution of strategic agility to organizational performance?
- **RQ4.** What are the cultural and geographic variations in the Map on leadership?

3.7 Objectives of the Study

RO1. To analyze the evolution of leadership styles and their influence on employee engagement and organizational performance through bibliometric analysis.

- **RO2.** To investigate the role of strategic agility in contributing to organizational performance in periods of contribution, recent researchers.
- **RO3.** To investigate the relationship between employee engagement and organizational performance, and how the relationship is affected by leadership styles in these areas of future research.
- **RO4.** To identify geographic and cultural variations in leadership research, particularly in emerging markets.

4. REVIEW OF LITERATURE

4.1. Leadership Styles and Organization Performance

Many studies examined the effects of leadership styles on organizational performance. In the early days of studying leadership, researchers were interested in finding what makes up effective leadership (Northouse, 2016). Today, much of the research focuses on more dynamic leadership models that look at the relationships among leaders and followers. One of the most well-known dynamic leadership models is Transformational Leadership, developed by Bass (1985). This model of leadership inspires and engages employees by focusing on vision, motivation, and stimulating employees intellectually. When employees are engaged through Transformational Leadership, they tend to build trust, innovate, and commit to the organization, which translates into higher organizational performance (Avolio & Bass, 2004).

Transactional Leadership uses rewards and punishment, and this style of leadership has been proven to be less effective in producing long-term employee engagement and performance than Transformational Leadership (Bass & Avolio, 1993). Transactional Leadership is able to produce short-term gains but does not have the ability to create long-term changes or respond to disruptions in the marketplace. As a result of this, researchers have concentrated on developing the knowledge base around Transformational Leadership and its potential in creating sustainable organizational performance (Judge & Piccolo, 2004).

4.2 Strategic Agility and Organizational Performance

Strategic agility is becoming more and more important due to the fast pace and constant change in today's business world. Strategic agility is defined as an organization's ability to quickly adjust to changes, allowing it to remain competitive and relevant in a constantly changing market. Organizations led by leaders that support strategic agility are more likely to create an environment that fosters innovation and resiliency (Doz & Kosonen, 2010).

4.3. Leadership Styles and Employee Engagement

Transformational leaders inspire and motivate their team members to increase employee engagement (Bass & Avolio, 1993). By creating an environment of purpose for their employees, transformational leaders are able to help build commitment and motivation to their jobs, leading

to improved job satisfaction and overall organizational performance (Harter, Schmidt, & Hayes, 2002). Transactional leaders focus on completing tasks and providing incentives and rewards to encourage employee engagement. Transactional leaders may be able to achieve some immediate gains in employee productivity; however, research has consistently demonstrated that they are unable to foster the long-term emotional connections that are essential to developing sustainable employee engagement (Judge & Piccolo, 2004). While there are many factors that contribute to employee engagement, understanding the relationship between leadership style and employee engagement is critical to improving organizational performance (Bakker & Demerouti, 2008).

4.4. Cultural Differences in Leadership Styles

Leadership styles' success depends largely on a culture's overall orientation. Hofstede (2001) found that cultural contexts vary significantly in terms of their respective approaches to leadership. One example of this variance is seen in high power-distance cultures (those that place a large emphasis on hierarchy and authority), where the most successful leadership is typically authoritarian. Conversely, in low power-distance cultures (where the focus is on equal status and participation) the most effective form of leadership is transformational and collaborative (House et al., 2004).

As globalization increases in prominence, leadership models must begin to adapt to address the growing global cross-cultural needs. For instance, Chinese leaders are typically very directive and paternalistic; conversely, leaders in Western countries tend to empower employees to make decisions and collaborate with one another. Leaders who operate globally should have an understanding of the cultural differences associated with global operations. Future studies are also anticipated to continue developing how leadership styles can be adjusted based on the varying expectations of the many cultures around the world (Li & Wang, 2010).

5. RESEARCH METHODOLOGY

This study applied a bibliometric analysis to assess the relationships among leadership styles, strategic agility, and employee engagement as they relate to organizational performance. The focus of the research was focused on articles contained in Scopus, a major database of peer-reviewed articles. The goal of this study was to chart the development of the literature, identify prevailing themes, and locate areas of research that have not yet been examined in this area.

5.1. Research Design

The primary design of this study was based on a bibliometric approach to evaluate articles contained in Scopus. The Scopus database was used in this bibliometric analysis was the widely used database named as the Scopus in the Global, which was a great choice due to its high coverage and global coverage of peer-reviewed journals and the ability of providing high-quality citation metrics i. The focus of the study was on assessing the trends associated with the number of publications, citations, collaborations, and the evolving themes of research related to leadership, agility, and employee engagement.

5.2. Bibliometric Analysis

A bibliometric analysis examined the volume and quality of academic research through various means of metrics, such as citation analyses, co-authorship networks, and keyword co-occurrences. The current study used the bibliometric method to systematically evaluate how the evolution, current trends, and effects of research in the areas of leadership styles, strategic agility, and employee engagement have evolved. A bibliometric analysis allowed us to observe the development pattern of research regarding leadership and organizational performance, and to identify the most highly cited works in the field.

5.3. Data Sources

Scopus was the exclusive source of data for this bibliometric analysis. Scopus contains a vast amount of peer-reviewed academic literature, which is a suitable source of data for conducting a bibliometric analysis of articles concerning leadership styles, strategic agility, and employee engagement. Scopus contains a large collection of scholarly articles and journals, providing a robust resource for conducting bibliometric analysis.

5.4. Data Collection

Search strategy: Articles were identified through the use of specific keywords and phrases that were related to the central theme(s) of this study. Keywords/phrases were included: leadership styles, strategic agility, employee engagement, and organizational performance. Boolean operators were used to combine keywords/phrases to limit searches to articles that best relate to the research questions.

Selection criteria: Articles were limited to those that have been published between 2016 and 2025 to ensure that the study was based on current research. Articles were considered if they were peer-reviewed to ensure academic rigor.

5.5 Inclusion Criteria

Keywords and Topics: Articles included must contain one or more of the following terms in their title, abstract, or keywords included any of the following terms: Leadership Style, Strategic Agility, Employee Engagement, Organizational Performances.

Years: Articles included must have been published in the years between 2016 and 2025; this was a time frame that ensures the research included is up to date and reflects the most recent trends and developments in the field of study.

Subject Areas: Articles included must be published within the following subject areas, Business, Management & Accounting, Economics, Econometrics & Finance, and Social Sciences.

Document Type: Only Articles and Reviews were included in the study. The reason for selecting these document types are peer reviewed and allow for an extensive discussion of the

research topic(s).

Language: Only English-language articles were included in this study. This is to ensure that all data collected is consistent and accessible.

Source Type: Only journal articles were included in the study. This is because journals (as indexed in Scopus) represent the highest level of academic research, ensuring that the studies included in the review are rigorous and of high quality.

5.6 Exclusion Criteria

Irrelevant Topics: Articles that do not address at least one of the four main themes of this review (leadership styles, strategic agility, employee engagement, organizational performance) were excluded from the study.

Document Types: All conference papers, books, book chapters, and editorials were excluded as they did not fit into the defined categories of articles.

Publication Dates: Articles published before 2016 or after 2025 was excluded in order to keep the focus of the review on contemporary and relevant research.

Non-peer-reviewed: Articles that were not peer reviewed also be excluded from the study to ensure that only research of high academic quality and rigors were included.

Non-English Language: Articles written in a language other than English were also excluded from the study as they did not meet the specified language requirements.

Subject Areas: Articles which were published in fields of study outside of those of business, management and accounting, economics, econometrics and finance, and social sciences were excluded.

Source Type: Articles published in non-journal formats were excluded from the study.

5.7: Tools for Analysis

Biblioshiny: To perform both bibliometric analysis and visualization of publication trends, citation analysis, and co-authorship networks, this tool was utilized. Biblioshiny also allows users to process large datasets from Scopus and then generate insights through its intuitive interface.

VOS viewer: As mentioned previously, this tool was utilized to develop visualizations of co-authorship networks and keyword co-occurrence maps. VOSviewer was especially useful in analyzing bibliometric data as well as identifying any patterns that exist in research collaborations.

Excel: In addition to using these tools to clean our data, perform statistical analysis, and visualize trends, we utilized Microsoft Excel to efficiently handle our bibliometric data and create charts and graphs to illustrate our findings.

5.8. Ethical Considerations

Data Integrity: Peer-reviewed articles that were available in the public domain were used exclusively. The integrity of the data will be maintained by sourcing it from Scopus alone, thus ensuring that the data collected will be credible and accurate academically.

6. RESULTS

6.1 PRISMA flow diagram:

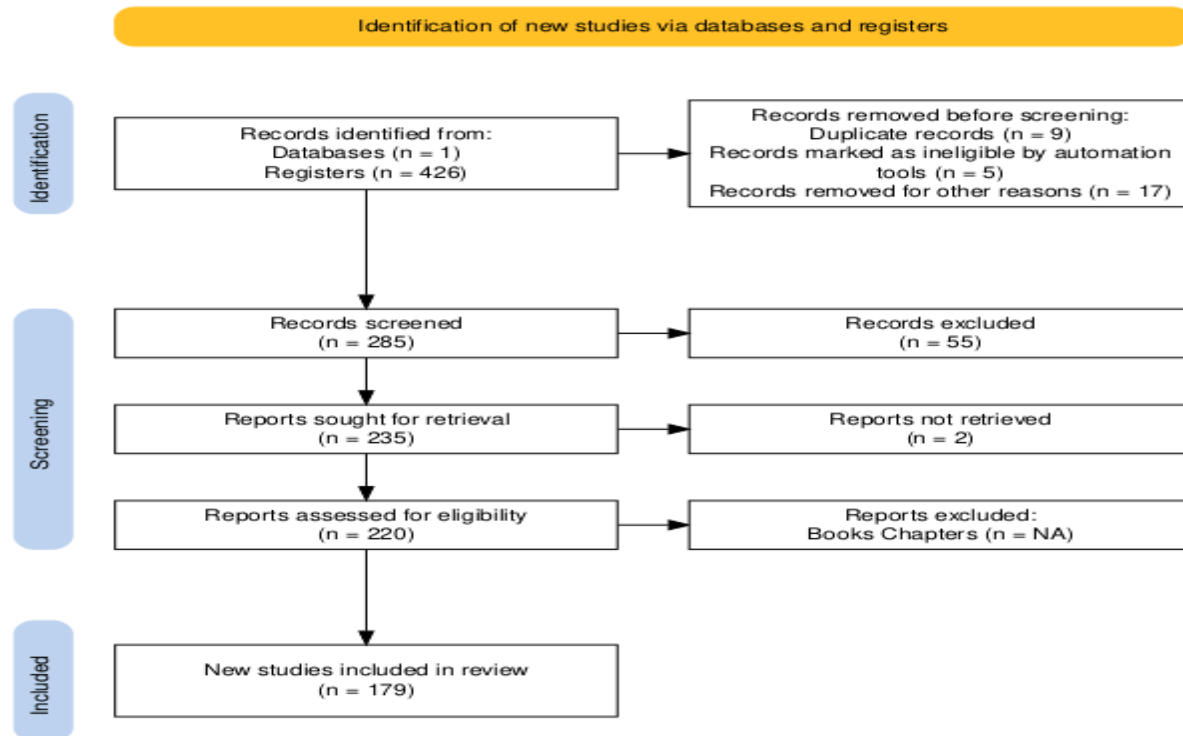


Figure 1: PRISMA flow diagram of the study (2025)

6.2. Main Information of the Bibliometric Dataset (2016–2025)

S.NO	Category	Indicator	Results
1	Total Documents	Number of Articles	179 (Total documents found)
2	Years of Publication	Range of Publication Years	2016 – 2025
3	Authors	Number of Authors	Multiple authors per document (varies)
4	Document Type	Types of Documents	Articles
5	Source Titles	Number of Different Journals/Source Titles	Multiple journals and source titles
6	Language	Language of Documents	English (Only English articles included)
7	Open Access	Types of Access	Various types of open access (Gold, Green, etc.)

8	Keywords	Most Common Keywords	Leadership, Agility, Employee Engagement, Performance
9	Average Citation Count	Citation Frequency	Varies per document (citation data not provided directly)

Table 1: Main Information of the study (2025)

6.3. Annual Scientific Production Report

Publication Trends: A study of descriptive statistics for the last decade of the number of publications of each of the three key topics (leadership styles; Strategic Agility; Employee Engagement) was planned so that we can see the trends of the research activity and how important these topics have become.

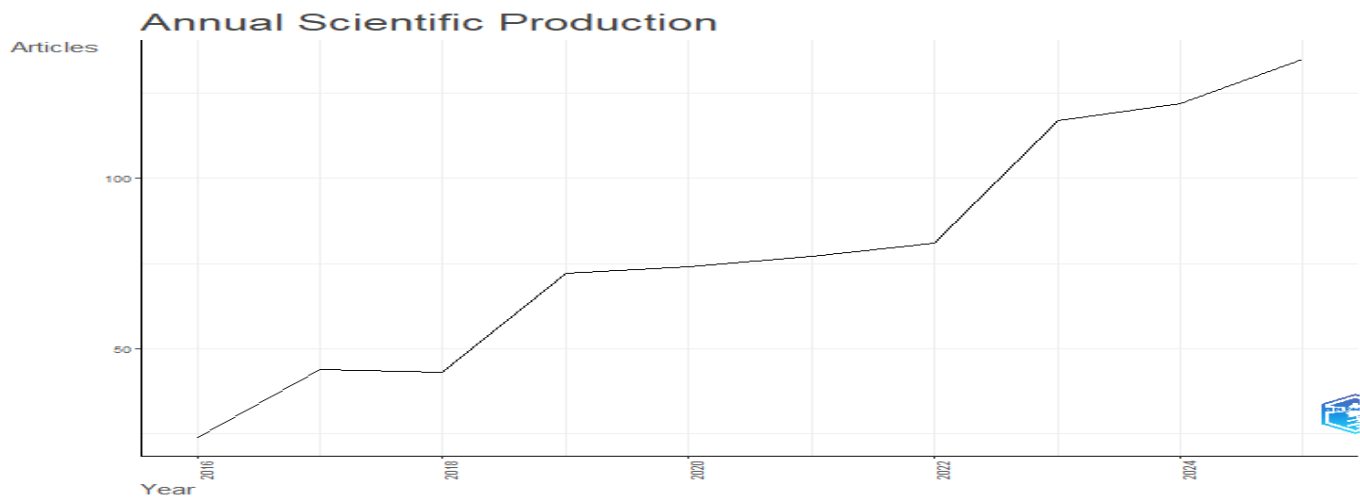


Figure 2: Annual Scientific Production Report of the study (2025)

Research productivity in leadership, strategic agility, and employee engagement annually has demonstrated an increasing trend from 2016 to 2025. Annual research productivity started at 45 in 2016 and dramatically increased to 134 in 2025. These results demonstrate a clear growth trend.

The rise in articles represents an increasing focus by academia regarding the influence that various forms of leadership styles and agility have on organizational performance. The increase also shows that the two areas of study are currently extremely important as well as practical for both the academic and business communities. The 33.35% annual publication increase indicates that this area will be one of the major research subjects over the next few years.

6.4. Life Cycle – Annual Publication Citation Analysis: An assessment of the citations was used to determine which articles and authors in the subject area have been cited the most (i.e., who are the leading contributors to the subject). The number of times each article was cited and examined to identify the key contributions that have significantly impacted the research in the field. Articles with high numbers of citations generally represent a contribution to the body of knowledge in the subject area.

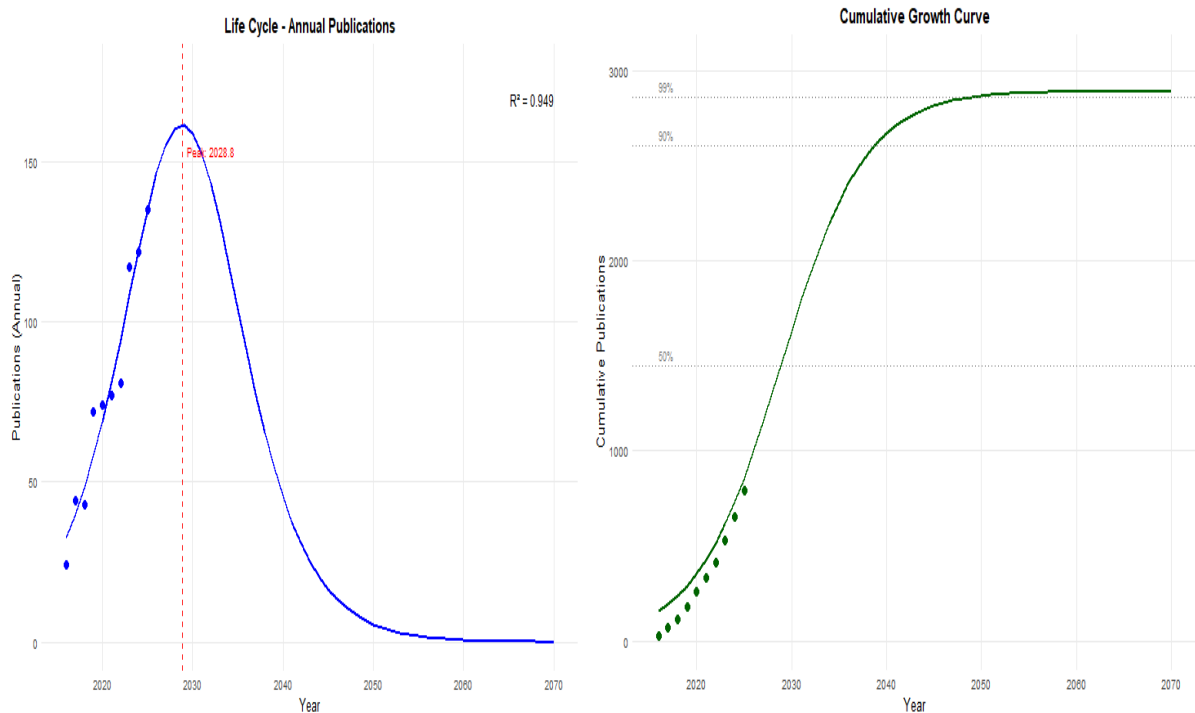


Figure 3: Life Cycle – Annual Publication of the study (2025)

6.5. Most Relevant Authors

S.No	Author	Articles	Fractionalized Articles
1	Khan, M.A.	7	2.35
2	Rabiul, M.K.	5	2.25
3	Liu, Y.	4	1.5
4	Dartey-Baah, K.	4	1.83
5	Zhang, M.	3	1
6	Yean, T.F.	3	1

7	Zhang, L.	3	0.75
8	Zhang, Z.	3	1.16
9	Khan, M.	3	0.75
10	Abid, G.	3	0.75

Table 2: Most Relevant Authors of the study (2025)

An examination of the top contributors in the dataset demonstrates that the authors who have contributed to the body of literature surrounding leadership style, strategic agility, and employee engagement represent a wide variety of disciplines. The data demonstrate an increasing number of contributions from key authors over time, as well as evidence of a significant amount of collaborative effort by the authors of each individual article (as evidenced by the fractionated nature of the data). The "top" authors were individuals who continually contribute to the literature within this discipline and demonstrate how they have become influential in shaping the current body of knowledge related to organizational performance. The data also demonstrates how important it was for authors to collaborate in order to advance the literature in this area, and illustrates the emerging trend towards interdisciplinary approaches in conducting leadership research. In essence, this trend represents a growing recognition of the need for a more comprehensive understanding of the subject matter through the contributions of many different types of expertise.

6.6. WORD CLOUD RESULTS



Figure 4: Life Cycle – Annual Publication of the study (2025)

The emphasis in the "word cloud" on "transformational leadership" key both employee engagement and organizational performance; in addition, there were other forms of leadership (e.g., "servant leadership," "transactional leadership") that show there was a diversity of approaches to this topic across the literature. Employee engagement and job satisfaction were very directly tied to how effective leaders are at leading employees effectively, and the focus on "performance" shows just how important it was for leaders to be able to affect an organization's

overall success by affecting their performance. As such, the results of the "analysis" point to how "motivation" and "commitment" are absolutely critical to having the high-performers one needs to have the "high-performance outcomes" one wants.

6.7. Co-Authorship Network: By using VOSviewer as a tool for network analysis, we used the co-authorship of research papers to determine clusters of researchers who work on similar or related research papers, and their cooperative networks. In addition, by identifying these research paper clusters and networks, we might be able to determine which researchers or research teams were leaders in the area of leadership, agility, and employee engagement.

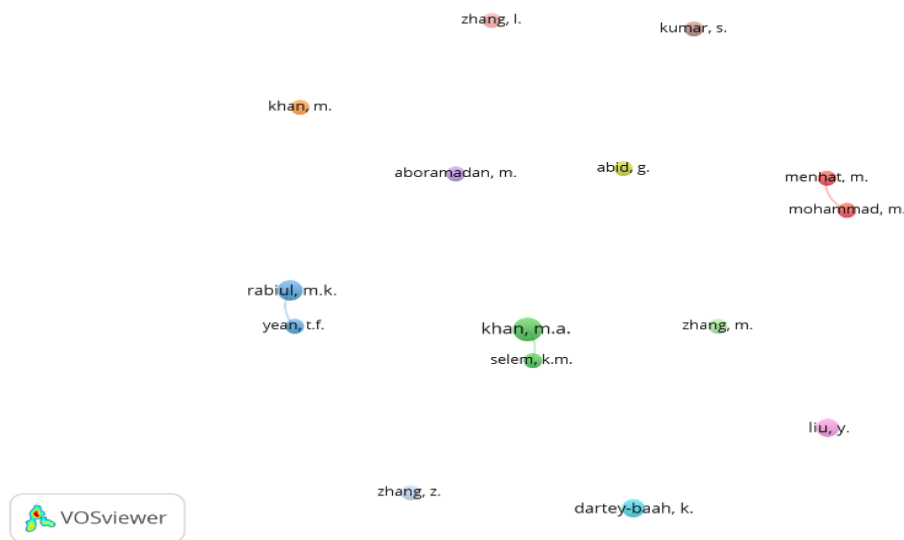


Figure 5: Co-Authorship Network of the study (2025)

6.8. Word Frequency: A word frequency analysis was another method we used to map the primary themes that exist in the literature. The frequency at which certain keywords (e.g.: Employee engagement, job satisfaction, leadership) occur together in articles was what this type of analysis measures. By doing so, it is possible to understand the most important themes that have developed in the literature over time, and which are still emerging.

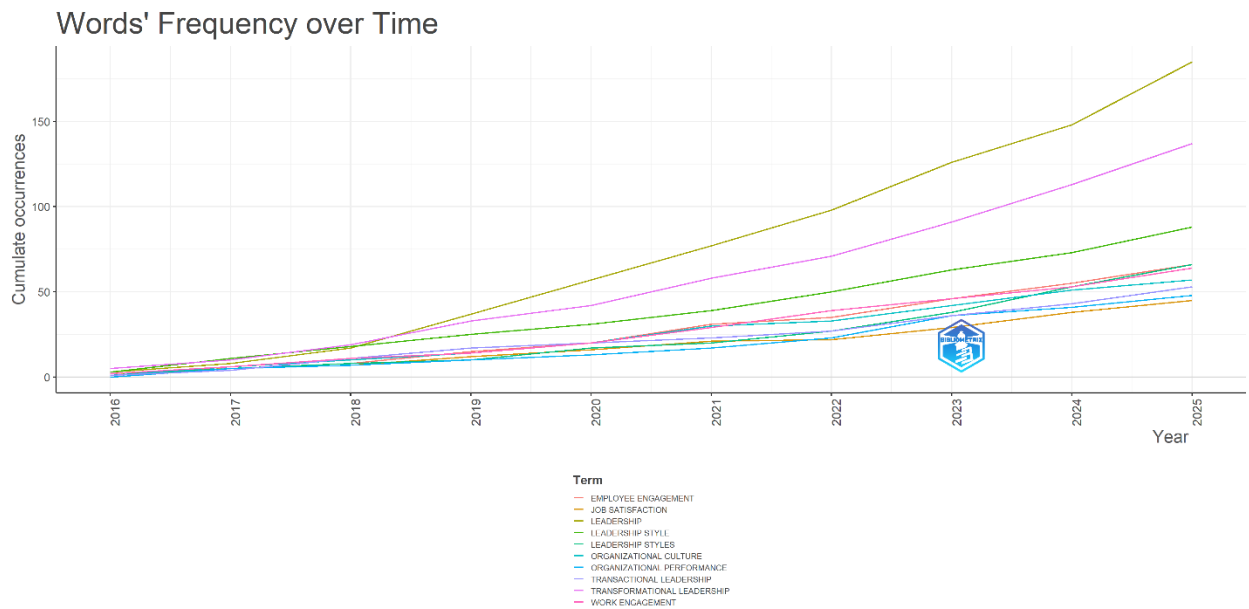


Figure 6: Word Frequency of the study (2025)

6.9. Journals and Sources: The journals were assessed for what they can tell about the top journals publishing research on the topic of leadership and organizational performance; this will help us understand which ones were the core or central journals for the study of leadership and organizational performance.

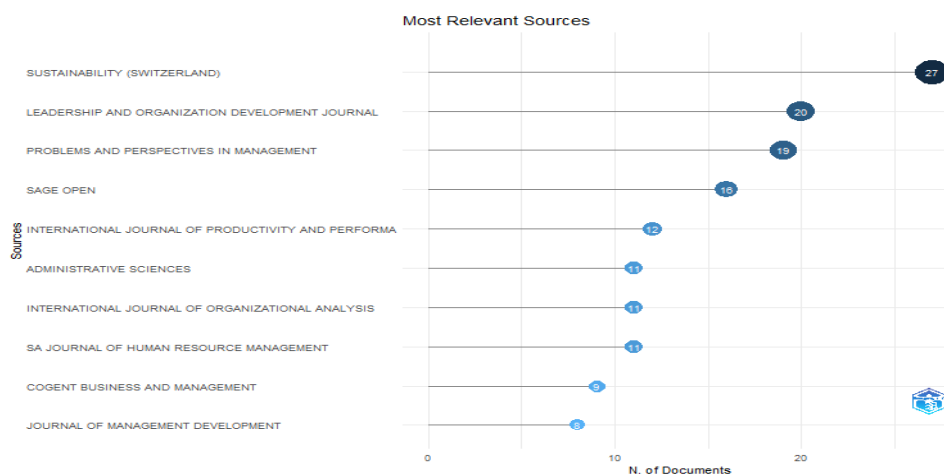


Figure 7: Most Relevant sources of the study (2025)

6.10. Most Thematic Map



Figure 8: Thematic Map of the study (2025)

The thematic evolution map illustrated that employee has remained a key area of interest in both time frames. A growth in leadership as an interest from 2023 to 2025. Emotion was found to decrease in importance over time, while employee behavior moved from a specific type of activity (behavior) to an institutional form. Terms such as job, culture, and reviews were added as new topics of interest by 2025; these reflect a greater focus on organizational culture and work environment. Overall, the map reflects a move from a more focused, individualistic approach to a more holistic and institutionalized approach for studying leadership and employee engagement.

6.11. Most Trending Topics

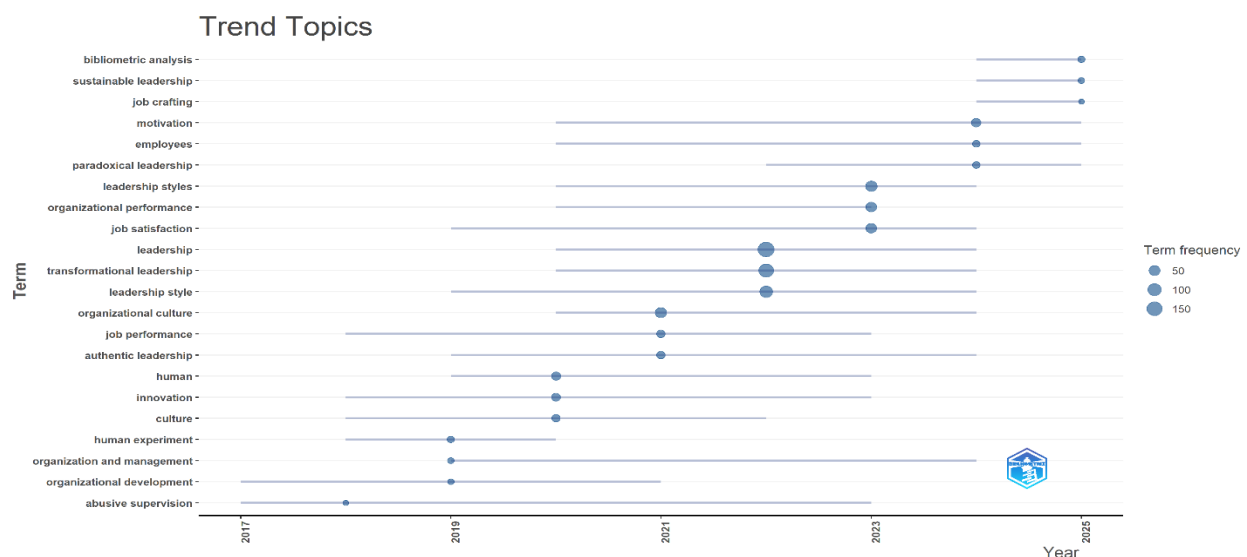


Figure 9: Trend Topics of the study (2025)

The Trend Topics Chart showed that the emphasis on Transformational Leadership and Organizational Performance has increased dramatically since 2021. With an increase in references to Job Performance, Employee Engagement, and Leadership Styles, the focus was now on How Leadership Influences Organizational Outcomes. There was Moderate Growth for Sustainable Leadership and Organizational Culture, indicating a rising Interest in Ethical Long-Term Leadership Practices. The Increasing References to Abusive Supervision and Authentic Leadership indicate a Rising Interest in Positive and Negative Behaviors of Leaders. Overall, the Chart Suggests that there was an Increasing Academic Focus on How Leadership can Promote Organizational Success and Employee Well-Being.

6.12. Most Cited Countries

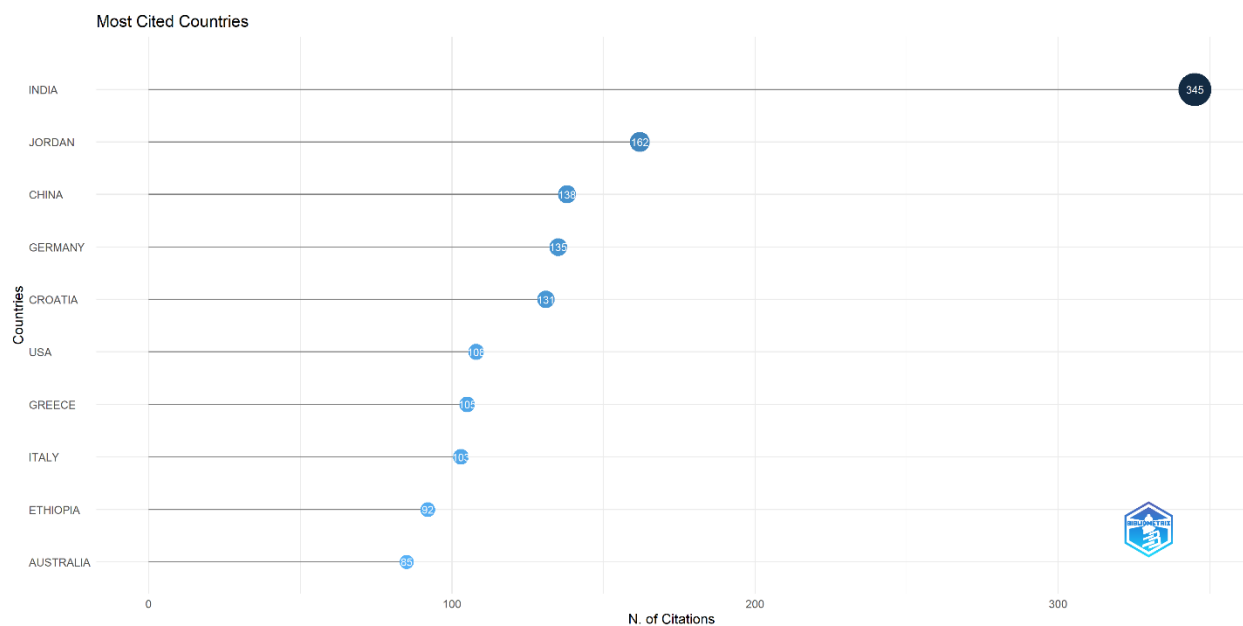


Figure 10: Most Cited Countries of the study (2025)

The Chart also provided evidence of which Countries were Most Cited in the Field. India leads all Countries, followed by Jordan and then China, as these Countries have the Largest Number of Citations, indicating they were producing the Most Influential Research. While Germany and Croatia appear to be Contributing Strongly to the Literature, it appears that Countries such as U.S.A and Australia Have Relatively Fewer Citations.

The hierarchical clustering diagram (dendrogram) displayed how closely related various topics in the data set were, and demonstrates how close or far apart these topics were conceptually. In general, when the terms were closer together, they demonstrated stronger conceptual similarities and were therefore grouped at lower levels in the dendrogram. For example, the terms “employee engagement” and “organizational behavior” are all clustered together; this suggests that they likely are researching the same types of concepts. More broadly, when the branches were farther away from each other in the dendrogram, they typically represent broader categories that were not necessarily as strongly connected to other categories. Therefore, this type of visualization illustrates the relationship of many of the smaller subcategories of leadership and organizational behavior, and how they develop over time in the literature.

6.15. Corresponding Authors Countries

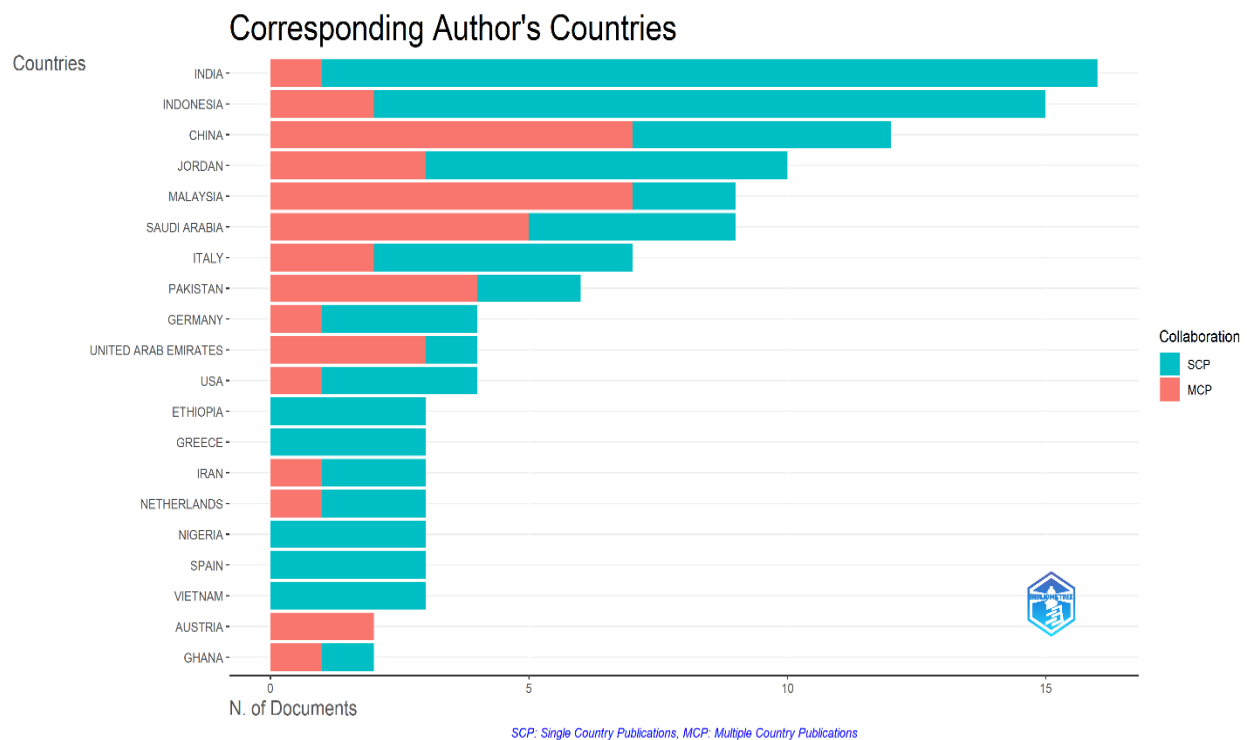


Figure 13: Corresponding Authors' Countries of the study (2025)

Research indicated that authors from India and Indonesia produced the largest numbers of documents for the purpose of this study. A high proportion of these documents were classified as SCP, while authors from China and Jordan have produced MCPs. The majority of MCPs were produced by Indian and Chinese authors, which indicates a higher level of global collaboration in terms of research than has been seen in other areas of research.

6.16. Thematic Map

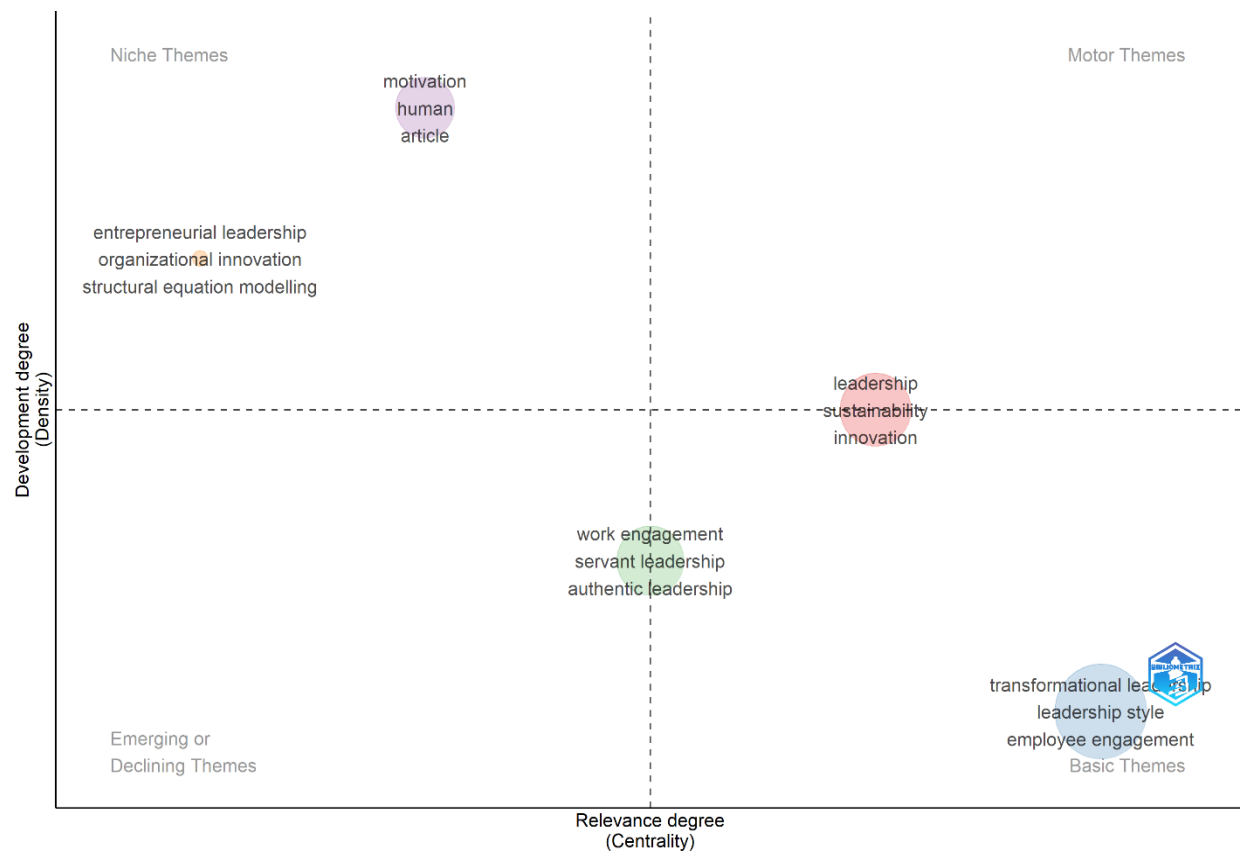


Figure 14: Thematic Map of the study (2025)

The Thematic map illustrated the dynamic nature of the research landscape in leadership and engagement studies. Leadership, Sustainability, and Innovation were prominent motor themes; they were also the most relevant and impactful in terms of current research. Servant Leadership, Authentic Leadership, and Work Engagement were emerging themes; therefore, there was evidence of an increase in attention to these topics in recent literature. Structural Equation Modeling, Organizational Innovation, and Motivation are considered niche themes; therefore, they were less relevant and developed than the other themes listed. Transformational Leadership, Employee Engagement, and Leadership Style were considered to be the foundational basic themes of the field and continue to influence the direction of research in this area.

6.17. Trend Topics Chart



Figure 15: Trend Topics Tree of the study (2025)

Transformational Leadership was most prominent on the Trend Topics Chart, with an increase from 2019-2020 that peaks at 2023. This surge in interest indicated that Transformational Leadership was increasingly affecting Employee Engagement and Organizational Performance. Interest in Job Performance and Employee Engagement was rising, which reflects the importance of these two constructs to achieving organizational success. Aspects of Authentic Leadership and Abusive Supervision were gaining popularity as researchers began to explore the full spectrum of leadership behaviors (positive and negative). Research and publications focusing on Sustainability and Innovation in Leadership have been increasing over the past few years.

6.18. Keywords Networks:

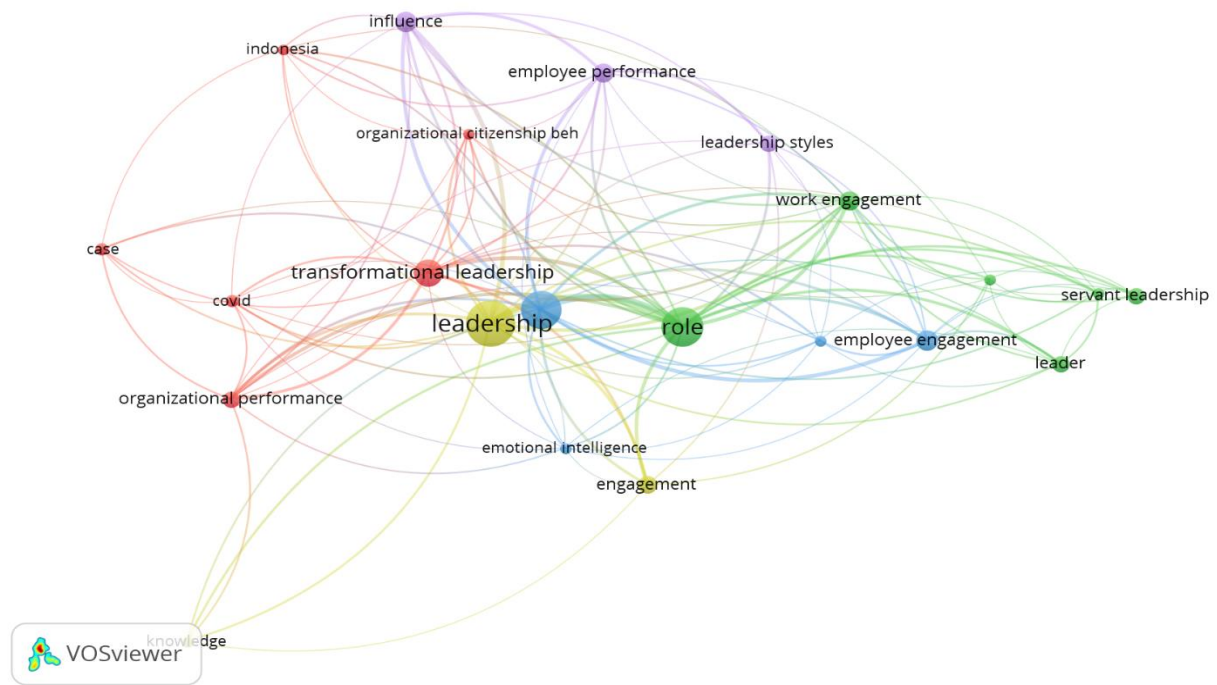


Figure 16: Keywords Networks of the study (2025)

The Role construct was connected to Work Engagement and Emotional Intelligence constructs and illustrates how leadership influences employee engagement and performance. Servant Leadership and Employee Engagement were two new emerging trends that continue to expand the conversations surrounding Leadership. The connections to the term Indonesia illustrate situational and regional research. Overall, the Network Map illustrates the interconnectedness of Leadership, Engagement, and Performance.

7. DISCUSSIONS:

7.1. Volume of Publications on Leadership Research

Over the last ten years (2016–2025), the number of publications about leadership, agility, and employee engagement has greatly increased. The study determined that the annual growth of research in this area was approximately 33.35%. Figure 2 indicated that a growing awareness of the impact that these topics have on organizational success. The upward trend in the amount of research being conducted demonstrates that both academics and businesses are focused on the ways in which effective leadership and engaged employees allow organizations to adapt to changing markets quickly and prosper in the competition.

7.2. Relationship between Leadership Style & Organizational Performance

The results of the analysis showed that transformational leadership has been the most frequently discussed and impactful type of leadership in the literature. Transformational leaders stimulate and encourage their employees to go above what they would normally do to benefit the organization. Figure 16 showed that Leadership key words were mostly used in this study. It has been shown that employees working under transformational leadership were more highly engaged and that the organizations where they work experience improved organizational performance. This was consistent with the work of Bass, who suggested that transformational leadership stimulates motivation and commitment, resulting in improved organizational performance.

7.3. Impact of Digital Transformation on Leadership

Organizations continue to adopt new technologies, and there was growing need for digital leadership that guides employees through the process of technological change, while maintaining employee engagement and performance. Studies indicate that when leaders use technology-driven change and promote a digital-first culture, they are more likely to successfully navigate the complexity of today's business environment. Although the study indicated that there was a lack of literature on integrating digital leadership with strategic agility, future research could investigate how leaders can incorporate technological innovation with employee engagement to create organizations that are agile, innovative, and capable of adapting to rapid change.

7.4. Strategic Agility

Organizations were followed by strategic agility used to an organization's ability to quickly revise its strategic orientations in response to market fluctuations, technological advances, or changes in consumer behavior. Teece (2007) proposed the concept of dynamic capabilities, which was considered a theoretical framework for understanding how firms preserve their competitive advantages through strategic agility.

8. LIMITATION OF THIS STUDY:

Scopus Coverage: No guarantee that the study included all relevant studies since the scope of the study included only those articles that have been indexed in Scopus.

Language Bias: Only considered articles written in the English language and, therefore, may be overlooking significant research that has been conducted and published in another language.

Scope of Keywords: The success of the analysis is dependent upon the selection of keywords. If

there were topics or terms that were overlooked in the selection of the keywords, there was a possibility that the analysis might overlook important research.

9. CONCLUSIONS:

This research presented an extensive bibliography review of the expanding collection of studies that investigated the impact of leadership types, strategic agility, and employee commitment/engagement on organizational performance collectively. The bibliography review was based on articles in the Scopus database from 2016 to 2025, and from those 179 articles, the researcher was able to determine trends and patterns that exist in the academic literature on the topics investigated. The research indicates that transformational leadership is a significant contributor to employee engagement, which in turn results in enhanced organizational performance. Strategic agility has evolved as an important element of leadership competence, as organizations seek to remain adaptable and resilient in a rapidly changing business environment. In addition, this research identifies the growing interest in "agile" leadership and the potential for employee commitment to contribute to long term success of an organization.

10. FUTURE RESEARCH AND RECOMMENDATIONS:

The primary areas for future study of the conclusions found within this study were the cultural applicability of leadership style. The large body of literature that has been published concerning leadership within Western cultures does provide substantial knowledge of the application of leadership theory and practice; however, there was increasing need to conduct research into the perceptions and applications of leadership style as they relate to employees from various cultural backgrounds.

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