

Scholar Results Related To Agile Leadership In The Era Of Disruption In Developing Country

Achmad Supandi¹ Jumanah²

Sekolah Tinggi Ilmu Administrasi (STIA) Banten, Kota Serang -INDONESIA^{1,2}

Email corresponding author : supandimmsi@gmail.com¹ jumanah1011@gmail.com²

ABSTRACT

This abstract explores the application of Agile Leadership principles within the dynamic business landscape of developing countries during times of disruption. By synthesizing findings from various scholarly journals, the paper aims to provide insights into the challenges and opportunities faced by leaders in adapting to the unique socio-economic context of the country. Emphasizing effective strategies for leaders to thrive amidst disruption, the study sheds light on the nuanced integration of Agile Leadership principles. Addressing the urgent need for effective leadership in the face of rapid disruption in developing countries, the study seeks to answer the research question: How can Agile Leadership principles be adeptly applied to foster organizational resilience within the developing countries' business environment? This paper fills a critical gap in the existing literature by offering a fresh examination of adaptive leadership styles, agile methodologies integration, and the role of organizational culture in the context of developing countries' specific challenges. The research contributes novelty by synthesizing diverse scholarly perspectives and methodologies, offering a unique lens on Agile Leadership in developing countries. The study employs a rigorous review of scholarly journals, systematically analyzing existing literature to provide comprehensive insights. Through this approach, the paper not only uncovers common themes but also highlights the necessity for adaptive leadership, the integration of agile methodologies, and the crucial role of organizational culture in navigating disruption within the developing countries' business landscape.

Keywords: Agile Leadership, Analysis, Critical Gap, Disruption

INTRODUCTION

In the dynamic and rapidly evolving business landscape, traditional leadership paradigms are proving inadequate to ensure the sustained success and resilience of organizations. Addressing this challenge caused by VUCA, Agile Leadership has emerged as a promising solution. This study aims to thoroughly explore and analyze researchers' perspectives on Agile Leadership in developing countries, specifically focusing on how this leadership approach can be effectively applied in the local context. Motivated by the imperative to navigate the evolving business dynamics and the increasing significance of adaptive leadership styles, this paper seeks to provide a clear and comprehensive understanding of the Agile Leadership landscape. Emphasizing the relevance of this approach in fostering competitive advantages and facilitating successful organizational adaptation amid rapid changes, the main section of the article will commence with an introductory section. This section will elucidate the paper's purpose, motivation, research methods, and findings relatively nontechnically, ensuring clarity for an informed reader to grasp the manuscript's contribution.

Agile leadership has been widely studied in organizational institutions and management. For example, Agility as a concept is not unique or limited to the field of information technology (IT), and engineering. Still, it spreads its tentacles to the field of management and business. Agile

Alliance officially introduced agility into the field of IT in its manifesto on agile software development (Beck et al., 2001; Denning, 2018).

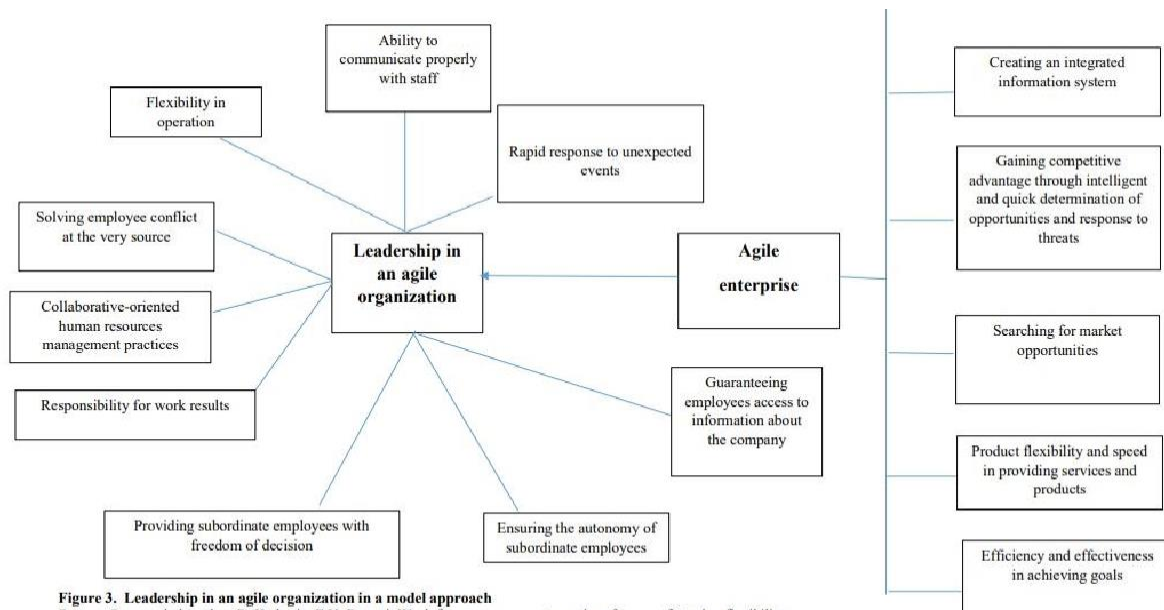


Figure 3. Leadership in an agile organization in a model approach
Source: Own study based on R. Kathuria, F.Y. Partovi, Work force management practices for manufacturing flexibility, „Journal of Operations Management“, 2009, No. 18, pp. 21–39; N. Sumukadas, R. Sawhney, Workforce agility through employee involvement, „IIE Transactions“, 2012, No. 36 (10), pp. 101–102.

Figure 1. Leadership in agile organization in a model approach.
Source: Rzepka, A., & Bojar, E. (2020)

In Figure 1, it is explained that an agile organization implemented in agile enterprises consists of ten criteria. The first is the ability to communicate effectively with staff. The second is the rapid response to unexpected events. The third involves agile enterprise characteristics such as Information Systems (IS), intelligent and quick determination, market opportunities, product flexibility, and speed, as well as efficiency and effectiveness in achieving goals.

The fourth criterion is guaranteeing employee access to information about the company. The fifth is ensuring the autonomy of subordinate employees. The sixth involves providing subordinate employees with the freedom of decision. The seventh criterion is taking responsibility for work results. The eighth is adopting collaborative-oriented human resources management practices. The ninth criterion is solving employees' conflicts at the very source. The tenth and final criterion is flexibility in operation. R. Kathuria, F. Y. Partovi (2012) in Rzepka, A., & Bojar, E. (2020). Based on the above model, the author is interested in providing a different perspective of the scholarly results in the form of a literature review.

METHOD

This study uses a bibliometric study, the data used using the Scopus basic data accessed in January 2024. The strategy is carried out through a search using a query ((TITLE-ABS-KEY (“Agile”) OR TITLE-ABS-KEY (“Agile Leadership”))) Then the visualization will be analyzed using VOSviewer 1.6.16.

The initial search is carried out by entering the general keywords desired to search for data regarding the development of agile leadership science in developing countries. The next search is carried out using various criteria desired. A search for documents related to research on agile leadership in developing countries was also carried out to find out scientific developments. This is because the number of publications in this field is still low, and needs to be encouraged for further development.

RESULTS AND DISCUSSION

From several scientific writing journals there are agile leadership methods for agile organizations as follows in Figure 2. There are forty-one words related to agile leadership then proceed using VosViewer.

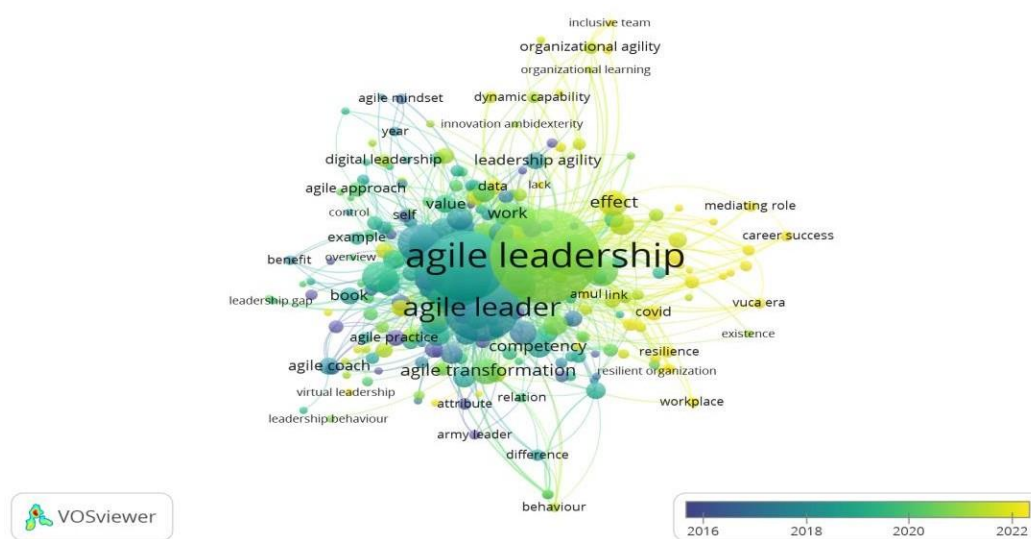


Figure 2. Agile leadership in Agile organization on VOSViewer
Source: data processed by the author (2024)

From scholarly results on journals are found in-depth Study on Agile Leadership in the developing countries Context:

The Theoretical Foundation of Agile Leadership :

Agile Leadership is rooted in the principles of the Agile Manifesto, initially developed for the software development domain. These principles have been adapted for application in the context of leadership and organizational management. The two primary pillars of Agile Leadership are adaptability and engagement.

Adaptability as the Key to Success :

Adaptive leadership stands out as a fundamental characteristic of Agile Leadership. Leaders capable of adjusting to changes in markets, technology, and internal environments can guide organizations toward success. Studies indicate that organizations with leaders responsive to change exhibit significant competitive advantages.

Engagement and Collaboration :

Agile Leadership values team engagement and close collaboration. This study reveals that organizations fostering a culture of strong engagement tend to be more innovative and productive. Leaders facilitating collaboration among team members often create a work environment that motivates and enhances creativity. Arifin, R., & Purwanti, H. (2023) recommend that companies must strengthen contractual relationships with employees. It means that engagement and collaboration play a significant role in influencing agile leaders."

Practical Implementation of Agile Leadership:

The study also delves into the practical implementation of Agile Leadership concepts across various types of organizations. It finds that the transformation process into an adaptive and responsive organization requires commitment from all levels of leadership. Key steps in implementing Agile Leadership include training, leadership skill development, and the formation of effective teams. Supandi, A. (2021) stated that integrity is a powerful component in the agility of leadership. Abbas B, et al (2022) said that there are six dimensions of agile leadership, namely (modesty, calm, wisdom, patience, objectivity, and trust).

Challenges and Obstacles:

Despite the significant benefits, the study identifies several challenges and obstacles that organizations attempting to adopt Agile Leadership may face. Some of these involve organizational culture changes, resistance to change, and the necessity for full support from top leadership. Understanding and addressing these challenges are crucial for a successful Agile Leadership implementation in the developing countries context.

Learning Agility:

Learning Agility is addressed in varying degrees of detail and comprehensively. In particular, the leadership styles of Shared Leadership, Transformational Leadership, and Servant Leadership deal in detail with the agility of learning behavior (Learning Agility). The subarea Willingness to learn shows the high relevance of learning and supporting others in the learning process.

Social Skills :

Working together is considered relevant in all leadership styles except Visionary Leadership. In this context, the importance of cooperation and building personal relationships is particularly evident. In particular, the leadership style Shared Leadership deals with different areas of cooperation (Working together). The most relevant sub-area in terms of content is value orientation, which is addressed by all five leadership styles. The majority of the styles see the importance of inspiring employees and communicating a shared vision transparently. In summary, it can be said that the styles deal with Social Skills with varying degrees of intensity.

However, most styles comprehensively document aspects of social skills in terms of content. Only Visionary Leadership is an exception.

Analytical Skills:

Analytical Skills are dealt with in varying degrees of intensity. It is noticeable that the distribution is rather contrary to the other categories. Specifically, Servant Leadership covers very few aspects of content, whereas Visionary Leadership goes into great detail on the criteria listed. A look at the Strategic Insight section reveals a split picture. Both Visionary Leadership and Shared Leadership cover a large proportion of the aspects, while the other styles cover little or no criteria. In addition, the subarea of decision-making is highly relevant in the theories of transformational leadership and visionary leadership. Especially the ability to make decisions and to enable others to make decisions is considered relevant by the majority of the styles. The problem-solving part is covered by all styles except Servant Leadership. Here the importance of building problem-solving skills is particularly evident. The Foster mutual dependence section shows a similar picture. In the theories of Visionary Leadership, Emergent Leadership, and Shared Leadership you will find theories on the corresponding criteria. The advantages of overlapping skills and competencies are considered to be particularly crucial. Results orientation is particularly dealt with in the theories of Visionary Leadership and Shared

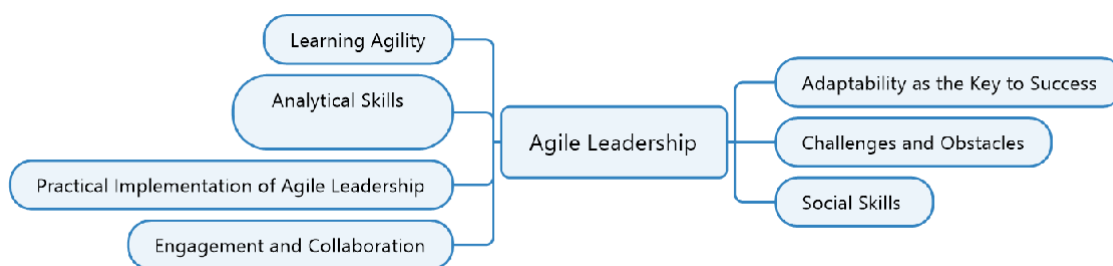


Figure 3. Scholar results related to agile leadership in the era of disruption in Developing Countries Source: (Author, 2024)

Figure 3 is the result of the discussion of the scholar results. The author looks for keywords related to agile leadership and what things dominate the article. In this case, there are 7 competencies that a leader must have in this VUCA era. namely, learning agility, analytical skills, practical implementation of agile leadership, engagement, and collaboration, adaptability as the key to success, challenges, and obstacles, and finally social skills.

Based on these findings, the scarcity of research on agile leadership in the era of disruption led the author to scrutinize each word in the scholarly results. It was discovered that there are several new disciplines in the form of competencies for leaders in the post-pandemic COVID era, commonly referred to as the era of disruption. One of these competencies includes soft skills related to learning agility and the practical implementation of agile leadership. In the fields of education and psychology, these components are considered essential for the development of competencies that future leaders should cultivate and adopt.

This identification of new competencies serves as a potential research gap for further exploration and constitutes the novelty of this writing based on the literature review. Hopefully, this piece of writing can serve as a recommendation for other developing countries to build resilience against the constantly evolving and uncertain changes in the times.

CONCLUSION

In conclusion, this study emphasizes that Agile Leadership is not merely a trend but a necessity in confronting the dynamic business environment. Organizations successfully implementing Agile Leadership principles can attain sustained competitive advantages and better prepare for future challenges.

From the findings of the seven competencies, it is anticipated that they can serve as guidance for business organizations in developing countries. With the evolution of business administration focusing on global resilience, there is a need for agile leaders.

Therefore, the exploration of Agile Leadership in this study not only provides profound insights into the concept but also offers practical guidance for organizations aspiring to adopt an adaptive and collaborative leadership model. This research underscores the imperative nature of Agile Leadership, positioning it as a strategic approach rather than a fleeting trend, and highlights its potential to enhance organizational competitiveness and resilience in the face of evolving business landscapes.

Notes on Contributors:

Dr. Achmad Supandi, S, Kom, MMSI, CPHRM, CNHC., is a Doctoral Administrative Science from Brawijaya University, and also the Coordinator of a Division of Education and Training Activities (Program Implementation) BMKG ETC / Head of Team of BMKG Corporate University / Widya Swara Madya BMKG Education and Training Center and as a Lecturer STIA BANTEN, Indonesia, Editorial Board Journal Widya Climago, Reviewer Journal of Politics and Democracy. (Scopus ID: 57297780200, Google Scholar: and Sinta ID: 6858747).

Dr. Jumanah, S.Sos., M.Si is a Doctoral Administration Science from Padjajaran University, and also Head of the Master of Administrative Science Study Program at STIA Banten, Assessor at the Banten Province Elementary and Middle School Accreditation Board.

REFERENCE

- [1] Abbas, B., Jassmy, K., Abdul, E., & Katea, H. (2022). Agile Leadership and Its Impact on Organizational Innovation by Mediating High Involvement. *BALTIC JOURNAL OF LAW & POLITICS A Journal of Vytautas Magnus University*, 15(1), 1208–1235. <https://doi.org/10.2478/bjlp-2022-00077>
- [2] Arifin, R., & Purwanti, H. (2023). Examining the Influence of Leadership Agility, Organizational Culture, and Motivation on Organizational Agility: A Comprehensive Analysis. *Golden Ratio of Human Resource Management*, 3(1), 33–54. <https://doi.org/10.52970/grhrm.v3i1.205>
- [3] Attar, M., & Abdul-Kareem, A. (2020). The Role of Agile Leadership in Organisational Agility. In B. Akkaya (Ed.), *Agile Business Leadership Methods for Industry 4.0* (pp. 171–191). Emerald Publishing Limited. <https://doi.org/10.1108/978-1-80043-380-920201011>
- [4] Greineder, M., & Leicht, N. (2020). Agile Leadership - a Comparison of Agile Leadership Styles. 33rd Bled EConference: Enabling Technology for a Sustainable Society, BLED2020 - Proceedings, 277–290. <https://doi.org/10.18690/978-961-286-362-3.19>
- [5] Maximini, D. (2018). Agile Leadership in Practice. *Future of Business and Finance*, 1–187. <http://agile-ready.org>
- [6] Runeson, P., Host, M., Rainer, A., & Regnell, B. (2020). Agile Processes in Software Engineering in Software. In Denmark. <https://doi.org/10.1007/978-3-030-49392-9>
- [7] Rzepka, A., & Bojar, E. (2020). Leadership as One of the Factors Shaping the Development of an Agile Organization Teal Organizations in the age of economy 4.0 View project. Review

- of Integrative Business and Economics Research, 9(March), 383–391.
<https://www.researchgate.net/publication/339776997>
- [8] Salvetti, F., & Bertagni, B. (2020). Leadership 5.0: An Agile Mindset for a Digital Future.
- [9] International Journal of Advanced Corporate Learning (IJAC), 13(2), 57.
<https://doi.org/10.3991/ijac.v13i2.17033>
- [10] Setiawan Wibowo, T., Fatmawati, R., Ade Sitorus, S., & Suhendi, D. (2023). Employee Performance in the Vuca Era: Determinants of Agile Leadership and Job Satisfaction. Business and Accounting Research (IJE BAR) Peer Reviewed-International Journal, 7(1), 1–10. <https://jurnal.stie-aas.ac.id/index.php/IJE BAR>
- [11] Sugiharto, U. A., Semmaila, B., & Arfah, A. (2022). Pengaruh Kepemimpinan Agility, Budaya Organisasi Dan Motivasi Terhadap Agilitas Organisasi Pada PT. Shield On Services Tbk. Jurnal Ekonomi Global, 1(2), 108–130. [http://www.pasca-umi.ac.id/index.php/jeg/article/view/898%0Ahttp://files/3872/Sugiharto et al. - 2022 - Pengaruh Kepemimpinan Agility, Budaya Organisasi Da.pdf](http://www.pasca-umi.ac.id/index.php/jeg/article/view/898%0Ahttp://files/3872/Sugiharto%20et%20al.%20-%202022%20-%20Pengaruh%20Kepemimpinan%20Agility,%20Budaya%20Organisasi%20Da.pdf)
- [12] Supandi, A. (2021). Pengembangan Model Integrity Of Leadership Dalam Refleksi Materi Kepemimpinan Nasional Tingkat II Dalam Rangka Mendorong Kepatuhan Pada Nilai, Norma Dan Etika Organisasi. Media Pusdiklat BMKG, edisi 9.
- [13] Theobald, S., Prenner, N., Krieg, A., & Schneider, K. (2020). State of the Art of Agile Leadership and Management in Agile Organizations. 1–16.
- [14] Wardani, R. C., Abdillah, M. R., Rahmat, A., et al. (2023). Agile Leadership: Sebuah Tinjauan Pustaka. SeNaSPU. 104–109.
<http://journal.unilak.ac.id/index.php/Senaspu/article/view/12970%0Ahttps://journal.unilak.ac.id/index.php/Senaspu/article/download/12970/4672>
- [15] Wilson, A. (2021). Emotionally agile leadership amid COVID-19. School Leadership Review, 15 (2), 1–21. 15(2).