



THE INFLUENCE OF AGILE LEADERSHIP ON TEAM PERFORMANCE ACROSS INDUSTRIES: *SYSTEMATIC LITERATURE REVIEW*

Santoso Purnomo^{1*}, Widya Della Nur Rahmawati², Sonya Novana³,
Gamma Althafiansyah Rosyidin⁴, Andhika Prayoga⁵, Mulya Tirta Raharja⁶,
Widia Kus Aprila Manto⁷, Khairun Nisa⁸, Agung Dharmawan Buchdadi⁹

Universitas Paramadina, Indonesia^{1,2,3,4,5,6,7}

Universitas Negeri Jakarta, Indonesia^{8,9}

*Email Correspondence: santoso.purnomo@students.paramadina.ac.id

Abstract

The rapid digital transformation requires organizations to be more adaptive, innovative, and able to deal with uncertainty. In this case, Agile Leadership is an important approach that supports business sustainability, improves organizational performance, and strengthens collaboration and continuous learning within teams. This study uses a Systematic Literature Review (SLR) to identify trends, theoretical frameworks, and research gaps related to the influence of Agile Leadership on team performance in various sectors. The results of the review show that agile leadership plays a role in building an adaptive organizational culture, strengthening communication, and encouraging innovation as the main factors in improving team performance in the era of digital transformation. This research confirms that the effectiveness of Agile Leadership is highly dependent on the organizational context, such as industry characteristics, work culture, and level of digital capabilities. A collaborative and fast-changing work environment can amplify the impact of agile leadership on team performance, while hierarchical structures and low digital capabilities hinder its implementation. Theoretically, the relationship between Agile Leadership and team performance is explained through the perspective of Dynamic Capabilities, Resource-Based View, and the principles of servant and inclusive leadership. The study concludes that Agile Leadership is a key factor in increasing organizational resilience and ensuring the relevance of companies in the complex and uncertain era of VUCA.

Keywords: Agile Leadership, Team Performance, Digital Transformation, Organizational Culture.

INTRODUCTION

The development of digital technology, globalization, and market dynamics have created an increasingly complex and unpredictable business environment. This condition requires organizations to adapt quickly in order to be able to maintain competitiveness in the midst of ongoing changes. In this context, leadership plays a strategic role in ensuring the organization's ability to manage challenges at both the strategic and operational levels. The situation is in line with the VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) framework which describes the instability, uncertainty, complexity, and ambiguity in the modern decision-making process (Bennett & Lemoine, 2014). Therefore, organizations need leadership and human resources that are adaptive, responsive, and able to manage change effectively in order to survive and thrive in a dynamic business environment.

Conceptually, leadership is defined as the process of influencing individuals or groups to effectively achieve common goals (Northouse, 2018). However, traditional leadership models that tend to be hierarchical and centralized are often less able to meet the needs of today's organizations that demand flexibility, cross-functional collaboration, and speed of response (Denning, 2018). In response to these demands, the Agile Leadership approach is

evolving as a new paradigm that emphasizes the ability of leaders to adapt, experiment, empower teams, and make decisions quickly in uncertain situations (Joiner & Josephs, 2006).

The discussion of Agile Leadership is increasingly relevant as global dynamics develop. Recent research trends show that at the beginning of the COVID-19 pandemic period, Agile Leadership was widely studied in the context of a crisis as an organizational strategy to maintain operational stability and sustainability (Porkodi, 2024). However, from 2023 to 2025, the focus of research has begun to shift to strategic issues in organizations, especially related to digital transformation (Alsuhami, 2024) and improved employee performance (Mardian, 2024). In addition, the latest study also emphasizes the importance of organizational capability and sustainability in the face of post-pandemic changes (Alsuhami, 2024). This shift indicates that Agile Leadership is no longer seen solely as an approach to dealing with crises, but has developed into an important foundation in building innovative, adaptive, and competitive organizations in the digital age. In this context, leaders no longer just direct, but also act as a change agent who aligns work strategies and behaviors with the dynamics of the ever-changing environment.

Studies have shown that Agile Leadership can accelerate organizational responses, strengthen cross-functional collaboration, and encourage continuous learning and innovation (Rigby et al., 2016). In a rapidly changing and complex environment, this approach allows for the creation of a work structure that is responsive, adaptive, and capable of optimizing team performance. The implementation of Agile Leadership is also related to the concept of dynamic capabilities, which is the ability of an organization to feel change, seize opportunities, and reconfigure resources effectively (Teece, 2007). Thus, Agile Leadership not only drives operational effectiveness, but also strengthens the strategic capacity of the organization in the face of disruption.

Although the concept of Agile Leadership has been widely discussed in various studies, a number of research gaps are still found. Most studies tend to focus on tech companies or large organizations, so the context of the education, public services, and non-profit sectors is still poorly explored (Aghina et al., 2018). In addition, previous research has highlighted more aspects of organizational culture or digital transformation, but has not consistently tested the direct relationship between Agile Leadership and team performance (Prasetyawan et al., 2025). Further studies on the role of dynamic capabilities as a mechanism that connects Agile Leadership to team performance are also limited, although this concept has the potential to provide a strong theoretical foundation for organizational adaptive excellence (Teece et al., 1997).

Based on the research gap, this study aims to comprehensively analyze the relationship between Agile Leadership and team performance through a systematic literature review (SLR) approach. This study will identify patterns of previous research findings, analyze the role of dynamic capabilities as mediators in the relationship between Agile Leadership and team performance, and map the development of Agile Leadership concepts in the context of the digital age and uncertain work environment. Thus, this research is expected to be able to

contribute theoretically and practically in expanding the understanding of how Agile Leadership can strengthen cross-sector team performance in the era of disruption.

Based on this description, this study formulates several research questions that aim to direct the focus of the study and clarify the scope of analysis systematically, which are as follows:

1. RQ1: How does Agile Leadership affect Team Performance in various industries based on available empirical findings?
2. RQ2: What factors explain how Agile Leadership can improve team performance?
3. RQ3: To what extent do industry types, work cultures, and the level of digital transformation of an organization affect the relationship between Agile Leadership and team performance?
4. RQ4: What theories are most commonly used to explain the relationship between Agile Leadership and Team Performance, and how can theoretical integration be developed?
5. RQ5: What research approaches and designs were predominantly used in previous studies, and what methodological limitations remained?

METHOD

This study uses the Systematic Literature Review (SLR) method with reference to the PRISMA 2020 guidelines (Haddaway et al., 2022) to ensure a systematic, transparent, and replicable process. Literature searches were conducted through academic databases from Google Scholar and ScienceDirect using a combination of the keywords "Agile Leadership" and "Team Performance". The inclusion criteria for the selected journals are (a) examining the relationship between Agile Leadership and Team Performance, (2) in the form of empirical research or systematic review (not non-empirical articles such as opinions and editorials), (3) journals in English published in 2022-2025 and (4) available in full text.

Based on these criteria and through the *full text review* stage, 25 studies were obtained that met all the criteria for further analysis. Data analysis was conducted using a narrative synthesis approach to identify patterns, key themes, and mechanisms of the relationship between Agile Leadership and team performance, looking at the diverse research designs of the reviewed studies. The results of this narrative synthesis are the basis for formulating comprehensive answers to each research question. The following is Figure 1 showing the flowchart using the PRISMA 2020 search method.

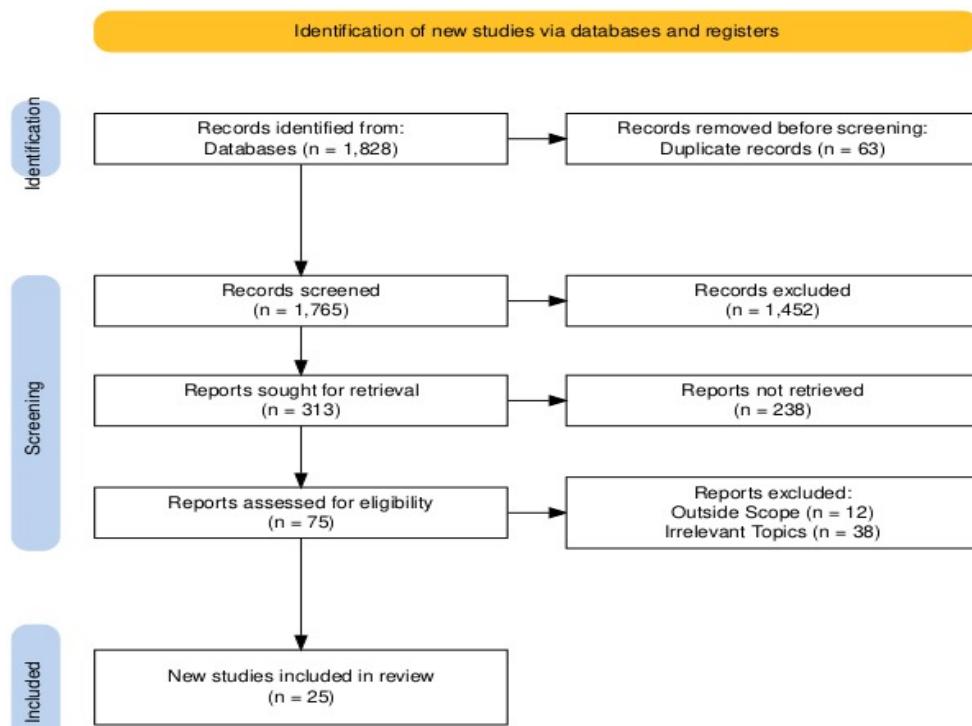


Figure 1. Prisma Diagram

RESULTS AND DISCUSSION

The researcher conducts an analysis using the VosViewer application to conduct initial screening and review that can help the initial search for articles, see the accuracy and suitability of the scope and research questions. The keywords used are Agile Leadership and Team Performance which need to be discussed further. Based on these keywords, a visualization of the VosViewer results is shown in the image below.

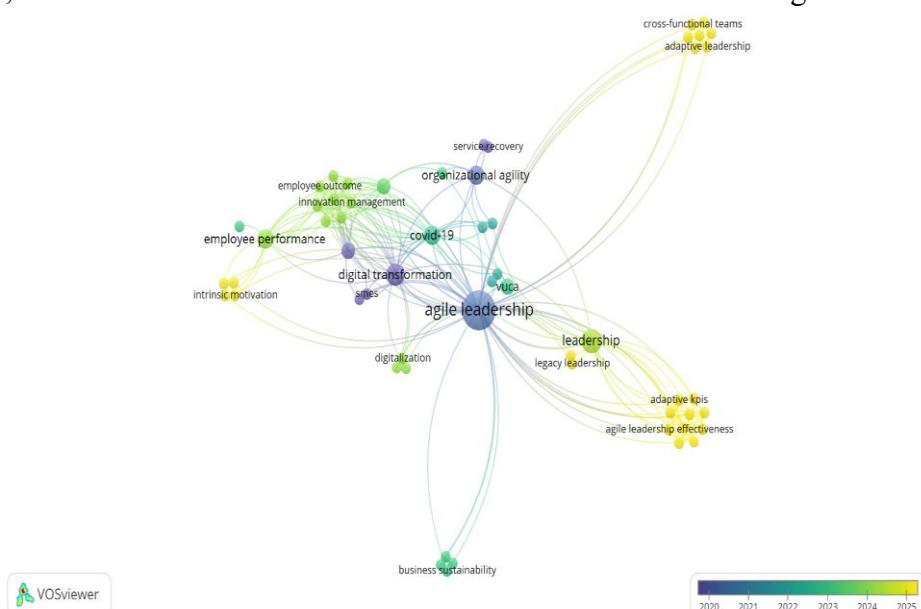


Figure 2. Overlay Trend Visualization using VosViewer

Based on the overlay visualization from VosViewer shows that research on Agile Leadership develops over time based on the relationship between keywords and the year of publication. Yellow indicates the latest concept or issue (2024-2025), while purple is a concept that appeared earlier (Before 2020). If viewed based on these patterns, it can be seen that the focus of research has now shifted from basic theory to more practical things, especially on measuring results and understanding team dynamics. This can be seen from the emergence of keywords such as adaptive leadership, agile communication, team collaboration, and performance metrics in the latest research. In contrast, terms such as organizational agility and transformational leadership are no longer dominant in recent publications, suggesting that these two concepts have developed enough that the focus of research has begun to shift to other, more applicable issues. On the other hand, increasing attention to employee engagement, team dynamics, and leadership effectiveness indicates that the direction of Agile Leadership studies is now increasingly focused on how adaptive leadership is able to strengthen collaboration and team performance in an ever-changing organizational environment.

To provide a more comprehensive description of the 25 previous studies analyzed, a list of articles that met the selection criteria is presented in the table below.

Table 1. Sources of Empirical Studies that Become the Basis of Analysis

No.	Writer	Journal Title	Research Objectives	Method	Important Findings
1	Rialti & Filieri, 2024	Leaders, let's get agile! Observing agile leadership in successful digital transformation projects	Explore how agile leadership contributes to digital transformation, using a practice-based view (PBV) to understand the role of managers.	Case study on 19 managers and employees of the Italian company, LEM Industries.	Agile leaders drive the success of Digital Transformation through fast decision loops and continuous participation. The application of agile leadership makes employees feel part of the decision-making process and improves morale.
2	AlNuaimi et al., 2022	Mastering digital transformation: The nexus between leadership, agility, and digital strategy	Develop and test models of how digital transformational leadership and organizational agility affect digital transformation, with digital strategy as moderator.	Survey of 513 respondents from public sector organizations in Abu Dhabi, UAE.	Digital Transformational Leadership and Organizational Agility positively affect Digital Transformation. Organizational Agility mediates the relationship between digital transformational leadership and Digital Transformation. However, Digital Strategy does not moderate the relationship between digital transformational leadership and Digital Transformation, nor between Organizational Agility and Digital Transformation.
3	Tirta & Santoso, 2025	Breaking the Hierarchy: Integrating Agile Leadership with	Develop a contextual agile leadership integration model	Systematic Literature Review (SLR) with the SPAR-4-SLR approach, analyzed	There has been a significant increase in post-pandemic publications, with a shift from adaptive leadership to agile

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		Indonesian Cultural Values for Startup Resilience	for Indonesian startups through a systematic literature review.	82 high-quality articles from Scopus (2018–2025). Using a combination of bibliometric and thematic methods.	leadership. The integrated model accommodates Indonesian cultural values such as deliberation and mutual cooperation.
4	Claro & Silva, 2025	Agile Management and Servant Leadership: Case Study in renewable energy industry	Understand the application of agile management in the industry, consider servant leadership as a key component, and diagnose the servant leadership profile.	Case study on 30 managers and team leaders (GAT Leaders) in the renewable energy industry (large wind turbine blade manufacturing companies).	Leaders have a strong profile in the dimensions of Empowerment (Mean=4.80) and Humility (Mean=4.86), which are aligned with agile management principles. However, the Forgiveness and Courage dimensions have the lowest value.
5	Siregar et al., 2023	Linking agile leadership and business sustainability through the mediation of political and social capabilities	Understand the influence of agile leadership in achieving business sustainability (BS) using political and social capabilities as mediators.	Study on 75 member companies of the Indonesia Stock Exchange (IDX).	Agile leadership positively affects Political Capability and Social Capability. Only through Political Capability does the role significantly affect Business Sustainability.
6	Susanto et al., 2023	the Effect of Inclusive Team, Agile Leadership, and Organizational Agility on Organizational Performance	See how inclusive teams, agile leadership, and organizational agility affect organizational performance.	Literature Review in a communication company.	These three factors affect organizational performance. The organizational performance of telecommunication service companies has experienced a significant increase in profits.
7	Dewanti & Nurhayati, 2025	Driving Performance Through Agile Leadership and Motivation: The Mediating Role of Organizational Citizenship Behavior	Testing the influence of Agile Leadership and Intrinsic Motivation on Employee Performance, with Organizational Citizenship Behavior (OCB) as a mediating variable.	60 respondents (using saturated sampling) from a total population of 72 BPMP employees in North Maluku Province.	Agile Leadership and Intrinsic Motivation have a significant positive effect on Organizational Citizenship Behavior and Employee Performance. Organizational Citizenship Behavior significantly mediates the relationship between Agile Leadership and Employee Performance.
8	Singgih & Sari, 2024	The Urgency of Agile Leadership Training to Produce Competitive	Answering questions about the urgency and implementation of effective 'Agile Leadership' training for startup management	Semi-structured interviews with 15 startup management students at the XYZ Jakarta campus.	Agile leadership training is essential to deal with VUCA. Effective training improves managerial skills that are in line with the four competencies of agile leaders (context setting, stakeholder, creative, and self-leadership agility).

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		Startups in the Vuca Era	students to be competitive in the VUCA era.		
9	Alghamdi, 2025	Agile Leadership and Organizational Sustainability, Between Hope and Reality	Explain how agile leadership contributes to organizational sustainability in the face of rapid change.	Analyze the literature and concepts of agile leadership theory and its relationship with organizational sustainability.	Agile leadership is a powerful tool that allows organizations to become more flexible and sustainable. Agile leaders focus on end results, provide positive feedback, and encourage teamwork.
10	Syamsir et al., 2025	Leadership agility in a VUCA world : a systematic review , conceptual insights , and research directions	Conduct a systematic review (SLR) to explore how leadership agility can be conceptualized and operationalized effectively to improve organizational performance capacity in the VUCA world.	A Systematic Review (SLR) of 116 journal articles indexed by Scopus.	Digital transformation, globalization, and post-pandemic shifts significantly shape leadership agility. Mediating factors such as dynamic capabilities and systems thinking increase agility, which drives sustainable performance.
11	Lestari et al., 2025	The role of agile leadership through commitment on state civil apparatus performance in Palu City	Explore the impact of agile leadership on ASN performance, both directly and indirectly, through commitment mediation.	164 female ASN respondents led by female leaders in the Palu City Government, used Cluster Area Sampling.	Agile leadership has a positive and significant effect on ASN performance and commitment. Commitment does not mediate the relationship between agile leadership and ASN performance.
12	Porkodi, 2024	The effectiveness of agile leadership in practice: A comprehensive meta-analysis of empirical studies on organizational outcomes	Assess the effectiveness of agile leadership in achieving organizational outcomes and categorize its dimensions through meta-analysis.	Meta-analysis of 24 empirical articles involving 21,353 data samples.	Agile leadership had a moderate positive impact (0.49) on overall organizational results. There is a moderate negative impact on work-family conflicts.

No.	Writer	Journal Title	Research Objectives	Method	Important Findings
13	Geffers et al., 2024	Leading Teams in Today's Dynamic Organizations: The Core Characteristics of Agile Leadership	Investigate the core characteristics of agile leadership due to the lack of clear conceptualization.	An exploratory single case study on a senior executive training program (120 participants) at a European automotive software company.	AL is categorized into five perspectives (personal, objective, outcome, positional, and process based). Agile leaders are characterized as humble, adaptable, visionary, and engaged.
14	Azzam et al., 2025	The Effect of Agile Leadership and Abusive Supervision on Employee Performance PT. Pertamina Patra Niaga Surabaya Branch through Knowledge Sharing as an Intervening Variable	Testing the impact of agile leadership and abusive supervision on employee performance with knowledge sharing as an intervention variable.	80 employees of PT. Pertamina Patra Niaga Surabaya Branch, through total sampling.	Agile leadership has a positive and significant effect on knowledge sharing. Knowledge sharing is very significant to performance and is able to balance the negative impact of rough supervision.
15	Wibowo et al., 2023	Employee Performance in the Vuca Era: Determinants of Agile Leadership and Job Satisfaction	Identify and analyze the influence of agile leadership and job satisfaction on employee performance in the VUCA era.	100 state-owned and private employees were taken by random sampling.	Agile leadership has a positive and significant effect on employee performance in the VUCA era. Job satisfaction also has a positive and significant effect on employee performance.
16	Mardian, 2024	Determinant of Agile Leadership: A Systematic Literature Review	Recognize and clarify the fundamental factors influencing agile leadership through a systematic literature review.	A Systematic Literature Review (SLR) of 24 articles.	Seven key determinants of Agile Leadership success were identified, including: organizational culture, organizational structure, business needs, and innovation. A supportive culture increases team engagement, satisfaction, and morale.
17	Grant Dawson, 2025b	Measuring the Effectiveness of Agile Leadership in Dynamic Business Environments	Propose a comprehensive approach to assessing the performance of agile leaders using quantitative metrics and qualitative	Empirical evidence from case studies in the technology, finance, and healthcare sectors.	The effectiveness of Agile Leadership must be measured using Adaptive KPIs. Proposed 5-Layer Agile Leadership Impact Model

No.	Writer	Journal Title	Research Objectives	Method	Important Findings
			feedback mechanisms.		
18	Grant & Dawson, 2025a	Impact of Agile Leadership on Team Productivity and Collaboration	Explore the influence of agile leadership on team productivity and collaboration in the context of contemporary organizations.	Mixed method approach (synthesizing 28 empirical articles and 5 organizational case studies).	Agile-led teams outperform traditional structures in delivery speed. There was a 33% increase in project delivery speed and a 61% decrease in missed deadlines. The Navy enhances collaboration through a focus on open communication and psychological safety.
19	Barrett-Maitland et al., 2025	From tradition to innovation: Proposing agile leadership as the new paradigm for a higher education institution in a developing country	Explore the practice of leadership styles in Jamaican Higher Education Institutions (HEIs) and their implications, as well as how agile leadership models can strengthen leaders' effectiveness.	Exploratory sequential mixed methods (surveys, interviews, and focus group discussions) in HEI Jamaica.	HEI uses a traditional/bureaucratic approach that is considered ineffective. The majority of participants supported the principles of Agile Leadership (73% to 100% important) as an alternative to reducing bureaucracy and improving efficiency.
20	Collins et al., 2025	Agile Leadership in Healthcare: What Drives It and How It Affects People and Organizations	Explore the key drivers behind agile leadership in healthcare and how Agile Leadership practices impact professionals, patient care, and organizational performance.	A conceptual review/synthesis analysis focusing on the healthcare system.	The drivers of Agile Leadership include technological disruption and regulatory demands. Agile Leadership drives empowerment, reduces burnout (through psychological safety), and improves operational efficiency.
21	Fachrunnisa et al., 2020	Towards SMEs' digital transformation: The role of agile leadership and strategic flexibility	Testing the role of agile leadership and strategic flexibility to enhance digital transformation in Small and Medium Enterprises (SMEs) in ASEAN countries.	Data from 539 SMEs (519 usable surveys) in Indonesia and Malaysia.	Agile leadership is the key to success in implementing digital transformation. Agile leadership has a moderate, positive, and significant moderation effect on the interaction between strategic flexibility and digital transformation.

No.	Writer	Journal Title	Research Objectives	Method	Important Findings
22	Surapto & Rahmaddian, 2025	The Impact of Agile Leadership on Job Stress and Job Satisfaction: An Approach to Improving Employee Performance	Examine the influence of Agile Leadership on work stress, job satisfaction, and employee performance in the context of distance higher education.	120 respondents were educators at the Open University.	Agile Leadership and job satisfaction make a significant positive contribution to employee performance. Interestingly, work stress also had a significant positive influence on employee performance (coefficient of 0.332).
23	Samir Chaloob & Kadhim Saeed, 2024	Agile Leadership and its Impact on Strategic Recovery	Knowing whether agile leadership is an important factor influencing the strategic recovery of leaders in the Iraqi Ministry of Communications.	107 managers at the Iraqi Ministry of Communications Center.	Agile leadership and its dimensions affect the strategic recovery of the organization. There was a statistically significant influence relationship between agile leadership and strategic recovery (coefficient of 0.799).
24	Nurhaeni et al., 2022	Gendered-Perspective Agile Leadership in the VUCA Era during the Covid-19 Pandemic	Formulating a gender-responsive agile leadership model in the VUCA era during the Covid-19 pandemic.	Systematic literature review (SLR) and field research (interviews with 18 managers) at the Indonesian Ministry of Environment and Forestry.	The Gendered-Perspective Agile Leadership (GPAL) model was developed to respond to gender issues. The individual character needed includes intelligent, optimistic, communicative, accountable, and compassionate.
25	Ncube et al., 2024	The Role of Agile Leadership in the Success of a Contemporary Organisation: A Conceptual Discussion.	Position agile leadership as necessary for the success of contemporary organizations and propose a conceptual framework.	Conceptual discussion/literature review.	Agile leadership is essential for long-term success and sustainability. This style allows for faster decision-making, fosters a culture of innovation, and increases employee engagement.

Based on the results of a review of 25 journals that are used as valid data, it shows that Agile Leadership plays an important role in improving performance, organizational effectiveness, and the success of digital transformation in various sectors ranging from technology companies, health services, higher education, to government. Agile Leadership is proven to encourage collaboration, open communication, innovation, and adaptability in the midst of a VUCA (Volatility, Uncertainty, Complexity and Ambiguity) environment. In addition, various studies confirm that Agile Leadership is able to improve motivation, Organizational Citizenship Behavior, job satisfaction, and employee commitment even though some contexts show different results. This approach is also closely related to sustainability, strategic flexibility, political capability, and improving the quality of decisions.

Methodologically, findings from SLRs, case studies, large surveys, and mixed methods show that Agile Leadership is not only a trend, but also a strategic need of modern organizations. New models such as ALIM (Agile Leadership Impact Model), GPAL (Gendered-Perspective Agile Leadership), and adaptive KPIs reinforce that Agile Leadership practices continue to evolve and are increasingly measurable. Therefore, Agile Leadership has a significant positive impact on individual and organizational performance, strengthens competitiveness, and helps organizations stay relevant and sustainable in the face of rapid and complex change.

The Dynamics of the Influence of Agile Leadership on Team Performance in Various Industries

Based on the results of the synthesis of 25 research articles, it shows that Agile Leadership has a significant influence on improving team performance in various existing sectors. According to Rialti & Filieri (2024), Agile Leadership will create teams that are capable of making quick decisions and actively participating in their performance. The nature of Agile Leadership in its leaders strengthens the morale of workers and the effectiveness of collaboration, so that team performance increases. This positive impact is increasingly evident when the knowledge sharing culture becomes part of work practice, as open knowledge exchange has been proven to drive team innovation and productivity (Azzam et al., 2025). In addition to collaborative aspects or knowledge sharing, Agile Leadership can also improve team performance through increased motivation and extra-role behavior. In the journal Dewanti & Nurhayati (2025) explained that there are factors as an important role in mediating the influence of agile leadership on employee performance, this factor is Organizational Citizenship Behavior (OCB) where the voluntary behavior of employees is not written in the job description, but is carried out to support the smoothness, effectiveness, and harmony of the organization such as helping colleagues without being asked, maintaining a positive attitude and so on. Thus, team members are more encouraged to help each other and take initiative. If this happens, job satisfaction will be achieved and this motivational influence is consistent with other findings that show that Agile Leadership increases job satisfaction which is ultimately able to strengthen team performance (Wibowo et al., 2023). Even in a context with high work pressure, Agile Leadership is still able to maintain performance stability through providing adequate direction and support (Surapto & Rahmaddian, 2025).

In the industrial sector, Agile Leadership contributes directly to improving the efficiency and quality of teamwork output. Research conducted by Grant & Dawson (2025a) also shows that teams led by the Agile Leadership concept will experience an increase in speed both in the execution of their tasks and in the completion of projects. This is in line with other journals that explain that Agile Leadership has a positive impact on organizational results, especially related to the effectiveness of team performance (Porkodi, 2024). If in the education sector, especially higher education, provides evidence that the Agile Leadership approach helps reduce bureaucratic barriers and strengthen the effectiveness of academic

team collaboration (Barrett-Maitland et al., 2025). Then in other sectors such as the public sector, AlNuaimi et al. (2022) found that organizational agility triggered by Agile Leadership accelerates digital transformation which is currently growing rapidly. When viewed from the context of ASEAN SMEs, Fachrunnisa et al. (2020) show that strategic flexibility triggered by the concept of Agile Leadership is the key to the success of digitalization.

When viewed from the results of the synthesis of the 25 journals, it is explained that Agile Leadership has a significant impact on improving team performance in various sectors ranging from industry, public services to education. This increase in performance can be seen from the factors created by the Agile Leadership pattern such as speed of decision-making, active participation, and effective collaboration which then strengthens team morale and improves the quality of work. Thus, it can be concluded that Agile Leadership is a leadership approach that has cross-industry relevance and is a strategic factor in building high-performing teams in various modern organizational contexts.

Factors that explain the influence of Agile Leadership in improving team performance

Based on 25 articles that have been reviewed, the factors that explain the influence of Agile Leadership in improving team performance are as follows:

1. Knowledge sharing and collaboration: In this case, knowledge sharing and collaboration are the main pathways in the relationship between Agile Leadership and team performance. Agile Leadership creates a culture of open communication, encourages the exchange of ideas, and builds shared learning among team members. Such a work environment facilitates faster problem-solving, higher innovation, and increased work effectiveness (Azzam et al., 2025).
2. Organizational Citizenship Behavior (OCB) plays an important role in strengthening social relationships between team members. Leaders who apply Agile Leadership principles foster commitment and volunteer behavior beyond formal responsibilities, such as helping each other and being proactive in supporting colleagues. This is able to strengthen cooperation, increase integration between teams, and directly have a positive impact on productivity (Dewanti & Nurhayati, 2025).

In addition, the dimensions of psychological safety and employee engagement have also proven to be important mechanisms in bridging the influence of Agile Leadership on performance outcomes (Grant & Dawson, 2025b). According to Collins and Nguyen (2025), it is stated that the agility aspect makes a strong and consistent contribution to organizational performance. A sense of psychological security allows team members to have their opinions, experiment, and take risks without fear of blame, thus fostering higher creativity, emotional engagement, and productivity. At the organizational level, Agile Leadership also strengthens dynamic capabilities and organizational agility, namely the ability of organizations to recognize changes in the environment and adjust resources quickly (Fachrunnisa et al., 2020). The application of the Agile Leadership concept makes employees feel part of the broader decision-making process. The change improves their overall morale, as they begin

to feel part of the company's future (Rialti & Filieri, 2024). Thus, Agile Leadership helps organizations become more responsive and competitive in the face of business uncertainty.

In a complex industry context, Agile Leadership also plays a role in building political and social capabilities, namely the ability to establish cross-functional collaboration, build networks, and maintain business sustainability in the midst of high market dynamics. Overall, these mechanisms show that Agile Leadership not only has a direct influence on team performance, but also forms a social and structural environment conducive to collaboration, innovation, and high performance achievement. Agile Leadership also functions like an organizational nervous system that brings together individual psychological aspects and organizational adaptive capabilities to create sustainable excellence (Mardian, 2024). It is very clear that agile leadership has a stronger influence on operational outcomes compared to results directly related to employees (Porkodi, 2024).

Industry, Culture, and Digital Transformation Factors as Moderators of the Influence of Agile Leadership

In practice, the relationship between Agile Leadership and team performance does not stand alone, but rather is influenced by various contextual conditions of the organization. The three factors that are important determinants are the type of industry, work culture, and the level of digital transformation. These three factors form the environment that determines whether Agile Leadership can run optimally or is hampered in improving team performance. Thus, the results of the literature synthesis show that the relationship between Agile Leadership and team performance is influenced by the organizational context including industry, work culture, and digital maturity. Dynamic industries strengthen the influence of Agile Leadership, adaptive culture strengthens team effectiveness, and digital maturity to ensure the Agile Leadership process runs optimally.

Agile Leadership has been proven to improve team innovation, coordination, responsiveness, and effectiveness in various organizational contexts. These factors form the organizational context that determines the strength and weakness of the application of agile principles in increasing team effectiveness. However, the depth of impact depends on the readiness of the organization in these three dimensions.

1. Influence of Industry Type

The type of industry affects the level of an organization's need for flexibility, speed of response, and innovation. Industries with dynamic characters such as technology, telecommunications, renewable energy, healthcare, and startups show a stronger relationship between Agile Leadership and team performance. According to Claro and Silva (2025), the influence of industry types on Agile Management lies in the level of operational complexity and adaptability demands, so industrial companies must adjust their strategies and leadership, including utilizing the servant leadership style to support the transition to a more agile organization. Meanwhile, according to Grant & Dawson (2025b), the effectiveness of Agile Leadership is greatly influenced by the industry context, as each sector has different operational, regulatory, and change characteristics.

2. The Influence of Work Culture

Work culture is the most significant internal moderator in strengthening or weakening the effectiveness of Agile Leadership. An adaptive, collaborative, learning-oriented, and supportive culture of psychological safety has been shown to strengthen the relationship with team performance. Syamsir et al. (2025) emphasized that organizational culture influences how agility emerges at the leadership level, especially when leaders have to make decisions in the VUCA environment. Meanwhile, according to Lestari et al. (2025), the success of an employee's performance is certainly closely related to the employee's attachment to his job, work environment, and leader. Employees who have a high sense of attachment will tend to work better because of positive feelings in them and do not consider work as a burden. In contrast, hierarchical, bureaucratic, and control-oriented cultures inhibit the internalization of agile values so that their impact on team performance is reduced.

3. The Influence of Digital Transformation

Digital transformation acts as a structural moderator that strengthens an organization's ability to apply agile principles through accelerated information flow, real-time coordination, and data-driven decision-making. According to Siregar et al. (2023), organizations with high digital maturity show better team performance when led agilely, while according to Grant & Dawson (2025b) organizations with high digitalization are able to implement adaptive KPIs, continuous feedback loops, and iterative methods that are aligned with the principles of Agile Leadership. In contrast, low digitalization limits the effectiveness of Agile Leadership due to manual processes and fragmentation of information so that Agile Leadership requires adjustments to policies and structures in order to optimally improve team performance, (Surapto & Rahmaddian, 2025).

In digital organizations, Agile Leadership becomes more effective because technology reinforces Agile Leadership principles such as rapid literacy, adaptivity, transparency, integrated collaboration, and continuous learning. In contrast, organizations with low digital transformation rates often struggle to implement Agile Leadership due to the limitations of information systems, analog work processes, and barriers to technology integration. In the context of ASEAN and the public sector, Agile Leadership is even the main driver to accelerate digitalization, bureaucratic innovation, and improve the quality of public services (Surapto & Rahmaddian, 2025).

Overall, these three contextual factors have been shown to strongly moderate the relationship between Agile Leadership and team performance. Agile Leadership has the greatest impact when applied to organizations that operate in dynamic industries, have an adaptive and collaborative work culture, and have a high level of digital transformation. In an unsupportive context, Agile Leadership requires structural and cultural interventions to produce optimal impact. The findings show that Agile Leadership is not a variable that works independently, but rather is highly contextual. Turbulent industries demand flexibility so that Agile Leadership is more effective. Organizational culture acts as a catalyst that allows

agile values to be translated into team practices. Digital maturity is a structural factor that ensures that work processes run adaptively, synchronously, and data-driven.

Theoretical Foundations that explain the Relationship between Agile Leadership and Team Performance

Most studies examine Agile Leadership in the framework of Dynamic Capabilities theory or a Resource/Practice-based View. For example, Rialti & Filieri (2024) apply a practice-based view to explain how Agile Leadership accelerates the decision-making cycle and increases team participation in the digital transformation process. A similar thing was conveyed by Syamsir et al. (2025) who found that dynamic capabilities and systemic thinking are important links in the relationship between Agile Leadership and overall organizational performance. This approach views agile leaders as organizational resources that build adaptive and innovative excellence, in line with the RBV view or capability theory.

Psychological frameworks are also used to link Agile Leadership to team performance. Dewanti & Nurhayati (2025) emphasized the theory of intrinsic motivation (e.g. Self-Determination Theory), in which Agile Leadership increases the intrinsic motivation of employees which then triggers an improvement in organizational civic behavior and team performance. In line with that, Azzam et al. (2025) utilize the perspective of knowledge management where Agile Leadership is considered to be able to increase knowledge sharing in teams, which then strengthens teamwork performance even under pressure. Wibowo et al. (2023) reported the positive influence of Agile Leadership on job satisfaction, which significantly increased employee performance, while Grant & Dawson (2025a) found that team collaboration improved through open communication and the creation of a sense of psychological security thanks to Agile Leadership.

Some studies connect the concept of agile with more traditional leadership theories. Claro & Silva (2025) for example show that agile leaders have a servant leadership profile that is oriented towards empowerment and humility. Susanto et al. (2023) added that the formation of an inclusive team plays a synergistic role with Agile Leadership in encouraging organizational performance. Thus, inclusive frameworks and servant leadership characters are often synergized to explain how Agile Leadership affects team collaboration and productivity.

Overall, findings from various journals show that the relationship between Agile Leadership and team performance cannot be explained by a single theory. In fact, the pattern that emerges shows that these studies use a variety of complementary perspectives. Organizational capability theories such as dynamic capabilities and RBV explain how agile leaders strengthen the adaptive and innovative capabilities of teams. On the other hand, individual behavior theory explains how internal mechanisms can link agile leadership styles to improved team member performance. The literature also confirms that the context of VUCA as well as cultural and gender factors play an important role in determining when and how Agile Leadership produces optimal performance. Thus, the combination of organizational perspectives, individual behavior, and environmental context provides a more

complete theoretical picture of why agile leadership is able to drive improved team performance in various situations.

The dominant research approaches and designs used in previous studies and methodological limitations remain

Based on a synthesis of 25 journals on Agile Leadership, previous research showed that survey-based quantitative approaches are the most dominant method used. Most studies use a cross-sectional design with data collection through questionnaires and statistical analysis such as regression, SEM, and mediation/moderation analysis. This pattern is seen in Abu Dhabi's public sector research with 513 survey respondents (AlNuaimi et al., 2022), as well as studies on organizations such as Pertamina and the Open University that all use surveys in cross-cutting designs. This approach was chosen because it allows researchers to efficiently test the relationships between variables in various organizational contexts, both in the government, technology, and public service sectors.

In addition, some studies use a qualitative approach, especially case studies and in-depth interviews. This design is widely used to understand how Agile Leadership is applied in practice as well as how organizational context, work culture, and project dynamics affect leader behavior. For example, a study on the Italian company LEM Industries used interviews with 19 managers and employees to explore the contribution of Agile Leadership to the digital transformation (Rialti & Filieri, 2024).

Another study describes the effectiveness of Agile Leadership training through semi-structured interviews with 15 startup students (Singgih & Sari, 2024), while an exploratory case study on European automotive companies analyzes the core characteristics of Agile Leadership based on 120 executive training participants (Geffers et al., 2024). Although the number is smaller than the quantitative study, this approach provides rich insights into the process and dynamics of Agile Leadership implementation.

The other research groups are the Systematic Literature Review (SLR) and meta-analysis. Although the proportion is small, this approach plays an important role in mapping the development of Agile Leadership theory. For example, a meta-analysis of 24 empirical studies by Porkodi (2024), both show the consistency of trends that factors such as agility, dynamic capabilities, and systems thinking are important determinants of agile leadership. Another SLR by Mardian (2024) also identifies seven fundamental factors that influence the success of Agile Leadership

However, all of these approaches still have a number of methodological limitations. In quantitative research, cross-sectional designs are not able to capture the dynamics of time and changes in leadership behavior, so causal interpretations are limited. High reliance on self-report data increases the risk of perception bias and social desirability, as is the case in studies on the IDX, ASN, Abu Dhabi public sector, as well as various other organizational studies that rely on respondents' perceptions

Some studies also have small samples, such as a study on 15 college students, 30 managers, or 80 employees, which reduces the generalization of the findings of Claro &

Silva's (2025). In addition, the use of moderators such as work culture or the level of digitalization of the organization is still rarely found in empirical analysis. In qualitative research, the main limitation lies in generalizability, because research generally focuses on one specific organization, such as studies in the energy industry, automotive companies, or specific ministries, so the results are difficult to apply to other contexts.

Overall, although Agile Leadership research has grown rapidly, there are still methodological gaps, such as the lack of a mixed-methods approach, the lack of longitudinal studies, and the limitations of the sectors studied. This condition opens up great opportunities for advanced research to use more robust, comprehensive, and cross-contextual designs.

CONCLUSION

Based on the results of the synthesis of 25 scientific articles analyzed in this Systematic Literature Review (SLR) study, it can be concluded that Agile Leadership has a strategic and consistent role in improving team performance in various industries, such as technology, health, education, public services, and government organizations. Agile Leadership has been proven to encourage increased cooperation, open communication, speed in decision-making, and the ability of teams to adapt in a constantly changing and uncertain work environment. In general, the impact of Agile Leadership on improving team performance is influenced by various internal organizational mechanisms, such as knowledge sharing, organizational citizenship behavior (OCB), psychological security, employee involvement, and organizational dynamic capabilities. These mechanisms strengthen a collaborative, innovative, and responsive work environment, thereby being able to increase the productivity and effectiveness of the team in a sustainable manner.

The SLR findings also confirm that the effectiveness of Agile Leadership is highly dependent on three main contextual factors, namely the type of industry, work culture, and the level of digital transformation. Industries that are dynamic and have a high level of technology show a stronger impact than more stable and bureaucratic sectors. An adaptive, collaborative, and learning-oriented organizational culture has proven to be a driving factor that strengthens the influence of Agile Leadership on team performance. On the other hand, the level of digital maturity of the organization serves as a structural support that allows the implementation of Agile practices more effectively through an integrated and data-driven work system. From a theoretical point of view, previous research combined various theoretical frameworks such as Dynamic Capabilities, Resource-Based View, Self-Determination Theory, servant leadership, and psychological safety to explain the relationship between Agile Leadership and team performance.

This suggests that the relationship is multidimensional and cannot be explained by a single theory. Methodologically, previous research is still dominated by survey-based quantitative approaches and cross-sectional designs, which have limitations in understanding the dynamics of long-term change. The lack of longitudinal research, mixed-methods studies, and exploration of the public sector and education shows great opportunities for future research. Overall, this SLR emphasizes that Agile Leadership is a relevant and

strategic leadership approach in building an adaptive, collaborative, and high-performance team. The implementation of Agile Leadership not only increases operational effectiveness, but also strengthens the organization's adaptive ability in the face of disruption and complexity in the digital age. Thus, Agile Leadership is an important foundation in building competitiveness, innovation, and organizational sustainability in various modern industrial contexts.

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THE INFLUENCE OF AGILE LEADERSHIP ON TEAM
PERFORMANCE ACROSS INDUSTRIES: SYSTEMATIC
LITERATURE REVIEW

Santoso Purnomo **et al**

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