

THE RELATIONSHIP BETWEEN STRATEGIC MANAGEMENT PLANNING AND LEADERSHIP SKILLS

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ABSTRACT

In this futuristic epoch, in which management transformation is taking place widely, leadership is emerging as one of the essential concepts in an organization trying to improve its performance effectively. Leadership is no longer a simple or easy concept, as most writers and researchers in this field mention. To explain how this leadership is practiced in detail, several models have been constructed by several researchers. Each of these models has qualities and can translate the elements of leadership in the organization well. These leadership models are built to move leaders and organizations toward integrated action in implementing leadership concepts. This study is a descriptive study using a systematic method of quantitative work. The primary source of this study is highlights of previous work obtained from the Scopus online database, Preferred Reporting Items for Systematic Reviews and Meta-Analysis (PRISMA). A total of 296 articles were shortlisted in this study. Precisely an organization will remain competitive if quality services are offered continuously.

Keywords: systematic literature, leadership, strategic, management, planning, organization, human, quality.

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INTRODUCTION

For many years without us realizing or not realizing it, leadership has existed in humanity, for example, the spread of religion since time immemorial. The manner of leadership and the nature of leadership determine the direction of its followers. Leadership even exists within our own families as well as ourselves. Even so, the leadership meant in this study revolves around leadership in organizations. Strategy management and strategic leadership are two inseparable sides of the currency; strategy management is a tool for making a strategic plan for the future. On the other hand, leadership emphasizes the people in the organization (leader and follower behavior) who will implement the formulated plan to achieve the company's goals. In an environment that is changing so rapidly, a leader is always required to be able to monitor and see all these changes. Any changes will affect achieving the goals that have been set before. A leader is not only required to know the future and make a plan (road map) for the organization but must also be able to behave in a way that supports the achievement of the plan.

The phenomenon triggered by the process of globalization has brought the world and human life vulnerable to intense competition. Education, business, sports, defense, banking, and all sectors of the organization are also not left behind in facing these new challenges. Every organization needs to respond positively to the changes that are taking place, especially in realizing the policies, goals, and vision of national development, which is undergoing a significant overhaul by the new century (Tajul Ariffin & Noraini 2002; Abd Rahim 2000). Emphasis on holistic, balanced, and integrated organization among visionary spiritual needs. The process that is often associated with this management behavior is strategic management (Zainal Abidin 1999). Organizations should have solid control in analyzing the external environment, human leadership, structure, technology, politics, culture, and education (Caldwell & Spinks 1988). Managers who identify their organization's threats are more competent than those who manage with an avoidance or denial approach. Competent leaders will be able to examine existing threats and work to turn them into opportunities. A leader who is efficient in planning, implementing, determining direction, controlling, and analyzing every change that occurs, is a much-needed leader (Aziz, 2000). Strategic management involves the management of expectations and the future.

In this circle of globalization, strategic leadership is a leadership practice that is more systematic and focused (Ahmad Masrizal Muhammad & Mohd Izham Mohd Hamzah, 2012). Without effective strategic leadership, an organization's probability of achieving excellent or satisfactory performance is significantly reduced (Hitt & Ireland, 2002). Davies and Davies (2004) explain that to improve strategic leadership in an organization, two things that can be linked and given attention are organizational capabilities and individual characteristics. This matter has been explained more clearly in their journal regarding strategic leadership, namely Strategic Leadership.

Responsible leaders must be sensitive to changes in the environment as well as ensure that any changes made meet expectations and act in accordance with expectations that have been made. Leaders must be open to new things, including changes such as. In short, in Malaysia, the concept of quality management has been adopted by most institutions in terms of management.

To sum up, innovative employees are critical in maintaining competition in an organization. According to Sydänmaanlakka (2004), self-leadership is a process that allows a person to understand themselves better, allowing them to lead their lives better. Therefore, one needs to have a self-leadership strategy to improve innovation behavior in work to achieve high performance. Skills are essential to influence a person's innovative behavior to succeed in the workplace. According to Carmeli et al. (2006), evidence suggests a relationship between self-leadership strategies and innovation behaviors in job execution. However, not many such studies are available in Malaysia. Therefore, the relationship between self-leadership and innovation behavior needs to be studied in depth in Malaysia. Moreover, increasingly intense competition is causing some organizations to change from traditional employee management (Arnold et al., 2000).

Limitation

Numerous rapid changes in multinational organizations over the past few decades have dramatically altered the requirements for and contents of administration. This, as we know, is due to the coronavirus pandemic, which inhibits the entire organization and its activities. In this regard, many new strategies need to be patterned in controlling the run-of-the-mill situation with the man's sustainability, not only by the leader but also by him. Successful leaders such as Abraham Lincoln, Gandhi, and Suharto and business leaders who successfully changed the course of the organization to become successful organizations such as Jack Welch (General Electric), Rupert Murdoch (NewsCorp), and Stephen Case (American Online), for example, have become models. This indirectly reflects the high value given to the leadership aspect of the organization. Nevertheless, some of these irrelevant methods are used during a pandemic outbreak that demands all jobs from home. Therefore, the limits of this study focus on how sustainable strategies and effective leadership can be defined in an epidemic situation. This being the case, the matter may recur and, thus, what strategies can be implemented during an outbreak.

The era of pandemic severely tested organizational leadership. The thing that can be done during a pandemic is social incarceration. However, no specific management plan or model for organizational leadership exists in case this happens longer or recurs. Leaders can communicate and influence employees to believe, obey, and be willing to work hard by mobilizing and utilizing the organization's resources and tools to achieve the vision and direction set. According to Robert Spitzer in *The Spirit of Leadership* (2000), one of the qualities of an excellent leader is the ability to communicate rationally with employees to create spirit and trust toward the achievement of the organization's visions and objectives. "Above all, leaders will have a vision, a passion, an aspiration, and this aspiration, once shared with everyone in the organization, will unleash tremendous human energy," writes Rowan Gibson in *Rethinking The Future* (1998). As a result, a strategic plan must be devised through collaboration or the association of ideas to keep up with the times in organizational management, which may be more difficult.

In brief, the uncertainty of dealing with a pandemic makes it difficult for organizations and communities, requiring leaders to change their leadership styles. Leaders are prepared and proactive in the face of pandemics, supporting and preparing members for the challenges ahead. While crises are unavoidable, appropriate approaches must be taken to avoid conflicts among leaders and organization members. Patients need to be cared for and rehabilitated, families hit by financial hardship deserve help, and those affected by employment must be reassured to continue to fight. This heavy responsibility rests on the shoulders of organizational and community leaders. Acknowledging the organization is facing difficulties is the main thing leaders must do. It's a difficult step, especially when it happens suddenly and no preparations are made in that direction. While there may be decision-making mistakes, leaders need to immediately learn and make improvements and corrections without crippling the organization or blaming each other.

Research Question

The primary goal of this study is to identify commonalities and topics among strategic management planning and leadership skills. We use bibliometric methods to investigate the articles with the most years of publication, the most popular keywords, the most mentioned articles, the most influential authors in this field, and the national collaborations involved in an article's publication. The researchers used bibliometric analysis, text mining, and visualization to answer the following research questions:

1. What is the year of most publications on Strategic Management Planning and Leadership Skills?
2. What are the most popular keywords in the domain?
3. What are the most cited articles and journals in this field?
4. Who is the most influential author in this field?
5. What countries are involved in the collaboration of the publication of an article?

Considering the purpose of this paper's objectives and the existence of two major research directions: strategic management and leadership skills, the first step in the research were to create a sample database. The sample database was created by referring to and identifying several important papers from the Scopus database. We extracted data for the bibliometric review using the Optional Reporting Items for Systematic Review and Meta-Analysis (PRISMA) method, yielding a sample of 436 peer-reviewed journal articles. The bibliometric study of the literature was used to answer the research question. Per the literature, the bibliometric method adds value by analyzing the evolution of scientific literature over time and revealing the intellectual relationship of knowledge in the field. Given the goal of this paper, we must choose a research methodology capable of managing the overall diversity of knowledge [20]. The literature review was done descriptively to inform researchers about the field's most frequently cited authors and papers. In addition to this information, we can obtain additional data about which topics are most studied and how these topics have grown in popularity over time by using incident analysis in conjunction with keywords.

With this data, researchers can build a solid reference base and identify areas where additional research is required. It can also test specific hypotheses and/or develop new theories by summarising, analyzing, and synthesizing a group of relevant literature. This paper is organized to provide a quick overview of the key definitions of the two concepts, strategic management and leadership skills, as well as some combined approaches, such as strategic management planning. The methodology used in this research is demonstrated in the following section of the paper, which includes data extraction and collection analysis. The next section of the article is devoted to presenting research findings. We conclude the paper with a discussion and conclusion section, highlighting key interpretations and implications of the findings and presenting the research's limitations and future directions.

This study aims to determine whether these elements of leadership skills are consistent with strategic management in an organization in general and to guide how to conduct a bibliometric literature review. The following section describes the methodology used in this study, followed by a section that discusses the typology of literature reviews and provides empirical examples, summary of the literature review process, and the final section concludes the paper with recommendations on how to improve the quality and accuracy of literature reviews in planning for future agendas.

CONCEPTUAL BACKGROUND OF THE REVIEW

The concept of leadership is usually associated with the process of mobilizing a group of people to perform a task or responsibility to achieve a goal or objective without the element of coercion (Agus, Masduki & Agus, 2020; Ationg, Zulhaimi, Ibrahim & Hashim, 2018; Ationg, 2001). This means leadership is essential in every organizational management that can be done face-to-face or virtually. This is because leadership can make it easier for people around you to complete a task. Furthermore, good leadership qualities have a lot of positive impact on the smoother completion of tasks. This can be seen in various work organizations that emphasize the aspect of interdependence with each other in producing a generation of excellent and well-behaved. Different terminology and definitions for leadership and strategic management can be presented in the literature, as well as a combination of the two concepts known as leadership management. In the literature, the relationship between the two concepts is also referred to as “strategic management-oriented leadership” or “strategic management-related leadership.” Personal power is not only an organizational path to success in the business environment, but it is also an essential requirement to maintain it in a highly competitive market, or another example, in the world of education, capable of producing qualified individuals who will drive our Nation one day.

Therefore, it must be emphasized that all parties in the employment sector should play a significant role in shaping and enhancing good leadership. An organisation's leadership is usually associated with efforts to develop human capital, especially among citizens (Martin & Marion, 2005). This means that, regardless of the type of sector that exists today, these sectors play an essential role in helping countries develop high-quality human capital in the eyes of the world. It should also be clarified about the fact that quality human capital or also often referred to as good human capital,

refers to human capital that has a strong identity, skilled, knowledgeable and highly skilled in various fields (Hassan, 2020; Rozita, Muhammad & Bahiyah, 2018; Hassan & Safar, 2010; Yahya, Aziah & Yaakob, 2006). Recognizing this fact, citizens who can be formed into quality human capital will be able to help the country's development due to the ownership of the appropriate leadership. This situation usually also occurs when most citizens are involved in making leaders in organizations where they consider themselves members, such as in the education sector, especially higher education, as an example or role model for their lives.

According to Thompson (1997), the definition of strategic management includes the question of how strong and successful an organizational strategy is and how change is implemented. Strategic management is defined by Pearce and Robinson (1997) as "a set of decision-making and actions that result in the formulation and implementation of plans designed to achieve organizational objectives". David (1997) defines strategic management as the art and science of formulating, implementing, and evaluating results for overlapping functions for an organization to achieve its goals. Moreover, according to Bourgeois et al. (1999), strategic management is important because it responds to what is going on in the organization.

A strategic plan must include a profile of the vision, mission, goals, and key values. This strategic plan is transformed into a structured and systematic framework. It must be ingrained in the minds of all members of the organization. Organizations cannot accurately predict the future, but strategic plans can be used as an experimental tool to systematically and strategically understand the pressures and changes in the future environment. A strategic plan will make the organization act actively to face any change and lead the change rather than as a follower in the change (Kim, W., 2008). According to Ahmad, A. R., Noor, H. M., & Idris, M.T.M. (2007), the vision, mission, goals and key values indicate the values, philosophies and aspirations that guide the organization's further action as a strategic planning policy. A strategic plan makes an organization excellent, doing the right thing at the right individual, place, time, and cost. This strategic plan can be managed by planning, organizing, documenting, implementing, directing and controlling an organization to achieve the mission, vision, goals and critical values that have been set (Fred R. David, 2009).

Combining leadership and strategic management theories appears to be an excellent way to approach a new paradigm shift, especially since our country has recently been hit by a pandemic outbreak that has become polemic worldwide. Several concepts emerge from this combination, including sustainable leadership, eco-management leadership, and strategic management-driven leadership. In the literature, we can see that the idea of strategy formulation coupled with sustainable leadership can influence the entire organization. These non-profit organizations still need to formulate, implement and evaluate their chosen strategies. This will ensure that their organization remains relevant and needed by the public. High and wholehearted knowledge, skills and commitment to strategic management are demanded. This is in line with efforts to boost educational organizations to become organizations that are beneficial to citizens and customers.

METHODS

Bibliometric review is commonly used when dealing with research that attempts to extract data and text and analyze other research citations. This method can provide a more thorough analysis of accumulated knowledge over time. Several reasons have been identified in research (Corsini et al.) why the use of bibliometric methods is the best way to conduct research: It provides an overview of the scientific literature; (ii) it is related to a third reason; and (iii) in the case of traditional revisions, the output is a more subjective result than the selected scientific paper, whereas, in the current era, there is a shift toward the more data-driven study. As a general work plan, bibliometric methods include selecting documents in the sample database and filtering the bibliographic data. In this process, we have to choose the software and decide how we want to visualize the information. Bibliometric techniques incorporate, as a general work plan, the choice of papers in the example data set and the endlessly separating of bibliographic information. During this interaction, we should choose the product and decide how to envision the information. Specialists Zupic and Cater have exhibited a streaming plan for planning the logical writing in the field of the executives: (1) research plan, (2) information gathering from bibliometric sources, (3) examination, (4) perception, and (5) understanding

Data Collection

This systematic SLR is guided using PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analysis). This method is a quality literature review guide because of its relatively rigorous process and large amounts of data. The advantage of PRISMA is that it can demonstrate elements of transparency, consistency and high standards to produce qualitative research reports through a specific process (Flemming et al., 2019). This process is systematic, with a clear procedure of how it is produced and a scope that covers all materials reusable by other researchers with a similar approach to studying a topic (Okoli, 2015). PRISMA helps authors record the results of studies with accurate literature according to the study's objectives through the following three processes, namely the process of identification, screening and qualification (Gillath & Karantzas, 2019). The search focuses on instruments that involve the strategic aspects of management planning and leadership.

The search was done by using a specific search term that uses only English terms that as "strategic management", "management", and "leadership". The database used is Scopus and Researchgate. These three sub-sections describe the comprehensive search process based on keywords, more databases and various search techniques to find relevant articles or references. In addition, this section of the writing will also focus on the criteria the author uses to select the appropriate paper or connection referenced in the SLR.

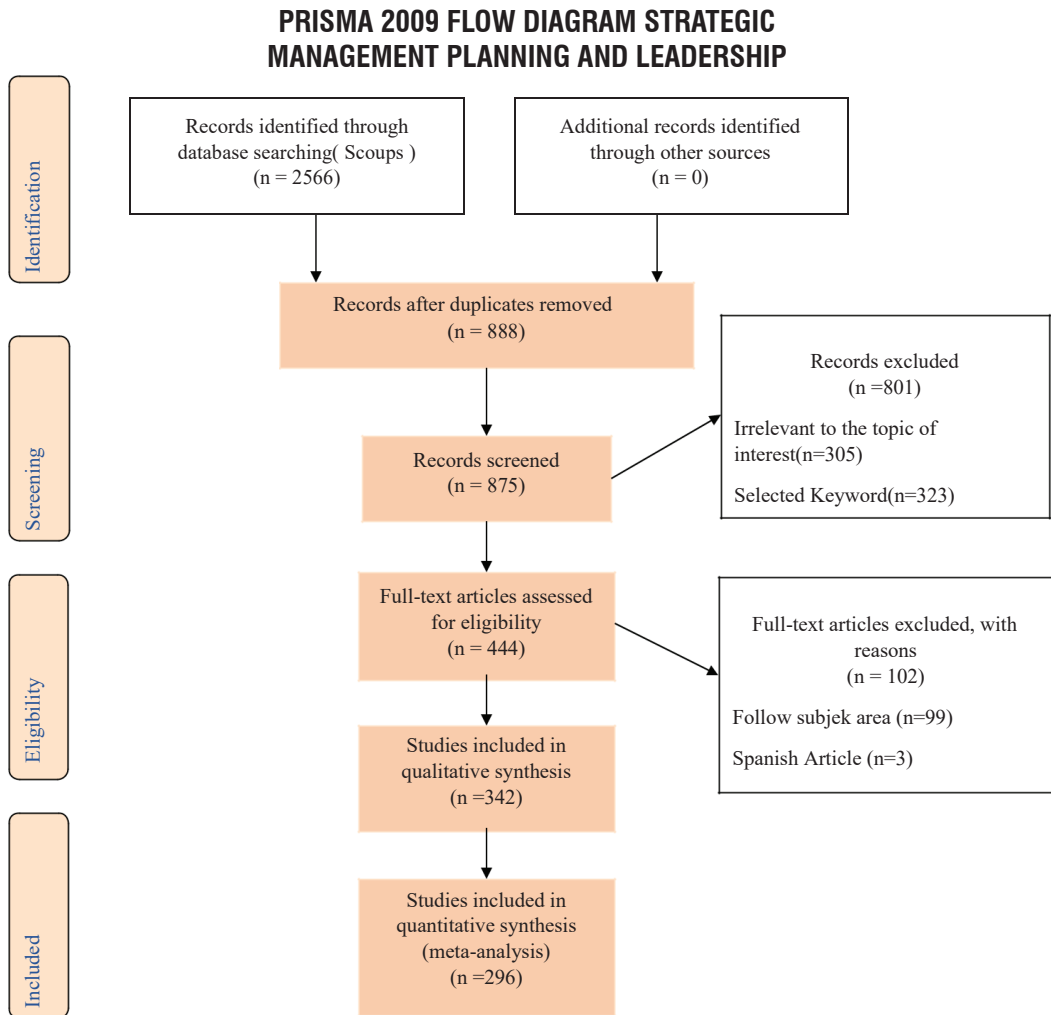


Figure 1 The PRISMA flow diagram used to identify, screen and include papers for bibliometric review.

In figure 1, in the first step, the researcher presents the criteria and filters used in the data collection process to perfect the SLR. The primary search filter used in the interrogation process was a document of the type “strategic management planning and leadership, the total number of primary data received was 2556. Then, the researcher narrowed the scope of data based on the main title in detail by placing the journal publication period as 12 years between 2010 to 2021, the researcher also only selected the type of article document, conference paper and review and the results showed a total of 888 related articles. Furthermore, for keywords, only those related to topics such as “management”, “planning”, “manage”, “Organization”, “leadership”, “human”, “strategic”, and the like are selected. Finally, shortlisting the data to determine the characteristics of the subject area found only in Business Management, Accounting, Social Science, Computer Science, Decision Science, Economics, Econometrics and Finance, Arts and Humanities, Psychology and only English -language articles were selected. The total was 342

journal articles. Furthermore, through the information collected in the excel, the researcher read the title and abstract of the article and manipulated its continuity with the title studied to shortlist 296 journals and articles as the main data of this study.

In the following stage, we dispense with mysterious records, archives recognized as book sections, and reports with branches of knowledge other than business, financial matters and the board. In this step, we have eliminated 20 articles. Further, through the information collected in the excel, the researcher reads the title and abstract of the article and manipulates its continuity with the title studied to shortlist the journal. Many of the articles were removed from this study because they were from other fields of study, such as micro-foundation, globalization and response, technology, safeguard management, health management, and politicians but not related to the title of the study; as many as 296 articles as the main data of this study.

Data Extraction

The last data set, comprising 296 articles, was sent out in a record design upheld by the product utilized. In this exploration, we picked VOSviewer programming for information examination. VOSviewer focuses on the graphical portrayal of bibliometric maps. The VOSviewer function is beneficial for displaying large bibliometric maps in an easy-to-understand format. VOSviewer is a programme for creating and visualizing bibliometric networks such as journals, titles, authors, authors, publications, and more. Vosviewer is very popular and has the following characteristics: different mapping types of bibliometric analysis; supports several major bibliographic databases; the time dimension is ignored; limited to analyzing a small to medium amount of data; intended for text processing functions; using layout and cluster techniques; use advanced visualization features; using a visual labelling system; using overlay and density visualization. The final database contains key data such as the article title, author name, keywords, citation information, and a reference list for all articles. The initially downloaded database was manually analyzed and processed to improve the accuracy of research results.

A certain uniformity of format information conditions VOSviewer software's analysis of joint citations; for example, the journal's name must have the same format. Therefore, much of the research has been dedicated to standardising these data.

Data analysis

The first phase included descriptive analysis. The researcher created a series of graphs in Excel to identify evolution-related paths at the time of the paper on strategic management and leadership's publication. In the following stage, we employ bibliometric analysis methodology. Citations are used in this methodology to identify the most valuable papers, researchers, or journals in a given domain. We can use citation analysis to determine how many times a document has been cited by another article in the index from which it came. Joint citations are defined by the researchers Zupic and Cater as "the frequency with which two units (authors, journals, and documents) are

cited together.” Joint citation analysis aims to create a quantifiable method for analyzing similarities between papers, authors, or journals. Depending on the desired outcome, co-citation analysis can concentrate on journal co-citations, co-citation authors, keyword co-citations, and so on. This co-reference matrix is the foundation for analysis techniques such as multi-dimensional scaling (MDS) and equation visualization (VOS) through bibliometric mapping. We used VOSviewer software for this paper, which allows us to create a visual representation or ‘network map’ of the relationships between the paper data in our sample database.

RESEARCH RESULT

Most published journal articles on Strategic Management Planning and Leadership skills

For an ideal size of the writing in the field of development and maintainability studies, we created a diagram (Figure 2), where the development in the event of the number of articles distributed connected with the two ideas should be visible. Given the enormous number of papers distributed as of late, we have gathered long distribution periods in a few spans. This way, the span considered is articles distributed from 2010 to 2021.



Figure 2 The published time evolution of the articles, having the topics strategic management and leadership

Data from the graph clearly shows that management strategy and leadership concepts have become of significant importance in recent years. In this study, the data show that articles are published consistently every year where the number of issues is never below ten. Due to a leadership element of interest today, the journal output sharply increased to 28 and 27 articles in 2020 and 2021 because 2019 is the year the world faces a coronavirus pandemic. It can be assumed that publications in 2019 are reduced as each writer is more focused on research and the following year is the inspiration they shed because of the scenario. We used other filters to limit the volume of the paper due to a large number of articles for further analysis. The first filter is to limit research to the organization, leadership, and management. The following restriction

applies to articles published between 2010 and 2021. The final filter is to search the Scopus database for articles with the words strategic management and leadership in the title. We can see that the trend in the number of published articles is the same as in general: the number of articles increases in absolute terms every year.

The most popular keywords in the domain?

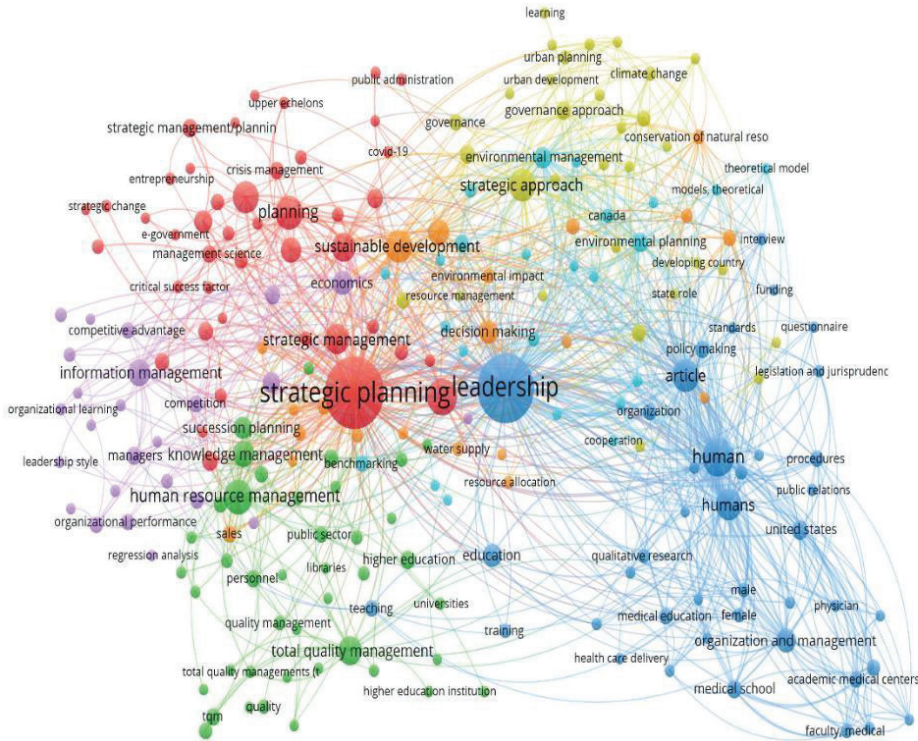


Figure 3 The keyword co-occurrence network map

The data presented in figure 2 reveal that the journal with the number of keyword articles is strategic planning and leadership. The third key word is human; as we all know, management and leadership writing always revolve around human beings and the surrounding society. Seretunsya is identified through the information of VOS total quality management, strategy approach, sustainable development, leadership style, education, training, theoretical model and more and is related to the study's title. A joint citation map comprises a series of bubbles or nodes representing the relative number of combined citations for a specific journal. The journals are closely related based on the frequency of their joint citations. This indicates that there are some similarities in the article's content. A series of lines on the map provides additional information by representing joint citation links between papers published in other journals. Colour is used to improve data visualization, so each node has a colour corresponding to the keyword of an article published in a related journal based on the frequency of co-citations. This means that all journals with the same colour have similar content.

Most cited articles and journals in this field?

We performed a reference examination to find the most noticeable papers in the data set. The guideline of examination is that the higher the number of references for an article, the higher its impact in the field of exploration. The quantity of references from this Scopus data set reflects references to the source listed in the Scopus Core Collection.

The Number Of Articles Cited By Year

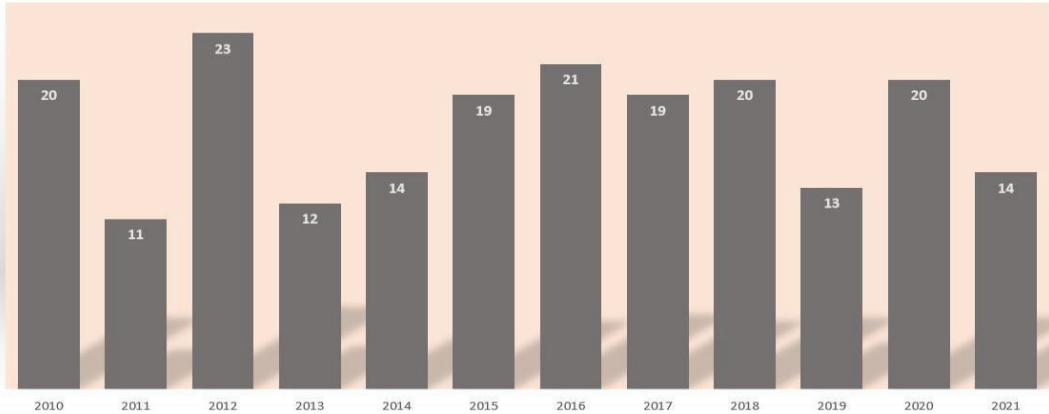


Figure 4 The Most Cited Year

Table 1 Abbreviations: R—rank; TC—total citations.

No.	Article title	Authors	Year	TC
1	University strategic research planning; a key to reforming university research in Vietnam?	Nguyen H. T. L; Van Gramberg B.	2018	2130-2147
2	The board chair effect across countries: an institutional view strategic management journal	Krause R.; Li W.; Max.; Bruton G. D.	2019	1570-1592
3	Managing strategic change: the duality of CEO personality	Herrmann P.; Nad Karni S.	2014	1318-1342
4	A structural approach to integrating total quality management and knowledge management with supply chain learning	Loke S.-P.; Downe A. G; Sambasivan M.; Khalid K.	2012	776-800
5	A review and perspective on lean in higher education	Balzer W. K.; Francis D. E; Krehbiel T. C; Shea N.	2016	442-462
6	Transforming barriers into enablers of action on climate change: insights from three municipal case studies in British Columbia, Canada	Burch S.	2010	287-297

No.	Article title	Authors	Year	TC
7	Investigating a framework to facilitate the implementation of city development strategy using balanced scorecard	Raspolimanesh Si; Jaafar M.; Badarulzaman N.; Ramayah T.	2015	156-165
8	An examination of the antecedents and consequences of organizational innovation in hospitals	Leidner De.; Preston D.; Chen D.	2010	154-170
9	A structural analysis of the relationship between TQM practices and product innovation	Lee V,-H.; Ooi K.-B.; Tan B.-I., Chong A. Y, -I.	2010	73-96

Data from Table 1 show that the paper “University strategic research planning; a key to reforming university research in Vietnam?” written by “Sustainability transition: An evolving field of research and its prospects” written by Nguyen h.t.l; van gramberg b is the most mentioned article in the field of management planning strategy. The paper was published in 2018 in the journal *Studies in higher education* 43 (12) and has TC of 2130 - 2147 in the Scopus database. In short, the synopsis of the journal revolves around the neglect of management in some higher institutions in Vietnam, which he considers less fortunate, so the objective is to examine the extent of research planning practices in the four leading universities in Vietnam and how much progress is under the leadership of the university through semi-structured interviews with university participants. The consequences of the investigation discovered that despite having the objective of becoming examination pioneers in the country, the four Vietnamese colleges sought a consistency-based approach instead of an essential way to deal with research arranging. By implication, the integral component of the executives with the administration qualities expected in this deliberate audit is covered up.

In this paper, the author approaches from the perspective of management strategy and leadership models. Figure 5 presents a map of co-author citations, based on 296 authors, in which eight minimum citation documents are placed in each author reference up to 100 meet the threshold. A total of 66 items found concurrent (8 clusters) that refer to each other are listed through the VOS information. Co-citation analysis authors grouped authors into clusters on a network map based on their co-citation similarities. The most influential cluster is the prominent red cluster of Bergh d.d (2016), with a network strength of 11 and 146 citations. For the second group marked in green, although the author Bruch S. (2010) looks dominant, he only measured the strength of series 1 with a total of 252 citations.

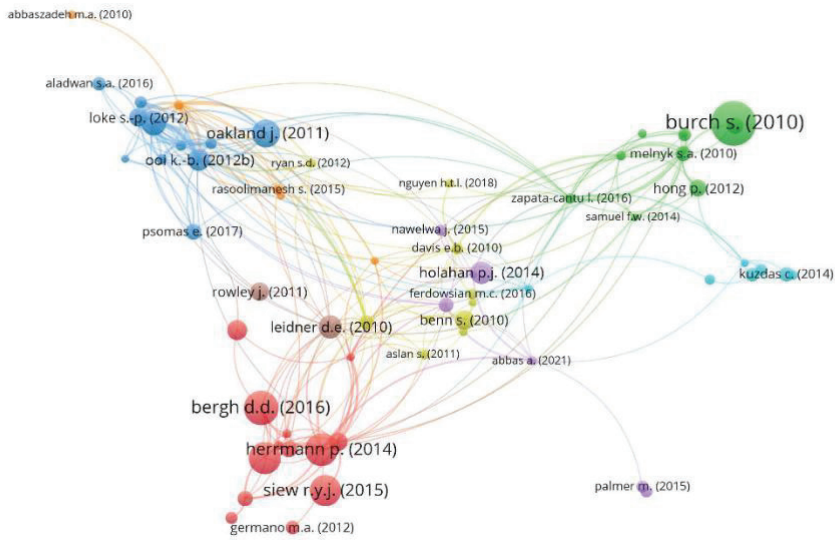


Figure 5 The author's co-citation map.

The most influential author in this field

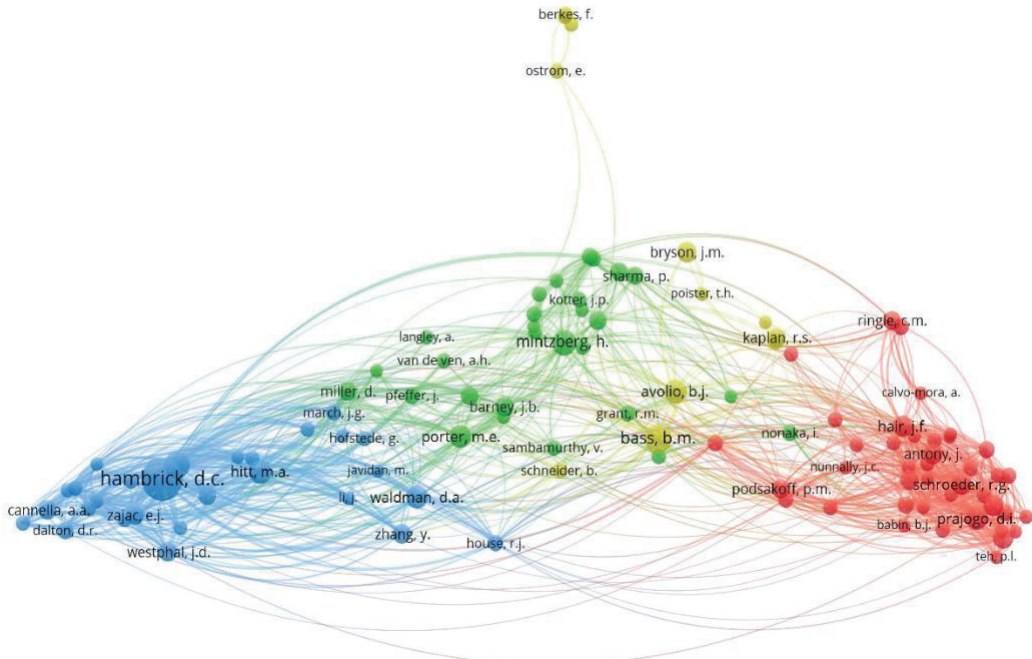


Figure 6 The Co-citation network author analysis

In a sample of 296 articles obtained, the researcher strives to achieve the third research question, which is the continuity of the most influential author. A total of 109 authors refer to each other in the production of their scholarly writing. Based on Vos dissociation, this information can be divided into 4 clusters. The node size in Figure 6 represents the number of citations received, so the more significant the node, the more citations for that journal. The similarity principle is applied in the distribution of nodes so that similar nodes are grouped. On a network map, citation analysis produced four distinct and coherent clusters of journals. The largest group, formed by 41 items, was the green group, and several journals stood out. The green cluster is monopolized by the author Mintzberg, h with a network strength of 432 and 35 cited. In this cluster, we can see a collection of strictly classified journals as important. The author Hambrick, d.c's article has the highest number of direct citations, with a total link strength of 2632 and 97 citations. Another red cluster led by Hair, j.f has 517 members and 24 citations. The final 12 items in the pioneer ileh Bass b. m with a strength of 595 and 43 references. This author is in the middle of the four groups and almost invisible due to his role in most other authors' references.

Countries involved in the collaboration of the publication of an article.

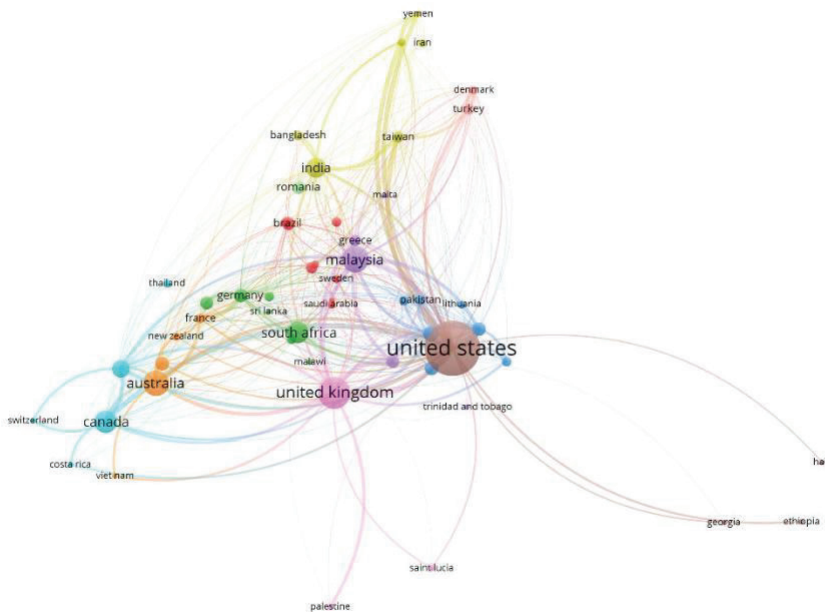


Figure 7 Co-occurrence by countries

For the last research question, the country that released the data and articles related to strategic management planning and leadership skills was finally found. Relatively, the country that produced the most articles with the keywords strategic management and leadership was the United States, followed by the United Kingdom, Australia and Malaysia, South Africa as well, Canada and India, also included the dominant chart. The United States belonging to group 8, marked with a light brown colour, is seen as very dominant with a relationship strength of 3724 and produced 93

documents. The United Kingdom is in group 9 and has a network strength of 2774 and a total of 32 journal production. Malaysia is in group 5 in purple, its network strength is 1421, and the production is 21 pieces. Furthermore, the Indian network up to Yemen is 12 documents and 646 network strengths. According to the VOS, 54 countries that collaborate (11 clusters) can be determined based on Figure 6. Among the countries that are included but play a minimal role are Serbia, Ireland, Mexico, Costa Rica, Malda and so on.

DISCUSSION AND CONCLUSION

The research's primary goal is to identify joint and interdisciplinary future research between strategic management and leadership by empirically documenting the intellectual structure, volume, and direction of knowledge development. We conducted a bibliometric analysis of 269 papers published in Scopus-indexed journals to achieve this goal. This section of the paper summarises the findings and discusses the research's main and future limitations.

Interpretation and Implications of Study Findings

Introduction to research studies through the literature perspective shows the importance of research studies and methods from problem statements to report preparation. Research studies are not only conducted by scientists, researchers or academics but can be applied by all walks of life to continue knowledge from one generation to the next. Indeed, the research study is lifelong learning of knowledge that leads to human progress and development to a high level. Without research, then without knowledge, and so on without proper direction. Therefore, research studies should be continued so that human beings do not experience a shortage in terms of knowledge.

This systematic review of the literature demonstrates that empirical studies on leaders related to organizational development exist in Malaysia and worldwide. The number of articles published is modest, but it is increasing and serves as an indicator of the most recent developments in leadership studies involving Malaysian middle leaders. Since Bennet et al. (2003) highlighted a study of middle leaders, Harris et al. (2019) discovered that Malaysian articles were scarce. As a result, the findings of this study are instrumental in providing additional support and information to Malaysian middle school leaders. The extent to which studies at the middle leadership level contribute to the Malaysian organizational system, particularly in educational leadership, remains debatable. To further advance the area of this study in the future, it is suggested that the findings be triangulated with other alternative sources, such as social media, which is gaining popularity among researchers. Setting search keywords is critical and crucial to searching. Therefore, to overcome this weakness, it is recommended to list as many keywords as possible related to middle leaders and not just focus on positions or roles only. Other search suggestions for middle school leaders in Malaysian education include expert teachers, form coordinators, resource teachers, and senior teachers.

The first research question raised in this article is related to determining evolution based on the number of published articles. Preliminary findings show that the growth of the number of articles on strategic management and leadership topics is similar. Although the concept is not new (we found articles dating back to 1972), the number of papers published in the last 12 years, from 2010 to 2021, increased significantly over the previous period.

Comparing the values shows that researchers' interest in leadership and strategy has more than doubled in recent years. In the case of sustainability, the benefits are four times greater as writers mature because we can't compare orange fruit to apple. If there was less information and the system was less organized in the past, more research and specifics are now being published. This conclusion is not founded on solid ground; it is merely a preliminary assessment of the size of the literature on management and leadership strategies in the article's topic.

We can still see an increase in the number of articles from year to year in this new configuration. In terms of absolute value, we discovered that the evolution of published articles in this keyword combination, in general, ranged from 20 in 2010 to 27 in 2021. This suggests that the growth of paper volumes in both cases will become more similar. One of the factors driving this evolution is economic globalization, which forces organizations to find new ways to survive and thrive; in this sense, innovation is the solution. Aside from leadership, the community is becoming more aware of management issues such as school management, roads, etc.

With this first conclusion in hand, we proceed to the third research question to determine which Journal is the most influential or referenced by the research field's authors. We conducted a bibliometric analysis of the literature to answer this question. In this case, we must create a sample database of research articles. Given the large number of articles published in the last ten years, the filters used thus far are insufficient, so we decided to use other filters and analyze only the top 100 papers based on the number of citations from each research criterion. In the end, our sample database contained 239 articles. From a journal standpoint, we discovered that the journal with the most paper publications was University strategic research planning, a key to reforming university research in Vietnam?. The second journal is The board chair effect across countries: an institutional view strategic management journal and the third is Fourth, managing strategic change: the duality of CEO personality Fifth, a review and perspective on lean in higher education.

Turning to the second question, the most used keywords are, of course leadership and strategic planning. In the third question, that of the influential author, we also analyzed the journal from a compelling point of view and produced a joint citation map journal. The analysis of journal citations, as well as the analysis of joint document citations, clearly demonstrated the multidisciplinary nature of the articles included in the sample database. Identifying top articles that play an essential role in the scientific literature is an important feature of science mapping. We can identify the origins of the field and reveal its fundamental theories by analyzing their contributions to the area of research. A co-author citation map was created for the most influential authors in the field, identifying four distinct groups. Of the largest group of several important authors is Bergh d. d (2016), Bruch S. (2010), Oakland J. (2011), Herman P. (2014), and Holahan P.J (2014) have collaborated and developed a relationship between the areas of strategic research management planning and leadership.

This is explained by the citation methodology, the map and the process of selecting the 66 most cited papers. In the case of the most cited papers, classification was done based on the database's results, which summarised all citations to source items indexed in Scopus. In contrast, a Joint citation map was created by analyzing articles from the sample database. In conclusion, we must consider the limitations of any research when analyzing the most influential authors addressing a combination of management and leadership strategic concepts, but the above author's work must be studied alongside other valuable works.

The final part of our research addresses the countries involved in journal production. In conclusion, each author still does co-occurrence and co-citation in their topic. To get a better image of the intended country picture, the mapping process was carried out using Vosviewer. Here we can see the interrelationships between authors, such as the United States, the most important contributor.

Limitations and Future Research

Some limitations constrain the interpretation of research findings. One limitation of science mapping is that it provides a systematic, quantitative approach to analyzing the structure of a knowledge base. Scientific mapping, however, does not replace the review of methods that analyze substantive findings extracted from research papers due to its focus on 'meta-data' related to documents comprising bodies of knowledge. Given these limits, we want to underline that the bibliometric just makes way for an ensuing exploration blend looking at discoveries from manageable advancement studies. Different constraints are given by shaping an example data set. During the pursuit stage, we depended on a few arrangements of catchphrases (i.e., Strategic administration and initiative) to distinguish reports to incorporate.

This method is based on the assumption that document authors use a 'leadership perspective' in their exploration of a particular subject, which will be reflected in the keywords included in the title, author-provided keywords, or abstracts. Next, the limitation of this study is that the researcher read article by article more than 300 papers and reduced the sample to only 296 papers, but the reader's interpretation was different from each other, so there is a possibility that other valuable perspectives were not included in the sample database. Eventually, researchers want to feature that regardless of the quantitative thoroughness of the bibliometric examination, the translation of joint reference maps isn't simple. Showing up at the practical limit for joint reference examination can likewise be testing.

The following are some suggestions to expand and deepen this research on strategic leadership and management and its effectiveness in an organization. For instance, the leadership in schools is more specific, but the situation can be reconciled in any organization. Since this study involves principals in general, it is suggested that future research be conducted in the context of comparing instructional leadership behaviours between an urban school principal and a rural school principal, for example. The aim was to look at (a) the differences in the teaching leadership behavioural factors of principals between rural and urban schools and (b) to determine which area principals are more functional as teaching leadership.

Next, future researchers should also study respondents who work under the employer because they may be under the employer's observation, but who will judge the employer? Therefore employee opinion is also essential to hone leadership in the organization. Furthermore, in the future, researchers should also take the respondents across state or national boundaries, and the longitudinal method should be done. This method study aimed to see whether teacher leadership changes influence organizational effectiveness. The concept of commitment and job satisfaction needs to be diversified from various dimensions, such as commitment in terms of attitude, behaviour, affective commitment, professional commitment and so on. Similarly, the concept of job satisfaction needs to be diversified, such as intrinsic and extrinsic satisfaction.

The diversity of dimensions of commitment and job satisfaction in the study is important because such a study will provide detailed results related to commitment and job satisfaction. Further research on effective schools is proposed using multi-level and multi-factor models of school effectiveness, as presented by Scheerens and Creemers (1989). According to Scheerens and Creemers, the achievement should be viewed in terms of multiple levels and factors such as headteacher leadership contributions, school organization and input, teacher teaching and classroom organization, students' abilities and attitudes, and parents' socioeconomic background. Subsequent studies that consider the above recommendations can be conducted so that the understanding of the practice of leadership behaviour can be expanded based on the theory that arises from this study: i. An effective organization is an organization whose leaders practice instructional leadership behaviours excellently. ii. There is a significant relationship between leadership behaviour and effective subordinate work commitment. These findings give a good sign that an effective organization can be realized if the leaders function as teaching leaders with excellence and its employees have a high work commitment.

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