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CONTENTS

STRATEGIC MANAGEMENT AND BUSINESS GROWTH: A BIBLIOMETRIC ANALYSIS

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ABSTRACTS

Numerous scope of strategic management has captured scholars' engagement. It is the set of approaches that contribute significantly to business performance and growth. In this study, there are three constructed research objectives; identifying the popular keywords, the publisher that publish a high volume of articles and determining the journal that produce the most of the population sample. We conduct a PRISMA-guided systematic review and extracted data from an Excel Spreadsheet based on Scopus databases in context of strategic management by focusing the context of business growth of published articles from 2013 to 2022. As a result, as many as 2841 articles are obtained before any filtration on May 2022. In addition, the current study also found 264 articles as our final sample population after filtering the eligibility criteria such as year of publications, language and subject area. Our results show a rapid increase in the number of studies in the past three and four year periods and most of the papers have been published in the United States, the remaining are in other countries such as the United Kingdom, America and Russia. This study also has indirectly delivered a good impact for the other researchers, which assist them not only in regards to systematic review but also the other methods that probably could implement in the

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related topic of study. In addtion, the current study suggest for future research is to investigate strategic management positions in any industry and journals probably by using qualitative and quantitative research approaches.

Keywords: strategic management, business growth, bibliometric, PRISMA, systematic review

INTRODUCTION

Considering basic ideas such as globalization, rapid technological advances, new comprised markets, and shifting consumer expectations, severe rivalry has evolved worldwide in recent years, and the pressure of competition has grown tremendously. As a result, organisations are being compelled to look proactively and implement choices through the use of strategic planning. Although the strategic management approach was understood and employed in the private industry, certain transnational firms, big corporations, and holdings in the nineties are currently used by many enterprises to accomplish their strategic goals. Even so, as mentioned by Fries (2006), if only strategic planning is fully executed, it is essential and not adequate for a company or business to compete and prosper. This is because, to successfully stay competitive within those sectors of the economy, strategic decision-making is much more crucially important and the specific structured decisions must be executed in sequence to acquire effective.

Similarly, as mentioned by O'Brien and Dyson (2007), business much more adore the term 'strategic development process' compared to strategic management since strategy framework and execution are inextricably linked to business operations that firms actively undertake regularly. As a result, we may simply assume that the purpose of this research is to reveal the argument for choosing strategic management over strategic planning, the decision-making process, and so on. Because by simply incorporating all factors that come into consideration will indeed make it easier for a firm to examine and comprehend on how the whole organisation acts strategically for a while until the best orientation is fully attained. To transcend the competitive pressures, an other part of strategic management is to develop a permanent competitive advantage.

To fully understand the keywords selected, it would be good if this review paper can clarify why this particular topic became a choice. Maintaining a prosperous company is a difficult which takes a great deal of care and devotion to assure the company's long-term growth and progress. Cross achievement can be achieved by fostering and continuing to support an environment of business expansion. As a corporation holds satisfactory growth, its organisation will be competent to contrive the type of thought that adequately encourages development prospects for growth. As stated by Dobbs and Hamilton (2007), the contribution of the business organisation to economic and urban growth in the places in which the company runs is unquestionable, as evidenced by its involvement in forming job opportunities, increasing labour markets, and making a positive contribution to financial benefit.

Furthermore, past researchers have undertaken various studies on this topic, with the following findings: strategic management seems to have become a significant weapon in establishing highly competitive business that initiatives among corporate or substantial organisations, which can have a consequence on organisational effectiveness. To guarantee comprehensive and productive fulfilment of organisational long-term priorities, strategic management considers the external scanning initial phase, strategy creation, strategy execution, supervision, evaluation and critical review of the implementation phase (Tapere, 2014). Turning to the main issues in this topic, the demand for planning, which is also known as "strategic management" soared in the twentieth century (Dollinger, 2003). This could be because the corporate world is still evolving and competing in an unpredictable climate. Resources must be properly handled. A much more formal and structured business goal is required to organise the firm's or organisation's significant components. As a result, one of the most important goals of strategic management implementation for business growth is to advocate that those in the specific business construct on how the organisation's business will be performed strategically. Businesses that establish their approach and prepare for prospective use, as specified by Thompson, Strickland and Gamble (2007), will have a clear path for conducting business. It is assumed that the accessibility of such ways as their blueprint to excel would give the businesses a competitive edge because the developed strategy will most likely comprise a plan of attack for gratifying customers, boosting profitability and so on.

Apart from that, companies with good bottom line performance are more likely perform well than those with considers strategy as unimportant and places their focus elsewhere (Abou-Moghli, 2018). As a result, we may assume that good strategy design and execution positively impact sales and profits, profitability and rate of return. Next, as we all know, strategic management is the good direction of a company's resources to accomplish its aims and targets, therefore it makes no difference whether a company is big or small when it comes to strategic management. Even the tiniest businesses must understand how efficient they are in their market in the long run and take the necessary steps to attain their preferred future consequence. However, adopting strategic management in organisations is likely to create results that vary from one company to the next (Victoria University, 2019).

In terms of the existing study's limitations, take into account that almost all studies owned the limitations. The first constraint highlighted by the researcher is that the role of strategic management was addressed in general terms. It does not specify or separate its relationship with business in numerous industries, such as manufacturing, tourism and hospitality, trading, and so on. Of course, the correlation and relevance of strategic management in various business industries are not always equivalent, and they should not be equated or regarded through a limited perspective by equating and considering that each business industry has a similar goal and activity of generating revenue. Moreover, several of the previous studies which focusing specific sector, they just concentrated on the one feature that they specifically mentioned, such as Tapera (2014) work, which solely focuses on corporate governance. This leads to directors, employees and those who contribute in other areas that are not listed, to stay not comprehending or being aware of the relationship and the importance of strategic management practices in managing a business.

Research Purpose

The major goal of this study is to find common elements and strategic management topics among growing businesses. In order to solve the following study questions, we apply Excel (Systematic LR) analysis methodologies.

1. List down the popular keywords used in published articles on Strategic Management and Business Growth?
2. What are the top 10 publishers has the most Published Articles on Strategic Management and Business Growth topics?
3. What is the top 10 journal's name that publishes most of the papers used as a sample population?

According to the literature, the systematic methodology has merit since in essence, delivers a clear and comprehensive overview of available evidence on a given topic. Moreover, it also helps identify research gaps in our current understanding of related field. To highlight methodological concerns in research studies that can be used to improve future work in the topic area. Lastly, a systematic review can be used to identify questions for which the available evidence provides clear answers and thus for which further research is unnecessary. The analysis of the literature was done from a descriptive standpoint in order to provide enough responses to the research questions, and in this way, it is capable of provide information for new researchers about which year produces the most articles about this topic (Research article distribution), where the specific articles published (country), citations, databases used, and fields of study.

The study is begin with a brief examination of the two concepts' basic definitions, strategic management and company growth. On the other hand, strategic management entails several procedures, all of which must be addressed to achieve the organisation's goals and objectives. The methodology utilized in this study is described in the next portion of the paper, which includes the protocol and registration, eligibility criteria, information sources, search, data gathering process and data items. As a result, each of the aforementioned components will be covered in its own part. The research findings and interpretation will be presented in the following section of the paper. We wrap up this systematic literature review with sections on comments and conclusions, in which we emphasize the most important finding, as well as recommend and explain limitations and potential study areas.

METHODOLOGY

Protocol and Registration

A systematic review of the strategic challenges in human resources management was performed to identify the importance of strategic management (SM) in the field of business growth, the popular keyword used, as well as to analyze how the term (SM) is used in the reviewed articles and the volume of the published article. This systematic review was conducted by following the reporting checklist of The Preferred Reporting Items for Systematic Reviews and Meta-Analysis (PRISMA) presented by Sharif (2020). After we adopted the procedures presented, we defined that this research review would analyse articles published in all journal to produce a comprehensive literature search as long as discussing a thing about strategic management's significance even in tourism and hospitality journals, finance, journal of world business, and so on due to not exist of the specific focus of journals elements in a particular field.

Eligibility Criteria

A systematic literature review was used to discover papers relating to strategic management and business growth that appeared in referred journals in order to comprehend the subject better. Furthermore, the eligibility criteria that we use to completely construct are papers published between the years 2013 and 2022 (10 years), and we have limited the searches in respect of publication phase and document formats. Aside from that, the papers should be published articles and they must be comprehensive (full-length) and written in English wording. It means that although particular articles match other required criteria or qualifications but have not been published in English, they will be excluded and dismissed. Several articles were also eliminated, such as book chapters, research notes, and posters, because this systematic literature evaluation was designed to solely critically evaluate articles and conference papers only. As a result, the writer must thoroughly examine each picked article using the above mentioned criteria in order to assess if it should have been included in the review or otherwise.

Information Sources

A protocol was created in advance for this study to establish the analysis process and inclusion criteria. So, first, we conducted a review of the journal's articles, providing some important elements and collecting their citations on Scopus. The goal of the reference and article analysis is to identify factors that contribute to and relevance of the cited publications to the complete systematic review writing process. Scopus, Elsevier, SAGE journals, Emerald Insight, Google Scholar, and Springer and so on are among the huge publisher we used in this systematic review paper. The purpose of employing an unrestricted number of databases was to prevent relying just on information from the article, therefore incorporating journals as references will boost review credibility.

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Although some publications in those databases did not display the entire text of academic papers unless you purchased it, we used a website called Sci-hub to help scholars obtain the full text of specific published articles for free. Meanwhile, the SCOPUS database was chosen because it provided the most up-to-date information on a particular issue and displayed much more highly appropriate information at the top of the results list, in addition to providing a simple approach to evaluate the articles to be reviewed. This study's utilise of these six databases assures that the papers retrieved are reliable, legitimate, and current. However, for several papers, we conducted a manual article search.

Search

Furthermore, while our review is based on a systematic review meta-analysis utilizing the Prisma approach, we did not employ search terms or relevant keywords, nor did we use the word "systematic" in the title or abstract of the paper, in order to reach a broader diversified set of results. The rationale for not using "systematic" as a search keyword was to prevent overlooking systematic reviews that did not include the term in their headings, keywords, or abstracts. The article's data was gathered on May 14, 2022, using the keywords "Strategic Management" and "Business Growth." By using SCOPUS online databases, the researcher applied the keywords above as followed;

TITLE-ABS-KEY ((Strategic Management) AND (Business Growth))

DATA COLLECTION PROCESS AND SYNTHESIS METHOD

As presented, we are aware that the placement of the search term can be everywhere part of particular articles, however, we end up not applying it in our study for the relevant reasons: to limit the number of article results by deciding the placement of the stated keywords only in the headline of particular papers, abstract, and its keywords at the same time to simplify the screening process later on. So, those articles that did not have those search terms in that part mentioned before will be rejected. Ultimately, each of these articles was meticulously evaluated and picked based on pre-determined standards. We then assessed the papers against the inclusion criteria to see if they were relevant to our research. This was usually demonstrated by the importance placed on the title, abstract, and/or keywords. Our systematic review's discovery and inclusion method are depicted in Figure 1 using SCOPUS' CSV format. In May 2022, our initial search of Scopus databases generated 2841 articles, with 4 articles discovered just by browsing manually. Furthermore, the researcher used both qualitative and quantitative papers in this analysis. First and foremost, we looked for and removed duplicates and entries lacking full-text accessibility, leaving us with a total population sample of 2745 articles published.

Besides that, we evaluated the articles for their relevance-based duplicate of studies that were recognized during the first stage of our inclusion process. A total of 96 articles were chosen as a result of this approach. Those articles with which we disagreed were likewise removed from the sample. We then evaluated the articles depending on their abstracts and all of the previously specified eligibility criteria, including languages, categories of papers, publication years, publishing stage, and subject area. This resulted in a selection of 2384 papers. Following the identification of the mentioned eligibility criteria, we downloaded the entire text of the paper and reviewed and examined the remaining papers to ensure that they fit exactly within the parameters of our research. Meanwhile, we return to filtering for those papers about which we are completely unsure. As a result, we found 260 eligible articles in our ultimate population for analysis, four of which were manually searched using Google Scholar features. Therefore, the combined total number of papers considered in this review is 264. 260 is completely from Scopus as the main source but has been published by a variety of publishers namely Elsevier, SAGE journals, Emerald Insight, MDPI, SAGE journals and so on. This uncertainty will be examined in detail in the result and discussion. We also examine the papers in order to answer each of our study questions. As a result of our investigation, we would present additional relevant basic assumptions and explanations to illustrate the considerable answers we discovered definitively in the publications we cited.

Study Selection

During the previous phase, data collecting. We built our search methodology, which specifies the procedures for conducting a systematic review. Since a systematic review is frequently a collaborative effort, this procedure is designed to avoid researcher bias. First, we evaluate numerous online libraries to determine the most appropriate databases for our research. We used Scopus medium and searched for publications that included the terms "strategic management" and "business growth" in their title, abstract, or keywords. From the database search, a total of 2841 studies were found. There were 264 studies in all, with the research selection process represented in Figure 1. While the literature search against databases and search engines yielded 2841 documents, 96 were discarded as duplicates and not relevant to the study's goals. The full-text articles of the remaining 2745 reviews were thoroughly evaluated, and a further 100 articles were exempted because they were completely unconnected to the research essence, primarily in their titles and abstracts, which were not fully matched or irrelevant to the positive contribution of strategic management in business growth. For example, a study conducted by (Dudin & Frolova, 2015) was used to build a standard methodological idea for developing the Balanced Scorecard, which was used to determine a subset of critical performance measures in manufacturing-type organisations. The following research clearly illustrates the absence of strategic management and business growth relevance. Thus, this kind of study is automatic removal.

There seem to be 2645 papers remaining. The remaining full-length articles were thoroughly read to confirm their appropriateness, and the remaining articles were screened again based on the eligibility criteria established previously, with 2385 papers being excluded because they did not meet the languages used, publication periods, subject area, full-text availability, and types of papers; book chapters and research notes were immediately disregarded. Apart from that, we also simply eliminated articles without author names. As previously stated, the subject area has become one of the study's eligibility rules, so paperwork that isn't in the aforementioned subject areas is automatically disqualified: business, management and accounting, economics, and finance, decision science, environmental science, arts, and humanities. Thus, there are 260 studies left from the database search. Nevertheless, to ensure that nothing relating to this review was missed, we manually searched articles using the keyword and found four papers that are completely relevant to the review topic. As a result, there were 264 published papers related to the areas chosen for further investigation.
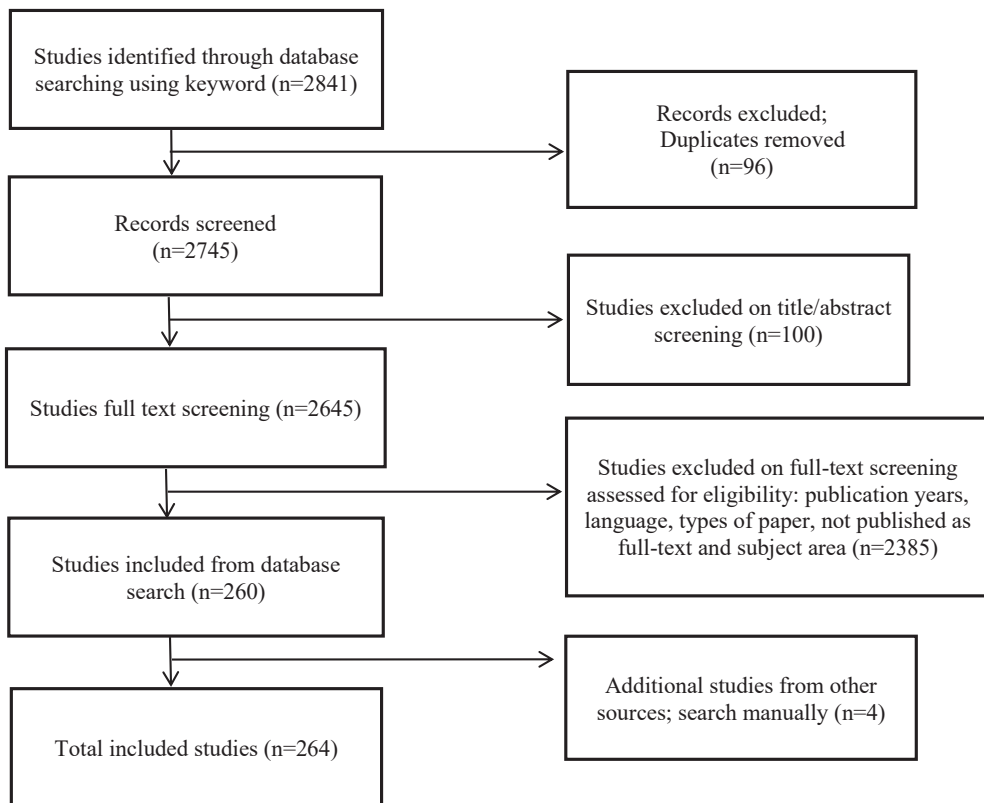
Figure 1 Flow chart of study inclusion using PRISMA

RESULT AND INTERPRETATIONS

In this section, we give our preliminary population analysis for the article. We categorized and reported on these data items; the studies by publication year, geographic distribution (country), total of 'cited by', databases, subject areas, and methodology used by the published papers.

Descriptive Analysis

Publication classification: Based on publication year
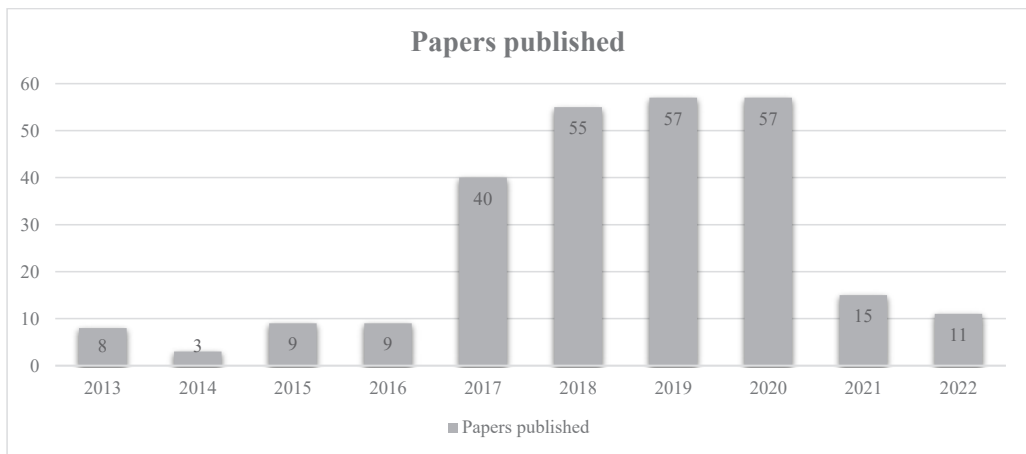
Chart 1 Year of publication of the selected papers

Table 1 Year of the papers published

Year of publications	Papers published
2013	8
2014	3
2015	9
2016	9
2017	40
2018	55
2019	57
2020	57
2021	15
2022	11
Papers Amount	**264**

Figure 2 depicts the distribution of publications each year across our population's lifespan. The distribution of publishing dates over time is seen in chart 1 and table 1. In 2013, there were 18 papers published, followed by 9 papers in 2014, 40 papers in 2016, 55 papers in 2017, 57 papers in 2019, and 57 papers in 2020, with 15 papers in 2021 and 11 in 2022. The papers originated from a broad range of academic journals, according to the total amount, which different years. Emerald Emerging Markets Case Study, which published 39 of the studies in our population, was the journal that published the most articles in our study's sample. One of the paper published in 2013 is the study done by Krishna and Ram Gnyawali (2013) which provide an insight into strategic management practices in Nepal in some dissimilar parts and revealed that strategic management in the view of not-for-profit and for-profit organisations. Meanwhile in 2014, another study was performed and done by Yan, Chiang and Chien (2014) and stated that strategic management is capable of examining the possibilities and risks that result from the organisation's strong and weak spots.

From the chart we can see that in the last two to three years was the period that able to published the high volume of articles which are as much as 57 papers. And from our reading, we discovered that Mahdi et al. (2019) talked about strategic management consisting of strategic leadership and strategic planning effectiveness in tourism industry competitiveness and the result present that strategic leadership greatly impacts strategic planning effectiveness it also influences tourism industry competitiveness. Meanwhile in study implemented by Gavrikova, Volkova and Burda (2020), the fundamental concept of strategic management is about the future which employed to glance at and prepare for the future.

Publication classification: Based on country
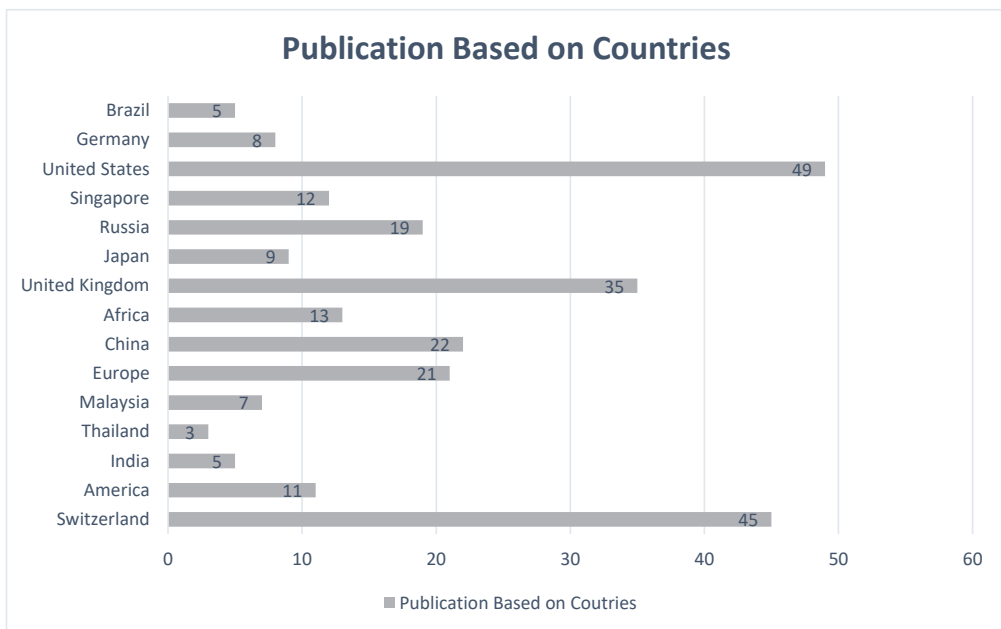
Chart 2 Publication of papers based on countries

We discovered that the publications were published in a variety of nations, as shown in the Chart 2. The bulk of the papers was written by authors from the United States (49) and Switzerland (45), followed by the United Kingdom (35) and China (22) and Europe (21), Russia, Africa, and Singapore (19, 13, and 12), respectively. The subsequent most notable country is America (11), while the rest of the countries, such as Japan, Germany, and others, published fewer than ten articles.

Publication Classification: Based on Subject Area

Other than publication year, languages, document types, and publication stage subject area also become one of the eligibility criteria as specified in method part. Thus, in this section, we will again analyze the total published papers in the particular subject area. So, in Scopus databases before, we have filtered the search only in (business, management, accounting), (economics, econometrics, finance), (decision sciences), (environmental science), and (arts and humanities) of subject area.
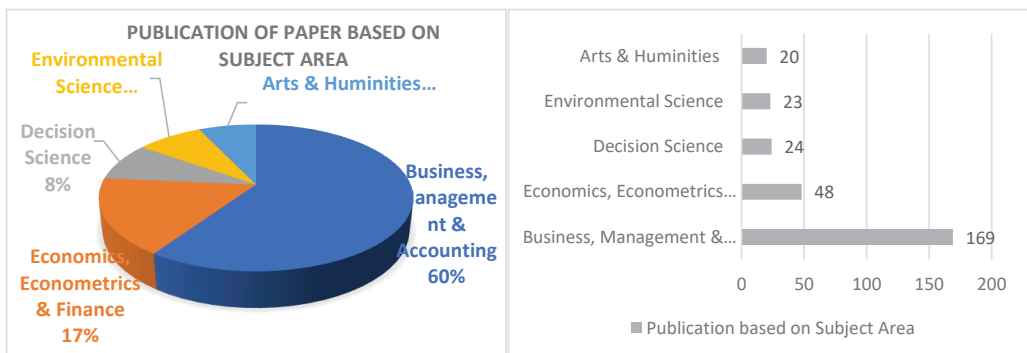
Chart 3 Publication of papers based on subject area

According to the chart shown, we have delivered the number of published papers based on the subject area from two perspectives which are in percentage and article amount. Business, management, and accounting is the subject area that produces papers related to strategic management and business growth which is 169 articles and equivalent to (60%). Subject areas in the second place are economics, econometrics, and finance which total publish an articles are 48 which is equal to 17%. Meanwhile, the other three subject areas such as decision sciences, environmental sciences, arts, and humanities, respectively with a total number of 24 (8%), 23 (8%), and the last is 20 which is identical to (7%).

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Publication Classification: Based on Main Databases used

Table 2 Databases used of the selected papers

Sources/Databases	PA
1. Scopus	260
2. Google Scholar	4
Total	**264**

Moreover, since we have used a two dissimilar of databases in this study, we subsequently analyze the relative proportion of databases we have utilized which is between Scopus, and Google Scholar. The proportion of it can be accessed (see Table 2). Therefore, in short, the database that supplied various articles about this study topic is Scopus, which is a total of 260 papers. Then followed by Google Scholar 4 where this base is used for search for other related articles manually. Among the articles found manually are conducted by Tapera (2014), Abou-Moghli (2018), Durmaz & Dusun (2016), and Kutllovci & Shala (2013).

Publication Classification: Based on Publication Total 'cited by'

The last classification in this section that needs to be implemented is a citation. This kind of classification will identify which of the papers or articles have been employed in this study that owning to the highest cited number. So from 264 total papers, some of these articles seem to be not popular since they did not have the numeral at least 1 in the "cited by" column, this can be seen in the Excel spreadsheet that we have downloaded from Scopus databases. However, considering the quite large population sample, we then only present the top 15 articles that were cited the most by other researchers (see Chart 4). Other than the chart, the researcher also provided table for such classification (see Table 3).
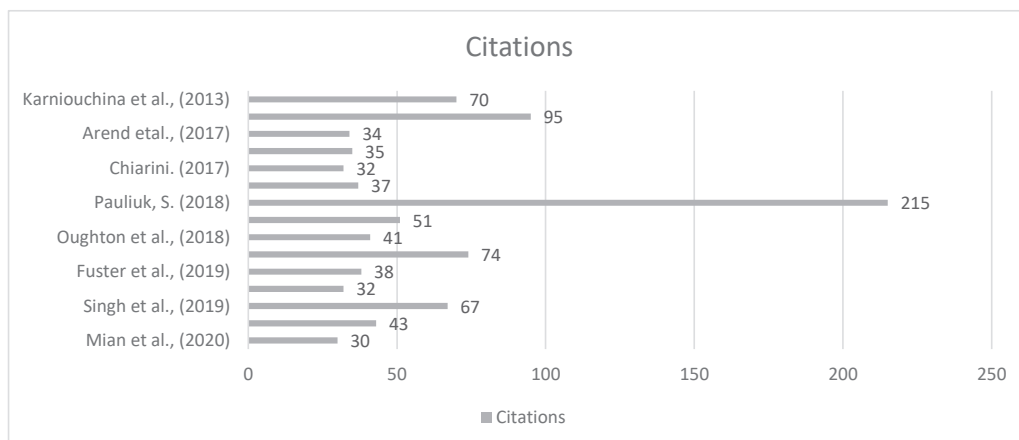
Chart 4 Top 15 of most Cited papers (Citation)

Table 3 The Top 15 of Papers Cited

	Authors	Year	Total of 'cited by"
1.	Mian S.H., Salah B., Ameen W., Moiduddin K., Alkhalefah H.	2020	30
2.	Chen Y.-J., Dai T., Gizem Korpeoglu C., Körpeoglu E., Sahin O., Tang C.S., Xiao S.	2020	43
3.	Singh R.K., Luthra S., Mangla S.K., Uniyal S.	2019	67
4.	Loppolo G., Cucurachi S., Salomone R., Shi L., Yigitcanlar T.	2019	32
5.	Fuster E., Padilla-Meléndez A., Lockett N., del-Águila-Obra A.R.	2019	38
6.	Teece D.J.	2019	74
7.	Oughton E., Frias Z., Russell T., Sicker D., Cleevely D.D.	2018	41
8.	Turner N., Aitken J., Bozarth C.	2018	51
9.	Pauliuk S.	2018	215
10.	Torres A.I., Ferraz S.S., Santos-Rodrigues H.	2018	37
11.	Chiarini A.	2017	32
12.	Asiaei K., Jusoh R.	2017	35
13.	Arend R.J., Zhao Y.L., Song M., Im S.	2017	34
14.	Teece D.J.	2017	95
15.	Karniouchina E.V., Carson S.J., Short J.C., Ketchen Jr. D.J.	2013	70

We know that 2019 and 2020 have the highest number of published articles or academic papers related to this topic, which is 'strategic management and 'business growth', with the same number of 57 papers. However, the years 2017, 2018 and 2019 are the period with the most value cited by researchers and each has 4 articles. In addition, the study conducted by the researcher Pauliuk (2018) is the paper with the most quoted value, which is 215 times. This study is related to the lack of reliable guidelines on the concepts, strategic management, application, and supervision of the economy is the subject of this research. As a result of this research, strategic management measures were established to oversee the execution of responsive management techniques and operations.

Next, the study was performed by Pauliuk (2018), followed by the analysis of Teece (2017) which has been cited 95 times since it was published until in the present year. Compared to Pauliuk (2018) study, his study is concerned with the implementing of strategic management processes to obtain a more comprehensive knowledge of how individual organisations are formed, constructed, and expanded. Following that, Teece (2019) research had the third-highest number of cited, at 74. This research differs from his prior work, which was concerned with the approaches to economic concepts and the area of strategic management in the commercial business industries. In addition, a total of 70 times was cited in the study was done by Karniouchina et al. (2013), then tracked by Singh et al. (2019) a total of 67 times, and further followed by the study by Turner, Aitken and Bozarth (2018), Chen et al. (2020) and Oughton et al. (2018) where each of these researchers was cited 51, 43 and 41 times. The rest as presented on the table and chart have each been cited by 37 times and below. For this descriptive analysis, we do not use the software known as Vosviewer since this data actually is available in the excel or CSV that we downloaded earlier.

LITERATURE CLASSIFICATION

Method (qualitative or quantitative) used of the Published Papers

Table 4 Classification based on Method used by the articles

Method	Among the published articles (Title/Year and Authors)	Papers Amount
Qualitative	1. Importance of Strategic Management in Business (Durmaz, Y. & Dusun, Z. D. (2016)).	
	2. Significance of Strategic Management in the Development of International Businesses-A Visionary Approach (A.Abou-Moghli, A. (2018)).	
	3. The Importance of Strategic Management to Business Organizations (Tapera, J. (2014)).	
	4. Resource reconfiguration by surviving SMEs in a disrupted industry (Thomas, G. H., & Douglas, E. J. (2022)).	
	5. Developing a channel strategy decision support framework for a diesel engine supplier in Mozambique (Du, Plooy, H., & Buys, P. (2020)).	65
	6. Applying knowledge management to planning joint-use facilities: the ImaginOn library and theater (Swain, D. E., & Roughen, P. (2020)).	
	7. Experimentation and digitalization: Towards a brand-new corporate entrepreneurship? (Cavallo, A., D'Angelo, S., & Ghezzi, A. (2020)).	
	8. The management control system of Italian SMEs: A survey in the wine sector (Broccardo, L., & Rossi, M. (2020)).	
	9. An Analysis of Strategy Formulationfor Halal Hotel Human Resources in Indonesia (Joeliaty, J., Ahmad, Faisal, Y., & Wendra, W. (2020)).	
	10. An exploratory study of cooperative survival: Strategic adaptation to external developments (Grashuis, J. (2018).	
Quantitative	1. The role of strategic management on small business growth in Kosova (Kutllovci, E. & Shala, V. (2013)).	
	2. Strategic Planning and Firm Performance: The Mediating Role of Strategic Maneuverability (Kornelius, H., Supratikno, H., Bernarto, I., & Widjaja, A. W. (2021)).	
	3. Impact of Innovation Types on SMEs Performance in the Cape Coast Metropolis of Ghana (Oduro, S. (2019)).	
	4. The strategy process of irish quantity surveying firms operating within a turbulent business environment (Adesi, M., & Róisín, M., & Dermot, K. (2019)).	
	5. Relationship between sustainable strategies and export performance: An analysis of companies in the Brazilian gems and jewelry industry (Palma *et al*., (2018)).	
	6. It's all about growth -An empirical status report of business development (Voeth, M., Poelzl, J., & Eidhoff, A. T. (2018)).	48
	7. Competitive strategies in small and medium sized enterprises (sme's): A crosscase analysis of irish construction professional service firms (Seriki, O., & Murphy, R. (2019)).	
	8. Critical appraisal of the circular economy standard BS 8001:2017 and a dashboard of quantitative system indicators for its implementation in organizations (Pauliuk, S. (2018)).	
	9. Sustainability awareness in the Brazilian higher education (Kuroda, E. (2017)).	
	10. Strategic management of multi-business portfolios in the public sector: A case study in defence science and technology (Bakarada, S., Hanlon, B. (2017)).	
Total		**113**

Based on the table above, the published articles that become the sample of this study mostly use qualitative methods and some others use quantitative methods where questionnaires are distributed online as mentioned in their studies. The result shows that as many as 65 papers utilized qualitative methodology and the remaining 48 papers used quantitative approaches. This total is completely based on the researcher's reading, only in the article's abstract which is already available in excel. So the total of the papers in the table presented is 113 and the remaining 151 are not identified through the available abstract. Probably, it will be identified if access the full text of the particular articles and carefully read it one by one. However, due to the time constraints, we simply proceed to analyze only the article's abstract. In addition, we also attached several papers around ten papers for both approaches only as proof along with the title, author, and year of publication as examples or evidence that conducted their study using the methods described in the table. We come up with only one literature classification since the other classifications required us to comprehensively analyze each of the papers and definitely takes a considerable amount of time.

ADDRESSING RESEARCH QUESTIONS

In this sub-chapter we give our second level of analysis; an explanation of the responses we found for each of our research topics. We will conduct an analysis to collect the data and ensure that the constructed research questions are answered. Among the issues that will be mentioned in this section are related to classifications that are not discussed in the descriptive analysis. Researchers next discuss the study's limits and trustworthiness, as well as the implications for further research.

    I.   List down the Popular Keywords used in Published Articles on Strategic Management and Business Growth?

For this section, we will identify some of the keywords frequently used by the researchers in their study. These results can be categorised as important as they allow researchers out there who intend to do research related to this topic to easily have an idea of the keywords they should use to get examples of articles that are necessarily relevant to be part of their research reviews. As discussed earlier in this section, the total population of this study is 264, there are certainly multiple keywords in each of the academic papers, so we propose to only reveal the top 10 keywords used at least 5 times by any article. And this can be found and refer by looking at the table provided below this passage. (See table 4)

Table 4 The top 10 most used or Popular Keywords

No.	Keywords	Authors/Year (Prove at least 3 published articles)	PA
1	Leadership	Su R., Obrenovic B., Du J., Godinic D., Khudaykulov A. (2022). Enkuzena S., Supe J., Roze J. (2022) Clifton N., Huggins R., Pickernell D., Prokop D., Smith D., Thompson P. (2020)	7
2	Strategic management	Krishna Shrestha, B., & Ram Gnyawali, D. (2013) Jun Z., Yingrui H., Lele L., Greeven M.J. (2013) Crow P.R., Lockhart J.C. (2016) Abosede A. J., Obasan L. A., & Alese O., J. (2016) Obydenov A. (2021)	66
3	Competitive strategy	Kim Tran S., Ngoc Hoang Yen L. (2018) Kim Tran S., Ngoc Hoang Yen L. (2022) Absar M.M.N., Srivastava R., Akhter S. (2021)	14
4	Competitive advantage	Yan H.-D., Chiang C., Chien C.S. (2014) Sharma T., Ghosh T. (2015) Pinto J.N. (2017)	10
5	Entrepreneurship	Yan H.-D., Chiang C., Chien C.S. (2014) He Z., Chen L. (2017) Joshi M. (2017)	15
6	Corporate growth	Muhumed Z., Bodolica V., Spraggon M. (2017) Bodolica V., Spraggon M., Naeem M. (2017) Khotinskaya G.I., Chernikova L.I. (2017)	9
7	Strategy	Nuntamanop P., Kauranen I., Igel B. (2013) Che Senik Z., Masood A., Adham K.A., Halid N., Mat Isa R. (2013) Sohoni V., Joshi A. (2015) Bhattacharya S., Bhattacharya C. (2021) Clifton N., Huggins R., Pickernell D., Prokop D., Smith D., Thompson P. (2020)	38
8	Sustainability	Rajeev A., Sivakumar S., Narayanamurthy G. (2017) Santoso H., Furinto A. (2018) Teixeira G.F.G., Canciglieri Junior O. (2018)	16
9	Business strategy	Chiarini A. (2017) Ahmad S.Z., Buchanan F.R., Ahmad N. (2017) Zamberi Ahmad S., Ahmad N. (2016)	12
10	Business performance	Sondakh O. (2015) Suriyankietkaew S. (2022) Lekic N., Caric M., Solea D., Tankosic J.V., Rajakovic-Mijailovic J., Bogetic S., Vucicevic M. (2022)	6
		PA-Papers Amount	

Based on the table, out of the ten frequently used keywords, the keyword 'Strategic management' is categorized as the most popular by having a total of 66 papers using it, and among the researchers are Krishna and Ram Gnyawali (2013), Jun et al. (2013), Crow and Lockhart (2016) and more. One of the study which done by Krishna et al. (2013), was conducted with the purpose of their research was to see how managers in Nepalese businesses and non-profit non-government organisations think about and implement strategic management. The findings show that while Nepalese managers have established a common knowledge of crucial elements of strategic management as well as practiced a few essential elements of strategic management, much work needs to be done in order to grow and establish a concise strategic approach and enhance their talents to stay competitive with international competitors and achieve competitive advantage.

Then, the keyword was followed by 'Strategy' where a total of 38 relevant academic papers were used it on their study, 'Sustainability' was also used by a total of 16 articles, and one of the researchers who conducted it was Santoso and Furinto (2018). Not only that, the next widely used keyword is 'Entrepreneurship' with a total of 15 papers, while a total of 14 papers for the keyword 'Competitive strategy' followed by 'Business strategy' of 12 papers. The rest such as 'Competitive advantage', 'Corporate growth', 'Leadership', and 'Business performance' respectively with their own total number of 10, 9, 7, and 6 papers. Also, this kind of analysis is performed by simply using the data available in Excel, which by examining the author's keywords one by one and doing a listing of keywords that frequently appear. Vosviewer would deliver an accurate outcome of this but due to some constraints, the researcher just utilized the existing medium which is through excel.

II.   What are the top 10 publishers has the most Published Articles on Strategic Management and Business Growth topics?

Scopus is the main database we used in this systematic literature review, however from data extracts made from the Scopus database where selected papers were downloaded using CSV or Excel spreadsheet methods, we found that out of 264 samples of our study apparently from various publishers such as Springer, Emerald, SAGE journals and more. Therefore, this portion will identify which published the most articles with respect to the topic of study. This evaluation seems essential to identify the publishers that actively produce articles or conference papers since this type of paper is also not excluded in this study. As a result, the table below would answer this third and last research question which will present the top 10 of Publishers.

Table 5 Top 10 Publishers managed to Publish Papers the most

No.	Publishers	PA
1	MDPI	19
2	Emerald Group Holdings Ltd.	110
3	Springer	19
4	SAGE Publications Ltd	8
5	Institute of Electrical and Electronics Engineers Inc.	10
6	Elsevier Ltd	16
7	Routledge	6
8	Academic Conferences and Publishing International Limited	7
9	Inderscience Publishers	8
10	International Business Information Management Association, IBIMA	10
PA-Papers Amount		

Based on the results documented above, the publisher who published the most number of articles is Emerald by successfully published 110 studies, then followed by MDPI and Springer producing 19 papers that are part of the population in this study. One of the articles that were published in Emerald is a study conducted by Marachly, Bodolica and Spraggon (2019), which focused on revealing the privileges of operating a family business, assessing the innovation spirit of the new generation to drive endeavors, and evaluating the efficacy of strategic management decision making and also delivers suggestions to ensure that the family businesses remain sustainability. In stark contrast to the study conducted by Zhuravlyov et al. (2018) published by MDPI, the emphasis of this paper is on the long-term, balanced growth of Russian gold mining and processing businesses. In addition, Elsevier at the same time also managed to publish a total of 16 academic papers, and followed by two other publishers among them the Institute of Electrical and Electronics Engineers and the International Business Information Management Association share the same amount of 10 papers. The remaining publishers such as SAGE Publications, Routledge, Academic Conferences, and Publishing, Inderscience Publishers, and so on that are unlisted in the table above only produce less than 10 amount of papers. This result above also comes from analysis through excel by examining the publisher column of respective papers.

III. What is the top 10 journal's name that publishes most of the papers used as a sample population?
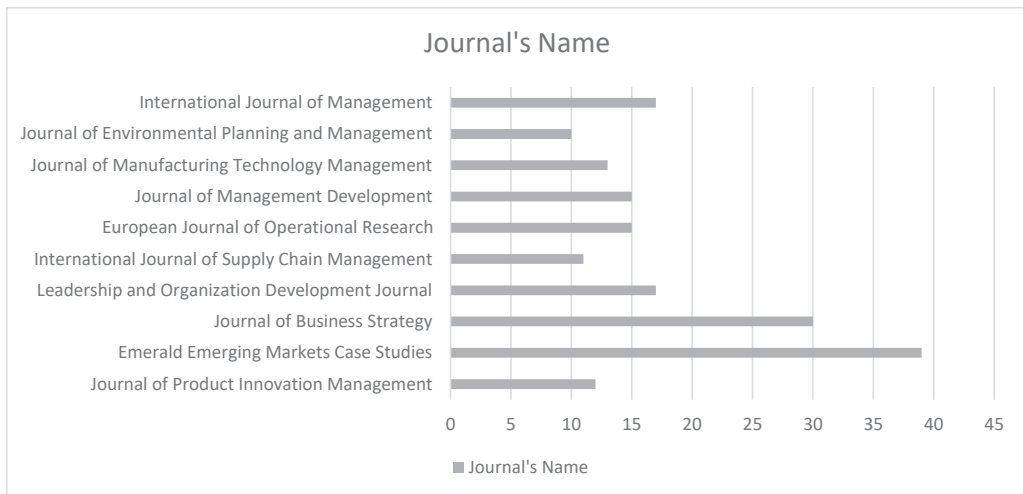
Chart 5 Top 10 Publication of Papers Based on the Journal's Name

Table 6 Top 10 of Published Papers based on the Journal's Name

	Journal's Name	PA
1	Journal of Product Innovation Management	12
2	Emerald Emerging Markets Case Studies	39
3	Journal of Business Strategy	30
4	Leadership and Organization Development Journal	17
5	International Journal of Supply Chain Management	11
6	Journal of Management Development	15
7	Journal of Manufacturing Technology Management	13
8	Journal of Environmental Planning and Management	10
9	International Journal of Management	17
10	European Journal of Operational Research	15
PA-Papers Amount		

We created two resources for a greater perspective of the literature in the study's strategic management and company growth areas. By examining chart 3 and table 1, we may possibly simplify readers' understanding. This figure can be seen in the publication of articles related to the implementation of strategic management in business based on the journal names. In other words, we may be able to determine which of the journals listed has published the most articles and papers relevant to it. As far as we know, a vast number of articles were accepted for publication in the prior year as well as in the most recent year, so, as discussed in the eligibility criteria, we only consider articles published between 2013 and 2022 (10 years) while also limiting the number of papers' results, and we use the identical filter to accurately ascertain the new amount published in comparison to the old.

According to that, we can simply conclude that the Emerland Emerging Markets Case Studies (39) are the source that published the largest number of papers on Strategic Management and Business Growth over the last ten years (2013-2020), certain of its studies is focus on their study being to identify the most appropriate strategic management decision to develop a business via the perspective of maintainable entrepreneurship (Barnardo et al., 2021). Another example is research by Jun et al., (2013), which focuses on improving the depth of understanding of strategic management theory or methods, global business, and the state of medium and small commercial enterprises in China. Then this Journal was followed by the Journal of Business Strategy (30) one of its articles is a study about the latest strategic management method for business because of the last few years' competitive forces and the current financial catastrophe (Poulakidas, 2014) and as many as (17) papers were successfully published in the Leadership and Organization Development Journal and the International Journal of Management. As evidence, according to a study published in the International Journal of Management by Sawhney, Kumar and Gupta (2019) on the specific topic of strategic management in Indian education, strategic management seems to be a validated principle for business survival, growth, and company success across multiple areas such as the army, related industries, and even academic research, particularly in advanced states.

Next, (15) papers were published in the European Journal of Operational Research and the Journal of Management Development in the next 10 years. And then, these two journals were followed by the Journal of Manufacturing Technology Management and the Journal of Product Innovation Management producing as many as (13) and (12) pieces respectively. Meanwhile, the International Journal of Supply Chain Management managed to publish as many as (11), 10 papers of Journal of Environmental Planning and Management and the remaining journals such as Cambridge Journal of Economics, CASE Journal, Journal of Intellectual Capital, and so on shown in table 1 issued less than 10 papers. Likewise to other research question analysis processes, the outcome of this is also from excel, by evaluating the source title part in order to identify the journal of the respective papers.

DISCUSSION AND CONCLUSION

The research's major goal was to find common ground between strategic management and corporate growth. To do this, we employed an excel analysis and examined 264 publications from various journals. In this section of the study, we summarise the findings and discuss the major limitations and future research.

Summary of Findings and Implications

In order to summarize all the findings collected from this review indicated that the publication of articles for 10 years from 2013 to 2022 showed an increase at first but there was a decrease in the latest year. For example, in 2013 a total of 8 articles related to the importance of strategic management for business growth then plummeted to a total of only 3 articles in 2014, however, it then went up again to 57 articles published in 2019 and 2020. And after that year it then dropped again to only 11 pieces in 2022. We can conclude that this decline may be due to a number of specific rationales. When the figures are compared, we can see that the authors' passion for the topic of this study has expanded tenfold in the last five years. Next, most of the articles were published in the United States with 49 articles followed by a total of 45, namely Switzerland, these classification findings point to possible publishing options for scholars in this field, and Thailand are the countries that published articles with a total of 3 articles only.

Next, out of 264 total articles selected to be the population of this study, the journal known as Emerald Emerging Markets Case Studies is the highest journal that produces articles related to the topic of this study among the top 10 other journals which are 39 papers. There are many more journals besides this top 10, but we only focus on the top 10 journals only, and this is another filter used in this study, where the scope is narrowed based on the names of the journals. Apart from the previous journal, the journal of business strategy also published a lucrative number of articles, namely 30 papers. In short, among the top 10 journals, the journal of environmental planning and management published the fewest articles, which is only 10. Meanwhile, for the subject area, business management, and accounting is the subject area that produces many published articles related to this study which is 169 out of 264 which is equal to 60% and the least published is from the field of arts and humanities which is only 20 which is equal to 7% only. The majority of the 264 published articles analyzed in this study were obtained from a database known as Scopus and 4 of them were from Google Scholar. However, out of the 264, only one article that redeemed two hundred more cited by other researchers named this article was conducted by Pauliuk (2018) by obtaining the amount "cited by" as much as 215 times. The other 14 articles only got as many as 95 times and below cited or mentioned in studies conducted by researchers out there.

The first research question addressed in this study is related to the identification of the popular keyword used by the published papers of strategic management and business growth as the sample population used in this study. The data was originally quoted from the Scopus database and extracted using Excel. Then to have a fuller insight into this research objectives into the chosen study subjects, we determine the single keywords used, and to facilitate the analysis we only identify the top ten frequently used keywords. Therefore, based on the findings, we found that 'strategic management is the most used keyword 66 times by researchers, this is certainly because this study is concerned with strategic management itself. Then followed by the keyword 'strategy' which is used 38 times. The keyword 'Business performance' is one of the few keywords used by researchers in articles used where only 6 times.

Similarly, the filter used in some objectives and classification, it is also applied in the final part of this study. Where we only set only the top ten publishers to be included. From the results, Emerald Group Holdings Ltd is the publisher with the most published articles, as this study is clearly related to the issue and situation in the business world, certainly, this publisher is very relevant to it because as we know and for fresh information to those who do not comprehend, Emerald Group Holdings Ltd is a scholarly publisher of academic books and journals in the areas of engineering, health care, education, business library studies and management.

Then it was followed by a publisher known as Springer, as discussed in the study methodology section, the study population search was also limited not only in terms of year of publication, languages but also in terms of a subject area, and besides business and economics areas arts and humanities also included. Therefore, it is highly relevant in some of the study populations published by Springer because such publisher is a German multinational publishing company of e-books, books, as well as peer-reviewed journals in humanities, technical, medical, and science publishing. The identification in this section is a bit important as it will also help the reader to know the publishers relevant to their study. For example, when we conduct research related to the medical field of study we only need to visit the official databases of particular publishers perhaps such as Springer, Elsevier, and so on. If some publishers do not publish articles or journals that are relevant to the research we are conducting, we do not need to spend our time searching there. As a result, it makes time management as a researcher more structured.

Then, the last research question of the study is to determine which journal produces the most articles and from our analysis we found that there are the top 10 journals managed to produce the most amount of papers among them are Emerald Emerging Markets Case Studies, journal of business strategy, leadership and organization development journal then followed by international journal of management, European journal of operational research, journal of management development, journal of manufacturing technology management, journal of product innovation management, international journal of supply chain management and the last is journal of environmental planning and management.

LIMITATIONS OF A STUDY

A systematic review is a time-consuming process that might require hundreds, if not thousands, of publications, according to the quantity of research available. The use of online data management systems to organise and evaluate the data gathered has the opportunity to improve the review's effectiveness and reliability. Systematic reviews are a popular research strategy for compiling and analyzing huge amounts of study took data from many sources. Researchers will, however, undoubtedly face certain constraints. Besides, the creation of the sample database is one of the limitations. We used different sets of keywords (e.g., strategic management, business growth) to select papers for inclusion during the search and selection phase. This method was based on

the notion that if the researcher of the papers used another keyword that has the same meaning in their investigation of a certain issue, this would be recorded in the keywords shown in the title, writer keywords, or perhaps the abstract. Even if we reviewed over a thousand papers article by article and were able to narrow the population to only 500 or less, there's a chance we'll miss out on a useful insight that probably will be valuable for this study.

Furthermore, because this was the researchers' first time performing a systematic review, they had a limited understanding of the process. In some situations, they also felt that they lacked sufficient knowledge of the evaluation process to adequately support and produce results. The researchers didn't always have a comprehensive understanding of the methodology, so they had to spend a lot of time adopting the systematic approach. This seems to be particularly true when interacting with kids who were also performing systematic reviews and addressing a similar issue. Apart from that, the researcher mentioned problems with sources of information utilized in undertaking this systematic review, including an absence of availability to critical databases and database constraints, such as the apparent inability to perform a complicated search or export the information. However, if we acquire the DOI code for the specific published articles, you can use the Sci-Hub website to solve numerous papers with unrestricted access.

Another limitation is the inability of the device used by the researcher where initially planned to use both approaches either using excel or VOSviewer software. Unfortunately, the device used cannot support the installation which caused a lagging problem and ended up with an "error" stated, such an issue is common and usually faced by most individuals. Therefore, researchers are only able to use excel as a medium for data extraction, and of course, there are various things that can not be done just with excel. Thus, due to the several constraints, some results whether in the descriptive, literature or addressing the research question part might be not completely accurate primarily the classification that is supposed to use Vosviewer software.

CONCLUSION AND FUTURE RESEARCH

We can draw the conclusion that the strategic management application is quickly developing. It has the potential to become an important part of corporate practice, with applications beyond finance. It will provide extra benefits and hazards to some industries, just as any new alternative, project, or method does. After examining the result of this study, we can discover that there are some issues that cannot be implemented due to some constraints. Since this systematic review is more focused on descriptive analysis, certainly classification in terms of literature classification such as identifying cross-tabulation of each published paper is not carried out. In addition, relationship analysis, a theory used, construct conceptualization, and scope or context of each paper whether only in Malaysia or worldwide; are also not available in this study, assumably due to the large sample population which indeed takes time to evaluate and determine all these things.

Numerous issues have been overcome by the implementation of strategic management, notably in the business industry, according to the articles on our current population. Additional data-driven research is needed, nevertheless, on specialized strategic management alternatives for emerging commercial and social applications, as well as their responsibilities and effects in numerous industries and sectors, including educational, entertainment, healthcare, hospitality, and so on. As a result, for future studies, we recommend that case studies of strategic management positions in any industry and journals that are connected should be investigated using a variety of qualitative and quantitative research approaches.

While we discovered that strategic management is discussed on a global scale, we are attracted to learning more about it in the sense of international countries such as Africa and China, where strategic management may have the potential to influence some of the most significant socio-economic transformations. As a result, further research into the upsides and downsides of strategic management in certain situations will be required to establish a wealth sector that is both commercially and socially sustainable. Future studies should continue to look into the positives and negatives of new strategic management initiatives in a wider scope of global or international contexts.

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MAPPING THE STRATEGIC MANAGEMENT AND ORGANIZATIONAL PERFORMANCE RELATIONSHIP

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ABSTRACT

This study seeks to examine the relationship between strategic management and organizational performance using a comprehensive literature review and bibliometric analysis. The study attempted to record the intellectual structure, volume, and direction of knowledge development in a scientific manner. Data are extracted from Scopus datasets using Microsoft Excel and VOSviewer. Based on the vast amount of literature available, the researcher compiled an extensive database of 234 peer-reviewed publications published in the previous 10 years. Initial findings showed that, compared to the decade earlier to 2011, there have been significantly more publications on strategic management and organizational performance in the last 10 years. The most significant journals, authors, and articles on the topic were identified by the bibliometric analysis. This study demonstrates how a new topic can emerge and how it can offer fresh research directions in the vast field of strategic management. In addition, the developing field of business or company performance by combining the most crucial elements of organizational performance and strategic management into a single concept, such as "organizational performance".

Keywords: strategic management, bibliometric analysis, organization performance

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INTRODUCTION

Historically, strategic management and organizational development research were prioritized in supporting businesses that were approaching obsolescence with their plans to enter new markets (Venkatraman & Ramanujam, 1986; Griffin, 2006; Dauda, Akingbade & Akinlabi, 2010; Aremu & Oyinloye, 2014; Mohamud, Mohamud & Mohamed, 2015). As a result, company executives and managers seek appropriate tools and methods to investigate internal and external costs of goods or services, obtain market information and product costs, analyze customer needs and desires, predict and assess organizational performance, and ensure competitive advantage in production activities (Afonina, 2015). In short, strategic management emerged amid a tough economic meltdown and a rapidly changing environment. Over the years, much empirical research in strategic management has focused on determining which strategies will allow commercial firms to achieve economic success. Organizational performance (OP) is a key topic in strategic management research (Carton & Hofer, 2006; Dauda *et al*., 2010; Babeľová, Vaňová & Prajová, 2018). Some researchers have investigated organizational performance in terms of competitive and sustainable business strategy, including Venkatraman and Ramanujam (1986), Murphy, Trailer and Hill (1996), Carton and Hofer (2006), Chenhall and Langfield-Smith (2007), and Samad, Alghafis and Al-Zuman (2018).

Several researchers emphasized that organizations are mostly working to reconstruct internal control systems. However, private corporations and organizations had less focus on strategic management and little research has been done (Mohamud *et al.*, 2015; Aremu & Oyinloye, 2014; Farah, 2012). Compared to former years, there has been some progress in adherence to control systems, albeit much more has to be done to enhance overall internal control systems (Farah, 2012). In fact, organizations should give effective strategic management to enhance the performance of their workers. Companies should conduct employee performance evaluations to increase employee happiness. Lastly, businesses should consider internal and external issues that might impact performance (Mohamud *et al*., 2015).

Current business trends have shown that change is the only thing that cannot be avoided. A company that wants to survive and thrive must carefully manage its resources to maximize output. The rate of change in the business world is comparable to the speed of light. Any company that does not take a proactive approach to respond to and adapt to this change will most likely underperform and fail to survive. Strategic management is a notion that has caused several issues for many businesses due to its applicability. However, for any firm to succeed in this current contemporary era, it must adopt strategic management in its entirety (Aremu & Oyinloye, 2014). As a result, this subject is crucial. Only a few publications have recently researched this link utilizing a systematic review and bibliometric analysis. Recognizing the importance of this subject, the purpose of this research is to analyze and evaluate prior studies that directly address strategic management and organizational performance. The following research questions (RQ) are used to present the review activities and process using a combination of bibliometric, text-mining and visualization analyses.

1. What is the volume of published articles on strategic management and organizational performance?
2. What are the most influential journals, authors and research papers in the field?
3. Which is the domain's most addressed research keywords (topic)?

The article is structured in such a manner that it starts with a quick introduction of the two ideas, strategic management, and organizational performance. The approach used in this investigation, including data collection, extraction, and analysis, is presented in the next portion of the publication. The results of the research will be shown in the next part of the paper. We end the paper with a section on the major interpretations and implications of the findings, as well as a section on the limitations and directions for future research.

STRATEGIC MANAGEMENT AND ORGANIZATIONAL PERFORMANCE

Strategic management is defining an organization's goals, formulating policies and plans to reach and acquire these objectives, and allocating resources to put the policies and plans into action (David, 2005). Strategic management is the most significant, demanding, and all-encompassing task that every commercial or public company faces (Stareček, Bednarikova, Koltnerova, Vranaková, Babelová, Cagaňová & Chlpeková, 2018). Several ideas have been associated with strategic management, profit maximization, and competitiveness theory. For example, describe how companies are founded on profit-oriented activity (Samad *et al.*, 2018). Meanwhile, resource-based theory (RBV) regards strategic management as a critical internal resource for acquiring a competitive advantage and improving organizational performance (Barney & Clark, 2007). Studies on strategic management have shown that strategic management is focused on determining a strategy and planning its implementation. It may be broken down into three components: the strategic decision stage, which involves the development of potential courses of action, their appraisal, and the selection amongst them (Dauda *et al.*, 2010). Finally, a strategic implementation phase involves planning how the chosen strategy will be implemented (Johnson & Scholes, 1999; Dess & Miller, 1999; Aluko *et al*., 2004; Oyedijo & Akinlabi, 2004 & 2008, Kazmi, 2008).

Organizational performance is defined as an organization's capacity to acquire and use limited resources and assets as quickly as feasible to achieve its operational objectives (Griffin, 2006). Performance measurements are metrics that may be used to evaluate companies. Most executives, investors, and stakeholders closely monitor and analyze profitability, stock price, and sales metrics to better understand how successfully their firms compete in the market and forecast future outcomes. Performance referents are also required to determine if an organization is doing this successfully. Next, organizational performance is impacted by various elements since it is critical to meeting stakeholders' demands and guaranteeing organizations' survival (Griffin, 2003). Venkatraman and Ramanujam (1986) suggest measuring financial and non-financial performance, such as operational performance. Meanwhile, Boyne (2002) suggests five measures of organizational performance: outputs, efficiency, service outcomes, responsiveness, and democratic outcomes. As a result, academics have different perspectives on organizational performance.

METHODOLOGY

Searching Strategy

A search strategy is a structured set of key phrases that are used to search a database. A search technique based on search strings often gives a high number of primary research candidates, frequently thousands (Engströ, 2008), of varying characteristics that must be manually "cleaned" or "filtered." A good search strategy should incorporate a lot of relevant research but also leave out a lot of irrelevant research (Skoglund & Runeson, 2009). This paper preferred reporting items for systematic review (PRISMA) and Bibliometric analysis (see figure 1). This approach is used because it gives a comprehensive analysis of the gained information throughout time (Prachi et al., 2020). Elsevier's Scopus database was selected for the study because it combines high data quality and coverage that quickly finds relevant and authoritative research and provide access to reliable data, metrics, and analytical tool. It also enhances analytic capabilities and researcher workflows. Generally, review work is done using Bibliometric methods such as selected papers in a database (such as Scopus), filtering and refining bibliographic data. Throughout the procedure, the program VOS viewer is utilized to see the data.

Inclusion and exclusion criteria

The search starts with examining the titles and abstracts of all search results, followed by a comparison to a set of specified criteria. The inclusion of this study is based on the essential characteristics of the target that can answer the research question. Therefore, all publications that passed the selection process were assessed and summarised based on publication volume, the most prominent journals and authors, the most discussed research subjects, and the most widely used approaches in the area. We have compiled a vast database of 234 peer-reviewed publications on strategic management and organizational performance published in the recent ten years (2011-2021) based on a significant volume of literature.

Table 1 Search criteria

Scopus Category	Search Criteria	No of article
Topic	"Strategic Management" and Organizational Performance	1,017
Research years	2011-2021	629
Subject Area	Business, Management and Accounting	443
Document type	Article	325
Language	English	317
Publication stage	Final	234

Extraction techniques

This extraction technique is the systematic review process between identifying eligible studies and analyzing the data. This study's original downloaded database was carefully examined and processed to increase the accuracy of the research findings. As a result, based on table 1, the final database, which included 234 journal articles, was exported in a file format supported by the application. We used Microsoft Excel (CSV) and VOSviewer software for data analysis in this study. VOSviewer is a free tool offered to academic bibliometric researchers. VOSviewer also can generate, visualize, and analyze bibliometric networks. The most important information extracted from the final Scopus database is the article's title, authors, keywords, and citation information, including all article reference lists.
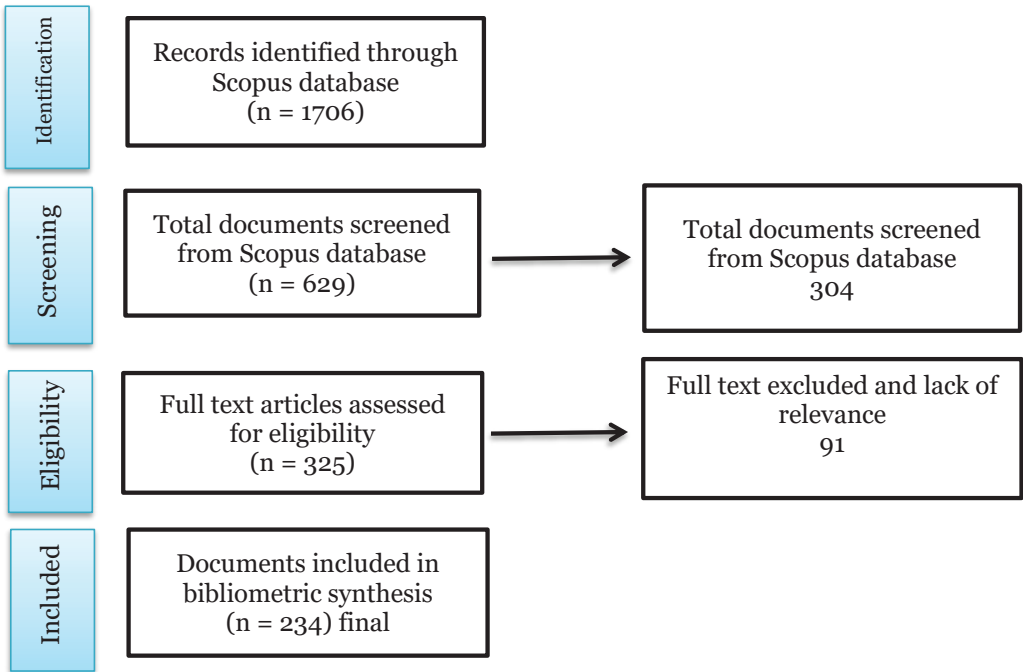
Figure 1 The PRISMA flow diagram used to identify, screen and include papers for our bibliometric review

Choice of synthesis method (Analysis)

Descriptive analyses were performed in the first step phase. In Excel, the researchers developed a set of graphs to trace the development of published papers on strategic management and organizational performance concepts across time. Meanwhile, the bibliometric analysis technique was used in the following step. Citations are used to identify the most important papers, researchers, or journals on specific topics. Other citation measures, such as h-index, total citation, and citation per publication, may be used to represent the researchers' academic importance in the field. In

addition, depending on the desired outcome, the co-citation analysis may concentrate on journal co-citation, author co-citation, keyword co-citations, and so on. Concurrently, the researchers used the VOS viewer programme for this study, which allowed them to create visual presentations or "network maps" of the relationships between data from the publication in the sample database.

RESULTS AND INTERPRETATIONS

What is the volume of published articles on strategic management and organizational performance topics?

Figure 2 depicts the fluctuating number of publications related to strategic management and organizational performance concepts but still increased over time. According to the number of publications, the subjects and scope of the study on strategic management and organizational performance have attracted considerable attention in recent research. Such as the highest number of papers were published in 2020 (58580), followed by 2019 (58551) and 2021 (52546). Meanwhile 2014, the number of publications was the lowest compared to other years, only 26182. As a result, the Covid19 pandemic may be the reason why strategic management and organizational performance had the highest number of publications in 2019-2021 compared to the previous year. Because these topics or concepts were significant at Covid19 pandemic to help businesses assess their current situation, aid in developing strategies, and others. But in 2021, the number of publications slightly decreased compared to 2019-2020, but still, 2021 got the third-highest during 2011-2021.
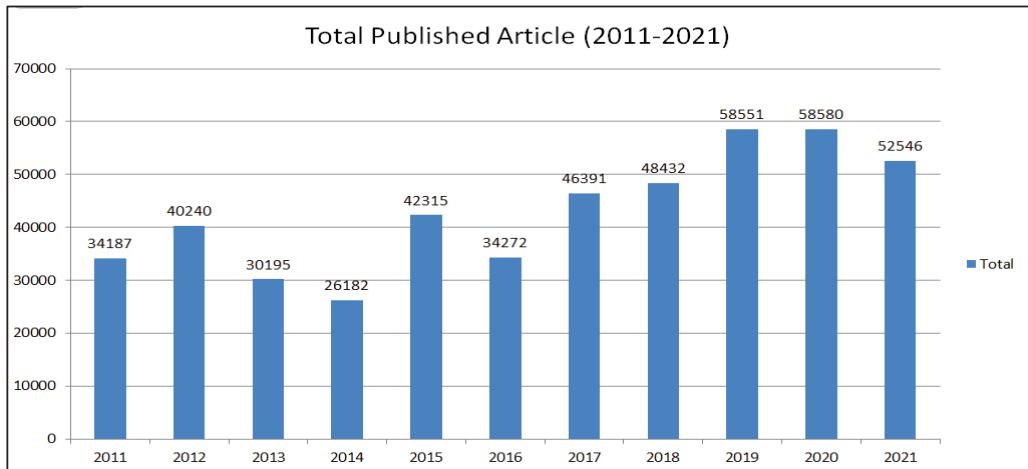
Figure 2 The published articles on strategies management and organizational performance

The most influential journals, authors and research papers in the field?

The next step in this inquiry will be to look at how articles in the sample database are grouped by the journal in which they were published. Table 2 shows the top 15 articles in terms of the number of publications. Table 3 shows the author's top ten most cited articles. Out of 234, we discovered 67 articles in the top 15 journals. "Academy of Strategic Management Journal" published the most paper (7), followed by "Journal of Strategy and Management", and followed by "Journal of Business Research", "Emerald Emerging Markets Case Studies" and "Management Decision" which published 5 articles. Journal of Management (489) had the most citations out of the top 15 journals, followed by "Journal of Business Research (370)" and "Strategic Management Journal (320)". In addition, according to table 3, the paper "New Venture Teams: A Review of the Literature and Roadmap for Future Research" by Klotz, Hmieleski, Bradley, and Busenitz (2014) has earned the most citation (313). This was closely followed by two additional researchers, Baumgartner R.J. (2014) and Côrte-Real, Oliveira, and Ruivo (2017), who obtained a total of 295 and 199 citations, respectively.

Table 2 Top 15 Journals

No	Journal	Article No.	Total Citation
1	Academy of Strategic Management Journal	7	24
2	Journal of Strategy and Management	6	62
3	Strategic Management Journal	5	320
4	Journal of Business Research	5	370
5	Emerald Emerging Markets Case Studies	5	5
6	Management Decision	5	77
7	Journal of Management	4	489
8	Journal of Manufacturing Technology Management	4	58
9	Management Research Review	4	44
10	Journal of Asian Finance, Economics and Business	4	16
11	British Journal of Management	3	56
12	International Journal of Innovation Management	3	16
13	Public Personnel Management	3	49
14	Management Review Quarterly	3	33
15	Technology Analysis and Strategic Management	3	10

Table 3 Top 10 most cited papers by author

No	Author(s)	Research Title	Total Citation
1	Klotz, Hmieleski, Bradley & Busenitz (2014)	New Venture Teams: A Review of the Literature and Roadmap for Future Research	313
2	Baumgartner (2014)	Managing corporate sustainability and CSR: A conceptual framework combining values, strategies and instruments contributing to sustainable development	295
3	Côrte-Real, Oliveira & Ruivo (2017)	Assessing business value of Big Data Analytics in European firms	199
4	Marquis, Toffel & Zhou (2016)	Scrutiny, norms, and selective disclosure: A global study of greenwashing	198
5	Angrave, Charlwood, Kirkpatrick, Lawrence & Stuart (2016)	HR and analytics: why HR is set to fail the big data challenge	175
6	Tseng & Lee (2014)	The effect of knowledge management capability and dynamic capability on organizational performance	164
7	Gary & Wood (2011)	Mental models, decision rules, and performance heterogeneity	161
8	Carayannis, Sindakis & Walter (2015)	Business Model Innovation as Lever of Organizational Sustainability	138
9	Hmieleski, Cole & Baron (2012)	Shared Authentic Leadership and New Venture Performance	127
10	Wamba, Dubey, Gunasekaran & Akter (2020)	The performance effects of big data analytics and supply chain ambidexterity: The moderating effect of environmental dynamism	125

Further examination of the journal co-citation map is based on Figure 3. According to Kumar (2015), co-citation occurs when the referring paper refers to two papers in its reference list simultaneously. Co-citation analysis is used to investigate the intellectual structure of a research area as seen through the lens of cited publications. A co-citation is a useful approach for determining the contextual similarity of two publications (Surwase *et al.*, 2011). VOSviewer was used to do co-citation analysis, which was then evaluated using the complete counting approach (Abdullah, & Naved Khan, 2021). In a sample of 234 articles, a total of 5411 sources were located, and a minimum number of source citations was set at 10, generating a total of 160 journals. Analysis of journal joint citations showed seven (7) clusters of varied and cohesive publication groupings on the network map. The red cluster is the largest, with 67 items, and many articles stand out. We can see a collection of journals that are firmly classified as relevant in this cluster. Harvest Business Review, which has a total link strength of 9553, has the most direct citations, with 201. The Publication of Business Research is another notable journal, with 170 direct citations and a total link strength of 8667. Another prominent publication in the cluster is Journal of Marketing, which has 141 direct citations and a total link strength of 7392. Long Range Planning has 114 direct citations and 4565 total strengths.

The second cluster in terms of item count is the green cluster, which has 38 items. Academy of Management Journal is the most prominent publication in this cluster, with 437 direct citations and a total link strength of 31,070. Journal of Management is another publication in this cluster, with 355 direct citations and a total link strength of 22,413. Another journal from the green cluster, the Journal of Applied Psychology has 156 direct citations and a total link strength of 10,151.

The blue cluster is the third largest, with 19 items. Even though it is the third cluster in terms of the number of entries, it has the journal that jumps out from the rest of the map, the Strategic Management Journal, which has 961 direct citations and a total link strength of 53,102. Other significant journals in this cluster include Academy of Management Review (383 direct citations and a total link strength of 23,452); Organization Science (311 direct citations and a total link strength of 21,921; and Administrative Science Quarter (258 direct citations and a total link strength of 19058).

The fourth cluster by the number of items, 13, is the yellow cluster. The journal with the biggest number of direction citations, 124, is Journal of Operations Management, which has a total link strength of 7174. Another journal that stands out is the International Journal of Production Economics, with 75 direct citations and a total link strength of 4128. International Journal of Operation & Production Management is another important journal from the cluster, with 57 direction citations and a total link strength of 2551. Supply Chain Management: An International Journal has 24 direction citations and a total link strength of 2401.
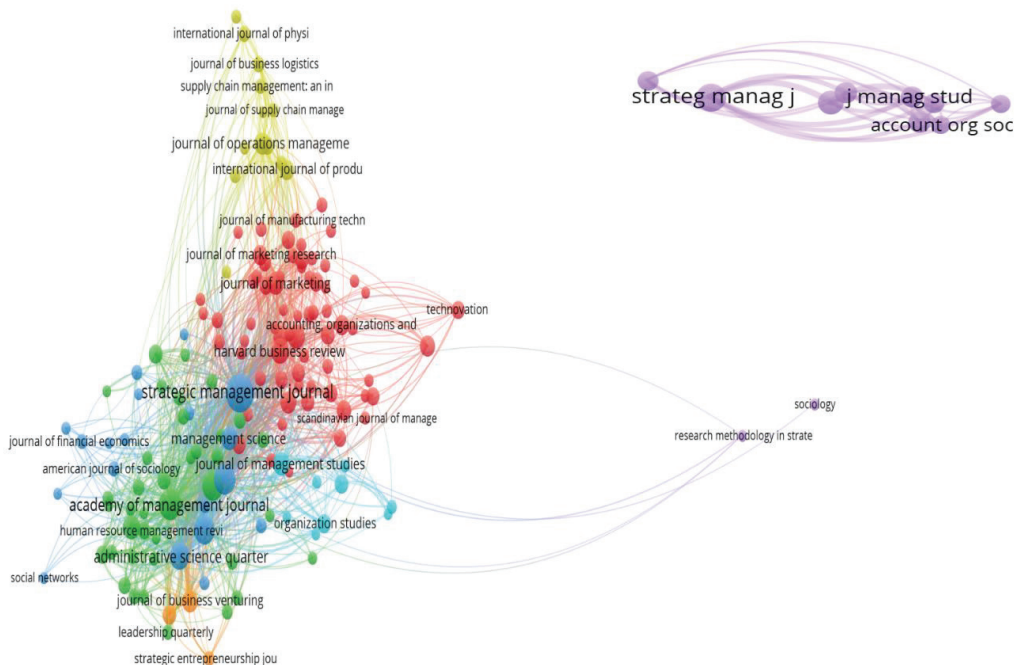
Figure 3 The co-citation network analysis of journals

The journals with the fewest citations are grouped together in the fifth, sixth, and seventh clusters. The fifth cluster, purple, comprises 11 items, including the Strategic Management J, which has 83 direct citations and a total link strength of 4986. The sixth cluster is light blue, and it contains 9 items, including the Journal of Management Studies, which has 150 direct citations and a total link strength of 7862. The seventh cluster is the orange one, which contains 3 items, one of which is the Journal of Business Venturing, which has 114 direct citations and a total link strength of 10196.
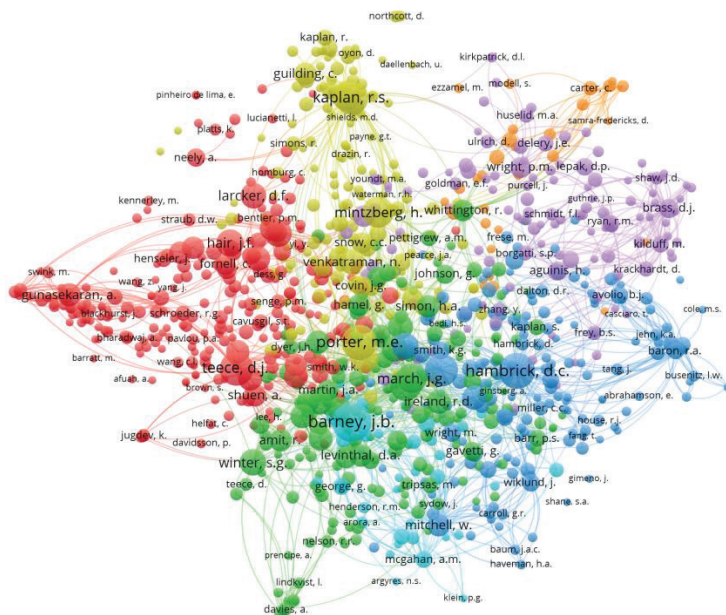
Figure 4 The authors' co-citation map

A map of co-author citations based on 18492 writers is provided in Figure 4, of which 1000 authors met the requirement of having a minimum of five citations. The same guideline used for this citation map and the journal were used for this interpretation. Based on Figure 4, seven (7) main clusters were discovered in the citation map with the authors. The red cluster is the largest, with 267 writers, including a well-known researcher name Teece with a total link of 6200 and direct citations of 75. The other well-known researcher is Podsakoff with a total link of 3934 and a direct citation is 50. Cluster green has grown to become the second largest, with 197 authors. There are four (4) notable authors in this cluster. The four most prominent authors are Eisenhardt, March, Birkinshaw, and Weick. In comparison Eisenhardt, K.M has 69 direct citations with total link strength of 6335. The third largest cluster is the blue one. Hambrick and Hitt are the two most prominent authors with direct citations of 86 and 73 respectively. They both have total link strength of 7361 and5669 respectively. Cluster yellow has grown to become the fourth largest, with 168 authors. There are third (3) notable authors in this cluster. The two most prominent authors are Porter, Mintzberg, and Kaplan. In comparison, Porter has 83 direct citations with total link strength of 6596. The 5th, 6th and 7th clusters are represented by purple, light blue and orange

respectively. The purple cluster has 25 direct citations with a total strength of 3375. The light blue has 102 direct citations with a total strength of 7892. While the orange cluster has 15 direct citations and a total strength of 957. The prominent three clusters are Brass, Barney and Carter.

Which are the most addressed research keywords (topic) in domain?

The next step in the research was to conduct a keyword con-occurrence analysis, as shown in Figure 5. To capture the prevalent theme flow of information across scholars, an author keyword analysis was conducted (Abdullah & Naved Khan, 2021).
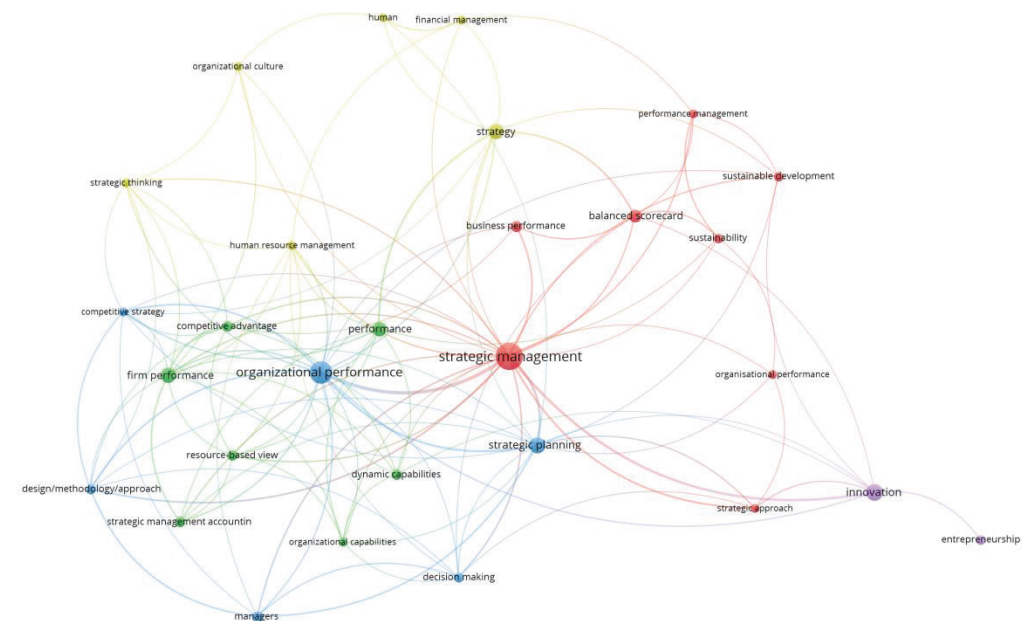
Figure 5 The keyword co-occurrence network map

The keywords co-occurrence map was created using the 1071 keywords found in the sample database's 234 articles. A minimum of five (5) instances of the keyword were needed to appear in the results, and 29 publications satisfied this requirement. Furthermore, the event map depicts the birth of the keyword based on its popularity and evolution through time, in addition to the phrase. VOSviewer software divides the data into five clusters: Cluster 1 (Red), Cluster 2 (Green), Cluster 3 (Blue), Cluster 4 (Yellow) and Cluster 5 (Purple). The cluster that arises is all of the various sizes. The largest is Cluster 1 with keywords "Strategic Management" which has 8 items, a link strength of 70 and 46 occurrences. Cluster 3 with keywords (organizational performance), which has 6 items, 47 link strength and 31 occurrences, is the following cluster. Next is cluster 5, which has 2 items, 17 link strength and 18 occurrences. Cluster 2 (green - "firm performance") and 4 (yellow - "strategy") each comprise 7 and 6 items, with link strength of 17 and 14, respectively. The cluster of green and yellow, on the other hand, has a similar occurrence of fifteen (15).

DISCUSSION AND CONCLUSION

The primary purpose of this research is to understand better the relationship between strategic management and organizational performance by systematically evaluating 234 articles from the Scopus database. This study recognizes volumes, years, and intellectual structures based on chosen articles and continually collects them using bibliometric analysis. The outcomes of this study are utilized to form conclusions and suggest future research topics. The first research topic addressed in this study is the growth of the number of papers published between 2011 and 2021; early figures show that the number of publications increased considerably from 2016 to 2020, reaching 58580. However, the number began to fall in the years after the release of COVID-19 in 2021. From 58580 in 2020 to 52546 in 2021. These data imply that the Covid19 epidemic has led to a drop in research on strategic management and organizational performance. Having the first conclusion, we approach the second research question to identify the most influential journal, authors, and research publications in the two research fields.

The initial findings in the co-citation map indicate that many fields color the articles and journals discovered in the Scopus database analyzed, as evidenced by the study of journal citations and co-citations. Several prominent journals on strategic management have been identified as a result of this research. Strategic Management Journal, Academy of Management Journal, and Harvest Business Review have the highest overall link strength. This research also discovered that strategic management articles are published in one key area: business. Journals in the field of business, on the other hand, have a second more significant influence based on the highest number of citations which is the Journal of Business Research. Meanwhile, the Journal of Management has a more substantial impact based on the highest number of sources. Strategic Management Journal is the third-highest number of citations. These findings generally point to a possible publication venue for researchers working in this field. As the last point of reference for a prominent author and paper publishing, a few notable names (i.e., table 3) have contributed to this topic when seen through the lens of a journal reference. Among them are Klotz et al. (2014) and his paper entitled "New venture teams: a review of the literature and roadmap for future research".

The last part of this research addressed the most studied research topic. The researchers accomplished a key co-occurrence analysis and generated a key co-occurrence map, classifying five distinctive clusters. A series of keywords stand out from the identified clusters, and in this way, some possible directions in the field were identified. In the emerging research directions in the first cluster, they can identify the keyword co-occurrence "strategic management", which is the main subject of this paper. Other research directions are "balanced scorecard", and "sustainable development". In the second cluster, the researchers can identify keywords like "firm performance", "performance," and competitive advantages. In the third cluster, we can identify keywords like "organizational performance", "strategic planning," and "managers". In the fourth cluster, they can identify keywords like "strategy", "strategic thinking," and "human resource management". Lastly, they can locate "innovation" and "entrepreneurship" from the fifth cluster only.

The evolution of strategic management and organizational performance is quite similar. The combination of the main aspects of both concepts in a single concept, as shown by the keyword co-occurrence analysis, may be an emerging research topic, offering new research directions in a very large field of strategic management and a new and actual field of organizational performance.

LIMITATIONS FUTURE AGENDA

The interpretations of the research's findings are constrained by a number of restrictions. Others have found that a single database is inadequate to obtain all references for systematic reviews (Bramer, Giustini & Kramer, 2016; Bramer, Giustini, Kramer & Anderson, 2013), therefore our reliance on the Scopus database is a drawback of our study. The benefit of doing several literature searches is that we can quickly cover a broad spectrum of literature and be thorough in the first stages of our search for databases pertinent to our topic.

Another limitation comes from the way the sample database is made. During the research phase, we chose documents to include based on one set of keywords ("strategic management" and organizational performance). This method was based on the idea that if the authors of the documents were looking at a subject from a "strategic management perspective," this would be reflected in the keywords in the title, the author-assigner keywords, or the abstract. Even if we read each article in more than 700 papers one by one and cut the sample down to just 234 papers, there is still a chance that we would leave out some critical information.

When looking for relevant references inside systematic reviews, it is preferable to utilize various databases (Bramer, Rethlefsen, Kleijnen & Franco, 2017). Therefore, the researchers must use various databases to conduct a systematic review. This research hopes to give an example of differentiation by using one database compared to multiple databases to researchers out there. Hope that other researchers, including me, use multiple databases in the following research.

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THE RELATIONSHIP BETWEEN STRATEGIC MANAGEMENT AND TECHNOLOGY ADOPTION: A REVIEW AND BIBLIOMETRIC ANALYSIS

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ABSTRACT

This research has been conducted and is directed toward a systematic literature review and bibliometric visualization analysis of the relationship between the strategic management model and technology adoption. This research aims to document the intellectual structure, volume, and knowledge-development directions empirically. To achieve this objective, we will use Scopus to access the databases, VOS Viewer, and Excel to analyze data. From the analysis that has been conducted, we have identified that there is a difference in the volume of the articles that have been produced on strategic management and technology adoption published in the current ten years, which are from 2013 until 2022, by comparing to the entire period before 2013 which is from 2003 until 2012 with 346 documents articles that have been published in the last ten years. Furthermore, the bibliometric analysis that will be conducted in this research by using the platform that has been chosen will identify the most influential journals, authors, and papers in this study field that have been chosen which are strategic management and technology adoption.

Keywords: strategic management, technology adoption, bibliometric analysis

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INTRODUCTION

In this current situation, there are rapid changes in terms of technology. There are always improvements and innovations in the changes made in technology. Every change in the theories and models in the technology that have been widely employed in the evaluation stages of the current technology for each different of information and communication technology (ICT) goods and services is to achieve the goal of determining the technology applicability and improve the predictive validity (Granić, 2022). Since 2019, the terms of technology adoption have been widely known because most transactions and operations have been conducted online or by using technology. This is because of the COVID-19 pandemic that has attacked the world and required people to keep a distance from each other to prevent the spread of COVID-19. As an initial step in technology adoption, acceptance is an attitude toward technology that is impacted by various circumstances.

According to the Innovation Diffusion Theory (IDT) (Rogers,1962,1995), adoption can be defined as a choice to take full advantage of technological progress as the most effective course of action. As we can see, the changes that have been conducted in our technology right now have been through the strategic management stages to provide the technology that can give benefit the end users and also utilize each function that the technology has to make our lifestyle more accessible and systematic (Granić, 2022). Strategic management is the art and science of formulating, implementing and evaluating cross-functional decisions chosen through the decision-making process. It is to ensure we can achieve each objective we have set in the strategy formulation stage nowadays; as we mentioned earlier, the changes in technology are going constant along with the world situation. So it is vital to focus on and study the new technology that is available today to aim that we can make our life more accessible and more systematic. Along with this, people should also be aware of the technological changes we have right now, especially in the business sector, since most businesses nowadays will use technology as a competitive advantage for their firm.

Based on the article that has been produced by Emerald Insight that has been conducted by the University of the Itajat Valley (UNIVALI), Biguacu, Brazil, discusses digital transformation by enabling strategic capabilities in the context of "BRICS" (Andrade & Gonçalo, 2021). This research covers digital transformation and its association with IR 4.0 value creation system. It states that the limitation to conduct in this field which is about technology, is how the awareness about technology adoption nowadays the people, especially in the adoption of platform business models (Andrade & Gonçalo, 2021) that have been widely used in this world. Since we want to know how an individual is aware of the technology nowadays, we can evaluate the article's data on technology adoption and strategic management. To make some changes to our current technology, we should conduct strategic management models to ensure that the alternatives or changes we have made are suitable and the best. All the economists, environmentalists, and industrialists should be one of our sampling of the new technology that will be produced since they are the technology user nowadays (Begum, et.al, 2022).

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Research Purpose

This research aims to identify common and future interdisciplinary topics between strategic management and technology adoption. Since we want to cover all the limitations of research that have been conducted before 2013. We will use systematic literature review and bibliometrics methods that can make our results more accurate. It also allows us to empirically document the volume of the intellectual structure and also the knowledge-development directions that have been used in this field that has been chosen. By using the combination of systematic literature review and bibliometric also the visualization analyses, we have identified several research questions in this study which are:

1. What are the effects of the strategic management model on technology adoption?
2. What are the field's most influential journals, authors, and research papers?
3. What is the volume of published articles on the strategic management and technology adoption?
4. Which are the most addressed research topics in the domain?

After taking into consideration the primary purpose of this research and there are two main research directions in this research which are strategic management and technology adoption, the first step in this research is to form the sample database from the articles that have been published in these two keywords in the articles. We have identified some essential articles from the Scopus database for this sample database. The data extraction that Scopus provided will be done using the Preferred Reporting Items for Systematic Review and the Meta-Analyses (PRISMA) method for the bibliometric review. Thus, we have established a sample of 372 peer-reviewed articles from Scopus. The research method we will use to answer all the research questions identified before is a bibliometric review of the literature. By referring to the literature, it states that bibliometric methods can give the ability to some researchers the to analyze the evolution of the scientific literature over time, and it also reveals the intellectual relationship of the knowledge that have in the field of study that has been chosen before.

Since the purpose of this paper is to choose the research methodology that can illustrate the entire diversity of the knowledge (James, 1997), the analysis of the literature in this research has been done from a descriptive point of view. With this method, we can offer much information to the new researcher about the well-known research topics, most frequently cited authors, and papers, and we also can identify the publisher that has published more articles. In addition, in this research, we perform the keyword co-occurrence analysis; we can obtain supplementary data that show the most popular and studied topics over the years. From this, the researcher can gain a suitable reference base and quickly identify the study's limitations that we will consider when we want to conduct further research in the future.

This paper will be structured first by the introduction that will consist of the main definitions of the concept or two topics that we have chosen: strategic management and technology adoption. This section also clarifies the research question identified in this research. The following section will explain in more detail the methodology used in this research to answer the research question. The next part will present the research result and the interpretation. Finally, we will close this research with the sections of discussion and plan for future research that will be conducted. Finally, it will highlight the summary of the research's results and the limitations we face while conducting this research.

METHODOLOGY

In this research, we need to extract the data and the text analysis of the citation from the previous study that has been conducted before. So systematic literature review and bibliometric review methods are suitable for this research to have more accurate and empirical results. The bibliometric review method can also provide a complete analysis of previous knowledge (Maier et al., 2020). By referring to the research that has been conducted by Corsini et al (Corsini et.al, 2018) states that many benefits we can have when we conduct research by using the bibliometric methods, which are from this method we can have an overview of the scientific literature and, in the case of conducting the formal review the output when we conduct bibliometric method is more subjective than the traditional one. Generally, we can see that this bibliometrics method can include the article he already chooses in the sample database, filtering and refining the bibliographic data we have. So, in this process, we should choose the best software and need to decide the best alternative on how we want to illustrate the information.

Data Collection

For the data collection, we will use the Scopus database for a search article that consists of the field we chose to create a sample database. In addition, we will use the PRISMA guidelines proposed by Moher, Liberati, Tetzla, and Altman (Moher et.al, 2009). According to the research those researchers have conducted, the PRISMA approach will have four steps to identify and extract the data to conduct the bibliometric review. (Figure 1).

The first step for the PRISMA approach is the identification of the article related to the keywords that we have chosen, which are strategic management and technology adoption. In this stage, we will consider the large volume of the published article we have from the search strategy we have chosen, which is the Scopus database. After we have chosen the keywords that we want in this research, there are two keywords: strategic management and technology adoption. Scopus will give the paper that has been published that has a relation with this keyword either based on their abstract, keyword, or title. We have identified 1,627 journal articles from this process on the specific search. So we will limit the papers, which we call inclusion and exclusion criteria (Table 1), we limit the paper only from 2013 until 2022, and only papers that categorize as article-type papers will be chosen. This has been conducted because we want to review articles that have better quality than other types of papers that Scopus have.

Not only that, but we also limited our search by focusing on the documents classified under business, economics, and social science areas. From this limitation, we successfully have 372 articles chosen based on the specific criteria we have set. Next, from the selected article, we removed the same article, which is by looking at their title, we have eliminated two articles from 370 articles that have been chosen. After that, all 370 articles will be reviewed by looking at their title and abstracts to determine whether the abstract can be relevant to the topic we chose; if not, we will directly eliminate the article. Makes there are only 310 articles that will be reviewed and have been chosen as the sample database.

Table 1 Search Criteria.

Topic	**"strategic management"**
Document Type	article
Research Years	2013 -2022
Web of Science Category	Business, economics and social science
Language	English
Topic	**"technology adoption"**
Document Type	article
Research Years	2013 - 2022
Web of Science Category	Business, economics and social science
Language	English
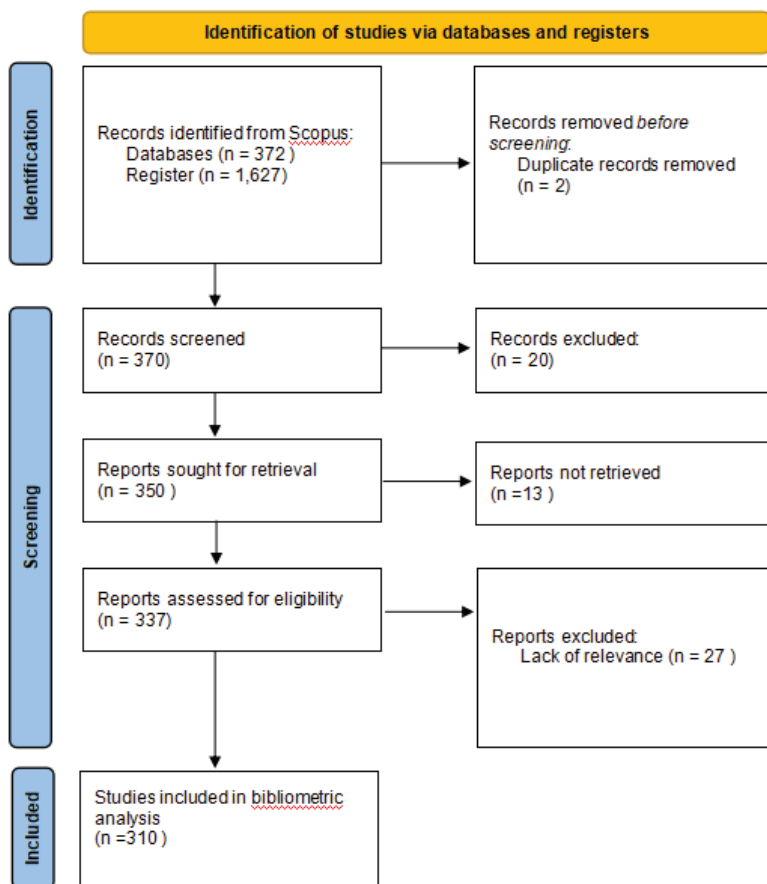
Figure 1 The PRISMA flow diagram used to identify, screen and include the papers from Scopus for bibliometric review.

Data Extraction

The final database will consist of 310 journal articles, so in this research, we have chosen Excel and VOSviewer software for the data analysis needed to answer each research question. VOSviewer is a free tool available for bibliometric research; it is not like other computer programs for bibliometric mapping; it will focus on the graphical display of the bibliometric maps. We have chosen excel since excel are very familiar to individual nowadays. Still, since Excel has limitations, we choose the VOSviewer since its features are very beneficial for showing big bibliometric maps in an easy-to-understand format. The extraction data from the sample database will consist of information like the article title, author names, the keywords used, and the citation information.

Data Analysis

The first phase is already conducted for the descriptive analysis. As mentioned early in this research, we also use Excel for the data analysis; we can generate any graph to identify any information related to the evolution of the published papers regarding the systematic management and technology adoption concept. Next phase, we will use VOSviewer since Excel also has its limitation that we cannot answer some of the research questions while we only use Excel. Hence, we choose to conduct a bibliometric analysis. From this methodology, we can gain information and look at the type of illustration for the most valuable papers, researchers, or journals in a particular domain by referring to the citation analysis. Furthermore, when we conduct citation analysis in bibliometrics, we can identify how many times the other article has cited that paper. We can also conduct a co-citation analysis to measure and analyze the similarity between the papers, journals, and authors.

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RESULTS AND INTERPRETATIONS

Descriptive Analysis (Excel)

Research article distribution by year
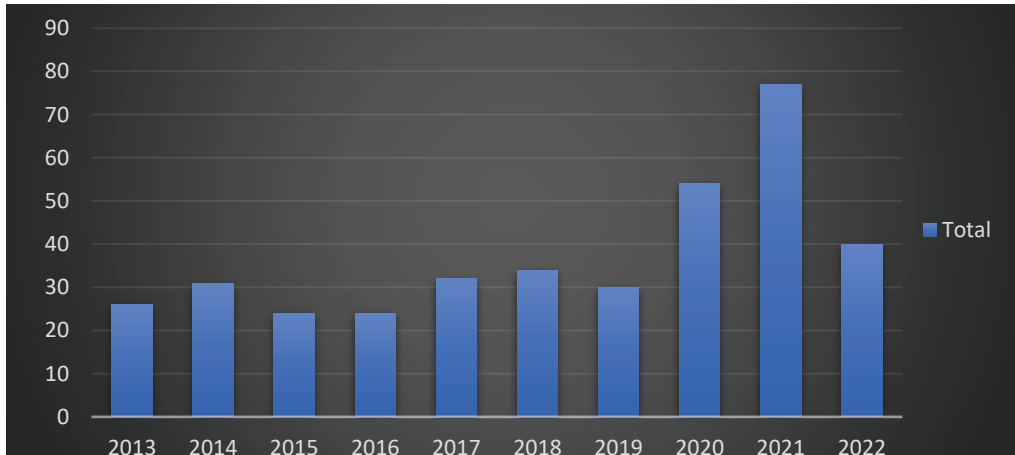
Figure 2 Research article distribution

Figure 2 shows the data of research article distribution for the two concepts, strategic management and technology adoption, generated by Excel. As we can see above, it shows the research article distribution from 2013 until 2022. It shows the fluctuating record of the research article distribution from 2013 until 2022. In 2021 it showed the highest record of research article distribution which is 77 articles, and the lowest records are in 2015 and 2016, with only 24 research articles produced, which means that in 2021 the articles about strategic management and technology adoption are viral and familiar.

Journal Analysis of Strategic Management and Technology Adoption articles

Table 2 Top 15 journals with the most published articles on strategic management and technology adoption.

No	Journal Name	Art. No.
1	Sustainability (Switzerland)	17
2	Technological Forecasting and Social Change	6
3	Technology in Society	5
4	Sustainable Cities and Society	3
5	Water (Switzerland)	2
6	Transportation Research Part E: Logistics and Transportation Review	2
7	Resources, Conservation and Recycling	2
8	Land Use Policy	2

No	Journal Name	Art. No.
9	Journal of Management in Engineering	2
10	International Journal of Innovation and Technology Management	2
11	IEEE Transactions on Engineering Management	2
12	Energy Research and Social Science	2
13	Cogent Business and Management	2
14	Weather and Climate Extremes	1
15	Tourism Management Perspectives	1

As shown in Table 2 reveals all the top 15 journals with the highest record of published articles. As we can see, the journal of Sustainability (Switzerland) is first ranking in the top 15 journals published on strategic management and technology adoption, of 17 articles. The second journal with the highest ranking after sustainability is Technological Forecasting and Social Change, with a total of the article published is 6. Lastly, the third-ranking journal listed in this data is Technology in Society journal, with a total of the published journal being 5.

Subject area of strategic management and technology adoption concept
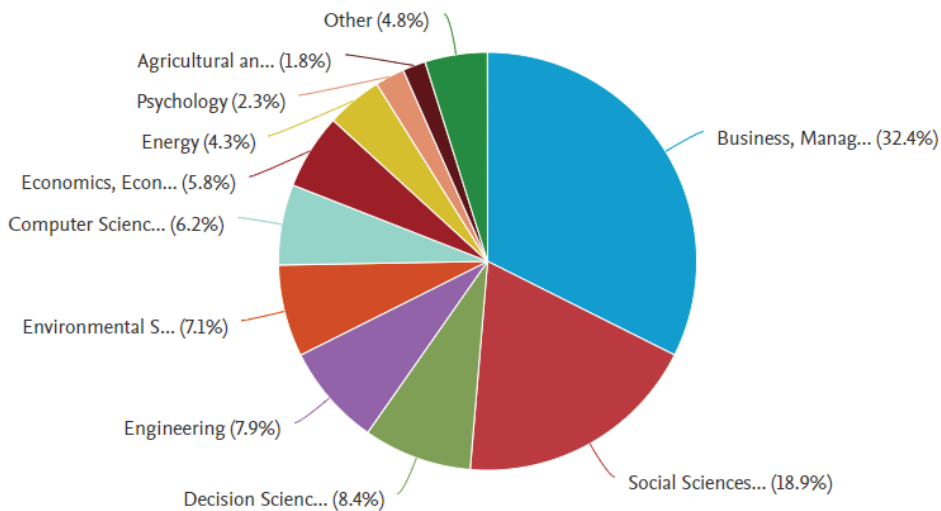
Figure 3 Subject Area Analysis

Figure 3 shows the search area of this research's two main concepts; it shows that business, management, and accounting are the majority area of the search area with a value of 32.4%, followed by social science at 18.9%. These subject areas, business, management, accounting, and social science have been chosen as the search criteria in this research since both of the areas shows the top 3 subject area meaning that these two concepts that have been used in this research are strategic management and technology adoption can be classified that this two concept more focused under these two subject area. We have also chosen Economics as one of the criteria that have been limited when conducting the search strategy. This pie chart shows that the Economics part shows 5.8% focus on this research topic, strategic management, and technology adoption. It can be considered a moderate amount compared to all the subject areas stated in Figure 3.

Co-citation network analysis of journal
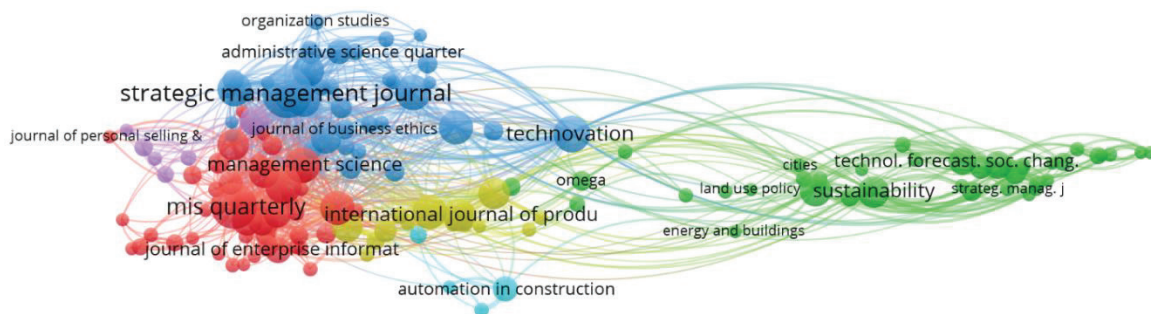
Figure 4 The co-citation network analysis of journals.

The journal co-citation analysis will consist of a series of colors of bubbles or notes that will indicate the relative numbers of the co-citations for each journal. Based on the sample of the article that has been used, which is 310 articles, a total of 10,330 sources have been identified. Still, we have set the minimum number of citations of sources to 20, and the results in 155 articles have been displayed in Figure 4. The node size above indicates the number of citations received, the more significant the node, the higher the number of citations for that journal. In this figure, we can take a look that there are 7 clusters of journals. As we can see, the most significant cluster is the green cluster. The most prominent node for this cluster is sustainability, with direct citations of 115 and total link strength of 2102.

The second cluster is the red color with 31 items. For this cluster, the most visible journal is mis quarterly having 256 direct citations with 10,328 total link strength. Finally, the third cluster is the blue one, with 31 items. After analyzing the node, the most significant number of direct citations is the strategic management journal, with 298 citations, with a total link strength of 13,222. It has been followed by technovation with 156 citations and 5,951 total link strength.

The keyword co-occurrence analysis
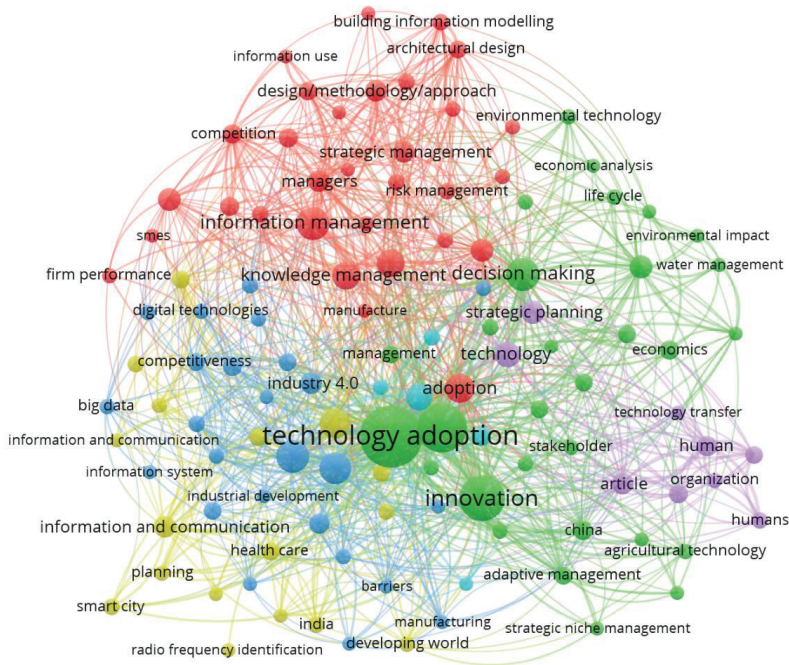
Figure 5 The keyword co-occurrence network map

For the co-occurrence of keywords that have been chosen in this research which are strategic management and technology adoption, we find out that there is a total of 6 clusters with 117 items. The most significant and first cluster is the red one with 31 items, the most visible node we can see is a keyword of information management with an occurrence of 28 and total link strength of 116. The following visible keywords in this first cluster are information technology, with an occurrence of 19 and total link strength of 70.

The second cluster is green, with the most visible keyword being technology adoption, with 95 occurrences and 390 total link strengths. We were followed by innovation with 52 occurrences and 219 total link strength. The third cluster is the blue one with 25 items; the most significant node that we can see in this cluster is supply chain management, with an occurrence of 27 and a total link strength of 137.

Influential Authors and Articles in the Strategic management and technology adoption field

We performed a citation analysis to identify the most prominent research or article from our sample database.

Table 3 Top 10 most cited papers

Article Title	Authors	Year	Total citation
Turning sustainability into action: Explaining firms' sustainability efforts and their impact on firm performance	Schrettle S., Hinz A., Scherrer-Rathje M., Friedli T.	2014	215
Managing Value Co-Creation In The Tourism Industry	Cabiddu F., Lui T.-W., Piccoli G.	2013	183
Big data technologies: An empirical investigation on their adoption, benefits and risks for companies	Raguseo E.	2018	164
The information artifact in IT governance: Toward a theory of information governance	Tallon P.P., Ramirez R.V., Short J.E.	2013	151
Exploring the role of TQM and supply chain practices for firm supply performance in the presence of information technology capabilities and supply chain technology adoption: A case of textile firms in Pakistan	Basheer M.F., Siam M.R.A., Awn A.M., Hassan S.G.	2016	135
Opportunities for Use of Blockchain Technology in Medicine Total	Radanović I., Likić R.	2018	107
Strategic principles for smart city development: A multiple case study analysis of European best practices	Mora L., Deakin M., Reid A.	2019	102
Production Risks and Food Security under Alternative Technology Choices in Malawi: Application of a Multinomial Endogenous Switching Regression	Kassie M., Teklewold H., Marenya P., Jaleta M., Erenstein O.	2015	94
Electronic HRM: four decades of research on adoption and consequences	Bondarouk T., Parry E., Furtmueller E.	2017	92
Networks for the commercialization of innovations: A review of how divergent network actors contribute	Aarikka-Stenroos L., Sandberg B., Lehtimäki T.	2014	88

Data that have been shown in Table 3 consist of the top 10 most cited papers about systematic management and technology adoption. As we can see, the article "Turning sustainability into action: Explaining firms" sustainability efforts and their impact on firm performance" that have been written by Schoettle S., Hinz A., Scherrer-Rathje M., Friedli T. (Schoettle, S et. Al, 2014) known as the highest raking in top 10 most cited papers. This paper was published in 2014 in the International Journal of Production Economics; it has 215 citations in the Scopus database. This journal's objective is to look at how manufacturing firms adjust their strategy based on sustainability challenges. Also, the researchers aim to explain how the decisions of sustainability moves can motivate firms (Schoettle S et. Al, 2014).

The second most cited article has been written by Cabiddu F., Lui T.-W., Piccoli G. the title of the article is "Managing Value Co-Creation In The Tourism Industry". It was published in 2013 with a total of citations in the Scopus database is 183 citations (Cabiddu, F et.al, 2013). This article aims to examine how information technology (IT) can create value in tourism, so the findings of this article show that operators have achieved the best performance to achieve value because of the strategies that have been the plan before fit with the objectives of the value creation initiative, synergy with other people and IT readiness to apple the business electronically suitable with the technology changes nowadays.

Author co-citation analysis
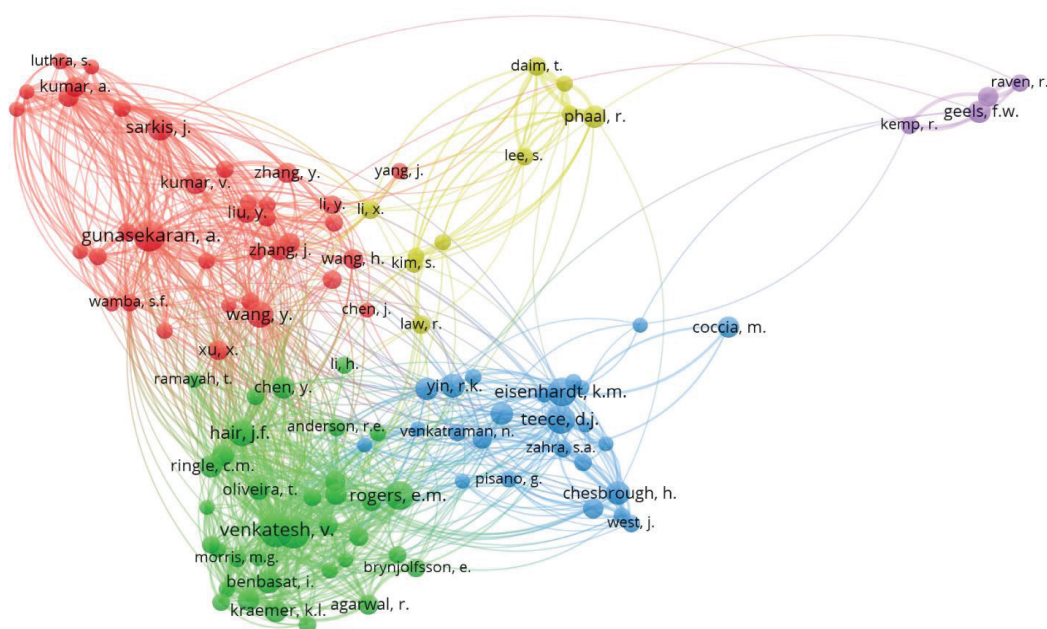
Figure 6 Author Co-citation network map

For the author's co-citation map, 5 clusters have been identified. The red one is the most significant cluster with 36 authors; based on what we can see, one author that stands out is the researcher Gunasekaran, who has a total link strength of 2009 and 82 direct citations. Another outstanding author is Wang. y with 58 direct citations and 1171 total link strength.

The second cluster is green, with 35 authors in this cluster. The most visible authors known as Venkatesh,v. It has 94 direct citations and 1973 total link strengths. They were followed by the hair,j.f with 55 direct citations and 1471 total link strength. The third cluster is the blue one, with 25 authors inside this cluster. The most central node is Eisenhadt,k.m; with the direct citation of 69 and 942 total link strength. Next is Teece, d.j, which has 67 direct citations and 114 total link strengths.

DISCUSSION AND CONCLUSION

As mentioned earlier, the primary purpose of this research is to identify the common points and future interdisciplinary topics between strategic management and technology adoption by documenting the intellectual structure, the volume of the article and the knowledge-development directions y using a practical manner. So to fulfil this purpose, we have chosen to conduct this research using a systematic literature review and bibliometric analysis. We have been analyzing 350 articles published on the Scopus database. So for this section, we will summarize the result obtained, discuss the limitation, and identify the future research directions when we need to conduct the research in future.

Interpretation of the research results

The first research question in this study is what are the effects of the strategic management model on technology adoption? So based on the observation that we have conducted, strategic management and technology adoption are related to each other since there is a recorded research article distribution that shows in 2021, the article regarding these two main topics is very highest, and it shows the increasing value from 2013 until 2021. Therefore, to have more accurate data regarding this article distribution, we have limited the criteria of this research to only the current ten years article, which is from 2013 until 2022.

Secondly, we have answered research question 2: What are the most influential journals, authors, and research papers in the field? For this research question, we have used Excel for descriptive analysis by analyzing the top 15 journals that have produced many articles regarding strategic management and technology adoption. Also, we have used VOSviewer for the bibliometric analysis to analyze the author co-citation to identify which researchers have the highest direct citation on this topic. We have conducted these two analyses using the same data from Scopus databases. We have focused on 350 articles after removing the duplicate, non-relevance, and uneligible articles for this research. So, as we can see in the results sections, we can see the top 15 most published articles on strategic management and technology adoption topics, the top 10 of the most cited papers, and co-citation authors to identify the most influential author and journals for strategic management and technology adoption topics. The last research question that we have focused on is identifying the most addressed research topics in the domain. For this research question, we conducted the keyword co-occurrence analysis using the bibliometric method to have more accurate and detailed data about the topics and keywords most addressed. The analysis shows that technology adoption has a higher number of occurrences which is 390 total link strengths. Technology adoption is a topic that has been a focus of this research.

Generally, systematic management and technology adoption relate to each other, and both topics have similarities. As we can see in keyword co-occurrence analysis, it shows both strategic planning, which is one of the elements under strategic management and technology adoption. Also, we have faced changes in our environment, especially after the COVID-19 pandemic, since almost all transactions are online and using the current technology. Since the technology should be improved from time to time to fulfil all the user needs, the strategic management model should be conducted before we make some changes to ensure that the alternative or changes, we have been conducting are the best decisions. So, technology adoption nowadays should comply with strategic management to produce more quality technology.

Limitations of the research

In the process of conducting this research, we have faced many limitations in types of acquiring detailed information and analyzing the data. One of the limitations that have been faced while researching the relationship between strategic management and technology adoption is we only focus on one type of database, which is Scopus; it gives effect to the number of identified articles which is the number of the article will be less than we refer to other databases like the Google Scholar and ISI WoS database. When we decide to use more databases, it can increase the number of articles we can identify and record in our PRISMA framework. Not only that, but it also can make our research review analysis more accurate since we have been review from a significant amount of the article.

Finally, this research only focuses on two keywords which are strategic management and technology adoption; it makes the limited number of the article have been reviewed since we did not review the article that has a keyword that is related to strategic management and technology adoption like information management and innovation. Adding these two keywords to our future research can increase the number of articles we can review since information management and innovation are also included in most keywords in this field. We cover many areas regarding this topic.

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THE EFFECT OF CAPITAL INTENSITY ON TAX AGGRESSIVENESS WITH CORPORATE SOCIAL RESPONSIBILITY AS A MODERATING VARIABLE

(Empirical Study on Manufacturing Companies Listed on the Indonesia Stock Exchange 2017-2021)

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ABSTRACT

The purpose of this research is to examine the relationship between capital intensity and tax aggression, controlling for the impact of corporate social responsibility. In this analysis, the population consists of manufacturing firms traded on the IDX between 2017 and 2021. Secondary information from the website www.idx.co.id is utilised. The effective tax rate serves as a surrogate for tax aggression (ETR). According to this research, there is a negative correlation between capital intensity and tax aggression, and the positive correlation between capital intensity and CSR is neither strengthened nor weakened.

Keywords: capital intensity, tax aggressiveness, corporate social responsibility

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PRELIMINARY

Background of the problem

Taxes are an important element in the Indonesian economy because taxes are the main source of income for the country. The government is currently trying to take continuous improvement actions to maximize tax revenue so that taxpayers are obedient in paying taxes by improving the tax system so that tax payments become easier (Fitria, 2018). The Indonesian government system that is made cannot optimize tax revenue because many companies and individuals tend to prefer to minimize taxes, so companies and individuals will tend to fight taxes aggressively.

In Indonesia, there are still many large companies that take tax countermeasures, which causes the Indonesian state to be classified as high in tax aggressiveness. The Tax Justice Network informs that in Indonesia, it is estimated that losses of up to US$ 4.86 billion or Rp. 68.7 trillion occur due to tax evasion. The Tax Justice Network, entitled The State of Tax Justice 2020: Tax Justice in the time of Covid-19, stated that from this figure as much as Rp. 67.6 trillion did tax evasion from corporations in Indonesia and the rest came from individual taxpayers of Rp. 1,1 trillion. Tax payments made by corporations are less than they actually are. Meanwhile, individual taxpayers who are classified as rich people, hide their assets and income more. The estimated value of tax avoidance is 5.7% of the target at the end of 2020. The estimated value of tax avoidance is 5.16% compared to the realization of tax revenue at the end of 2019 which was Rp. 1,332 trillion (Nasional.kontan.co.id, 2020).

Several variables, including capital intensity and corporate social responsibility, might affect a company's level of tax aggression. Capital intensity is the proportion of a firm's total capital expenditures that go toward purchasing fixed assets, which may lower the firm's taxable income and overall profit (Harjito, et al., 2017). High fixed asset ownership will result in a high depreciation expense as well. Depreciation expense is not solely to do tax avoidance but to increase company productivity so that the depreciation expense can reduce company profit and decrease tax expense (Novitasari, *et al.,* 2016). Therefore, the higher the capital intensity, the lower the company's tax aggressiveness. This research is supported by previous research conducted by Wardani (2020), Budianti & Curry (2018) dan Maulidah & Prastiwi (2019) shows that capital intensity on tax aggressiveness has a negative effect. On the other hand, there are previous studies that have been studied by Ayem & Setyadi (2019) dan Harjito *et al.,* (2017) states that capital intensity on tax aggressiveness has a positive effect.

The introduction of corporate social responsibility is anticipated to exacerbate the negative association between capital intensity and tax aggressiveness in the organisation. Widespread disclosure of corporate social responsibility may minimise a company's tax aggressiveness via excellent fixed asset management to improve its commercial operations, not to prevent tax evasion, therefore enhancing the company's public image (Wardani, et al., 2021). Consistent with earlier studies, Zuhro (2021) concludes that a company's CSR efforts may boost the impact of

its capital intensity and tax aggression. Agustin (2020) demonstrates, however, that CSR does not mitigate the link between capital intensity and tax aggression. Based on this argument, the researcher tries to take a novelty by adding the moderating effect of corporate social responsibility on tax resistance. The purpose of this study is to examine and examine whether there is an effect of capital intensity on tax aggressiveness by moderating corporate social responsibility.

LITERATURE AND THEORY BASIS

Stakeholder Theory

The Stakeholder hypothesis was proposed by Freeman and Reed (1983) to explain to whom the corporation is accountable. One aspect of providing stakeholders with the information they anticipate relates to the capital intensity of a corporation. Muzakki and Darsono (2010) define "capital intensity" as "the proportion of a firm's total assets that are fixed assets employed for investment" (2015). Businesses might benefit from depreciating their fixed assets by lowering their tax aggressiveness and increasing their profits.

Stewardship Theory

Stewardship theory means that the needs of all parties are used as the basis for a manager's actions. If a difference in goals is found between the steward and the principal, the steward seeks to work together to carry out orders based on the principal's wishes by upholding the common interest which can be taken into consideration with the direction of achieving common goals Ariani & Prastiwi, 2020). The increase in company resources will lead to an increase in corporate social responsibility in managing resources. If the company's resources continue to be large, the corporate social responsibility activities it carries out will also be large (Kusuma Wardani & Pratiwi Wijayanti, 2022).

Tax Aggressiveness

According to Feryansyah et al. (2020), tax aggressiveness is a management activity that reduces a company's taxable earnings via legal (tax avoidance) or illegal (tax evasion) tax planning (tax evasion). There are acts that do not break the regulations, and corporations who engage in tax aggression do so for their own personal benefit as well as that of the company.

Capital Intensity

A company's capital intensity is a function of its investment in the form of fixed assets. The amount of wealth a corporation has relative to the amount it invests in fixed assets is referred to as capital intensity. The cost of depreciation incurred by the corporation increases in direct proportion to the value of its investment in fixed assets (Adnyani & Astika, 2019).

Corporate Social Responsibility

Corporate social responsibility is a form of responsibility that the company has to interested parties inside and outside the company. The company will maintain a positive image of this community, especially in terms of paying taxes (Dewi, *et al.,* 2019). The bigger the company, the greater the social responsibility in a company.

HYPOTHESIS DEVELOPMENT

The Effect of Capital Intensity on Tax Aggressiveness

Capital intensity is a form of fixed assets owned by a company as capital material for company investment (Maulidah & Prastiwi 2019). According to (Delgado, *et al.,* 2012) Capital intensity is related to the economic life of the fixed asset itself, which will result in a depreciation expense every year. Although the depreciation of fixed assets may lower a business's taxable income, the primary motivation for doing so is to facilitate operations rather than evade taxation. This conforms to the stakeholder theory, which states that a firm's fixed assets serve a purpose in aiding the functioning of the firm in creating an annual depreciating item. More infrastructure means more revenue, which means a corporation is less likely to engage in aggressive tax evasion strategies (Muzakki & Darsono, 2015).

> H1:   Capital intensity has a negative effect on tax aggressiveness

Corporate Social Responsibility Can Strengthen the Effect of Capital Intensity on Tax Aggressiveness

The relationship between capital intensity and tax aggressiveness has a negative relationship. Regarding the number of fixed assets owned by the company, it will tend to cause tax aggressiveness, all of this is caused by the depreciation of its fixed assets so that the tax burden paid will decrease because the profits can decrease.

The existence of CSR in large companies can convince the public that companies with large fixed assets do not carry out tax aggressiveness through depreciation expense, but only to carry out the operations of a company. CSR disclosure is very important in terms of gaining public trust, in order to achieve common goals, companies must reduce tax aggressiveness activities in companies (Maulidah & Prastiwi, 2019). In accordance with the theory of stewardship, the

existence of CSR can fulfil the interests of the organization so that it can strengthen companies that have high capital intensity and aim to carry out the operations of a company well in long-term business sustainability for the next ten to twenty years so that the company's tax aggressiveness activities will be lower (Dharma & Ardiana, 2016).

H2:   Corporate social responsibility can strengthen the negative effect of capital intensity on tax aggressiveness

Research Framework

Research Framework
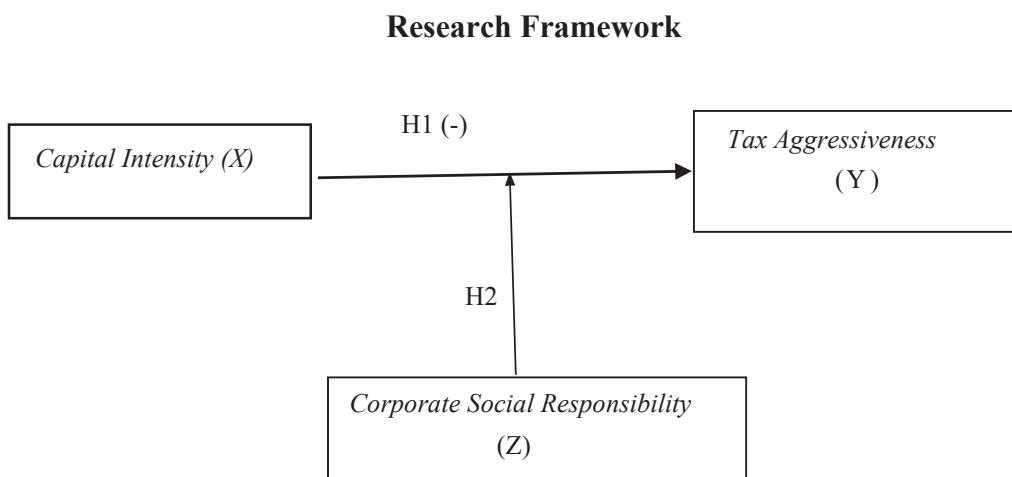
Picture   1   Hypothesis framework

RESEARCH METHODS

The nature of the research used is a form of quantitative research. This study uses secondary data so that the research is in the form of numbers and in processing this research data using SPSS 20. The sample used in this study is a manufacturing company listed on the Indonesia Stock Exchange (IDX) in 2017-2021.

Operational definition

Tax Aggressiveness

Tax aggressiveness is the company's desire in an effort to reduce the tax burden to be paid, whether done in an illegal (tax escape) or legal (tax avoidance) (Natalya, 2018). The main proxy used to measure that the company is taking tax aggressiveness is the effective tax rate (ETR) proxy. The lower the ETR value indicates that the tax burden paid is smaller so that there is a high tax aggressiveness action in the company, and vice versa if the higher the ETR value, the lower tax aggressiveness action

$$ETR : \frac{\text{Total Company Tax Expense}}{\text{Profit Before Tax}}$$

Capital Intensity

Capital intensity is the amount of a company's capital invested by a company in the form of fixed assets which can result in reduced net income and tax burden (Harjito *et al.,* 2017). *Capital intensity* proxied using the ratio of total fixed assets which refers to the research (Ariyani*, et al*., 2019) with the following formula

$$Capital\ Intensity = \frac{\text{Total fixed assets – depreciation}}{\text{Total Assets}}$$

Corporate Social Responsibility

Corporate social responsibility is a way to reduce negative effects and increase positive operational effects for the company on all stakeholders in the social, economic and environmental spheres to achieve the country's sustainable development goals (Pradnyadari, 2015). Disclosure of corporate social responsibility uses the standards that have been applied by the Global Reporting Initiative (GRI-G4) with a total of 91 indicators. The CSR disclosure formula is as follows:

$$\Sigma\ CSRDi = \frac{\sum Xi}{n}$$

RESULTS AND DISCUSSION

Descriptive Statistical Analysis

Table 1 Descriptive Statistics Results

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
ETR_Y	158	,172	,325	,24639	,033091
CI_X1	158	,032	,760	,36747	,173275
CSR_Z	158	,055	,385	,16918	,073236
Valid N (listwise)	158				

Table 1 shows the results of descriptive statistical tests which state that the effective tax rate variable has an average value of 0.24639 and a standard deviation of 0.033091. The minimum value is 0.172 which is owned by PT Ultrajaya Milk Industry & Trading Company Tbk, and the maximum value is 0.325 which is owned by PT Indofood Sukses Makmur Tbk. While the Capital Intensity variable has an average value of 0.36747 and a standard deviation of 0.173275. The minimum value is 0.032 which is owned by PT Duta Pertiwi Nusantara Tbk, and the maximum value is 0.760 which is owned by PT Semen Baturaja (Persero) Tbk. And the Corporate Social Responsibility variable has an average value of 0.16918, and a standard deviation of 0.073236, so the value is greater than the average, which means that the CSR variable has a small distribution variance. The minimum value is 0.055 owned by PT Gudang Garam Tbk and the maximum value is 0.385 owned by PT Wijaya Karya Beton Tbk.

Hypothesis Testing Analysis

Classical Assumption Test consists of a normality test, multicollinearity test, heteroscedasticity test and autocorrelation test. After testing the classical assumption, it is known that there is a problem with the autocorrelation test. Therefore, all data will be transformed to the natural logarithm (LN) with the intention that the data passes the classical assumption test and it is said that this research is worthy of the next test, namely the simple linear regression test.

Table 2 Simple Linear Regression Analysis

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-1,372	,022		-62,844	,000
LN_CI	,033	,016	,158	2,003	,047

a. Dependent Variable: LN_ETR

Based on table 2 shows the test results of simple linear regression analysis with data that has been transformed to the natural logarithm (Ln). The test results revealed a significant value of 0.047 <0.05 with a t value of 2003 that capital intensity had a positive effect on LnETR or capital intensity had a negative effect on tax aggressiveness. So the hypothesis that says the negative effect of capital intensity on tax aggressiveness is acceptable.

When the company's fixed assets are getting bigger, the company's aggressive tax countermeasures are decreasing (Maulidah & Prastiwi, 2019). Capital intensity has increased, and the ETR is also getting higher, so a high ETR illustrates the low tax aggressiveness of the company. The increase in capital intensity results in a high amount of depreciation of fixed assets which will reduce the company's profit before tax. This means that the company is not solely for tax avoidance aggressively, but for another purpose, namely to carry out the operations of a company well in long-term business continuity long (Dharma & Ardiana, 2016).

Analysis of Moderating Variables

Table 3 Absolute Difference Analysis

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-1,399	,019		-72,621	,000
Zscore(LN_CI)	,023	,011	,169	2,032	,044
Zscore(LN_ETR)	-,029	,011	-,217	-2,739	,007
Moderasi	-,010	,015	-,055	-,652	,515

Dependent Variable: LN_Y

Table 3 shows the absolute difference analysis test which aims to test the moderating variable using to prove the relationship between the dependent variable and the moderating variable. The table below shows a significant value of 0.515> 0.05 with a t value of -0.652, meaning that the corporate social responsibility variable cannot moderate the effect of capital intensity on tax aggressiveness. So the hypothesis that corporate social responsibility can strengthen the negative effect of capital intensity on tax aggressiveness cannot be accepted.

These findings suggest that a company's ability to fight taxes vigorously is unaffected by the quantity of corporate social responsibility it has. The stakeholder thesis, which contends that a firm cannot exist just to serve its own interests but also that it must help its shareholders, creditors, and the community, serves as more support for this. The association between capital intensity and tax aggression in a firm is unaffected by whether corporate social responsibility is improving or declining in that organisation. Corporate social responsibility may not have a significant impact on the link between capital intensity and tax aggression because shareholders may place greater weight on other pieces of information and because CSR as assessed by GRI G-4 is currently at a low level.

CONCLUSION

The study's findings demonstrated that capital intensity has a detrimental impact on tax aggression. Nevertheless, corporate social responsibility has no detrimental impact on capital intensity or tax aggressiveness. The inference is that the corporation will extend its operational activities more to optimise its business continuity by not fighting forcefully against taxes that might be detrimental to the state. In addition, investors are advised to be more careful before investing and pay more attention to company profits to fight tax aggressively. The research shows that it is better for companies not to fight taxes so they are not subject to sanctions that can reduce the company's good image.

This research is also limited to only examining manufacturing companies so that the results obtained cannot be generalized to other forms of companies in other fields in Indonesia. Before conducting research, it is advisable to conduct an assessment with several researchers. The assessment is carried out on the indicators of the company's CSR disclosure indicators as well as in selecting other variables for testing the independent variable tax aggressiveness using different years or adding years of observations that can show the actual condition of the company. Taking the type of industry in other fields can also be done to obtain comparisons between different types of industries from this research.

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STRATEGIC MANAGEMENT AND LEADERSHIP: A BIBLIOMETRIC ANALYSIS

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ABSTRACT

Organizations today require excellent strategic management and skilled leadership to achieve their aims and objectives. Strategic management and leadership are two distinct concepts with distinct meanings that appear to act in various ways. The goal of this paper's research is to conduct a bibliometric evaluation and a visualization analysis of the strategic management and leadership relationship. This paper's goal is to scientifically document the intellectual structure, volume, and knowledge-development directions. A Scopus Database and VOS Viewer software was applied as method to collect data and analysis the data. From the database, excel and VOS viewer, the total 342 of articles related with the topic the result of the paper was found and the relevant article can be used is 58 articles. As a result, the volume of articles on strategic management and leadership published in the span of the year 2012 until the year 2021 remains unstable as it decreases and increase as the time passes. The most influential journals, authors, and publications in the researched topic are identified through bibliometric analysis. This study reveals that by combining the most important aspects of strategic management and leadership into a single concept, it can lead to new research directions in business, management and accounting filed.

Keywords: strategic, management, leadership, bibliometric analysis

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INTRODUCTION

The sudden rise of the economy, as well as the introduction of technological advancements, has resulted in improved individual communication and productivity throughout the world. Moreover, the world is changing dramatically, moving from the industrial to the intelligence era which it increases competition between organisations. The changing of environment in which technologies advances gives opportunities to organizations to restructure their management suitable with the new trend. Technological advances can be challenging as it become a new experiences and new knowledge that can be beneficial if it be managed properly. Every organization must develop management strategies that are specifically suited to the organization's ability to react to current business trends while also maintaining flexibility in the face of fast change in the business environment so it can to increase the organization's performance and reputation (Hao and Yazdanifard, 2015). Strategic management is a method of foreseeing the future based on the interpretation of current trends and indicators, with the goal of ensuring the long-term viability of a company. However, the implementation of strategic management must have leadership because leadership has the ability to sustain problem that occurs by rapid growth of the economic environment technologies advances that can impact the organization.

In this current environment, it is important that organization have their own leader in every department to manage the employees as the digitalization can be a challenged. The most important job of leadership is to align the organization's vision with its goals and objectives in order to compete effectively in a dynamic environment, as well as to train and motivate personnel to realize the vision (Mjaku, 2020). High- impact events could use a new type of strategic leadership based on new environmental and organization competencies which include with high uncertainty and unpredictability, from the upper echelons of management, who have traditionally been the custodians of strategy creation (Adobor, Darbi and Damoah, 2021). A strategic management can influence the leadership as it involves the continuous planning, monitoring, analysis, and evaluation of the requirements that a company must meet in order to achieve its goals and objectives. Leadership frequently seizes the opportunity for change, which necessitates a significant strategic shift or adjustment. Leadership has already been highlighted as having an influence on people and persuading them to attain the organization's goals. Both strategic management and leadership are distinct concepts with distinct meanings that act in tandem but in seemingly opposing ways.

A few of the categories' constraints are related to strategic management and leadership. The role of leadership and a strategic strategy for developing countries' best institutional model for balanced regional economic development (RED) (Krasniqi and Statovci, 2019). Self-leadership (SL) is the strategic management of people's views and behaviors in order for them to define goals, identify needs, and work efficiently (Na-Nan and Saribut, 2020). Because business executives are strongly involved in defining a new vision and implementing strategies for the transition, leadership principles should be integrated into this issue (Phillip, 2021). Strategic leaders must engage in complexity leadership by understanding their organisations as complex adaptive systems and redesigning their leadership approaches and organisations to generate strategic adaptive capabilities (Adobor, Darbi and Damoah, 2021).

The focus of this research is to find areas of overlap and possible future interdisciplinary themes in strategic management and leadership. For this purpose, a bibliometric method will be used to scientifically document the discipline's content, intellectual structure, and understanding paths. There are a few research issues that can be addressed using a combination of bibliometric, text-mining, and visualizations analyses:

1. What is the volume of published articles with the strategic management and leadership topic?
2. What are the most influential journals, authors and research papers in the field?
3. What is the intellectual structure in the strategic management and leadership?
4. Which are the most addressed research topics in the research?

The early stage in this research was to create a sample database from published papers on the existence of the two primary keyword directions, strategic management and leadership, based on the research's goal. The sample database was compiled with the Scopus database as the primary source. In addition, data for the bibliometric review was gathered using the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) technique. As a result, we compiled a list of 58 peer-reviewed journal papers.

METHODOLOGY

This research will be using a systematic literature review and bibliometric analysis in order to extract data and text, and the analysis of the citations of other studies. A systematic review can be thought of as a broad overview of primary studies that used a specific approach and are possible to be replicated moreover there are some of the advantages of the systematic literature review, namely, reduction of study bias, the reliability, and the precision of conclusions (Greenhalgh, 1997). While, bibliometric analysis can be defined as the statistical examination of published materials. Which concentrated on the complex quantitative examination of citations and citation counts. Using both methods can create an extensive and complete analysis of the accumulated knowledge in the recent years. In this case, there are several methods that be used in this research which data collection, data extraction and data analysis.

Data Collection

From the systematic research, identifying the relevant literature was develop as the search strategy. This research strategy was collected by using Scopus database as the main database and use a few search terms. To start the search strategy is by interrogating the Scopus Database using common keywords. All searches were spanned from the database inception until 2022. The search terms are limited into article title, abstract and author keyword to ease the search strategy. The common search term has been used is not just "strategy", "management" and "leaderships" but also "strategic management" AND "leadership". Table 1 show the criteria and the filter we apply when collecting data from the database. The document type of the search

must be in journal articles and review papers. The search mainly focused on mapping existing literature on strategic management and leadership which narrowed to subject area of business, management and accounting. The search span was from year 2012 until year 2021. All articles before year 2021 were excluded from the search. The search focused on all countries that are involved in the field.

After gathering relevant literature from the Scopus Database, a PRISMA technique will be used. To locate and extract data for bibliometric analysis, the PRISMA technique has four steps to follow. The first stage in the PRISMA approach is to search the Scopus Database for relevant articles relating to "strategic management" and "leadership." On June 10, 2022, we did the initial literature search and were able to retrieve a total of 342 journal articles published on specific topic using these parameters. Only journal articles and review papers were accepted, and they had to be written in English.

Table 1 Search criteria

	Search criteria	No of articles
Topic	"strategic"	369,174
Document type	journal articles, review papers	263,272
Research years	2012-2021	131,452
Subject area	business, management and accounting,	34,226
Topic	"management"	4,735,858
Document type	journal articles, review papers	3,495,038
Research years	2012-2021	1,649,181
Subject area	business, management and accounting,	134,133
Topic	"strategic management"	14,357
Document type	journal articles, review papers	10,669
Research years	2012-2021	5,455
Subject area	business, management and accounting,	3,346
Topic	"leadership"	229,827
Document type	journal articles, review papers	170,799
Research years	2012-2021	92,248
Subject area	business, management and accounting,	20,790
Topic	"strategic management" AND "leadership"	852
Document type	journal articles, review papers	654
Research years	2012-2021	363
Subject area	business, management and accounting,	248
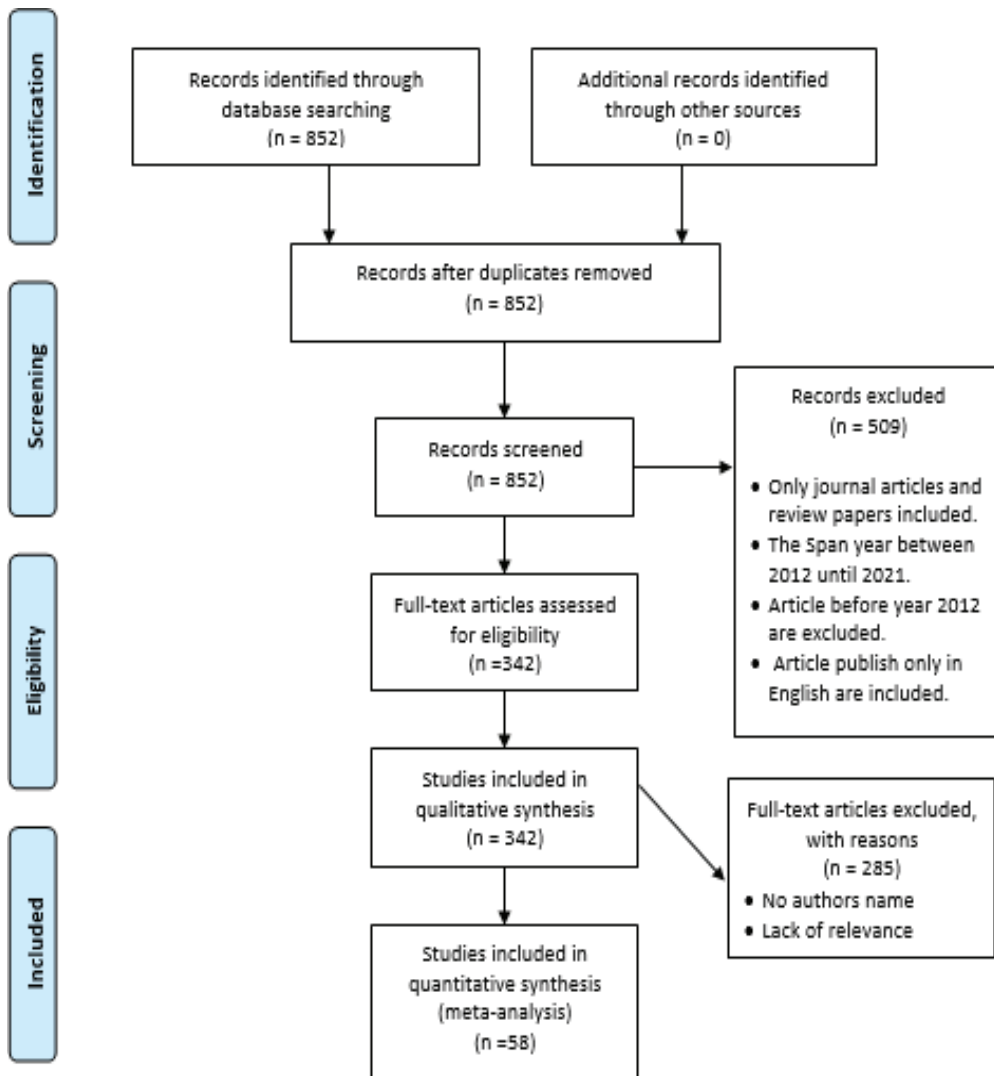
Figure 1 PRISMA Framework

The next step in PRISMA approach is eliminating documents which did not have authors names, documents identified as other than journal articles and review papers. Besides that, the subject area other than business, economics and management in the document will be excluded. Also, documents that publish before year 2012 will be eliminated. Then, documents that are duplicated will be removes. As a result, the number of documents that have been eliminated are 509 articles which leaving a database of 342 articles. After that, the document title and abstract will be evaluated to see if the document is relevance which the topics. After evaluating the documents, a total of 285 articles was removed as the documents involves study of other filed which is entrepreneurship and healthcare. As a result, 58 peer-reviewed journal articles able to obtained from the data collection.

Data Extraction

The completed database, which included 58 journal articles, was exported into a software-compatible file format. To analyses the data in this situation, we used the VOSviewer software. VOSviewer's features are notably beneficial for displaying big bibliometric maps in an easy-to-understand format (Eck and Waltman, 2010). VOSviewer pays close attention to the graphical rendering of bibliometric maps (Eck and Waltman, 2010). VOSviewer is compatible with a wide range of hardware and operating systems, and it may be launched directly from the web. The article title, author names, keywords used, and citation information, including all articles' reference lists, are the most important pieces of information obtained from the final database. The initial downloaded database was carefully analyzed and processed to increase the accuracy of the research results. The VOSviewer software's co-citation analysis was constrained by a degree of homogeneity in the format information, such as journal titles in the same format. As a result, data normalization took up a significant portion of the study.

Data Analysis

The data was analyzed using descriptive analyses. Descriptive analysis is a type of data analysis that aids in the explanation, presentation, or summarization of data points in a constructive manner so that patterns can emerge that satisfy all of the data's requirements. We used Excel to create a series of graphs to show the progression of published papers on strategic management and leadership themes across time. Due to the document's little content, we simply include the year, journal, and reference as our primary elements. In addition, we used bibliometric analysis as another approach of data analysis. The complicated quantitative examination of citations and citation counts was the emphasis of the bibliometric analysis methodology. The results can be obtained can be used to determine how many often a document has already been cited by another item from the same index. The purpose of co-citation analysis is to create a quantitative tool for comparing publications, authors, and journals. Co-citation analysis can also be customized to include journal co-citations, author co-citations, keyword co-citations, and so on. The visualization of similarity (VOS) software is used to create bibliometric mapping-based analytical tools based on these co-citation matrices. We used the VOSviewer software to create visual representations or 'network maps' of the connections between the data from the published paper in the database for this study.

RESULTS AND INTERPRETATIONS

Volume of Published Articles on Strategic Management and Leadership

To find out the volume of the published articles on Strategic Management and Leadership filed is by analyzing the evolution in time between year 2012 and 2021 which is a span of 10 years. The figure 2 show a bar graph which consist number of published articles during the year 2012 and year 2021 for the strategic management and leadership.
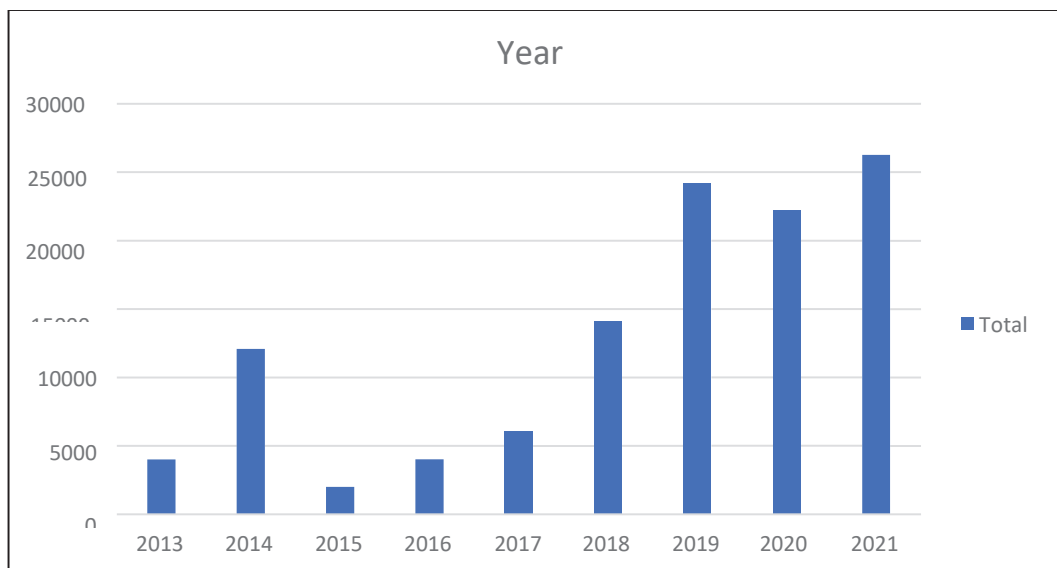
Figure 2 The publish articles in time evolution related with the strategic management and leadership

The result from the graph analysis shows that inconsistent number of publish articles related to strategic management and leadership field. There is no number of publish articles related to the filed in year 2012. Starting from the year 2013, the number of publish articles increases but fluctuated on year 2015. However, the number of publish articles have increases from the year 2015 until year 2019. During the year 2020, the number of publish articles have fallen but increases in year 2021. The number of publishing articles related to the filed in year 2021 have the highest number of publish articles while the lowest number of publish articles is in year 2015.

Journals Analysis of Strategic Management and Leadership Articles

The next step in the research was to look at the composition of the papers in the sample database based on where they were published. Table 2 lists the first 10 journals in order of the number of articles published. From the table 2, we can analyze that the top journals with the most published articles related with the topic are journal with the keyword or search term "strategic", "management" and "leadership".

Table 2 Top 10 journals with the most published articles on strategic management and leadership

	Journal Name	No. of article
1.	Journal of Leadership and Organizational Studies	2
2.	Journal Leadership and Organization Development	1
3.	Journal of Strategy and Management	3
4.	Leadership Quarterly	4
5.	Academy of Strategic Management Journal	2
6.	Total Quality Management and Business Excellence	1
7.	Journal of Management and Organization	2
8.	International Journal of Organizational Analysis	3
9.	Journal of Business and Accounting	1
10.	Journal of Accounting, Auditing and Accountability	1

The next step was to create a journal co-citation analysis map, which is shown in Figure 4. The map is made up of a set of bubbles or nodes that represent the relative number of co-citations for a given journal. The journals are clustered together based on their co-citation frequency which shows that there are series of similarities in the content of articles. Other than that, the set of lines on the map provide additional information by representing co-citation linkages between works published in different journals. Colors are used to help visualize the data, so each node represent a color that correlates to papers published in associated journals based on their frequency of co- citations. This signifies that all of the journals with the same color have content that is similar.
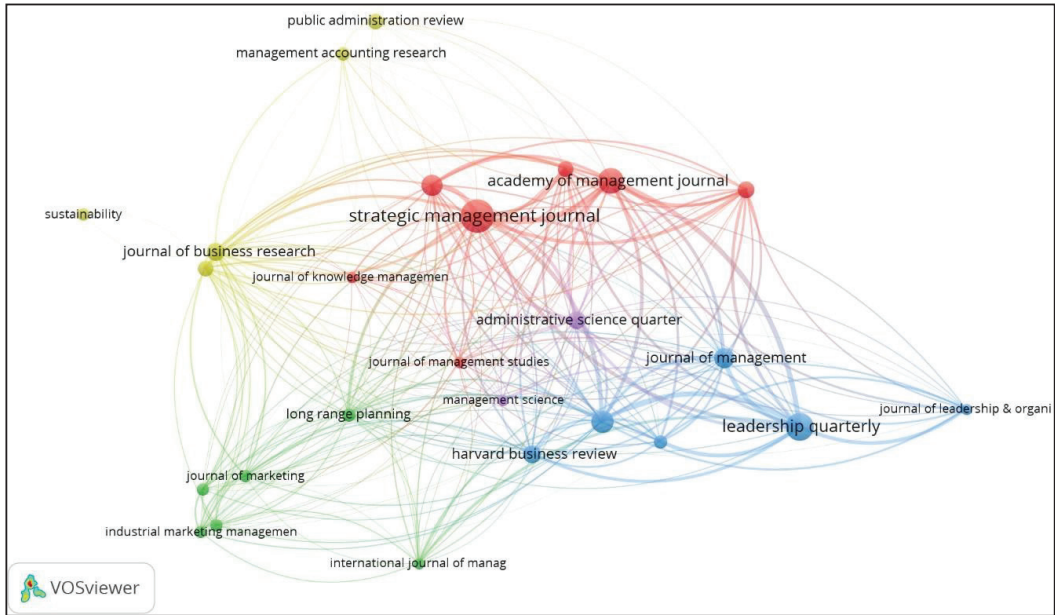
Figure 3 The co-citation network analysis of journals

In our sample of 58 articles, we found a total of 1900 sources, with a minimum of 10 citations per source, yielding a total of 27 articles that matched the criterion, 26 of which are shown in Figure 3. The volume of the node represents the number of citations obtained by the journal; consequently, the larger the cluster, the more references received by the journal. The concept of resemblance is applied to the node distribution, and related nodes are grouped together. On the network map, the journal co-citation analysis showed five unique and cohesive

groups of journals.The red cluster, which contains 24 items, is the largest, as well as several journals stand out. We could see a collection of journals that are firmly classified as important in this cluster. Strategic Management Journal, with 96 direct citations and a total link strength of 2679, is the journal with the most direct citations. The Academy of Management Journal is another standout, with 58 direct citations and a total link strength of 2275. With 11 direct citations and a total link strength of 174, the Journal of Knowledge Management is another notable journal from the cluster. In addition to Journal of Management Studies, which has 11 direct citations and a total link strength of 452, which has 11 direct citations and a total link strength of 452.

Green, with 20 items, is the second cluster in terms of number of things. With 17 direct citations and a total link strength of 526, Long-Range Planning is the most visible in this cluster. With 11 direct citations and a total link strength of 383, another journal from this cluster is International Journal of Management Reviews. Aside from that, another green cluster journal, Journal of Marketing, has 14 direct citations and a total link strength of 423.

The third cluster is the blue cluster, which has a total of 24 elements. With 69 direct citations and a total link strength of 2571, the Leadership Quarterly is the most visible in this cluster. The Academy of Management Review, with 44 direct citations and a total link strength of 1899, and the Journal of Management, with 35 direct citations and a total link strength of 1281, are two other prominent publications from this cluster.

The journals with the least cited papers are grouped together in the fourth and fifth clusters, which are colored yellow and purple. The fourth cluster, which has 24 pieces, is yellow. The Journal of Business Research is the most noticeable of the yellow cluster, with 28 direct citations and a total link strength of 577. The purple cluster has 24 articles, one of which is the Administrative Science Quarterly publication, which has 30 direct citations and a total link strength of 2071.

Influential Authors and Articles in the Strategic Management and Leadership Field

A citation analysis was used to find the most prominent papers in our sample database. The approach is based on the idea that the more citations a publication receives, the greater its influence in the research field. The Table 3 shows the top 10 papers according to their number of citations. The number of citations is received from the interrogation of the Scopus database.

Table 3 Top 10 most cited papers.

R	Article Title	Authors	Year	TC
1.	Strategic leadership: Values, styles, and organizational performance	Carter S.M., Greer C.R.	2013	53
2.	Leadership and innovation capability development in strategic alliances	Schweitzer J.	2014	41
3.	Strategic analysis of knowledge firms: The links between knowledge management and leadership	Merat A., bo D.	2013	22
4.	Formation of strategic change management system at an enterprise	Dzwigol H.,Shcherbak S.,	2019	16
5.	Distributed Leadership for ICT Reform in Singapore	Ng D., Ho J.	2012	15
6.	When do leaders matter? Ownership, governance and the influence of CEOs on firm performance	Clark J.R., Murphy C., Singer S.J.	2014	14
7.	The Influence of Critical Factors on Business Model at a Smart Factory: A Case Study	Jerman A., Erenda I., Bertoncelj A.	2019	9
8.	Rethinking strategic leadership: stars, clans, teams and networks	Kriger M., Zhovtobryukh Y.	2013	8
9.	The role of creative self-efficacy, transformational leadership, and digital literacy in supporting performance through innovative work behavior: Evidence from telecommunications industry	Santoso H., Elidjen, Abdinagoro S.B., Arief M.	2019	8
10.	Maturity of strategic management in organizations	Witek-Crabb A.	2016	8

Abbreviations: R—rank; TC—total citations

The Table 3 indicate that the paper "Strategic leadership: Values, styles, and organizational performance" written by Carter S.M., Greer C.R. is the most cited article in the field of strategic management and leadership. The paper was published in 2013, in Journal of Leadership and Organizational Studies, and it has 53 citations in the Scopus database. The authors of this paper address Stakeholder demand for firms to satisfy triple bottom line performance benchmarks are posing a challenge to strategic leadership. However, there is a scarcity of empirical study on the relationship between strategic leaders' values and leadership styles and such measurements. The study discusses values as well as existing and growing leadership styles, as well as the findings of empirical studies on their impact on organizational success. The second most cited paper is "Leadership and innovation capability development in strategic alliances", published in Journal of Leadership and Organization Development, written by Schweitzer J with 41 citations on the Scopus Database. In this paper, the author examines whether the deployment of certain intra-firm leadership practices can explain heterogeneity in alliance capabilities development. According to the author, transformational leadership behaviors have a greater impact on the development of a strategic alliance's innovation (dynamic) capabilities than operational (substantive) capabilities, while transactional leadership behaviors primarily sustain operational capabilities.

In terms of author co-citation, we present the author co-citation map in Figure 5, which is based on 5164 writers, of whom 5164 met the threshold of having at least one citation. In contrast, Figure 6 shows a network map of the 312 most often co-cited writers. The author co-citation analysis divides writers into clusters on a network map based on the similarity of their co-citations. The co–citation map of the authors is analyzed using the same concepts as the co–citation map of the journals.
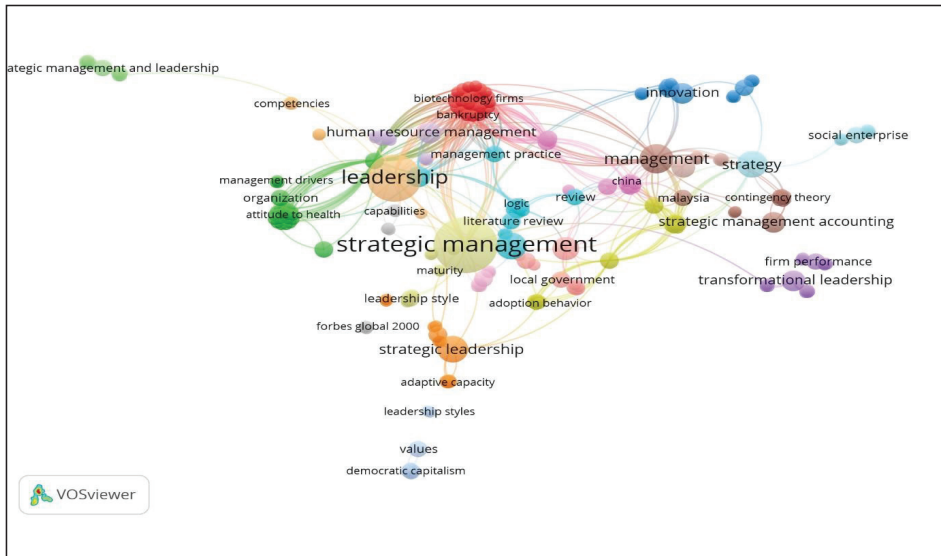
Figure 4 The author co-citation map.
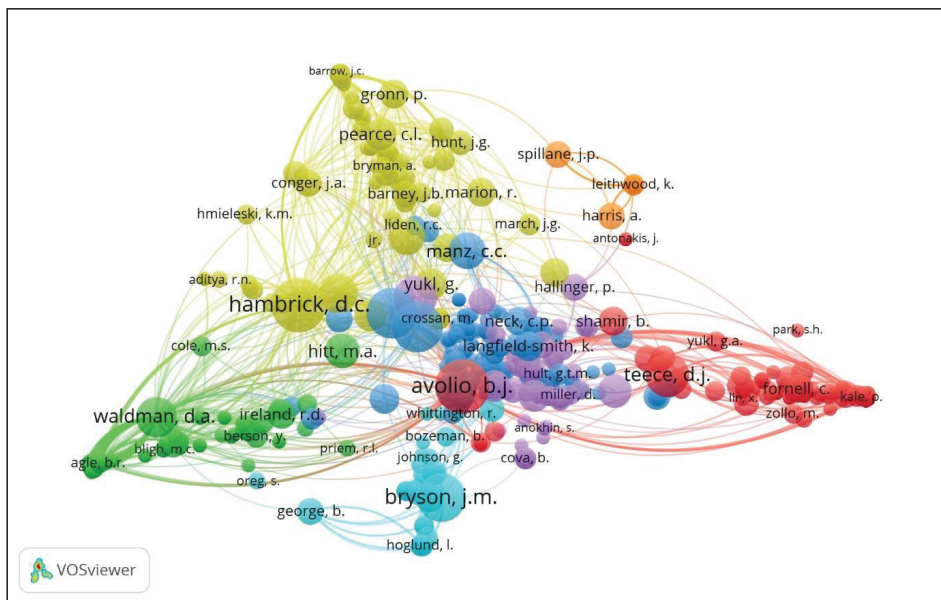
Figure 5 The keyword co-occurrence network map.

There are seven clusters in the authors' co-citation map, however only three primary clusters have been found. The red cluster is the largest, with 748 authors. One author in particular stands out: researcher Avolio, B.J, who has a total link strength of 5049 and 29 direct citations. The blue cluster, on the other hand, is the second largest. Bass B.M. is one of the researchers that is a coauthor on two of the top 15 papers. There are 25 direct citations for the researcher, with a total link strength of 2956. The yellow cluster has the most researchers, with 29 direct citations and a total link strength of 4333. Hamdrick D.C. is the most researcher with 29 direct citations and a total link strength of 4333.

The Topical Focus in the Strategic Management and Leadership Field

The next step in the investigation was to conduct a keyword co-occurrence analysis, it can be shows in the Figure 6. The goal of this study is to discover commonly explored themes in the field of strategic management and leadership, as well as their connections. When words commonly co-occur in papers, it shows that the concepts behind those words are intimately related is the reasoning behind a keyword co- occurrence study. The co-word analysis produces a network of themes and their relationships, which represents a field's conceptual space. By performing keyword co- occurrence analysis, we can determine which terms are commonly used by authors, as well as identify trends and patterns in the themes under investigation. The 312 keywords detected in the 58 publications in the sample database were used to create the keywords co-occurrence map. A minimum of one occurrence of the keyword was required to be included in the results, and 312 papers met this requirement. For the keyword occurrence analysis, the VOS viewer software created 21 clusters. There are three main clusters that are visible which is brown one, peach one and cream. The biggest cluster is the peach as it linked with 123 keywords which among them are "leadership", "distributed leadership" "competencies", "management capabilities" and many more. This clusters have 16 total of an occurrence and a total link strength of 135. Cream is the next cluster, with 144 items that include terms like "strategic management," "management," "leadership style," and so on. This cluster has 22 occurrences in total, with a total link strength of 127. Brown is the final main cluster, with an occurrence of 6 and a total link strength of 100. This cluster was mostly concerned with keywords such as "management," "strategy," and others.

DISCUSSION

The research's main task is to find common ground for future interdisciplinary research between strategic management and leadership, which could be done by experimentally recording the intellectual structure, volume, and knowledge development directions. To achieve these objectives, we used bibliometric analysis to examine 58 publications published in Scopus Database and Excel journals. We summaries the findings and explain the significant limitations, as well as prospective study areas, in this section of the publication.

The Research Findings: Interpretation and Implications

The determination of the evolution of published article volume is the first research topic addressed in this work. The initial conclusions in the cases of strategic management and leadership reveal similarities in the progression of the number of publications. While doing this research, there are some implications occur that affect the research result. This research only uses a few of criteria which only focuses on 10 years of time frame which is from year 2012 until year 2021. All the publish article for the 10 years did not have a proper and relevant content that can be used, only 58 article is relevance and related with the topic of strategic management and leadership. Other than that, the filter uses in findings the articles are limited to years, journals, authors, and citation as some of the publish article in the Scopus Database did not have all the mention criteria. Moreover, this research limited to business, management and accounting which have 248 publish article founded related with the field of strategic management and leadership. This only can be founds using the Scopus Database.

By examining every published article that can be useful with the Vosviewer, you can get an outstanding discovery and result related to strategic management and leadership. In general, the fields of strategic management and leaderships have many resemblances in their progression, and merging the key areas of both theories into a single theme like "strategic management and leaderships," as seen in the search terms co-occurrence analysis, can be an emerging research topic, providing directions for future research in a very large field of strategic management and a new and existing field of leaderships.

Future Research

A variety of factors limit how the findings of the study can be interpreted. One limitation is that science mapping provides a systematic, quantitative method for examining the organization of a knowledge base. Given this restriction, we must emphasize that the current analysis only serves as a foundation for future research syntheses that evaluate findings from strategic management and leadership studies. Other than that, another implication is the creation of the sample database. We used different sets of keywords such as strategic, management, and leaderships to find materials for inclusion throughout the search process. This method was based on the notion that if the writers of the documents used terms such as 'strategic leadership,' 'human-resource management,' and 'leadership styles' in their research, this would be recorded in the title, author-assigned keywords, or the abstract. Even if we read every article in more than 852 periodicals and whittled the sample down to only 58, there's a chance we'll miss out on a useful perspective. Thus, we should emphasize that, despite the quantitative precision of bibliometric study, interpreting co-citation maps is not always simple. It can be difficult to determine the appropriate threshold for co- citation analysis. Last implication occurs is the data collection from one database. In this research we only use Scopus Database to collect our data which is limits the research. Future searcher can use other website such as Web of Science and Google Scholar to finds publish articles related with their topic. In conclusion, we can discover certain dedicated researchers and this research give opportunity to search a new filed of strategic management and leaderships.

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THE CONNECTION BETWEEN ORGANISATIONAL PERFORMANCE AND STRATEGIC MANAGEMENT PLANNING: A BIBLIOMETRIC REVIEW OF THE LITERATURE

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ABSTRACT

The study in this article is intended to provide a systematic analysis of the connection between strategic management planning and organizational performance. Therefore, this study examined the connection between strategic planning and firm performance giving attention to the strategic planning steps. Thus, this research was conducted by using the bibliometric review analysis of strategic management planning and organizational performance. We only use sources of databases in Scopus and also by using the VOS viewer software and excel to extract all the information. Besides, we identify the analysis of this paper of articles strategic management and organizational performance published in the last 10 years from 2013 until 2022. We identify a large database of 231 reviewed articles published in the past 10 years based on the significant number of studies. As a result, the most significant journals, writers, and papers in this field area were determined using bibliometric analysis. The results also show a statistically significant moderate positive association between strategic management practices on organizational performance, which led the researchers to analyze the following conclusions. In addition,

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future research is required to provide more knowledge in any identified issue to correspond more resources as well as knowledge and skill in this field area It can provide creative study areas in the vast field of strategic management as well as the recently developed and current field of performance management.

Keywords: Strategic management, organizational performance, bibliometric analysis

INTRODUCTION

Public management studies and practice place a strong emphasis on organisational performance. But over time, a significant portion of empirical studies in strategic management focused on determining which set of business strategies were thought to help companies succeed economically. Early research on management revealed that using strategic management did not typically result in higher profitability. An efficient and successful strategic management system, however, may be able to boost profitability, according to a sizable number of recent studies.

Therefore, performance is one of the most crucial aspects of strategic management since it enables an organisation to comprehend and assess its existing performance in light of economic factors and to develop the best possible performance strategies for the circumstances at hand. On the other hand, business performance is used as a reference to create superior strategic performance in an entrepreneurial perspective. This research emphasised the clear link between organisational success and strategic planning. It is believed that how and to what extent each element of the strategic planning process is addressed may have an impact on whether or not the anticipated business goals are achieved.

Next, organizational performance is a concept that focuses on a few various viewpoints, including situational, individual, and performance regulation. In order to create new strategic management that will assist the organisation to be more productive and proactive in controlling their performance as well as to ensure the survivability of the company, performance according to the previous study is employing this perspective. Performance in strategic management can also be utilised to establish a cycle that will enable the business to develop a performance management system to enhance organisational performance.

Therefore, the purpose of this study was to investigate the connection between strategic planning and company performance in a developing nation. The majority of the study is based on the context of industrialised nations. It is crucial that the effects of this technique are investigated and documented, especially given how quickly strategic planning is being implemented in emerging economies. What are some of the most commonly discussed research topics in the field that the research question that this study attempted to addressed. Which publications, authors, and research articles have the greatest impact on the field of study, and how many articles dealing with strategic management planning and performance issues have been written. Therefore, the purpose of this study is to investigate the relationship between organisational performance and strategic management planning.

Research Purpose

The major goal of this study is to find connections and possible interdisciplinary topics between organisational performance and strategic management planning. To achieve this, we apply bibliometric techniques that enable us to observe the most common discussion topics, empirically document the volume of publishing, and identify the fields' directions for knowledge development. By using a combination of bibliometric, text-mining and visualization analyses, therefore, we address the following research questions:

1. What are some of the most commonly discussed research areas in the field?
2. Which journals, authors, and research papers are the most significant in the research area?
3. How many articles have been published on the issue of strategic management planning and performance topics?

The first step in the research process is to gather data or form data from previous lectures or studies on the connected issue in order to satisfy the objectives of the research study, which is to analyse and observe the connection between strategic management planning and organizational management performance. Using the Systematic Review and Meta-Analysis (PRISMA) technique, the sample data was mostly retrieved from the Scopus database, from which we were able to extract 231 journal articles from 1605 from 2013 to 2022.

Additionally, there is even less certainty than before regarding the relationship between organisational success and strategic planning. Some of these studies require long overdue revalidation in order to stay current with business developments. Since such research is likely to have included unimportant parts or neglected highly essential variables, resulting in skewed and unclear findings, this would necessitate a thorough examination of the utility of the variables used in strategic management planning. Consequently, there is a need for research on how strategic management planning impacts organisational performance through a thorough literature review and bibliometric analysis.

BACKGROUND CONCEPT OF THE REVIEW

By given the purpose of this study, in this area, we will be providing some basic information related to the topics of this study which is the connection between strategic management and organizational performance. As a result of the rapid shift in the economy toward the technology environment, the current economic situation is no longer consistent with that of the past. Otherwise, difficulties or obstacles found during the planning process usually cause strategic management planning to fail. In order to give a positive response to these responsibilities, the importance of strategic management planning and organizational performance must be increased. In the literature, we can examine the definition of strategic management planning and organizational performance, and also the combination connection of these two concepts strategic management performance. Therefore, the connection between the two concepts is also related in the literature as "strategic planning performance", or "strategic management and organizational performance".

Strategic management planning is the sustained planning, monitoring, analysis, and requires to accomplish its goals and objectives. Organizations will need to continuously evaluate their success tactics as the business situation changes in the business environment. On the other side, management is the process of organising, directing, and managing the activities of an organisation. The process of carrying out an action is referred to as performance. We can describe strategic management performance as the process of developing a suitable strategy that can aid the organisation in achieving its objective once the foregoing has been mentioned.

Being a highly studied concept, strategic management planning has been extensively examined, and various academics have given it many distinct definitions. Besides, the concept of the connection between Organisational Performance and Strategic Management Planning to success in business environment management planning. Therefore, organizational performance is needed to exist in the environment of the organization either inside or outside of the organization. This is because it improves in increasing productivity and employee engagement. Engaged employees stay longer, and actively involve themselves in the workplace and productivity. Thus, the existence of organizational of performance help to reduce or even eliminate the risk of safety that might happen to the employee of the organization.

METHODOLOGY

This research tries to extract data and information of the analysis of the citations of the studies method such as a strategic literature review and bibliometric review method are used. However, this method can provide a complete analysis of the knowledge and this will be using Excel and bibliometric review to conduct the research. We use the bibliometric method for a number of reasons, including the fact that it is the right way to do research and allows you to get a general overview of the field of research in scientific knowledge. Additionally, we may utilise this technique to reference the co-citation from the earlier study to support the validity of the research. Although this system helps in the research process in many ways, including database selection, data filtering, and data refinement, the researcher still needs to decide how to show or represent the data to the reader in a helpful way. Then, we must select the software and determine how to visualise the data during this procedure.

Data collection

To determine the overall probability of the literature in the topic of performance management, for the first collected data was related to the number of published articles in Scopus Databases. For this systematic literature review the research was started by using the several keywords such as "Organizational Performance" and "Strategic Management Planning and Organizational Performance", but also we searched the database for derivate keywords, like "Strategic Management Planning and Organizational Performance, and "strategic management organizational performance". Therefore, in Table 1 was presented the criteria and the filter that been used in

the data collection. The search documents type is articles with the main title researches is "The connection between Strategic Management Planning and Organizational Performance" then the research years was filtered by 2013 until 2022 with the subject areas is "Business, Management and Accounting", "Social Sciences" and "Economics, Econometrics and Finance". Also the search was done by using Scopus Databases.

Finding the article that is connected to organisational performance and strategic management is the first element in the PRISMA method. It's also considering the large volume of published journals that conducted the search in Scopus databases and articles having the keywords "strategic management" and "organizational performance" in the title. In this section of this study, we chose to add a new filter to process and classified the articles according to the number of citations they received in the Scopus database, using the first article papers for each keyword. The main literature was consulted for the research search since May 30, 2022, and by using these Scopus databases with without filtered with the title search "The connections between Strategic Management Planning and Organizational Performance" this systematic literature review was obtained a total of 1605 journal articles published on the specific search. Therefore, the research was limited and filtered by the papers to only ones written in English, year publication 2013 – 2022, in the article type of papers. Peer-reviewed journal publications have a higher level of quality than other sorts of papers, so the review was restricted to them. As one of the most significant databases that covers the topic of economic studies extremely effectively, this systematic review also conducted a search in the Scopus database using the same criteria for title, abstract, and keywords.

Table 1 Search Criteria in Scopus Databases

	SEARCH OF CRITERIA	NO OF ARTICLES
TOPIC	"Strategic Management Planning and Organizational Performance"	
DOCUMENT TYPES	Journal Articles	231 documents
RESEARCH YEAR	2013 - 2022	
TOPIC	Organizational Performance	
DOCUMENT TYPES	Journal Articles	15468 documents
RESEARCH YEAR	2013 - 2022	
TOPIC	"strategic management organizational performance"	
DOCUMENT TYPES	Journal Articles	1454 documents
RESEARCH YEAR	2013- 2022	
TOPIC	"The relationship between Strategic Management Planning and Organizational Performance"	
DOCUMENT TYPES	Journal Articles	141 documents
RESEARCH YEAR	2013 - 2022	

For this systematic search, we developed a search strategy to analyse the relevant literature, there has two databases were selected for the systematic review of the Strategic Management and organizational performance this search strategy was implemented to several databases which is Scopus, Google Scholar. Overall, when search the document in Scopus which is title "Strategic Management Planning and Organizational Performance" there had 1605 documents founded. But, after being filtered by year of the publications, and subject area there's only 231 articles journals has been taken in the research. Therefore, all searches databases from 2013 until 2022, and included journal articles, that have been published in English only.

The selection criteria were mainly focused on the mapping existing literature on strategic management and organizational performance in the field of social sciences, Business management and accounting and Economics, econometrics and finance. The search span was from year 2013 – 2022. All the articles before 2013 were excluded from the search. Therefore, the search was mainly focused on the connection between Strategic Management Planning and Organizational Performance. Thus, articles from any types of country were included. A total research database in Scopus were 231 records were extracted at this stage.
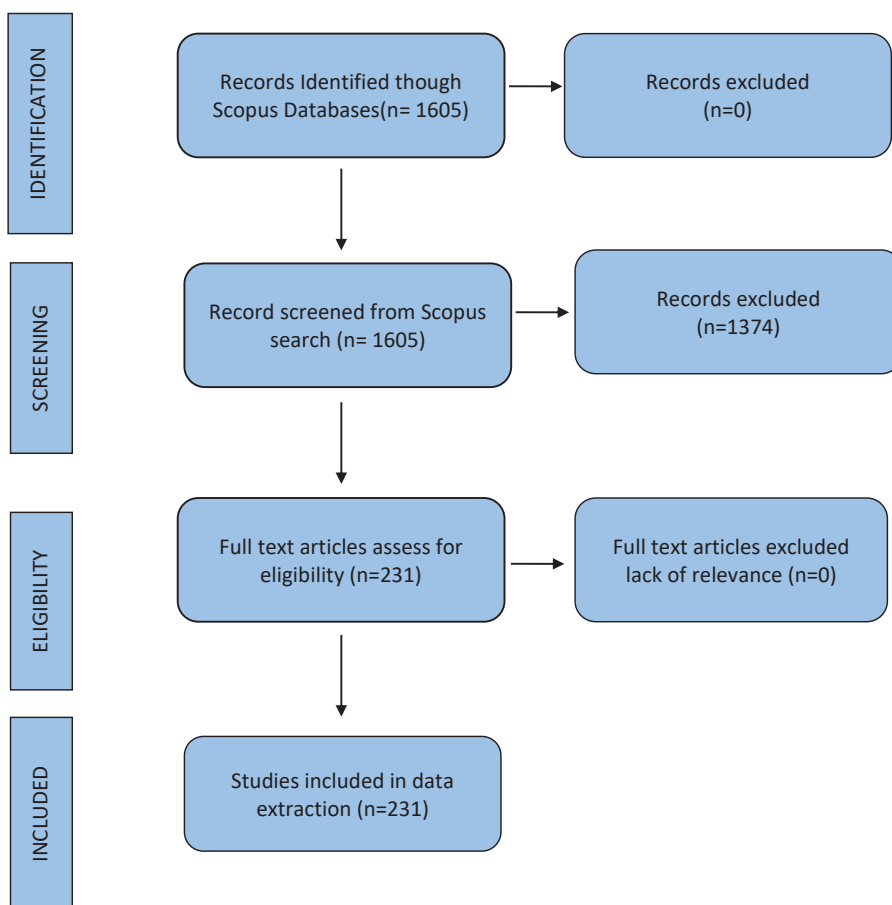
Figure 1 The PRISMA flow diagram used to analyse, screening and included in the systematic reviews

For the next step was to remove any materials without author names or lack of relevance documents that were identified as published articles, and documents with topics other than business, economics, and accounting areas. Moreover, the articles was eliminated without keywords such as strategic management, organizational performance, the connections between Strategic Management Planning and Organizational Performance and so on. So that, in this part 1374 articles was been excluded in this research and leaving a database of 1605 articles. Additionally, the duplicates from the chosen articles were first found and eliminated. The remaining publications were then examined in the following phase by reading their titles and abstracts and determining whether they related to the objective of this research. Some publications were excluded from this study since they were from subjects unrelated to it, including computer science, engineering, and other fields of study. However, other publications merely stated organization or strategic management, but they had distinct objectives and therefore lacked a relevant topic, thus these pieces were disregarded. This method generated a database of 231 peer-reviewed journal papers as a result.

Data extraction

The completed database, consisting of 231 journal articles, was exported in a file CSV format to export that was supported by the used software. Significant bibliometric maps can be displayed with easily using VOSviewer's capabilities. VOSviewer can be launched immediately from the internet and works with a wide range of hardware and operating system platforms. A certain specificity of the format information was required for the co-citation analysis carried out by the VOSviewer software, for instance, the format of the journal names. In this way, a significant portion of the study's focus was on data management. Utilizing the VOS viewer software as the method of data analysis allows us to quickly and simply comprehend enormous amounts of data in the form of bibliometric maps. The article title, author name, keyword, citation information, and references for all the data must be included in the main data extraction in order to ensure that the data is standardised and that the results are accurate.

The data extracted also has the following characteristic:

1. Article must be final publish article and journal
2. The article must be in English language and from the field of business, management and accounting, social science, and economics, econometric and finance
3. Extracted articles were published between 2013 to 2022

Data analysis

Therefore, descriptive analyses were conducted in the first step of data analysis where we using excel to generate a series graphs to identify the volume of published article on the strategic management planning and organizational performance topics. In the next step, we used the bibliometric analysis methodology. By determining the frequency with which that article is cited after its publication, this technique enables us to use the citation to determine which journal, author, and research paper in the subject has the greatest influence. By analysing citations, we may determine how many times an article in the index from which it originated has cited a certain piece of writing. We can also utilise other citation measures,

RESEARCH RESULTS

Volume of Published Articles on Strategic Management Planning and Performance
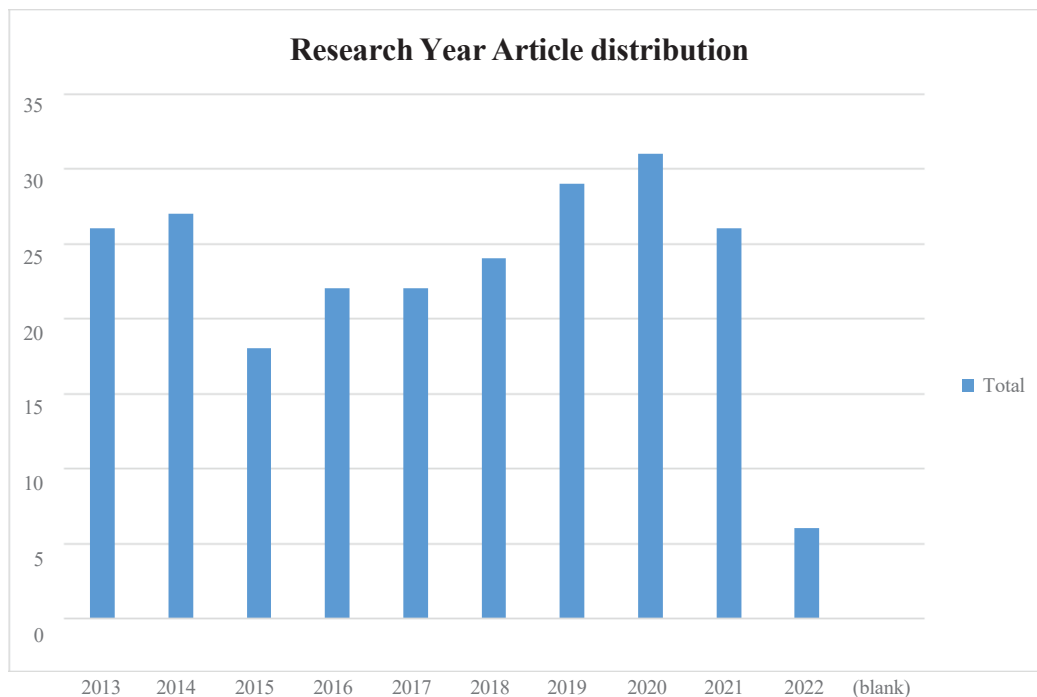
Figure 2 Research year article distribution

Figure 2 above shows the number of research article distributions from 2013 to 2022 on the topic of strategic management planning and organizational performance. Therefore, over a 10-year period from 2013 to 2022 a total of 231 articles were found published in journals listed in the Scopus database. The data from the graphs indicate quite clearly that the concepts of strategic management and organizational performance is decreasing in recent years 2022. Although the year is limited, but many articles have been published on strategic management.

Therefore, we utilized additional filters to reduce the amount of paper because there were so many items that needed more analysis. The first filter was limiting the study to only topics related to business, management, and accounting, as well as to social sciences, economics, econometrics, and finance. Next, only articles released between 2013 and 2022, inclusive, were permitted. The final filter involved searching the Scopus database for papers whose titles included the terms organisational performance and strategic management.

Most influence, journal, author and research paper in the field of strategic management planning and organizational performance

Table 2 Top 10 journals with the most published articles on strategic management and organization performance

No	Journal	Records
1	International journal performance management	18
2	Journal of Business Information Management	15
3	Journal of Management and Organization	12
4	Strategic Management Journal	8
5	Journal of Health Care Management Review	7
6	Journal of Product Innovation Management	4
7	Production Planning and Control	4
8	Journal of Business Perspectives and Research	4
9	Journal of Transport and Supply Chain Management	2
10	Journal of Manufacturing Technology Management	2

According to data shown in Table 2, the journal performance management, which describes itself as "an international, scholarly, peer-reviewed and open access journal of strategic management, organisational, and performance," had the most papers published in the connection in terms of management planning. Therefore, performance management provides an advanced forum for studies related to the connections between strategic planning and organizational performance. For the second journal having a consistent number of articles in the field of business management is the Journal of Business Information Management. Next, journal of management and organization was a top of the journal above with a number of records 12 article papers. Thus, all the top 10 journal in the table 2 was serves as a platform for addressing and discussing theoretical and practical management planning in the organizational performance.

Influential Authors and Articles in the strategic management planning and organizational performance

Table 3 Top 10 most cited papers.

| Rank	Article title	Author	Year	TC
1	The Impact of CME on Physician Performance and Patient Health Outcomes: An Updated Synthesis of Systematic Reviews	Cervero R.M., Gaines J.K.	215	207
2	Information technology and business-level strategy: Toward an integrated theoretical perspective	Drnevich P.L., Croson D.C.	2013	191
3	The management of project management: A conceptual framework for project governance	Too E.G., Weaver P.	2014	177
4	Procurement 4.0: factors influencing the digitisation of procurement and supply chains	Bienhaus F., Haddud A.	2018	130
6	Green supply chain performance measurement using the analytic hierarchy process: A comparative analysis of manufacturing organisations	Dey P.K., Cheffi W.	2013	122
7	Cleaner supply-chain management practices for twenty-first-century organizational competitiveness: Practice-performance framework and research propositions	Subramanian N., Gunasekaran A.	2015	90
8	Effect of firm characteristics, supplier relationships and techniques used on Supply Chain Risk Management (SCRM): An empirical investigation on French industrial firms	Lavastre O., Gunasekaran A., Spalanzani A.	2014	88
9	The application of performance measurement system model using Malcolm Baldrige Model (MBM) to support Civil State Apparatus Law (ASN) number 5 of 2014 in Indonesia	Dalimunthe D.M.J., Fadli, Muda I.	2016	88
10	Integration and organizational change towards sustainability	Sroufe R.	2017	84
	Product development as core competence: How formal product development practices differ for radical, more innovative, and incremental product innovations	Holahan P.J., Sullivan Z.Z., Markham S.K.	2014	66

Table 3 shows that top 10 most cited papers. Therefore, the paper of "The Impact of CME on Physician Performance and Patient Health Outcomes: An Updated Synthesis of Systematic Reviews" written by Cervero R.M., Gaines J.K., is the most cited article in the field of strategic management and organizational performance. The paper was published in 2015, and it has 207 citations in the Scopus databases. Therefore, for the second most cited paper is written by Drnevich P.L., Croson D.C., which is "Information technology and business-level strategy: Toward an integrated theoretical perspective" with 191 citation on Scopus databases. In addition, in this paper, the
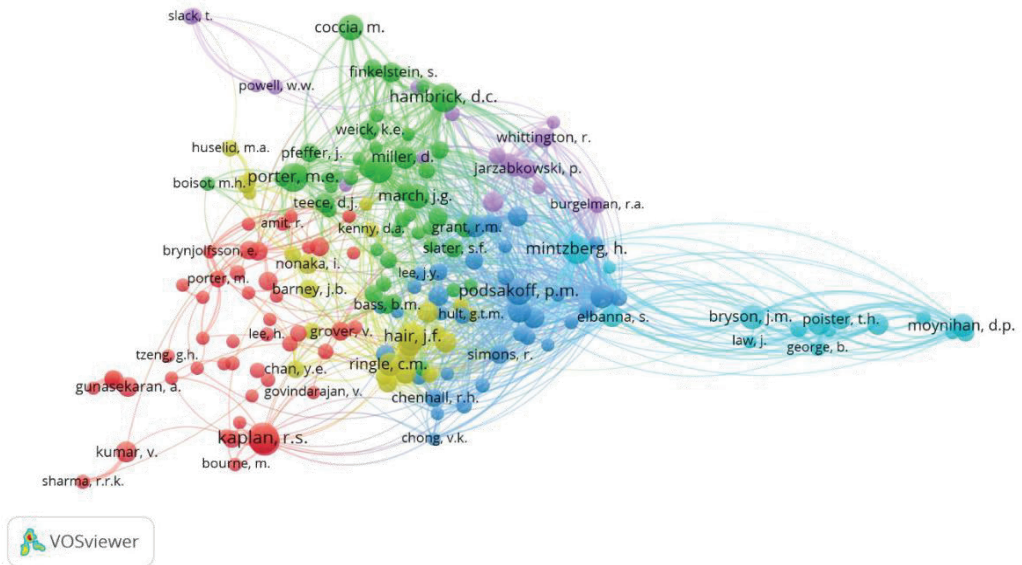
Figure 3 The author co-citation map.
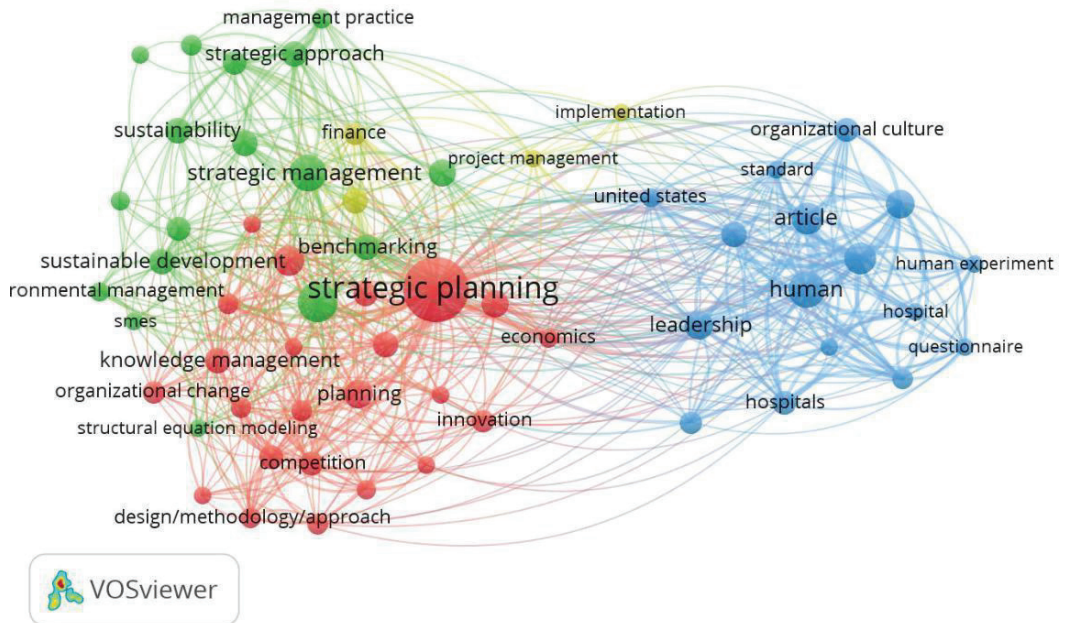
Figure 4 The keyword co-occurrence map.

By using the VOS software, we can see the author co-citation point of view, so that here we present the author based on 19,059 authors, of which is 185 authors met the threshold of having a minimum number of 10 citations. As this is one of the features software of mapping. As a result, figure 3 below show the map authors co-citation map results, there are six main clusters were identified. The authors' co-citation map is interpreted according to the same guidelines as the journals co-citation map. However, we only focusing 3 big cluster which red is 1st cluster, 2nd cluster is green, and for the 3rd cluster is blue colour.

For the red cluster is the biggest one and having a total 46 authors. With the total link strength of 4367 and 55 of direct citations on the research paper, (Subramanian & Gunasekaran, 2015) was presented with 2 paper in the top 10 paper according to the number of citations in the table 3 above which the paper title is "Effect of firm characteristics, supplier relationships and techniques used on Supply Chain Risk Management (SCRM)" in 2014 is one of the most popular in the 1st cluster. Another co-author is Govindarajan, v, was listed in the red cluster with 11 direct citations and 214 total of link strength.

Therefore, for the second cluster which is second largest in green colour, it's containing 46 authors. In this cluster with the total link strength of 1504 and 44 of direct citations on the research paper. One of the authors in the second cluster is (Coccia, 2014), who has 36 direct citations and total links strength 322 with the title of article is Structure and organisational behaviour of public research in year 2014. Hambrick, d.c is another researcher that has stand out in the second cluster with 45 direct citations and 1781 total link of strength. Therefore, eisenhardt, k.m is one of the researcher who has listed in the second cluster with 44 direct citation and 1504 total link of strength.

Last but not least, for the 3rd cluster is the blue one, the author Podsakoff, p.m has stands out and he has 38 direct citations and a total link strength of 1530. There'sanother author in this cluster is Simon J., Houle M, who has 21 direct citations and total link strength is 1119. And the author has been focusing on his journal in the relationship of management organizations. Venkatraman, n., also is another researcher that has stand out in the third cluster with 28 direct citation and 1212 total link of strength

Most popular research topics in the area of strategic management planning and organizational performance

Therefore, the next research direction was to perform keyword co-occurrence analysis (Figure 4). The objectives of doing a keyword co-occurrence study is to determine which keywords are used most frequently while discussing strategic management performance and safety. This analysis also aids in understanding the connection and interaction between the keyword and the field. We have created a map showing the author's keyword usage in the areas of strategic management practices on organizational performance using this analysis and the VOS viewer software.

Figure 4 shows that the generation of the keywords co-occurrence map was made based on 1467 keywords was found in 231 from the Scopus databases. We established a limit of a minimum of five occurrences of the keyword to be included in the results, and a number of 60 papers met the threshold. Therefore, for the key occurrence has 4 clusters and with total link strength 1198. The first keyword that has more stand out is "strategic planning" in a cluster 1 which is in red colour which had 225 total link strength with 68 total occurrences.

For the second keyword that has been stand out is "strategic management" which is in the cluster 2 in a green colour. Thus, this keywords has 63 total link strength with 22 total occurrences. Another keywords in the green cluster is "sustainable development management" with an occurrence 11 and the total link strength of 38. In addition, for the cluster 3 which is in blue colour the main keywords is "human" with an occurrence 21 and the total link strength of 134. Next, in the blue cluster with the affiliated keyword of "efficiency, organizational" with an occurrence 7 and the total link of strength is 60.

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Therefore, we were able to effectively analyse the keyword co-occurrence map by carefully observing the relationships between each keyword and highlighting the most obvious or most distinctive keyword among the key terms used in the field of strategic management performance and safety.

DISCUSSION AND CONCLUSION

Therefore, by objectively analysing the intellectual structure, the volume, and the knowledge of information relevant on the topic in strategic management, the research's primary goal was to find areas of convergence and potential future multiple research projects between strategic management and organizational performance. Thus, we conducted an analysis using bibliometric data to achieve these goals and we analysed 231 papers published in journals which is in Scopus databases. As a result, in this section, we can conclude our result along with the limitations and future research directions in this field area.

Interpretation and Implications of the Research Results

The most often discussed research topics in the field are the first research question of this study. To answer this, we conducted a keyword co-occurrence analysis and created a keyword co-occurrence map, discovering six distinct clusters. By using the VOS viewer software, we can map the co-occurrence of topics by the keyword. The number of keywords stands out from the observed clusters, and several potential possibilities in the field were thus discovered. In the first cluster, we mention "performance management", with a research paper like (Dachyar et al., 2015). other study topics include "knowledge management" (Bienhaus & Haddud, 2018) and "organizational learning" (Dalimunthe et al., 2016) from the first cluster. There are keywords like these in the second cluster "environmental management" (Sroufe, 2017), "performance measurement" (Sroufe, 2017). Therefore, we can even identify the keyword in the emerging research directions like "strategic management", which is the major topic of this research. Lastly, we can identify keywords from the third cluster like "organization and management" (Fan & Lee, 2016) or "efficiency, organizational" (Bienhaus & Haddud, 2018).

We approach the second research question in order to determine what are the most influential journals, authors and papers most significant in the field of strategic management and organizational research area. We conducted a bibliometric examination of the literature to address this topic. In this situation, we had to create a sample database with research related to the articles. Ultimately, 231 articles items made up our sample database. By using bibliometric analysis, we were able to determine that the journal performance management has the most papers published from the perspective of the journals. The second journal by the number of publications is the Journal of Business Information Management. Journal of Management and Organization and other journals that have a lot of papers in the Strategic Management topic. Therefore, based on the 231 articles we had conclude top 10 the most cited paper, and also use the data by using VOS viewer software to see the most cited author (Cervero & Gaines, 2015), which is the title "The Impact of CME on Physician Performance and Patient Health Outcomes" with 207 total citations. For the second by author (Drnevich & Croson, 2013), with the title "Information technology and business-level strategy" and having 191 total citations.

We created a journal co-citation map after analysing the journals from an influential viewpoint. The review identified one major influential journal that specifically on strategic management planning and organizational research, which is Journal of performance management. However, remarkably, the most influential articles were all published in top field journals such as organisational performance, strategic management, and planning control. It can also be shown that the most influential journals as determined by the co-citation map are the same as the journals with the most articles published in our database. As a final observation, judging from the journal co-citation point of view, the journal performance management is the most influential journal in this field of study. An author co-citation map was created for the most well-known authors in the subject, and it showed 3 different clusters. From the biggest clusters some important authors are (Cervero & Gaines, 2015), (Drnevich & Croson, 2013) or (Too & Weaver, 2014), who have also worked together and developed the connection between the strategic management planning and organizational performance fields of research. The author also has articles which is included in the top 10 most cited ones. In fact, that authors who are not included in the top 10 most cited publications are revealed by the author co-citation map is interesting to note. The procedure of picking the top 15 most cited publications and the methodology used to create the co-citation map may both be used to explain this. The Scopus database's results, which provide an overview of all the citations to source materials, are used to classify the most cited papers, while the co-citation map is developed by looking at the articles in the sample database. A minimum of 20 citations is required to be included in the map, but in this instance, the citations are gathered from all of the articles in our sample database, so it's possible that an item that Scopus' database indicates is highly cited isn't highly cited in our sample database. In conclusion, it is clear that the work of the aforementioned authors must be analysed among other valuable works when examining the most influential authors who address the combination of the concepts of strategic management planning and organisational performance.

Therefore, for the next research questions in this study is related to the volume of articles that have been published on the issue of strategic management planning and performance topics. In this research, we have limited the year in the last 10 years which is 2013 until 2022. Then, our research was conducted document type in articles only. Whereas the idea behind this research is similar to others, we are encouraged to conclude it so that it can be published in article format. Even though we have reached definite conclusions regarding the subject within the scope of the research, the trend we were able to discern from the data collection is very significant. The data itself contains many variables that need to be taken into account, including the publication stage, which is the final stage, the actual volume published in a year, and the type of document that has been published.

In order to analyse this evolution more effectively, we concentrated on articles that were published in the last 10 years, from 2013 to 2022. We then created new filters to reduce the total number of articles to just those with the words "strategic management" or "organizational performance" in the titles. Therefore, we continue to see a growth in the number of articles in this new arrangement from year to year. There is an obvious difference in the absolute values of the total published articles on strategic management planning and organizational performance total search is 1606 articles

but if we analyze the growth in published articles as a percentage, we can see that the number of articles increased in both situations from 2013 to 2022 by around the same percentages. As a result, we can say that, with the exception of 2022, articles have been the most widely published sort of document in the last ten years. This suggests that the evolution of the number of publications in both scenarios will continue to be similar in the future.

In order to complete the study, we can say that both performance management and strategic management planning contain key components. An efficient way for ensuring management in the organizational effectiveness success in planning can be developed from this concept of establishing proper strategic management. Therefore, organisations must ensure that their operations are in line with their objectives and strategies while also ensuring that management planning for organisational effectiveness was carried out, given the rapidly changing economic environment.

Limitations and Future Research

The interpretations of the research's findings are subject to a number of restrictions. The fact that research mapping offers a systematic, quantitative method for examining the organisation of a knowledge base creates one limitation. One of the limitations relates to the data source, where we are only able to use the Scopus database. Although the Scopus database is one of the most often utilised database sources by authors worldwide to conduct research, we need to consider the fact getting data from many source databases such as Google Scholar and many more in order to get more accurate and reliable results. Due to this limitation, it is important to note that the current analysis merely provides the basis for future research syntheses that will assess the results of studies of strategic management planning. The outcome of this paper may therefore differ from what we would have discovered if we had used a variety of data sources to gather information about organisational performance and strategic management planning.

Besides, for another limitation is we identified the sample data in Scopus. We have restricted our sample data to be collected from the Scopus database to only 10 years from the year 2013 through 2022, by utilising the keywords "strategic management planning" and "organisational performance". In order to provide more accurate results on this subject, it is therefore preferable to have a large sample of data.

In conclusion, despite the quantitative specificity of bibliometricanalysis, we must emphasise that it is not always easy to understand co-citation maps. Finding the right threshold for co-citation analysis might be difficult as well. We can conclude that there is a rapidly emerging field that combines the ideas of strategic management and organisational performance, there are some motivated researchers and there is a chance to spread knowledge through scientific journals so that the general public will improve. In order to provide the community with more knowledge and information in the form of any type of document that is readily available for future reference, more study in this subject is therefore required.

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STRATEGIC MANAGEMENT AND EMPLOYEEPERFORMANCE: A REVIEW AND BIBLIOMETRIC ANALYSIS

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ABSTRACT

Strategic management has become the most important practices that will help the organizations achieve their goals and employee performance will help organizations achieve their vision and mission. This paper conducted is to identify on how the strategy management effect on the employee performance in the organizations based on the scoping review of the relevant past studies paper. The Scopus database, VOS viewer software and Microsoft Excel has been used in this paper in order to analyse and determine the study of the paper review. With the large amounts of the research articles when scoping the data in Scopus database, the finalized amount that will be review is 177 papers that have been published between the year 2013 and 2022 and will analysed them by Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) and bibliometric analysis. This paper has organized into the several parts which include the sections that describing the methodology, results and interpretations, discussion and future agenda. Thus, the research review carry out in this paper is a systematic literature review and a bibliometric analysis to identify the relationship between strategic management and employee performance.

Keywords: strategic management, employee performance, organization

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INTRODUCTION

Current Understanding

Recently, the COVID-19 pandemic was still spreading in the worldwide and have forcing the organizations have to change their current business situations and conditions. The organization especially the multinational organization must implement its own effective strategic management in order to determine a clear direction for the business development and able to continue operating during the pandemic (Kamar et al., 2020). According to the article from Elkhdr (2019), strategic management is a procedure of forecasting the prospect in the view of the interpretation of today's trend and signs which will help the organization determine the correct direction in order to maintain the stability and growth of the organization. Therefore, with the effective strategic planning and management, the organization can achieve the important goals and create the value successfully (Bryson & George, 2020).

Strategic management is the most important practice that can differentiates the organization from other organization. So, strategic management is a key process in achieving an organization's vision, mission, strategy and goals. Most of the multinational organizations are seems to be implementing the strategic management practices in order to match with their operations (Nzewi et al., 2017). Due to the COVID-19 pandemic, most of the organizations are forced to face the intensive competition in local and foreign markets. Therefore, in order to survive and thrive, the organization must have to implement the strategic management planning and models for purpose to maintain and increase their competitiveness in the marketplace (Mkheimer, 2018).

However, lack of effective monitoring and evaluation system in the organization will constrain the informed strategic management. In fact, the strategic management is the management of the entire organization to initiate the prospect. So, the organization has the obligations to understand the important of the relationship between strategic planning and performance management (Nzewi et al., 2017). Strategic planning is particularly effective for improving company efficiency (George et al., 2019) and performance management involves the setting and achieving objective at the employee level (Nzewi et al., 2017). Thus, without the strategic planning and performance management will result the organization fails to achieve some advantages and goals.

Therefore, the organization with a strong and effective strategic management may have the positive influence on the employee performance and will support the organization become success. Evaluation of the performance is the best strategic for the organization allow them to identify their employees' performance. So, the organization that has implemented this strategic for the employees will allow the employees have the opportunity to develop their career planning and determine their strong points and weak points on their own working behaviour and performance. This evaluation also will help the organization to provide the goods salaries, offer the benefits and assess the employees' behaviour for the employees through the evaluation of the performance (Kehoe & Wright, 2013). In fact, employee performance is one of the biggest keys to the organization efficiency and it can be achieved by using the relevant business strategies and planning (Nzewi et al., 2017).

Limitations

The study methods which is systematic literature review, bibliometric analysis and meta-analyses will be conducted in this study. Systematic literature review is the purpose to determine, evaluate and summarize the results and findings of all the corresponding individual studies on the strategic management and performance, thereby convenient the researchers to obtain the available evidence (Ganeshkumar & Gopalakrishnan, 2013). However, it has some limitations that all the researchers should be understand when conduct the research study that used the systematic literature review, bibliometric analysis and meta-analyses.

According to the article from Garg et al. (2008), abstracts that provided in systematic reviews and meta-analyses are only as reliable as the methods that used to estimate the effect of each major study. In other words, the study conducted by using the meta-analyses methods does not overcome the problems that were inherent in the major study's design and execution. Besides, it also does not correct for biases that caused by selective publication whereby compared with the studies reporting smaller effect sizes, the studies reporting major effects are more likely to be determined, summarized and subsequently aggregated into the meta-analyses. It is because the authentic frequency of this frame of bias is unknown as more than three-quarters of the meta-analyses did not record any empirical evaluation of the publication bias.

Besides, there also has the plenty of evidence showed that key messages in the systematic literature reviews are often underestimated in result reducing their potential usefulness. For all the research study, the systematic literature reviews should be reported completely and transparently in order to enable the researchers to assess the strengths and weaknesses of the survey (Liberati et al., 2009). So, the systematic literature reviews that having the systematization and transparency will lead to the researchers taken into consideration in order to be an effective form of the research. Besides, despite the bibliometric analysis has its advantages, this analysis is still fantastically new in the business research. In many cases, bibliometric analysis has not yet reached its full potential. This because the bibliometric research is relying on a restricted set of bibliometric data and strategics and additionally presents most effective piecemeal understanding of the sector being studied (Donthu et al., 2021).

Many scholars and researchers point out that it is important for the organizations to determine what an organization wants to control. According to the research study from Dauda et al. (2010), the managers and leaders should always use the strategic management in order to improve the employee performance in their organization. Despite there is the importance of strategic management in an organization, many managers and leaders lack of awareness about the role on the strategic management that play will improve the employee performance. In fact, it is the importance of the strategic management in an organization that can be identified by the relationship between strategic management and employee performance. In overall, the purpose of this study is to determine the relationship between the strategic management and employee performance through a systematic review and bibliometric analysis.

Research Question

The objective of this paper is to identify the relationship between strategic management and employee performance. The methods which are PRISMA and bibliometric analysis that have been used in this paper by analysed with two keywords which are strategic management and employee performance. These analysis methods were used to respond to the research questions in this paper.

The research questions are stated as follow:

1. Which is the year that have published the most articles regarding the topic strategic management and employee performance?
2. What are the most cited journals, cited articles and authors in the field?
3. What are the most common keywords in the field?

After determined the objective of this paper, the valuable and accurate published papers will be selected and filtered the irrelevant papers by using the two keywords in the sample database. The sample database is mainly using the Scopus database and the data will be analysed into two platforms which is Microsoft Excel and VOS viewer software. By identify the relationship between strategic management and employee performance, the process of the data collection will be mentioned in the Methodology part. This part will be presenting data collection process in the searching strategy, inclusion and exclusion criteria, extraction techniques and choice of synthesis method. Then, the collected data will be showing in the results and interpretations part. Finally, the discussion and future agenda will be presenting in the last part of the paper.

METHODOLOGY

When conducted the research article review, the descriptive analysis and bibliometric analysis are the recommended methods used in order to study the relationship between strategic management and employee performance. According to the research from Tang et al. (2018), bibliometric analysis is the field to investigate the groups of the particular data. Most of the researchers used this method for purpose to analyse the articles such as the total number of published articles and journals per year, the number of citations per year, etc. Besides, the systematic review also is a method that summarizes the key points of the current knowledge on the particular topic which

will answering the particular research question by meeting the certain eligibility criteria (Sneegas et al., 2021). So, in order to analyse the authors, journals and citations, bibliometric analysis method will be considered to conduct in this paper. This paper has structured the inclusion and extraction of the data by following the protocols of PRISMA and the process was stated in the Figure 1.

Searching Strategy (Scopus Database)

For this review paper, the searching strategy that has been developed to identify the relevant literature by using the Scopus database. In order to get the valuable and accurate articles, some unnecessary articles have been filtered by the database search and also two keywords which is strategic management and employee performance. The following keywords were showed as: TITLE-ABS-KEY (**strategic** AND **management** AND **employee** AND **performance**) AND (LIMIT-TO (PUBSTAGE, "**final**")) AND (LIMIT-TO (OA, "**all**")) AND (LIMIT-TO (PUBYEAR, **2022**) OR LIMIT-TO (PUBYEAR, **2021**) OR LIMIT-TO (PUBYEAR, **2020**) OR LIMIT-TO (PUBYEAR, **2019**) OR LIMIT-TO (PUBYEAR, **2018**) OR LIMIT-TO (PUBYEAR, **2017**) OR LIMIT-TO (PUBYEAR, **2016**) OR LIMIT-TO (PUBYEAR, **2015**) OR LIMIT-TO (PUBYEAR, **2014**) OR LIMIT-TO (PUBYEAR, **2013**)) AND (LIMIT-TO (DOCTYPE, "**ar**")) AND (LIMIT-TO (SUBJAREA, "**BUSI**") OR LIMIT-TO (SUBJAREA, "**SOCI**") OR LIMIT-TO (SUBJAREA, "**ECON**")) AND (LIMIT-TO (LANGUAGE, "**English**")) AND (LIMIT-TO (SRCTYPE, "**j**")). Then, the total records obtained through the database search is 2,099 papers.

Inclusion and Exclusion Criteria

The inclusion and exclusion criteria were based on the PRISMA protocols. Before the exclusion, the total research articles that have the relationship on the strategic management and employee performance were 2,099 papers in the Scopus database. The research papers were mainly focused on all open access within 10 years which in between 2013 to 2022. The papers that without open access and before the year 2013 were excluded in the list of data. Then, the subject areas will limit in the fields of Business, Management and Accounting, Social Sciences and Economics, Econometrics and Finance. Other papers that not in these fields also will excluded in the list. Moreover, the document type was set in article and publication stage was set in final. This would be easier to get the valuable and accurate articles to analyse this paper. The source type also will include only journal type and the language of articles are only consider the English articles. All the non-journal and non-English articles were excluded in the list. In order to ensure the valuable and accurate of the articles, all the overlapping or duplicate articles also will be excluded. In result, there were 177 papers were selected and 1,922 papers were eliminated. Figure 1 shows the PRISMA flow diagram is regarding the literature inclusion and exclusion in every stage.
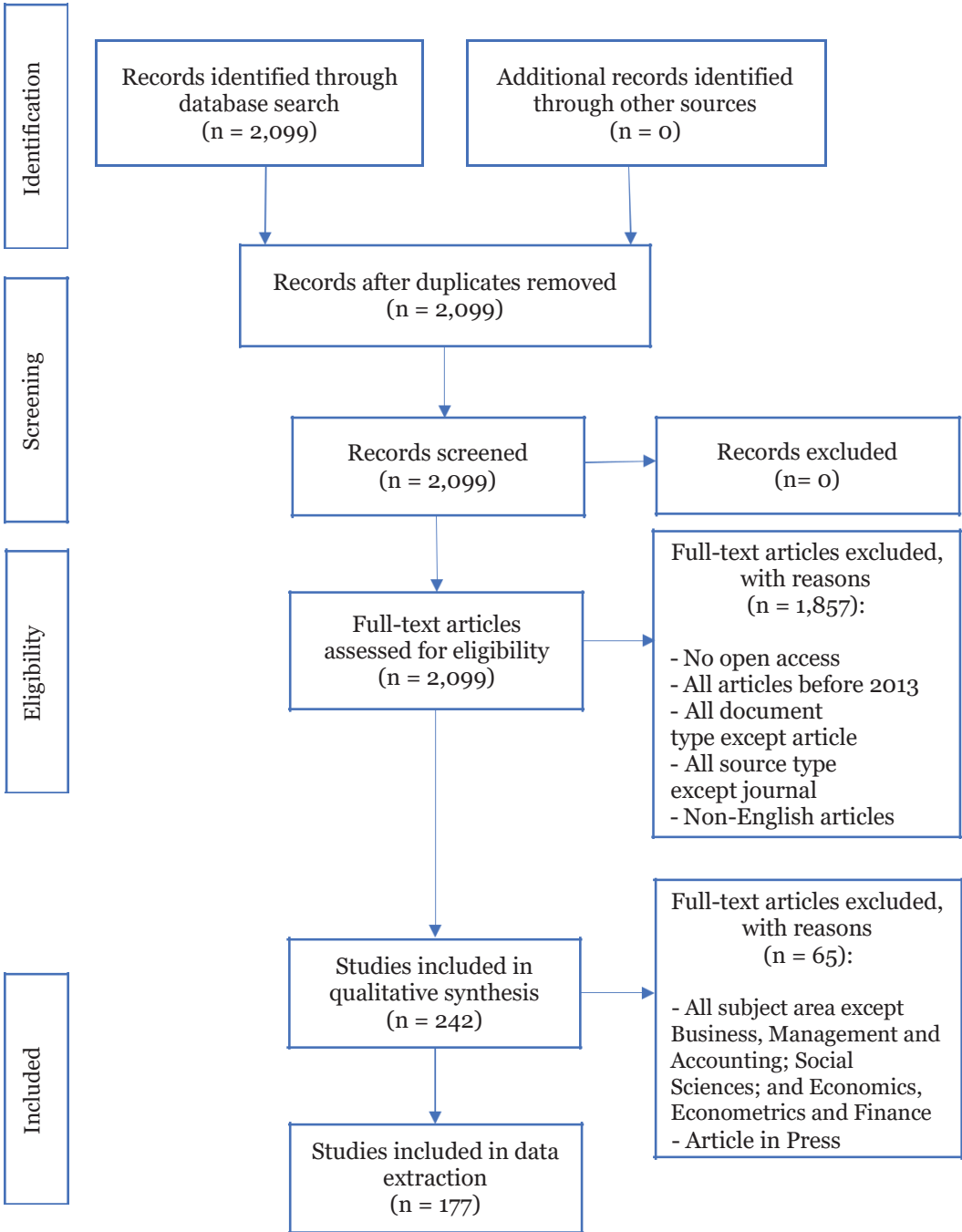
Figure 1 PRISMA Flow Diagram

Extraction Techniques

By using the extraction techniques in the Scopus database, 177 papers were finalized and selected. The characteristics of extraction were as following:

1. Article must in open access paper. No open access papers will be eliminated.
2. The published year of the article will be mainly focused in 10 years in between 2013-2022. Articles that published before 2013 will be excluded.
3. The type of document for the articles must in article form. All articles not in article form are excluded.
4. The type of source for the articles must in journal fields. All articles not in the journal fields are excluded.
5. Article must be in English language paper. Non-English papers are not in the consideration.
6. The fields of subject areas must include Business, Management and Accounting, Social Sciences and Economics, Econometrics and Finance. All articles not in these fields will be eliminated.
7. The publication stage for the articles must be only article. All articles that stated article in press are excluded.

After the data extraction process, the major data and information of all articles has been finalized which include author's name, article's title, published year, journal's name, article's citations, abstract, keywords, references, subject areas, etc. Then, the finalize data were downloaded in the Excel form and will manually analyse the articles in order to determine the accurate of the findings for this paper (Maier et al., 2020).

Choice of Synthesis Methods

One of the methods will be carried out in this paper is descriptive analysis and will analysed the data that get from the Scopus Database by using the Microsoft Excel. The year of research article distribution will be generated into a bar chart in order to determine the highest number of research article distribution in which year and the result has been stated in Figure 2. Then, the journals also will be analysed in the table form which will easily to identify which journal has published the most articles regarding the strategic management and employee performance and also have list out the top 15 of journals as shows in Table 1. Additionally, the cited articles will be generated in the table form in order to determine the most cited articles that regarding the topic strategic management and employee performance and also have list out the top 15 of most cited articles as shows in Table 2.

Another method that also will be used in this paper is bibliometric analysis and will analysed the data by using the VOS viewer software. This method will use the citations to determine the most valuable articles, authors and journals in a particular field. In other words, in order to generate the best result, bibliometric analysis will use the co-citation analysis to identify the database on journal co-citation stated in Figure 2, author co-citation shows in Figure 3 and keyword co-citation shows in Figure 4.

Thus, by using the VOS viewer software, the database will be generated into the network mapping in order to determine the relationship on keywords, authors and journals of this paper (Maier et al., 2020).

RESULTS AND INTERPRETATIONS

Descriptive Analysis
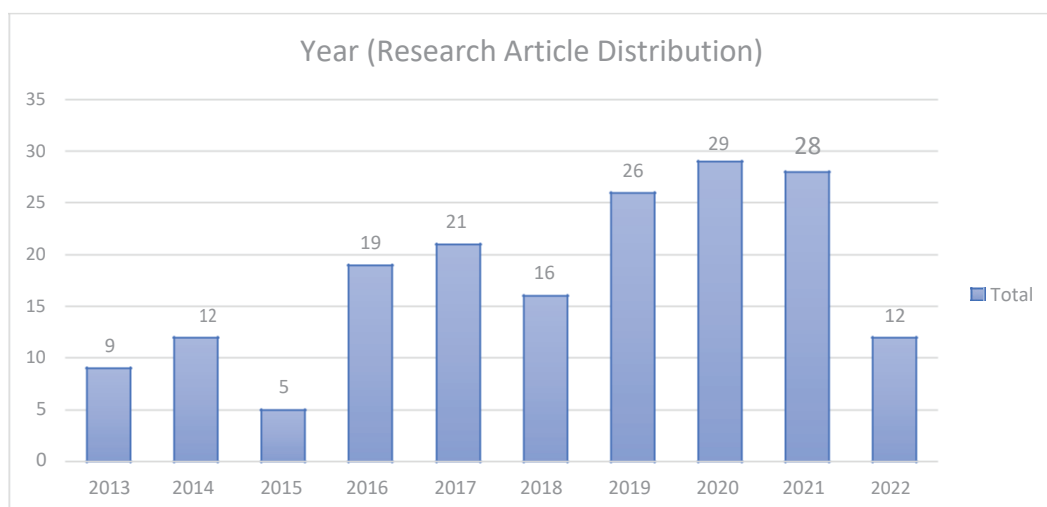
Figure 2 The Year of Research Article Distribution.

Figure 2 shows the number of research article distribution from the year 2013 to 2022 about the topic strategic management and employee performance. Based on the Figure 2, the highest number of research article distribution which is 29 in 2020 and the lowest number of research article distribution which is 5 in 2015. Then, 28 research article distribution in 2021 was ranked second and 29 research article distribution in 2019 was ranked in third. Besides, there have the same amount of research article distribution which is 12 was stated in 2014 and 2022 respectively. Moreover, there have 9 research article distribution in 2013, 19 research article distribution in 2016, 21 research article distribution in 2017 and 16 research article distribution in 2018 that have shown on the above figure. Thus, there have 29 research article distribution in 2020 which is the highest number of research article distribution regarding the strategic management and employee performance in this year compared to the other years.
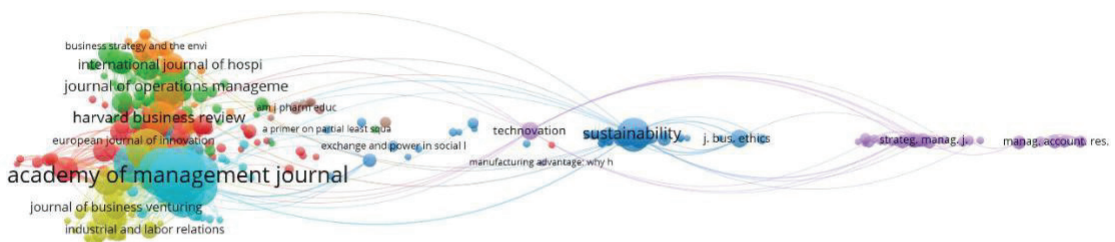
Journals

Table 1 Top 15 of The Most Articles Published in Journals.

No.	Journal Name	Article No.
1	Sustainability (Switzerland)	24
2	Management Science Letters	6
3	Problems and Perspectives in Management	5
4	Human Resource Management Journal	4
5	Mediterranean Journal of Social Sciences	4
6	SA Journal of Human Resource Management	4
7	Asian Social Science	3
8	Employee Relations	3
9	Human Resource Management	3
10	ILR Review	3
11	International Journal of Engineering Business Management	3
12	International Journal of Human Resource Management	3
13	Personal Review	3
14	Small Business Economics	3
15	Uncertain Supply Chain Management	3

Table 1 stated that the top 15 journals with the most published articles on strategic management and employee performance. Based on the table above, the highest number of the articles that have been published in the journal is Sustainability (Switzerland) which has published 24 articles. The second journal is Management Science Letters that has published 6 articles and the third journal is Problems and Perspectives in Management also has published 5 articles. Besides, there have three journals that has published the same number of the articles which is 4 articles in Human Resource Management Journal, Mediterranean Journal of Social Sciences and SA Journal of Human Resource Management respectively. Then, the rest of the journals also has published the same number of the articles which is 3 articles in Asian Social Science, Employee Relations, Human Resource Management, ILR Review, International Journal of Engineering Business Management, International Journal of Human Resource Management, Personal Review, Small Business Economics and Uncertain Supply Chain Management. Thus, Sustainability (Switzerland) is the journal that has published 24 articles regarding strategic management and employee performance which is the most published articles compared to the other journals.

Co-Citation Network of Cited Sources

Figure 2 The Journals Co-Citation Network Map.

Figure 2 shows the co-citation network analysis of journals. With the sample of 177 articles, the total of 4,813 sources were identified. The minimum number of citations of a source was set to 4 and resulting the number of 419 articles are meet the threshold. In result, co-citation analysis of journals has generated into eight clusters.

The biggest cluster which is the colour red that have formed by 90 items is *Human Resource Management Review*. It has 92 citations and 3,991 link strength. Another journal that stands out is the *Journal of Management Development* with 57 citations and 3,181 link strength. The *Journal of International Business Studies* has 47 citations and 2,880 link strength. The *Journal of World Business* has 40 citations and 1,720 link strength. The *Management Decision* has 28 citations and 1,506 link strength. The *Business Horizons* has 28 citations and 1,014 link strength. The *Long Range Planning* has 24 citations and 1,339 link strength. The *International Journal of Manpower* has 23 citations and 1,305 link strength. The *European Journal of Marketing* has 20 citations and 756 link strength. The *Journal of Management Development* has 18 citations and 498 link strength.

Besides, the second cluster is green colour with 81 items. In this cluster, *Journal of Operations Management* is the most visible compared to the others that having the 57 citations and 2,759 link strength. Another journal that stands out is the *International Journal of Operations & Production Management* with 40 citations and 2,233 link strength. The *International Journal of Production Economics* has 36 citations and 2,183 link strength. The *Production Planning & Control* has 35 citations and 2,438 link strength. The *Management Accounting Research* has 31 citations and 1,294 link strength. The *International of Production Research* has 28 citations and 1,886 link strength. The *International Journal of Quality & Reliability Management* has 27 citations and 832 link strength. The *International Journal of Productivity and Performance Management* has 22 citations and 833 link strength. The *Accounting, Organizations and Society* has 20 citations and 765 link strength. The *Total Quality Management* has 18 citations and 497 link strength.

Then, *Sustainability* is the journal that appear in the third cluster which is the blue colour by 68 items that having the 85 citations and 1,974 link strength. Another journal that stands out is the *Acad. Manag, J.* with 32 citations and 1,392 link strength. The *Int. J. Hum. Resour. Manag.* has 28 citations and 914 link strength. The *J. Appl. Psycol* has 25 citations and 1,129 link strength. The *J. Bus. Ethics* has 24 citations and 660 link strength. The *J. Manag* has 20 citations and 831 link strength. The *Acad. Manag. Rev* has 17 citations and 678 link strength. The *Research in Personnel and Human Resource Management* has 14 citations and 771 link strength. The *J. Organ. Behav* has 12 citations and 461 link strength. The *Hum. Resour. Manag* has 12 citations and 455 link strength.

Furthermore, the yellow colour is the fourth cluster having 48 items among which the *Strategic Management Journal* has appear with 129 citations and 6,309 link strength. Another journal that stands out is the *Organization Science* with 55 citations and 3,115 link strength. The *Administrative Science Quarterly* has 46 citations and 2,268 link strength. The *Journal of Business Venturing* has 39 citations and 2,360 link strength. The *Small Business Economics* has 31 citations and 1,913 link strength. The *Management Science* has 30 citations and 1,598 link strength. The *Entrepreneurship Theory and Practice* has 25 citations and 1,393 link strength. The *Journal of Personality and Social Psychology* has 23 citations and 1,301 link strength. The *Industrial and Labor Relations Review* has 23 citations and 1,215 link strength. The *Academy of Management Perspectives* has 18 citations and 956 link strength.

Additionally, the fifth cluster with 45 items is the purple one shows the journal *Technovation* having 25 citations and 1,308 link strength. Another journal that stands out is the *Strateg. Mang. J.* with 15 citations and 643 link strength. The *Mis Quart.* has 14 citations and 448 link strength. The *J. Clean. Prod.* has 14 citations and 328 link strength. The *Acad. Manag. Rev* has 13 citations and 485 link strength. The *Int. J. Hosp. Manag* has 13 citations and 263 link strength. The *Acad. Manag. J* has 12 citations and 445 link strength. The *J. Appl. Psychol* has 12 citations and 333 link strength. The *J. Knowl. Manag.* has 11 citations and 539 link strength. The *J. Manag. Stud* has 11 citations and 489 link strength.

Moreover, the light blue colour is the sixth cluster having 45 items states the *Academy of Management Journal* having 244 citations and 11,724 link strength. Another journal that stands out is the *Journal of Management* with 181 citations and 9,959 link strength. *The International Journal of Human Resource Management* has 134 citations and 7,020 link strength. The *Journal of Applied Psychology* has 129 citations and 6,234 link strength. The *Human Resource Management Journal* has 105 citations and 5,266 link strength. The *Human Resource Management* has 103 citations and 5,124 link strength. The *Academy of Management Review* has 102 citations and 5,638 link strength. The *International Journal of Human Resource Management* has 93 citations and 4,392 link strength. The *Personnel Psychology* has 81 citations and 4,402 link strength. The *Journal of Management Studies* has 50 citations and 2,712 link strength.

Then, *Harvard Business Review* is the journal that shows in the seventh cluster which is the orange one by 32 items that having the 72 citations and 3,157 link strength. Another journal that stands out is the *Journal of Business Ethics* with 66 citations and 3,242 link strength. The *Journal of Organizational Behavior* has 47 citations and 2,803 link strength. The *International Journal of Hospitality Management* has 43 citations and 2,723 link strength. The *Journal of Cleaner Production* has 40 citations and 2,422 link strength. The *Tourism Management* has 32 citations and 1,766 link strength. *The Leadership Quarterly* has 23 citations and 980 link strength. The *International Journal of Contemporary Hospitality Management* has 19 citations and 1.232 link strength. The *Corporate Social Responsibility and Environmental Management* has 18 citations and 888 link strength. The *International Journal of Business Management* has 12 citations and 376 link strength.

Last, the eighth cluster with 10 items is the brown colour stated that the journal *Am J Pharm Educ* having the 12 citations and 24 link strength. Another journal that stands out is the *Multivariate Data Analysis* with 10 citations and 358 link strength. The *Using Multivariate Statistic* has 7 citations and 252 link strength. The *Acad Manage J* has 7 citations and 49 link strength. The *J Manag* has 6 citations and 43 link strength. The *Med Educ* has 6 citations and 12 link strength. The *American Culture Review of Public Administration* has 4 citations and 160 link strength. The *Organizational Culture and Leadership* has 4 citations and 117 link strength. The *Int J Hum Resour Manag* has 4 citations and 48 link strength. The *J Appl Psychol* has 4 citations and 46 link strength.

Citations

Table 2 Top 15 of Most Cited Articles.

No.	Article Title	Authors	Year	Total Citation
1	Knowledge sharing, knowledge leaking and relative innovation performance: An empirical study	Ritala P., Olander H., Michailova S., Husted K.	2015	294
2	HR and analytics: why HR is set to fail the big data challenge	Angrave D., Charlwood A., Kirkpatrick I., Lawrence M., Stuart M.	2016	175
3	Examining the Link between Strategic Corporate Social Responsibility and Company Performance: An Analysis of the Best Corporate Citizens	Michelon G., Boesso G., Kumar K.	2013	156
4	Green human resource management: A comparative qualitative case study of a United States multinational corporation	Haddock-Millar J., Sanyal C., Müller-Camen M.	2016	108

No.	Article Title	Authors	Year	Total Citation
5	Critical success factors and green supply chain management proactivity: shedding light on the human aspects of this relationship based on cases from the Brazilian industry	Chiappetta Jabbour C.J., Mauricio A.L., de Sousa Jabbour A.B.L.	2017	83
6	High performance work practices in small firms: A resource-poverty and strategic decision-making perspective	Kroon B., Van De Voorde K., Timmers J.	2013	80
7	Perceptions of HR practices, person–organisation fit, and affective commitment: The moderating role of career stage	Kooij D.T.A.M., Boon C.	2018	52
8	Environmental management and corporate social responsibility practices of small and medium-sized enterprises	Dey P.K., Petridis N.E., Petridis K., Malesios C., Nixon J.D., Ghosh S.K.	2018	51
9	The talent deal and journey: Understanding how employees respond to talent identification over time	King K.A.	2016	51
10	Exploring the HRM-performance relationship: the role of creativity climate and strategy	Heffernan M., Harney B., Cafferkey K., Dundon T.	2016	40
11	Work flexibility, job satisfaction, and job performance among romanian employees-Implications for sustainable human resource management	Davidescu A.A., Apostu S.-A., Paul A., Casuneanu I.	2020	40
12	The direct and indirect effects of core and peripheral social capital on organizational performance	Fonti F., Maoret M.	2016	39
13	Performance management practices in lean manufacturing organizations: a systematic review of research evidence	Bellisario A., Pavlov A.	2018	38
14	Does governance confer organisational resilience? Evidence from UK employee owned businesses	Lampel J., Bhalla A., Jha P.P.	2014	36
15	The role of wisdom leadership in increasing job performance: Evidence from the Egyptian tourism sector	Elbaz A.M., Haddoud M.Y.	2017	36

Table 2 shows the top 15 of most cited articles regarding the topic strategic management and employee performance. Based on the table above, the article "*Knowledge sharing, knowledge leaking and relative innovation performance: An empirical study*" that written by Ritala P, Olander H., Michailova S., Husted K. is the most cited article in the field of strategic management and employee performance. This paper was published in 2014 in Technovation and it has 294 citations in the Scopus database. Then, the second most cited paper is "*HR and analytics: why HR is set to fail the big data challenge*" has published in 2016 in Human Resource Management Journal which was written by Angrave D., Charlwood A., Kirkpatrick I., Lawrence M., Stuart M. with total 175 citations. While the third most cited paper is "*Examining the Link between Strategic Corporate Social Responsibility and Company Performance: An Analysis of the Best Corporate Citizens*" written by Michelon G., Boesso G., Kumar K. in 2013 in Corporate Social Responsibility and Environmental Management with the total 156 citations.

Besides, the paper "*Green human resource management: A comparative qualitative case study of a United States multinational corporation*" written by Haddock-Millar J., Sanyal C., Müller-Camen M. has the total of 108 citations in 2016 in International Journal of Human Resource Management. Then, the paper that written by Chiappetta Jabbour C.J., Mauricio A.L., de Sousa Jabbour A.B.L. is "*Critical success factors and green supply chain management proactivity: shedding light on the human aspects of this relationship based on cases from the Brazilian industry*" has the total of 83 citations in Production Planning and Control in 2017. Additionally, the paper "*High performance work practices in small firms: A resource-poverty and strategic decision-making perspective*" written by Kroon B., Van De Voorde K., Timmers J. has the total of 80 citations in 2013 in Small Business Economics. Moreover, the paper that written by Kooij D.T.A.M., Boon C. is "*Perceptions of HR practices, person–organisation fit, and affective commitment: The moderating role of career stage*" in 2018 in Human Resource Management Journal with the total 52 citations.

Besides, there have same number of total citations which is 51 citations in two papers. One of the papers is "*Environmental management and corporate social responsibility practices of small and medium-sized enterprises*" written by Dey P.K., Petridis N.E., Petridis K., Malesios C., Nixon J.D., Ghosh S.K. in Journal of Cleaner Production in 2018 and another paper is "*The talent deal and journey: Understanding how employees respond to talent identification over time*" written by King K.A. in Employee Relations in 2016. Furthermore, there also have another same number of total citations which is 40 citations in two papers. One of the papers is "*Exploring the HRM-performance relationship: the role of creativity climate and strategy*" written by Heffernan M., Harney B., Cafferkey K., Dundon T. in Employee Relations in 2016 and another paper is "*Work flexibility, job satisfaction, and job performance among romanian employees-Implications for sustainable human resource management*" written by Davidescu A.A., Apostu S.-A., Paul A., Casuneanu I. in Sustainability (Switzerland) in 2020.

Moreover, the paper "*The direct and indirect effects of core and peripheral social capital on organizational performance*" written by Fonti F., Maoret M. has the total of 39 citations in 2016 in Strategic Management Journal. Then, the paper that written by Bellisario A., Pavlov A. is "*Performance management practices in lean manufacturing organizations: a systematic review of research evidence*" has the total of 38 citations in Production Planning and Control in 2018. There have the same number of total citations which is 36 citations in two papers. One of the papers is "*Does governance confer organisational resilience? Evidence from UK employee owned businesses*" written by Lampel J., Bhalla A., Jha P.P. in European Management Journal in 2014. Another paper is "*The role of wisdom leadership in increasing job performance: Evidence from the Egyptian tourism sector*" written by Elbaz A.M., Haddoud M.Y. in Tourism Management in 2017.

Co-Citation Network of Cited Authors
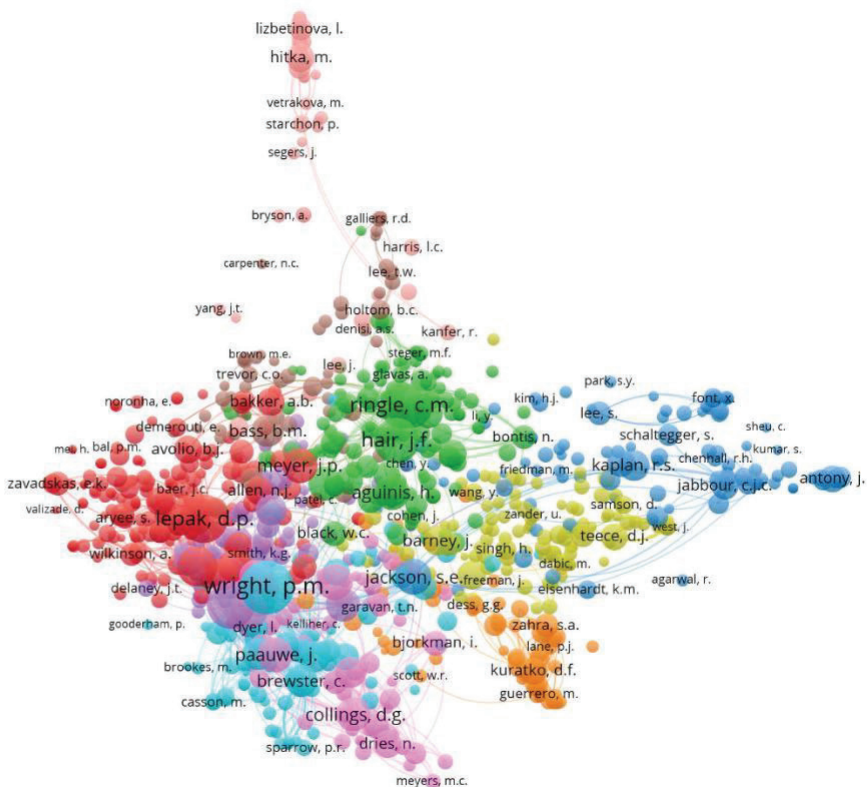
Figure 3 The Author Co-Citation Network Map.

Figure 3 shows the author co-citation network map. With the sample of 177 articles, the total of 15,494 authors were identified. The minimum number of citations of an author was set to 2 and resulting the number of 3,415 articles are meet the threshold. In result, the co-citation analysis of authors has generated into ten clusters.

The biggest cluster is the colour red which having 181 authors. It has identified one author that has stood out is the author David P. Lepak from University of Massachusetts Amherst that having 6,085 link strength and 59 citations. Another author that has stand out in this cluster is Peter Boxall from University of Auckland. He has 42 citations and 4,805 link strength. The author John Purcell from University of Bath also in this cluster which having the 27 citations and 2,680 link strength. The author Barry Gerhart from University of Wisconsin-Madison in this cluster which having the 25 citations and 2,329 link strength.

Besides, the second cluster is the green cluster that containing 135 authors. The author Joseph F. Hair, Jr. from University of South Alabama is most visible in this cluster which having the 53 citations and 2,622 link strength. Another author that has stand out in this cluster is Christian M. Ringle from Hamburg University of Technology. He has 52 citations and 2,550 link strength. The author Marko Sarstedt from University of Munich also in this cluster which having the 49 citations and 2,198 link strength. The author Herman Aguinis from George Washington University in this cluster which having the 32 citations and 1,082 link strength.

Then, the third cluster is the blue one which having 118 authors. The author Sophie E. Jackson from University of Cambridge is appeared in this cluster which having the 33 citations and 2,519 link strength. Another author that has stand out in this cluster is Robert Samuel Kaplan from Harvard Business School. He has 25 citations and 655 link strength. The author David P. Norton from University of Florida also in this cluster which having the 20 citations and 550 link strength. The author Charbel Jose Chiappetta Jabbour from University of Lincoln UK in this cluster which having the 18 citations and 982 link strength.

Moreover, the yellow colour is the fourth cluster that containing 115 authors. It has determined one author that has stood out is the author Jay Barney from University of Utah has 23 citations and 1,597 link strength. Another author that has stand out in this cluster is Michael E. Porter from Harvard Business School. He has 22 citations and 1,033 link strength. The author David J. Teece from University of California, Berkeley also in this cluster which having the 19 citations and 1,461 link strength. The author Ikujiro Nonaka from Hitotsubashi University in this cluster which having the 14 citations and 842 link strength.

Furthermore, the fifth cluster is the purple colour that having 97 authors. The authors Mark A. Huselid from Northeastern University has been identified in this cluster which having the 58 citations and 5,483 link strength. Another author that has stand out in this cluster is Randall S. Schuler from Rutgers University. He has 30 citations and 2,479 link strength. The author James P. Guthrie from University of Kansas also in this cluster which having the 23 citations and 2,852 link strength.

Then, the light blue colour is the sixth cluster that containing 92 authors. It has identified one author that has stood out is the author Patrick M. Wright from University of South Carolina has 73 citations and 7,072 link strength. Another author that has stand out in this cluster is Chris Brewster from Universities of Reading. He has 27 citations and 2,953 link strength. The author Brian E. Becker from State University of New York at Buffalo also in this cluster which having the 27 citations and 2,827 link strength. The author Satwinder Singh from University of Dubai in this cluster which having the 25 citations and 2,094 link strength.

Additionally, the seventh cluster is the orange one having 73 authors. The authors Donald F. Kuratko from Indiana University East has been determined in this cluster which having the 18 citations and 1,426 link strength. Another author that has stand out in this cluster is Shaker A. Zahra from University of Minnesota. He has 14 citations and 872 link strength. The author Jeffrey G. Covin from Indiana University also in this cluster which having the 13 citations and 1,017 link strength. The author R. Duane Ireland from Texas A&M University in this cluster which having the 12 citations and 744 link strength.

Besides, the brown colour is the eighth cluster which having 72 authors. The authors Bernard M Bass from Binghamton University has stood out in this cluster which having the 26 citations and 1,474 link strength. Another author that has stand out in this cluster is Timothy M. Gardner from Utah State University. He has 15 citations and 1,387 link strength. The author John P. Hausknecht from Cornell University also in this cluster which having the 10 citations and 973 link strength.

Then, the ninth cluster is the light purple colour containing 68 authors. It has determined one author that has stood out is the author Paul Boselie from Utrecht University School of Governance has 33 citations and 2,685 link strength. Another author that has stand out in this cluster is Jeffrey Pfeffer from Stanford University. He has 33 citations and 2,585 link strength. The author Jaap Paauwe from Tilburg University also in this cluster which having the 31 citations and 2,659 link strength. The author Scott A. Snell from University of Virginia in this cluster which having the 31 citations and 2,475 link strength.

Last, the pink colour is the tenth cluster which having 49 authors. The authors Miloš Hitka from Technical University in Zvolen has been identified in this cluster which having the 20 citations and 1,424 link strength. Another author that has stand out in this cluster is Lenka Ližbetinová from the Institute of Technology and Business in České Budějovice. She has 13 citations and 1,016 link strength. The author Silvia Lorincová from Technical University in Zvolen also in this cluster which having the 13 citations and 948 link strength. The author Katarína Stachová from University of St. Cyril and Methodius of Trnava in this cluster which having the 12 citations and 848 link strength.

Chan Ee Teng, Faerozh Madli, Azaze-Azizi Adis, Haslinda Hassan & Umi Wahidah

Keywords Occurrence Network
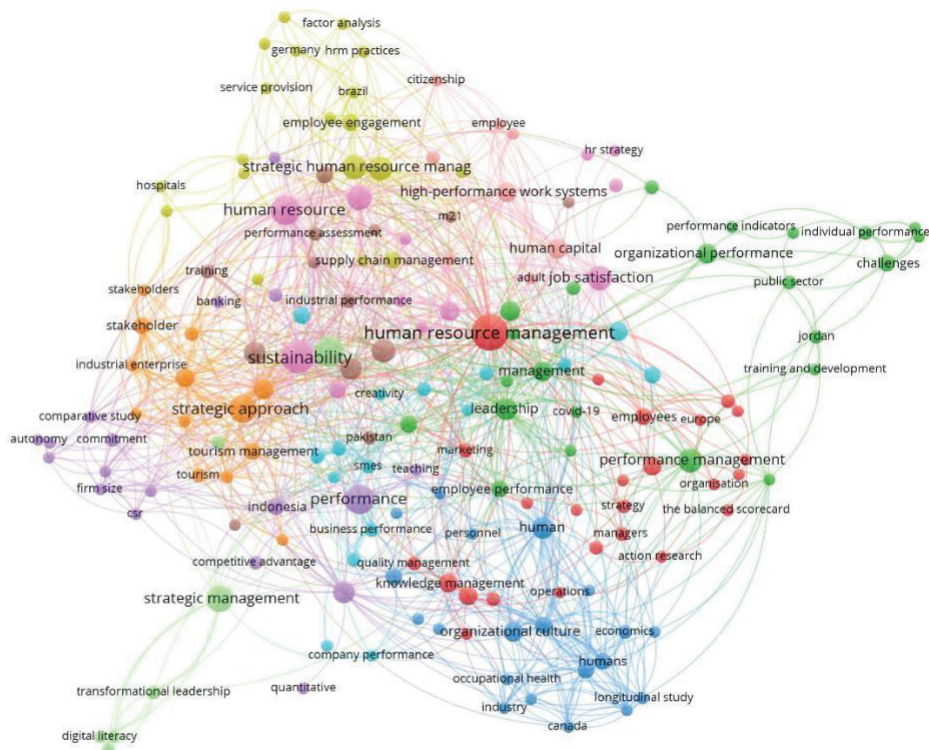
Figure 4 The Keyword Co-Occurrence Network Map.

Figure 4 shows the keyword co-occurrence network map. Based on the figure above, the generation of the keywords co-occurrence map was made based on 982 keywords that found in the 177 papers from the sample database. It also has conducted a limit of a minimum number of occurrences of a keyword to 2 and the number of 174 papers were met the threshold. In result, the VOS viewer software has generated eleven clusters for the keyword occurrence analysis.

The biggest cluster is the red colour with 25 items. The main keywords in this cluster are "human resource management" that has 19 occurrence and 68 link strength. Another keyword in this cluster is "strategic planning" with 5 occurrence and 23 link strength. "Knowledge management" also is the keyword that has 5 occurrence and 18 link strength. The keyword "entrepreneurship" has 5 occurrence and 8 link strength. "Employees" is the keyword that has 4 occurrence and 15 link strength. The keywords "quality management" and "marketing" have the same amount which is 3 occurrence and 12 link strength. The keyword "productivity" has 3 occurrence and 8 link strength. "Strategy" is the keyword that has 3 occurrence and 7 link strength. "Employee behaviour" is the keyword that has 3 occurrence and 4 link strength.

Besides, the second cluster is the green cluster with 23 items. The keywords most visible in this cluster are "performance management" which has 8 occurrence and 34 link strength. Another keyword in this cluster is "leadership" that has 7 occurrence and 52 link strength. The keyword "management" has 6 occurrence and 30 link strength. "Talent management" is the keyword that has 6 occurrence and 23 link strength. The keyword "organizational performance" has 6 occurrence and 14 link strength. "Employee development" is the keyword that has 4 occurrence and 26 link strength. The keyword "employee performance" has 4 occurrence and 15 link strength. The keyword "challenges" has 4 occurrence and 10 link strength. "Individual performance" is the keyword that has 3 occurrence and 10 link strength. The keyword "performance measurement" has 3 occurrence and 9 link strength.

Then, the blue colour is the third cluster with 20 items. The main keywords are "human" which has 7 occurrence and 59 link strength. Another keyword in this cluster is "organizational culture" which has 6 occurrence and 35 link strength. The keywords "humans" and "organization and management" have the same amount which has 4 occurrence and 36 link strength. The keyword "article" has 4 occurrence and 35 link strength. "Surveys" is the keyword that has 4 occurrence and 29 link strength. The keywords "longitudinal study" and "longitudinal studies" have the same amount which has 2 occurrence and 20 link strength. "Occupational health" is the keyword that has 2 occurrence and 19 link strength. The keyword "canada" has 2 occurrence and 18 link strength. The keyword "industry" has 2 occurrence and 17 link strength.

Moreover, the fourth cluster is the yellow one with 19 items. The main keywords are "strategic human resource management" that has 9 occurrence and 37 link strength. Another keyword in this cluster is "perception" that has 8 occurrence and 54 link strength. The keyword "supply chain management" has 4 occurrence and 19 link strength. "Employee engagement" is the keyword that has 4 occurrence and 7 link strength. The keyword "brazil" has 2 occurrence and 14 link strength. The keywords "resource allocation", "personnel training" and "natural resources management" have the same amount which has 2 occurrence and 13 link strength. "Industrial development" is the keyword that has 2 occurrence and 11 link strength. The keywords "green human resource management" and "service provision" have the same amount which has 2 occurrence and 10 link strength.

Additionally, the purple one is the fifth cluster with 18 items. The keywords most visible in this cluster are "performance" that has 13 occurrence and 26 link strength. Another keyword in this cluster is "human resources" that has 7 occurrence and 31 link strength. The keyword "indonesia" has 4 occurrence and 16 link strength. "Working conditions" is the keyword that has 3 occurrence and 15 link strength. The keyword "commitment" has 3 occurrence and 5 link strength. The keyword "competitive advantage" has 3 occurrence and 4 link strength. The keywords "korea" and "firm size" have the same amount which has 2 occurrence and 17 link strength. The keyword "comparative analysis" has 2 occurrence and 10 link strength. "Firm performance" is the keyword that has 2 occurrence and 9 link strength.

Then, the sixth cluster is the light blue colour with 16 items. The main keywords in this cluster are "strategic hrm" that has 5 occurrence and 7 link strength. Another keyword in this cluster is "organizational commitment" that has 4 occurrence and 13 link strength. "Employee involvement" is the keyword that has 4 occurrence and 9 link strength. The keyword "china" has 3 occurrence and 21 link strength. The keywords "business development" and "motivation" have the same amount which has 3 occurrence and 15 link strength. The keyword "business performance" has 3 occurrence and 14 link strength. The keyword "smes" has 3 occurrence and 12 link strength. The keywords "hpws" and "decision making" have the same amount which has 3 occurrence and 10 link strength. "High performance work system" is the keyword that has 3 occurrence and 7 link strength.

Furthermore, the seventh cluster is the orange one with 13 items. The main keywords are "strategic approach" that has 11 occurrence and 85 link strength. Another keyword in this cluster is "competitiveness" that has 6 occurrence and 24 link strength. The keyword "management practice" has 5 occurrence and 46 link strength. "Stakeholder" is the keyword that has 4 occurrence and 29 link strength. The keyword "tourism management" has 4 occurrence and 27 link strength. "Slovakia" is the keyword that has 3 occurrence and 23 link strength. The keyword "tourism" has 3 occurrence and 21 link strength. The keyword "industrial enterprise" has 2 occurrence and 20 link strength. "Social responsibility" is the keyword that has 2 occurrence and 19 link strength. The keyword "environmental management" has 2 occurrence and 18 link strength. The keyword "stakeholders" has 2 occurrence and 17 link strength. "Entrepreneur" is the keyword that has 2 occurrence and 15 link strength. "Malaysia" is the keyword that has 2 occurrence and 11 link strength.

Moreover, the brown colour is the eighth cluster with 13 items. The main keywords are "sustainable development" that has 8 occurrence and 39 link strength. Another keyword in this cluster is "questionnaire survey" that has 7 occurrence and 49 link strength. The keyword "corporate social responsibility" has 7 occurrence and 30 link strength. "Organizational framework" is the keyword that has 4 occurrence and 28 link strength. The keyword "performance assessment" has 3 occurrence and 24 link strength. "Training" is the keyword that has 3 occurrence and 23 link strength. The keyword "pakistan" has 3 occurrence and 19 link strength. "Industrial performance" is the keyword that has 3 occurrence and 17 link strength. "Policy implementation" is the keyword that has 2 occurrence and 19 link strength. The keyword "m21" has 2 occurrence and 8 link strength. The keywords "manufacturing" and "balanced scorecard" have the same amount which has 2 occurrence and 7 link strength. The keyword "stability" has 2 occurrence and 4 link strength.

Besides, the light purple is the ninth cluster with 12 items. The keywords most visible in this cluster "sustainability" that has 15 occurrence and 98 link strength. Another keyword in this cluster is "human resource" that has 13 occurrence and 91 link strength. The keyword "resource management" has 9 occurrence and 69 link strength. "Job satisfaction" is the keyword that has 9 occurrence and 24 link strength. The keyword "business" has 6 occurrence and 41 link strength. "Employment" is the keyword that has 4 occurrence and 26 link strength. "Affective

commitment" is the keyword that has 3 occurrence and 2 link strength. The keyword "sustainable human resource management" has 2 occurrence and 16 link strength. The keyword "romania" has 2 occurrence and 12 link strength. The keyword "job performance" has 2 occurrence and 10 link strength. "Sustainable hrm" is the keyword that has 2 occurrence and 8 link strength. The keyword "hr strategy" has 2 occurrence and 2 link strength.

Then, the tenth cluster is the pink one with 8 items. The main keywords are "high-performance work systems" that has 6 occurrence and 33 link strength. Another keyword in this cluster is "human capital" that has 6 occurrence and 30 link strength. The keyword "corporate governance" has 3 occurrence and 9 link strength. "Adult" is the keyword that has 2 occurrence and 18 link strength. The keyword "citizenship" has 2 occurrence and 17 link strength. "Investment" is the keyword that has 2 occurrence and 16 link strength. The keywords "employee" and "manager" have the same amount which has 2 occurrence and 14 link strength.

Last, the eleventh cluster is the light green colour with 7 items. The main keywords are "innovation" that has 13 occurrence and 37 link strength. Another keyword in this cluster is "strategic management" that has 10 occurrence and 27 link strength. The keyword "transformational leadership" has 3 occurrence and 16 link strength. "Technology" is the keyword that has 3 occurrence and 5 link strength. The keywords "digital literacy", "innovative work behaviour" and "telecommunication industry" have the same amount which has 2 occurrence and 8 link strength.

DISCUSSION

The main objective of this paper was to identify the relationship between strategic management and employee performance. In order to fulfil the objective, three research questions have been created. Then, the strategy and methods that have been used to investigate the paper is systematic review and bibliometric analysis. Besides, by using the keywords strategic management and employee performance, the data will be filtered by following the PRISMA protocol. For the purpose to determine the valuable and accurate papers, the Scopus database that has been used to identify the relevant literature papers. In the Scopus database, the important data will be included and irrelevant data will be excluded. The finalize papers were 177 papers after the filter process. The data that has been included and selected was published years which is 2013-2022 (10 years), open access articles, papers in article form, journal fields, English language paper, subject areas in Business, Management and Accounting, Social Sciences and Economics, Econometrics and Finance and only article in publication stage. After the data was downloaded from the database, the data will be analysed by using the Microsoft Excel and VOS viewer. Then, in order to obtain the best result, the published years and citations have used Microsoft Excel to analyse the data in bar chart and table form while the authors and keywords are used VOS viewer to analyse the data in network mapping. The journals also have used both platforms to analyse the data. Lastly, the paper has identified the results and will conclude some limitations and future agenda.

There have faced some limitations when conducted the data analysis in this paper. One of the limitations is this paper is only focus on the Scopus database to obtain the data. There have many databases that can be in the consideration to conduct the systematic literature review and bibliometric analysis in order to obtain the various of sufficient results such as Google Scholar, ScienceDirect, Web of Science, Embase, MEDLINE, CINAHL, etc. But for this paper, the data is only obtained from the single database. So, the results obtained may not be sufficient due to the limited data (Bramer et al., 2017). Then, another limitation is this paper is only focus on the published year, journals, cited authors, citations and keywords analysis while the areas that did not cover are country, abstract, references, databases and subject areas. Besides, this paper also only focused on the topics which is strategic management and employee performance. These two topics that only focus on the paper will limited the documentation and the outcome also would not be satisfied if the researcher wants to obtain the various data and papers outside of the topics.

Although there have some limitations in this paper, the systematic literature review allows the researchers to improve the knowledge in the business fields when there are the gaps in existing the knowledge (Jahan et al., 2016). The researchers that conduct the paper reviews based on the database combinations would be better than only focus on the single database. The database combinations would help the researchers obtain the quality data and also valuable papers. Then, all the areas analyse including in the discussion of the papers also would be better than focused on the certain areas. The researcher also can get the valuable papers with the additional topics such as strategic management planning, human resource management development, organizational performance perspective, leadership, marketing, etc. These will make the paper more professional and high quality.

FUTURE AGENDA

To conduct the future research, the future researchers should not only focus on single database to perform the paper reviews. The researchers should continue to investigate the relationship between strategic management and employee not only Scopus database but also outside of the database like Web of Science, ScienceDirect, Google Scholar, etc. These databases would help the researchers to obtain the various data and papers to conduct the systematic review papers and get the best and quality outcome (Bramer et al., 2017). Then, the future researchers also should not only focus on the certain areas but also include all the areas analysis of the paper in the future paper. The additional topics can be in the consideration of the future researchers to conduct the paper review not only focus on the two topics strategic management and employee performance but also other topics to include in the future paper. All areas analysis and additional topics included in the paper would make the paper more quality and also will show the researchers' professional. In overall, this paper reviews hope can help the future researchers to conduct their own high quality paper review in the future.

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THE RELATIONSHIP BETWEEN STRATEGIC MANAGEMENT PRACTICE AND LEADERSHIP: A BIBLIOMETRIC ANALYSIS

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ABSTRACT

Objective: The objective of this study was to identify the relationship between strategic management practices and leadership. A comprehensive analysis was conducted highlighting the contribution of the role of leaders in strategic management. Research methodology: This study uses the Scopus database for article searches or literature reviews. For data analysis such as systematic literature review and bibliometric, the reviewer used Excel and VOSviewer. A total of 110 articles were successfully collected from the Scopus database. Findings: The results show that the relationship between strategic management practice and leadership is related to each other. Then, 2019 was the year with the most published articles related to the field of study. Not only that, but the researcher also analysed the top 10 most published journals and most cited papers. Conclusion: Based on the results of the study, it can be concluded that strategic management and leadership are intertwined ideas that give a firm a competitive advantage.

Keywords: strategic management practice, leadership, strategic planning

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INTRODUCTION

Current understanding

Strategic management supports the organization's long-term survival since it is a method of projecting the prospect derived from the analysis of today's tendencies and indicators, allowing the organization's leadership to choose the best path for success and sustainability. Strategic management and leadership are often used interchangeably, although each has its own definition. Strategic management is mainly associated with conflict resolution, planning, arranging, handling, and impacts whereas leadership involve a wide range of influences to higher prevalence and encourage the public (Elkhdr et al., 2019). Because of the importance of leadership in an organization, previous research has discovered that strategic management is linked to leadership in an organization. If leaders were not successful or captivating, they would not be able to meet their objectives in a timely way. As a result, leaders construct and support the company to reach its objectives that have been established using strategic management techniques. Today's corporate environment is constantly shifting, and most leaders aim to adopt fluid process solutions to ensure that their firms adjust to changes (Mjaku & c, 2020). For example, executives might utilize techniques such as developing a business vision and mission, gathering information from the external to comprehend the consequences, identifying rivals and determining the reasons for their success. Based on previous research, leadership and strategic management are inextricably linked, which means that leaders and strategic managers share specific traits that enable them to encourage others to do something they want for organizational effectiveness (Mjaku & c, 2020).

This topic is prevalent not only in the business and financial sectors but also in other fields such as health care. As indicated by the study, there are 20 unidimensional leadership and strategic management characteristics that contribute to healthcare viability. The findings show that sustainable performance outcomes in healthcare companies are significantly improved (Suriyankietkaew & Kungwanpongpun, 2022). Another study discovered that strategic quality management was favourably connected with leadership in Turkish enterprises operating in diverse industries. This research also discovered that strategic quality management has a favourable impact on Turkish enterprises' technology transfer efficiency and modulates the function of strategic planning and leadership in this process (Bolatan et al., 2022). Other than that, we can also find these strategic practices and leadership in education. According to the findings of the study, Malaysian vocational college education leaders have a strong desire to implement strategic leadership in their profession. There is also an indication that Malaysian vocational college education leaders perform strategic leadership at a high standard or level. The strategic goal, strategy implementation, strategic engagement, capacity to adapt, and leadership understanding were all included in the responses received as strategic leadership techniques (Mohd Ali & Zulkipli, 2019). It is general knowledge that a variety of elements can influence strategic management and leadership in a firm. The economic recession is one of the causes driving the occurrence of these two features. The recent economic slump has highlighted the necessity of leadership as a critical component of corporate strategy formulation. However, when evaluated over a period of years, this topic should be revisited and the situation examined from a fresh perspective (Slavik et al., 2015).

Limitations to existing knowledge

There is no disputing that any research we conduct will have some limitations and consequences. A study's limitations are structural or methodological variables that impact or determine how outcomes from a research study are interpreted. There are certain limits to the study because it was undertaken in only a particular country, according to various articles and research evaluated. Future studies should study the relationship between strategic management and leadership in many scenarios including diverse countries to acquire improved research results (Suriyankietkaew & Kungwanpongpun, 2022). Not only that, but previous researchers have used formal leadership styles in their studies (Kafetzopoulos et al., 2022). This can be improved by experimenting with several styles of leadership in addition to formal ones. An informal leadership style is one type of leadership style which can be employed in conducting studies. In such a circumstance, a person can affect the behaviour of everyone by means other than the official authority granted by the organization through its policy and guidelines. Any sort of leadership that is not founded on formal authority is referred to as informal leadership. Similarly, in research conducted on Research and Development (R&D), although there is a contrast in the distinctiveness that occurs in the R&D team with other situations, they can still use different types of leadership styles (Othman et al., 2019). This is because in relation to technical skills and knowledge, leading an R&D team needs leaders to have certain capabilities, such as distributing technical advances, knowing current work activities, and having strategy implementation skills in an advanced environment where teams would not last or only sustain for brief periods of time. In addition, future research should consider how many contextual and cultural elements affect instructional management and R&D (Kohtamäki, 2013). Individual opinions on institutional management and leadership should also be explored in the study.

Previous research has also solely looked at the profit organization due to the ease and adaptability of development. To be able to obtain the overall results in multiple circumstances, the researcher needs to broaden the area of the sectors studied. Because success in non-profit organizations needs leaders to have an intense understanding of the underlying essence of stakeholder engagement, and measuring progress needs to be multi-dimensional and strongly connected to organization goals and circumstances, rather than focused primarily on basic measurements alone, potential researchers could include the non-profit sector in strategic and leadership studies. Furthermore, some studies have looked into the effect of strategy on leadership. Future research should look into whether external variables, such as rivalry, mitigate these impacts, and whether strategy buffers the effects of leadership on organizational success. To effectively execute various approaches, leaders must adjust their leadership practices and styles, and strategists must examine their organization's leadership potential when designing strategies. To fit the changing standard of ambiguity and uncertainty, organizational leaders must rearrange their thought patterns and leadership styles. Developing a company's strategic adaption skills will help it cope with strong occurrences. The design of a flexible and responsive business model is required to maintain business operations in the event of interruptions.

Research question

The primary goal of this research was to look into the relationship between strategic management practices and leadership. I performed a systematic literature review and bibliometric analysis to guide me construct the framework of this topic to attain this purpose. According to (Lame, 2019), a systematic literature review (SR) is a method of synthesizing empirical information to support specific research questions in a consistent and repeatable manner, to include all available literature on a topic and assess its reliability. SR perceives the literature review process as a scientific method and uses empirical research theories to make the review process more effective and implementable, as well as decrease the potential of partiality, as opposed to traditional literature reviews, which mostly leave much to the author's knowledge and experience. Systematic literature review, without a doubt, motivates academics to approach research more rigorously and systematically, putting empirical data ahead of assumed preconceptions (Mallett et al., 2012).

According to (Xiao & Watson, 2019), researchers must first establish acceptable research questions before conducting a systematic literature review. Then they must create and evaluate a review process that includes features like the research question's goal, inclusion criteria, search technique, quality evaluation criteria, and reports. The researcher will then use keywords to search for any literature that is related to the topic. The researcher will assess and integrate data from the literature before including it in the findings report.

The followings are the research questions I address:

1. What are the most years of the publication on the topic of Strategic Management Practice and Leadership?
2. What are the most cited papers in the field?
3. What is the most popular keyword in the domain?

The first phase of the research was to create a sampling database of research papers on the two themes, given the goal of the article and the availability of two main research fields with the keywords strategic management practice and leadership. The Scopus database has been used as a model database. I produced a sample of 110 peer-reviewed research articles using the Preferred Reporting Items for Systematic Review and Meta-Analysis (PRISMA) approach for data collection for a bibliometric review.

METHODOLOGY

In essence, a literature review is a method of collecting and synthesizing previous research that is somewhat methodical. As a research approach, a comprehensive and well-conducted review provides a firm platform for increasing knowledge and aiding theory building. To be a good research methodology, a literature review, just like every other study, must follow the necessary stages and take measures to ensure the analysis is exact, precise, and dependable. All kinds of

methodologies can be beneficial and acceptable to reach a specific aim, based on the technique required to fulfil the review's objectives. Depending on the evaluation stage, this technique can take the shape of a qualitative, quantitative, or combined approach.

Searching strategy

I employ keywords in my search approach to identify similar articles and publications. In most keyword searches, search phrases are found in the title and source summary. So, in this study, I merged two keywords, "Strategic management practice" and "Leadership," with the Boolean Operator "AND," which looks at "Article title, abstract, keywords." Because the focus of my research is on the relationship between strategic management practices and leadership, this is the case. Then I utilized the Scopus database to look for previous literature reviews based on that keyword.

Inclusion and exclusion criteria

In order to acquire the whole segment of the literature in the field of strategic management, the initial data obtained was connected to the number of publications articles contained in the Scopus database. To that end, I began the research by searching the literature using the keywords "strategic management practice" and "leadership". The main search filter used in the relevant literature search process is the year of research. I limit documents only to 2000 until 2021 only. Then, I filter the search based on subject areas. I only chose articles related to "Business, Management and Accounting", "Economics, Econometrics and Finance" and "Mathematics". For this search as well, I only limited the search to the "article" document type. Other than that, to limit the search, I also only limit based on the countries where I choose the research that involves Asian countries. In the VOSviewer, I was not included in the analysis. Finally, I also limit the search to English only to simplify the process of analysing articles.
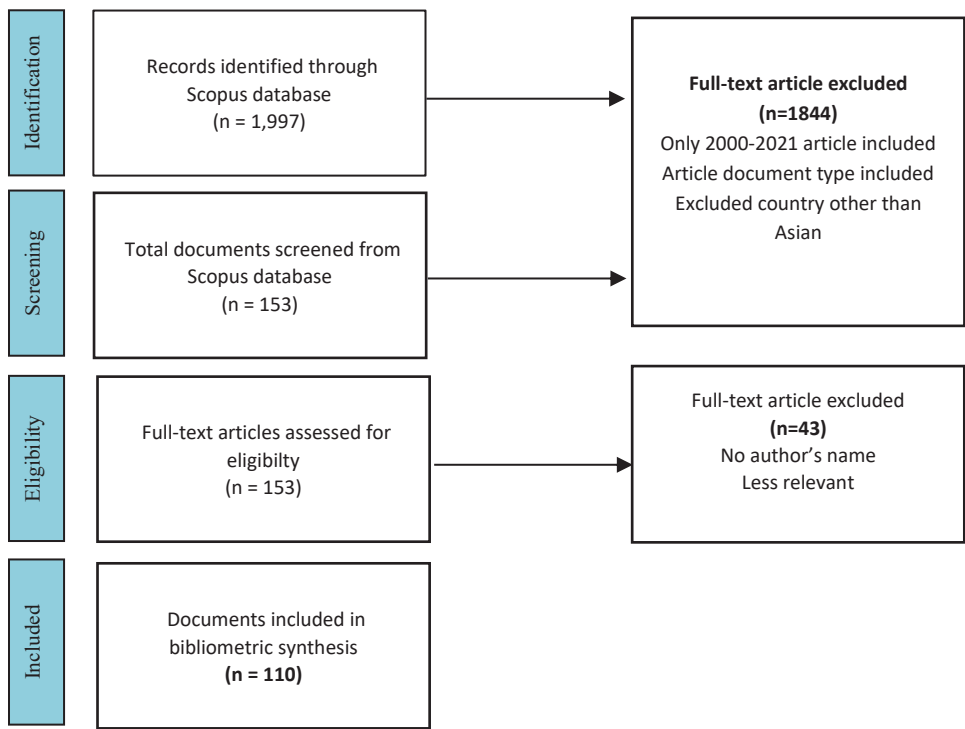
Figure 1 The PRISMA flow diagram used to identify, screen and include papers for our bibliometric review

The first phase in the PRISMA strategy is to find articles about strategic management and leadership approaches. I searched the Scopus database for publications with the keywords "strategic management practice" and "leadership" in this phase. I also discovered that publications with keywords like "strategic planning" and "total quality management" were included in the search. On filter searches in the Scopus database, a total of 1997 published papers were found. To achieve the greatest search results, I also filter articles to specific years, languages, and subject areas. After that, I eliminated publications without an author's identity, articles from countries other than Asia, and pieces that were no longer relevant. This indicates I have eliminated a total of 1844 articles, the remaining 153 in the database. Then, after reading the title and abstract, I removed another 43 articles because they were determined to be unrelated to the specified topic and irrelevant. This resulted in a total of 110 papers being included in the research.

A search using popular keywords revealed that "strategic management practices" and "leadership" were subjects in a vast number of published papers. As a result, I employed PRISMA principles to improve the precision of identifying the sample database. PRISMA was created to assist reviewers in systematically reporting the purpose of the review, the actions taken by the authors, and the findings of the study. The PRISMA method outlines four processes for locating and extracting information for bibliometric analysis.

Extraction techniques

The resulting database, which included 110 journal articles, was transferred in a file format that was compatible with the software. The software for analysing the data has been chosen as VOSviewer. VOSviewer is a brand-new application tool for creating, visualizing and analysing bibliometric networks. VOSviewer could be used to create maps of writers or papers based on co-citation data or mapping of keywords based on co-occurrence data, for instance. The tool includes a viewer that enables users to analyse bibliometric maps in greater depth. VOSviewer may show a map in a variety of ways, each stressing a distinct feature of it. It offers expanding, swiping, and filtering capabilities, making it easier to examine a map in perspective. VOSviewer's viewing features are particularly beneficial for maps with at least a relatively significant number of elements for example at least 100 items. In this study, I employ label view, which is one of the map presentation options in VOSviewer. Items in this view are identified by a label and, by default, a circle. The greater the label and circle on an object, the more essential it is. If colours have been allocated to things, the circle for each item is shown in that colour. Only a fraction of all labels is presented by default to prevent clashing labels. The label view is especially useful for examining a map in depth.

Choice of synthesis method

A descriptive analysis was carried out in the first stage. Excel was used to develop a sequence of graphs for published articles on the practical ideas of strategic management and leadership. In addition, the researcher employed bibliometric analysis techniques. Citations are used in this process to find the most significant publications, authors, or journals on a given topic. The researcher can use citation analysis to determine how many times a publication has been quoted by another piece in the category from which it originated.

DESCRIPTIVE ANALYSIS

Year (research article distribution)
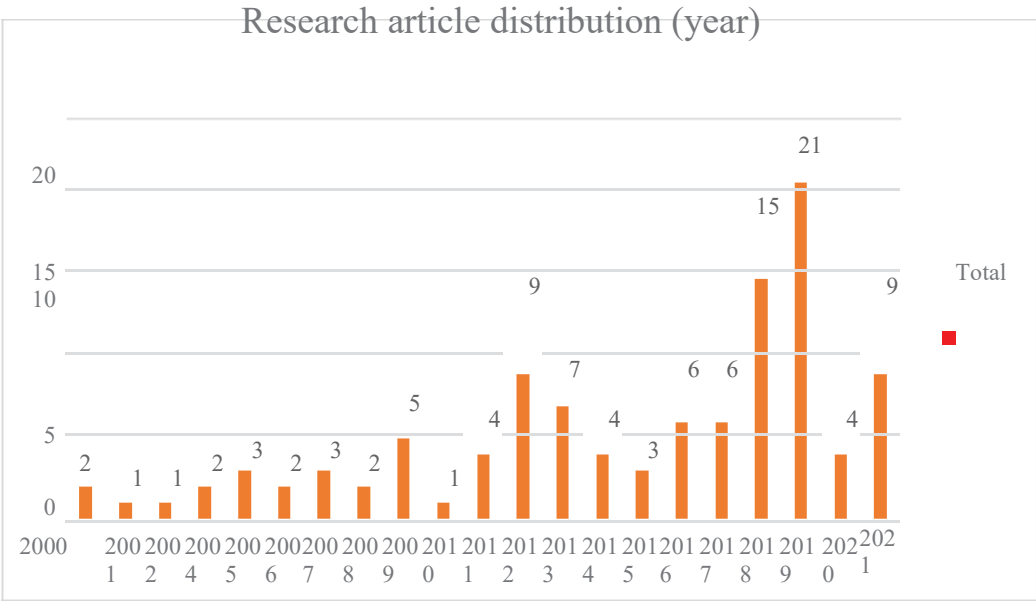
Figure 2 Research article distribution based on 2000-2021

Figure 2 above shows the number of articles obtained from the Scopus database from 2000 to 2021 related to strategic management practices and leadership. Articles from 2022 are not included and censored as most articles are incomplete and not final papers. Based on the figure, the year 2019 is the most published article related to the topic which is 21 articles. The years 2001, 2002 and 2010 were the least published articles related to the practice of strategic management and leadership. After 2019, there was a decline 2020 and 2021 in the number of articles published. This shows that the concept of strategic management practice and leadership is less important in recent years.

Most cited papers in the field

Table 1 Top 10 most cited papers in the field

No.	Article title	Authors	Year	Total citation
1	The impact of total quality management on innovation: Findings from a developing country	Hoang D.T., Igel B., Laosirihongthong T.	2006	235
2	Critical success factors of lean six sigma for the Malaysian automotive industry	Habidin N.F., Yusof S.M.	2013	117
3	Common myths of Six Sigma demystified	Kumar M., Antony J., Madu C.N., Montgomery D.C., Park S.H.	2008	106
4	Best new product development and management practices in the Korean high-tech industry	Song M., Noh J.	2006	92
5	Assessing quality management in China with MBNQA criteria	Lau R.S.M., Zhao X., Xiao M.	2004	78
6	Manufacturing strategies and innovation performance in newly industrialised countries	Prajogo D.I., Laosirihongthong T., Sohal A., Boon-Itt S.	2007	73
7	Creative climate and learning organization factors: Their contribution towards innovation	Ismail M.	2005	71
8	"How does Sustainability Leadership Affect Firm Performance? The Choices Associated with Appointing a Chief Officer of Corporate Social Responsibility"	Wiengarten F., Lo C.K.Y., Lam J.Y.K.	2017	70
9	Self-assessment of TQM practices: a case analysis	Arumugam V., Chang H.W., Ooi K.-B., Teh P.-L.	2009	66
10	An integrated model of TQM and GE-Six-Sigma	Yang C.-C.	2004	64

To get a good quality paper or article, citation analysis needs to be done. The principle in this analysis is that the higher the number cited in an article, the more influential the article is. This is because many other researchers use the article as a reference. In Table 1, a total of the top 10 most cited papers have already been analysed. The article entitled "The impact of total quality management on innovation: Findings from a developing country" written by Hoang D.T., Igel B., and Laosirihongthong T. has the highest number of citations at 235 citations published in 2006. This means The article is widely mentioned in the field of strategic management and leadership. Next, the second article that was widely cited was "Critical success factors of lean six sigma for the Malaysian automotive industry" which is 117 citations. The article was written by Habidin N.F., and Yusof S.M. and published in 2013. In this article, the critical success factors (CSF) for Lean Six Sigma (LSS) in the Malaysian automobile industry are examined.
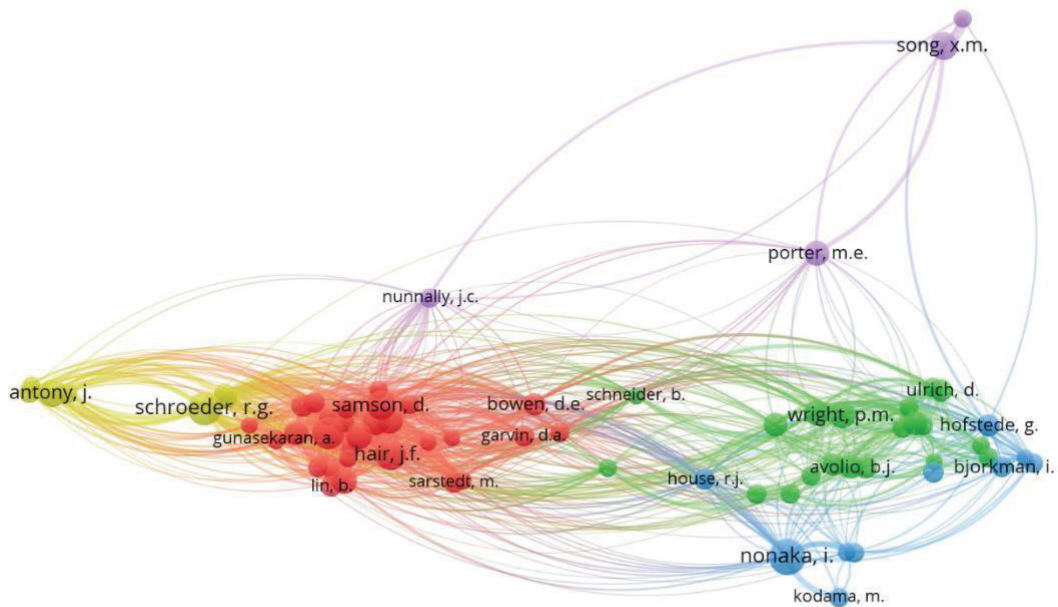
Figure 3 Co-citation network analysis of authors

Figure 3 shows the co-citation network analysis of the authors. The results of the analysis using VOSviewer, a total of 70 authors were identified by setting the minimum number of citations to 10 only. In the analysis map, a total of 5 clusters have been identified, namely yellow, red, purple, blue and green clusters. The clusters show that there is a relationship between one author and another author. In total, the number of co-citation network analyses of authors has 1,265 links and a total link strength of 11,870. From the figure above, the largest cluster is the red cluster consisting of 29 authors. Of the red clusters, the most prominent author was Hair, J.F which had links of 51, several citations of 31 and total link strength of 594. The second cluster was the green cluster which had items of 20 authors. In this cluster, the most prominent author is Wright, P.M. This author has 53 links, 24 citations and 487 total link strength. The third cluster is the blue cluster. This cluster consists of 10 authors. The most prominent author in this article is Ikujiro Nonaka from Hitotsubashi University, Tokyo, Japan who has 48 links, 42 citations and 538 total link strength. In addition, the yellow cluster is the fourth cluster with 7 authors. in this cluster is Schroeder, R.G who has a link of 46, a citation of 36 and a total link strength of 1,054. Lastly is the purple cluster which has 4 authors. Michael Song from the Eindhoven University of Technology, Eindhoven, Netherlands is a prominent author in the purple cluster and has 4 links and a total of 25 citations.

Most published articles in the field

Table 2 Top 10 journals with the most published articles on strategic management practice and leadership

Nr.crt	Journal name	Article No.
1	Emerald Emerging Markets Case Studies	5
2	International Journal of Quality and Reliability Management	5
3	International Journal of Educational Management	4
4	TQM Journal	4
5	Asia Pacific Business Review	3
6	Industrial Management and Data Systems	3
7	International Journal of Supply Chain Management	3
8	Business Strategy and the Environment	2
9	Chinese Management Studies	2
10	Construction Management and Economics	2

The data shown in Table 2 are the top 10 journals with the most published articles in strategic management practice and leadership. The results of the analysis found that Emerald Emerging Markets Case Studies is the journal that publishes the most articles related to the field studied, which is 5 articles. The journal involves studies on finance, environmental management, logistics and operations as well as strategic management. In addition, the International Journal of Quality and Reliability Management also publishes 5 articles. This journal focuses on areas of study such as business, management and accounting as well as strategy and management. All the results of this analysis are after the article limitation is done to get the best article.
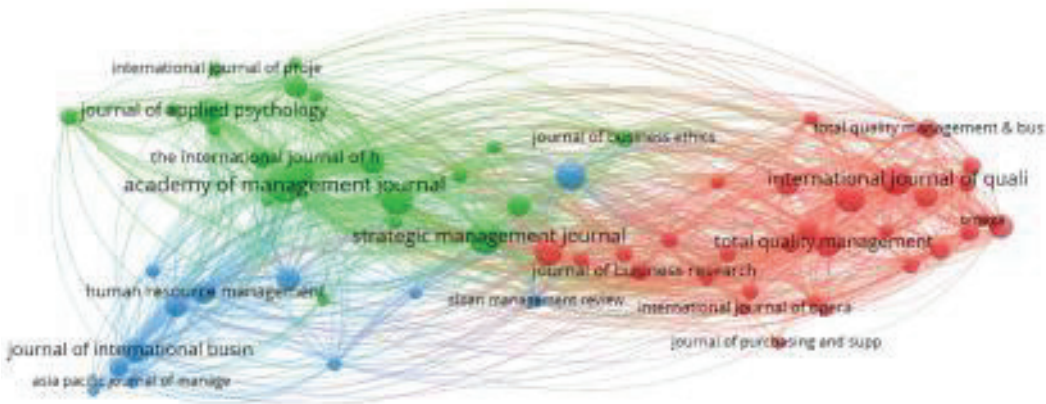

Figure 4 Co-citation network analysis of journals

Figure 4 shows the co-citation network analysis of the journal. The co-citation map is made up of a set of circles or clusters that represent the respective number of co-citations for a given journal. The results of the analysis using VOSviewer, a total of 63 items were identified by setting the minimum number of citations to 15 only. These items appear in 3 classes that are green, blue and red. The cluster indicates that there is a relationship between one journal and another. In total, the number of co-citation network analyses of journals has 1606 links and a total link strength of 41,046. From the figure above, the largest cluster is the red cluster consisting of 31 items. Of the red clusters, the most prominent journal is the *International Journal of Quality & Reliability Management* which has 53 links, 84 citations and a total link strength of 2,483. The second cluster is the green cluster which has 21 items. In this cluster, the most prominent journal is the *Academy of Management Journal*. This journal has 61 links, 117 citations and a total link strength of 4,676. The last cluster is the blue cluster. This cluster consists of 13 items, the most prominent journal is the *Journal of Knowledge Management* has 54 links, 76 citations and a total link strength of 1,644.

Keyword co-occurrence network map

The next step in the investigation was to conduct a keyword co-occurrence analysis as shown in Figure 5. The goal of this study is to discover commonly studied themes in the subject of strategic management and leadership, as well as their connections.
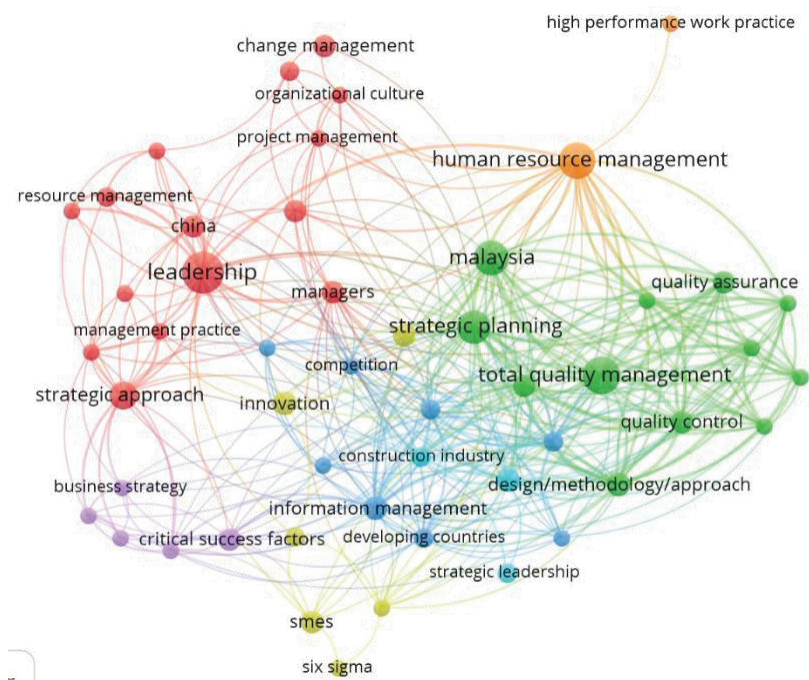

Figure 5 Keyword co-occurrence network

I set a threshold of at least 5 occurrences of the keyword being included in the results, and 51 keywords satisfied that criterion. The keyword co-occurrence analysis also provides useful information about other relevant subjects in the subject area. As a result of the analysis, there are 7 clusters for keyword co-occurrence and contain a total of 51 keywords. The first cluster is a red cluster with 15 items. In this cluster, the main keyword is "leadership" with an occurrence of 17 and a total link strength of 39. The second cluster is a green cluster with the keyword "Total Quality Management" with 12 items, occurrence 14 and link 26. Next, the dark blue cluster becomes the third cluster with the keyword "information management" with item 8, link 29, occurrence 6. The keyword "SMEs" or small-to-medium enterprises is the fourth cluster (yellow cluster) with occurrence 5. Then, followed by the fifth cluster, a purple cluster with 5 items. The key word found is "critical success factor". Next, with a difference of 1 item, the light blue cluster is the sixth cluster before the orange cluster with items of 3 and 2 respectively. The most important keywords for these two clusters are "quality management" and "human resource management".

DISCUSSION

In total, the researchers reviewed a total of 110 articles published in the journal using the Scopus database. In this section, I will summarize the findings of the study as well as identify the limitations of the study from this paper also suggest some future agendas. The first research question raised in this study is related to most years of publication on the topic of strategic management practice and leadership. As a result of the analysis using Excel, in the period of 21 years (2000-2021), 2019 was the year in which the most articles were published, especially those related to strategic management practice and leadership. The years 2001, 2002 and 2010 were the least published articles related to the field. The increase in the number of articles in 2019 is likely due to the fact that at that time they emphasized the need for management planning ahead of time on how the organization's business will be performed. They go on to say that a well-defined and well-considered strategy is a management medication for managing a company. Not only that, but an organization's managers may be aware that developing and implementing good strategies has a substantial beneficial impact on revenue expansion, profitability, and investment return (Tapera, n.d.).

The second research question analysed in this article is about the most cited papers in the field. As a result of using VOSviewer, I have collected as many as the top 10 most cited papers based on journals published in Scopus. From the analysis done, the article entitled "The impact of total quality management on innovation: Findings from a developing country" is the most cited article in the field of strategic management and leadership which is 235 citations. Then, "Critical success factors of lean six sigma for the Malaysian automotive industry "is also one of the most cited articles in the field of study. This article was published in 2013. Not only that, but "Common myths of Six Sigma demystified" also has a large number of cites which means that the article has a huge influence on some researchers out there.

For the third research question, which is to study the most popular keywords in the domain, I have found that there are 51 keywords involved in data analysis using VOSviewer. The results of the study found that the most influential keyword in article search in the Scopus database was "leadership". This is because I only focus on keywords during the search only to the field of leadership. Later, I also discovered that "Total quality management" was also a prominent keyword in the cluster. This is because it relates to the field of strategic management. Not only that, "information management" is also the most influential keyword and exists in almost every article collected. Therefore, I would like to emphasize that in fact, keywords play a very important role in the search of an article because it links the user's query with the content found in an article or website. Therefore, researchers who want to do research should ensure that the keywords used are accurate because different keywords will lead to different search results (Wu et al., 2018).

In general, strategic management practice and leadership have a relationship with each other. This is because implementation and scheduling are two terms that can be used to describe strategic management and leadership. A corporation cannot waste all of its time figuring because it risks becoming paralyzed by analysis. Merely doing things without a plan can be just as terrible, and it will almost always lead to an organization heading down the wrong path. Strategic management offers the tools and guidance, while leaders supply a notion of where the eventual goal should be. Leaders draw a procedural and policy approach from all of the planning that will allow them to achieve the ultimate goal. It's a partnership between two operations which need one another, at the same time, deliver the organization's intended outcomes. Not only that, numerous studies illustrate that strategic choices have the greatest impact on long-term company performance, which is closely related to the company's goals (Elkhdr et al., 2019). They are usually determined by top executives, and they usually carry a significant level of risk, yet competent strategic decision-making is extremely beneficial. To obtain a strong competitive advantage, they must keep up with the evolving business landscape.

Limitations and future agenda

After analyzing this research, the researcher found that there are some limitations of the study in this paper. One of them is the use of databases. As can be seen, I have used only one type of database which is Scopus. I used Scopus to find and analyse related articles on strategic management practice and leadership using several keywords. This has indirectly limited my ability to conduct a thorough analysis. Not only that, but the use of a single database also makes it difficult for researchers to obtain articles or journals that are accurate and relevant to the field of study under study. In short, the scope of the study shown is not extensive on all things.

In addition, I also found that the limitation of the study found in this research was the use of few keywords. In this study, I used only two keywords namely "strategic management practice" and "leadership" for article and journal searches on Scopus. These two keywords carry a variety of meanings and they will often give search results that are less or not relevant at all to the field of study. In the eligibility process in the PRISMA diagram, I have removed some articles and journals from my findings because it after being analysed, it is not relevant to my field of study. There are

still articles that are outside of the subject area that I have limited in the Scopus database. This can cause the researcher to obtain inaccurate information and have to analyse it manually so as not to miss the relevant information. In addition, this study also does not describe or mention any type of leadership used in strategic management. The researcher only discusses the role of leadership in general without specializing it to the types of leadership that exist. Researchers should explain the role of a leader in an organization specifically according to their rank.

In this regard, I also suggest some suggestions to future researchers to improve the articles that have been published. First, I suggest that future researchers conduct article analysis or literature review using more than 1 database. This is because a diverse database will give researchers more literature review options to analyse (Wu et al., 2018). Besides, to perform a systematic review, it is strongly advised to use several databases along with additional search tactics such as defining search words, restricted phrases and words, search categories, keyword searching, search restrictions, and creating search grammar for distinct databases. Using a variety of databases rather than a single database would result in more published journals, which can aid in making effective decisions. However, there must be strategies to maximize the systematic review's use of numerous databases and permutations to include those relevant sources. Relying on the review topic or field of research, a few pieces of literature advocate employing a variety of databases, and the majority of the studies claim that exploring one database is inadequate, resulting in overlooking references.

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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.

PRISMA 2009 FLOW DIAGRAM STRATEGIC MANAGEMENT PLANNING AND LEADERSHIP
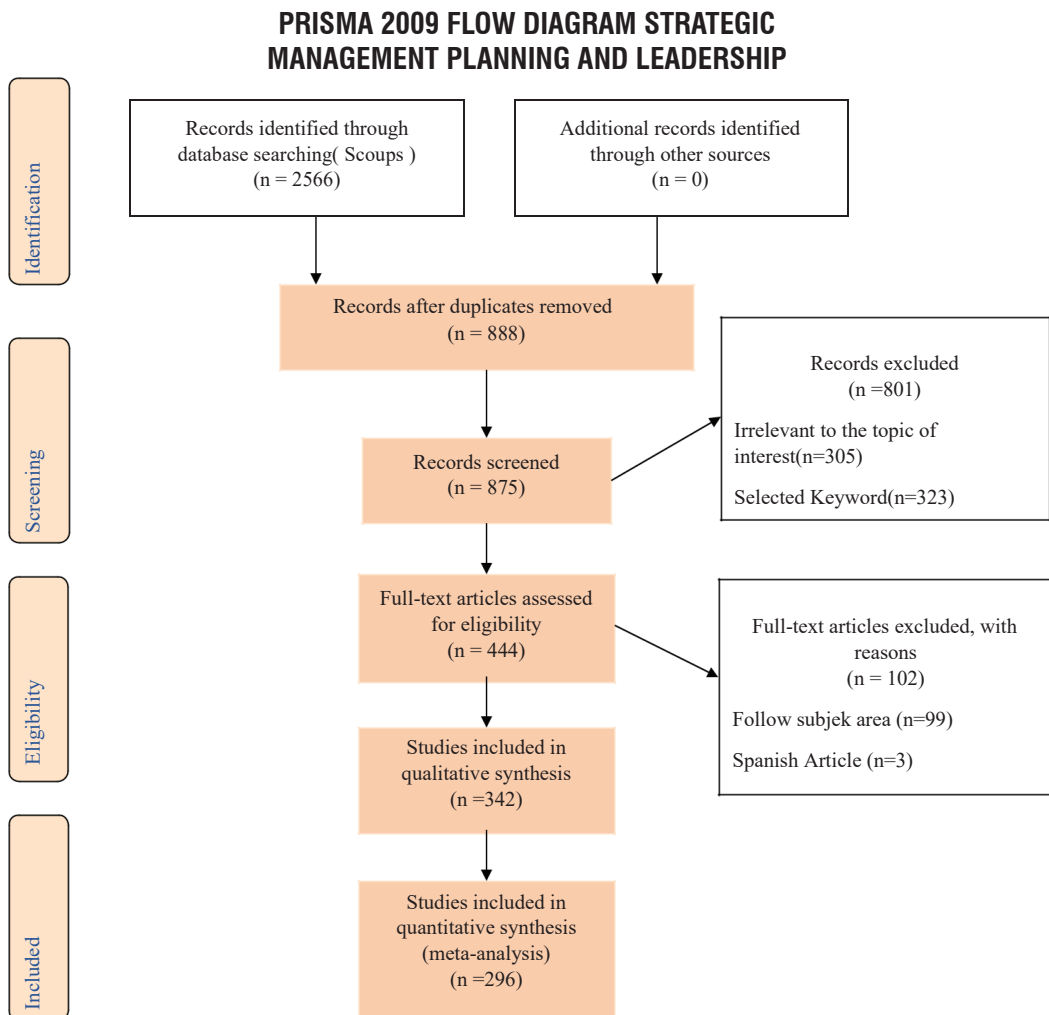
Figure 1 The PRISMA flow diagram used to identify, screen and include papers for bibliometric review.

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 exel, 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 exel, 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?**
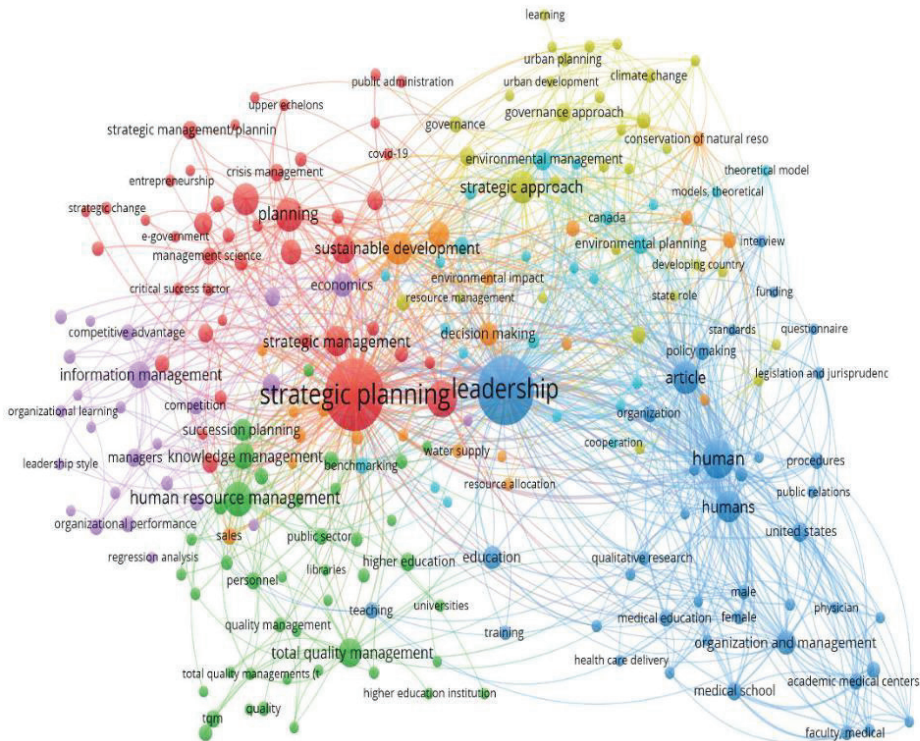
Figure 3 The keyword co-occurrence network map

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
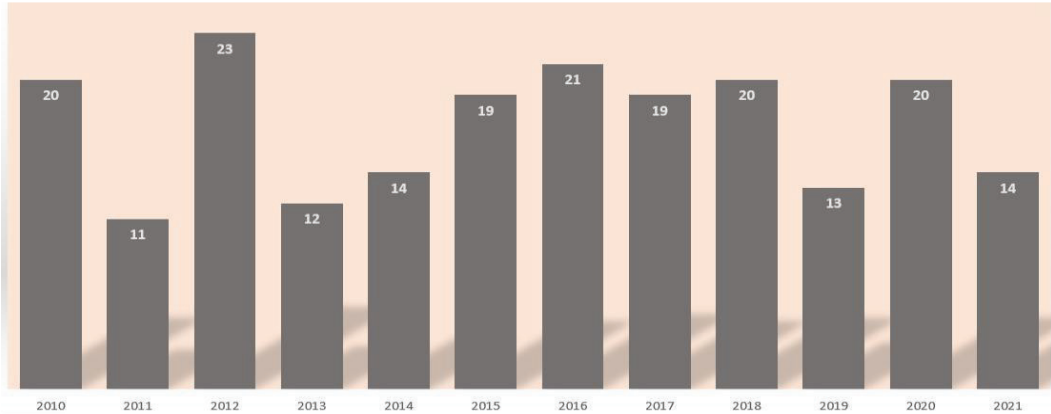
Figure 4 The Most Cited Year

**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.
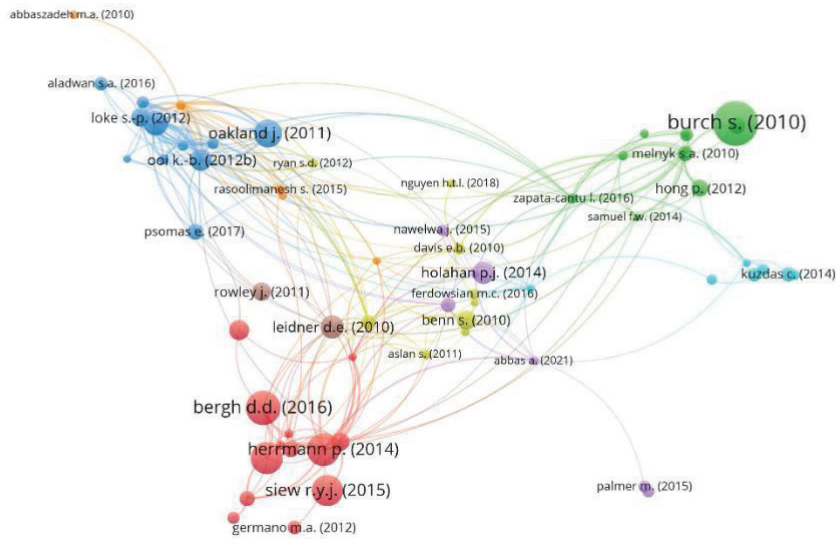
Figure 5 The author's co-citation map.

The most influential author in this field
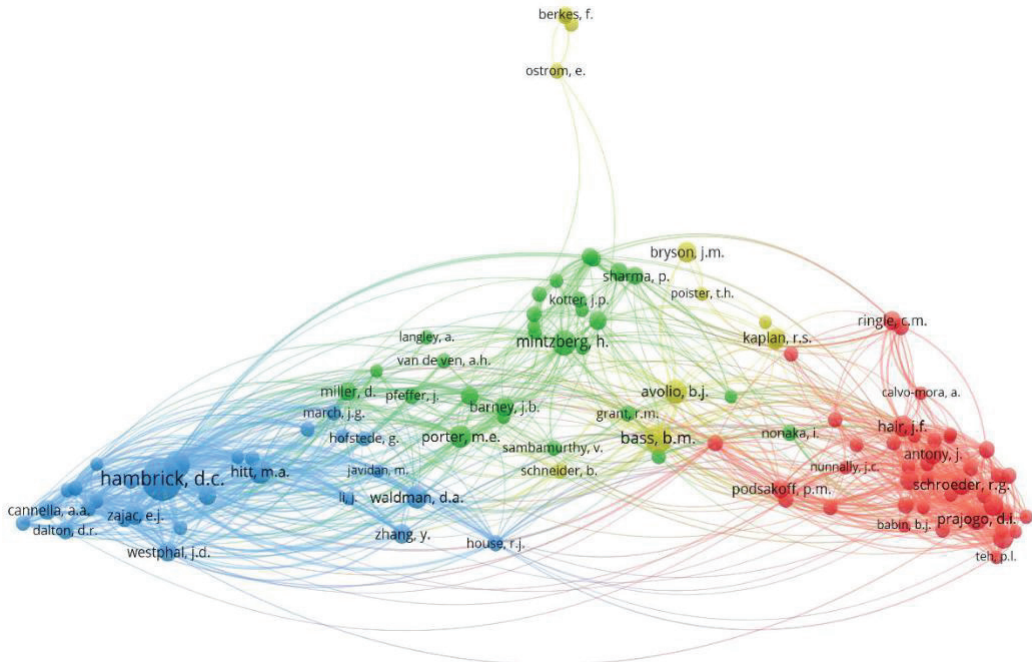
Figure 6 The Co-citation network author analysis

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.
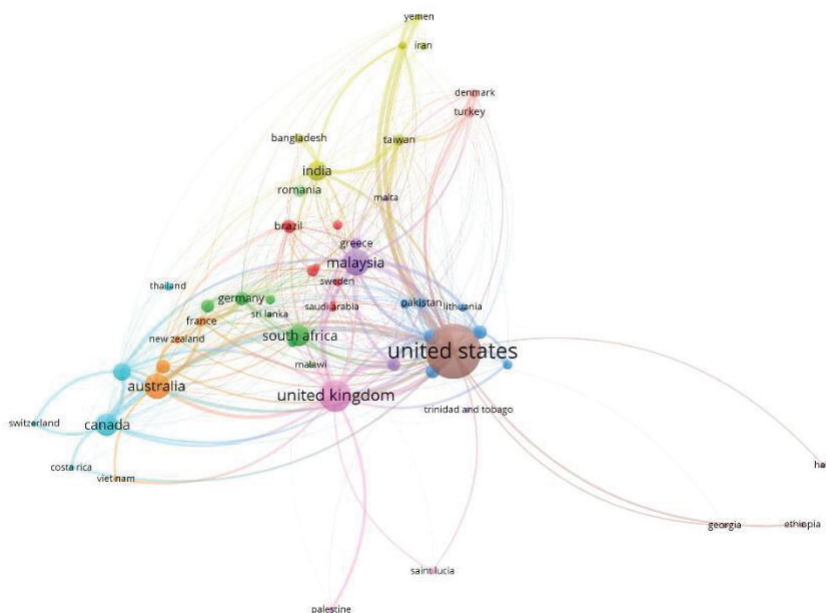
Figure 7 Co-occurrence by countries

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 3oo 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.

Conflicts of Interest: The authors declare no conflict of interest

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THE RELATIONSHIP BETWEEN STRATEGIC MANAGEMENT MODEL AND EMPLOYEE PERFORMANCE: A REVIEW

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ABSTRACT

This paper's study aims to conduct a bibliometric evaluation and a visual analysis of the link between the strategic management model and the performance of employees. The primary purpose is to acquire knowledge of the volume, as well as the most referenced and frequently used keywords in the themes. We made use of the VOS Viewer programme and the Scopus database to achieve this goal. From 2015 to 2018, the number of papers on the themes increased significantly. 88 papers published in the recent decade are included in the database because of the enormous volume of material. According to the results, we can identify the field's top journals, authors, and articles. According to the findings of this study, knowing about organisational factors such as employee performance and strategic management models is crucial and relevant.

Keywords: strategic management, employee performance, bibliometric analysis

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INTRODUCTION

Current Understanding

In this age of technology and globalization, companies are trying to make a lot of competition between themselves so they can get more market, customers, and sales. Different sectors of the economy are now in direct competition with one another as a result of the rapid changes brought about by factors such as globalization, the advancement of information technologies, and other factors. As a result of this, several organizations feel pressure from the market to establish targets for the degree to which they do their responsibilities effectively. These objectives are intended to facilitate the reduction of expenses, the achievement of certain sales quotas, the expansion of the company's client base and market share, as well as the improvement of overall productivity and product quality. (Nzewi et al., 2017). These objectives will not be accomplished without the contribution of the individuals who are employed by the organization. This is due to the fact that the performance of employees continues to be one of the most critical variables in determining how efficiently an organization operates. Utilizing the appropriate business techniques will allow for this to be improved. As a consequence of this, strategic management is often considered to be the most important subject that distinguishes one company from another. Management at the strategic level is by far the most critical factor in determining whether or not an organization is successful in achieving its objectives, strategies, and aspirations. Numerous large businesses seem to use strategic management practices to make sure they are correct along with their surrounding environments (Nzewi et al., 2017).

Strategic management, according to Mintzberg (1994), incorporates intuition-based strategic thinking that leaves room for new ideas. This description makes it clear that strategic management is an appropriate idea for the development of start-up businesses (Kulkarni et al., 2020). According to Dudin (2013), in today's business climate, corporate organizations are confronting strong rivalry in both local and worldwide markets. This is true for both domestic and international markets. This indicates that in order for business organizations to continue existing and developing, they may need to employ strategic management methods as a way of enhancing their level of competitiveness in the market.

Limitations

In today's highly competitive and worldwide market, it is absolutely necessary to assess, review, and manage the strategy of the organisation in order to enhance the performance of the company. According to research by UNDP (2008), making informed decisions for strategic management becomes difficult when there is no quantitative or qualitative follow-up emerging results. Informed strategic management is hindered when there is not in place a monitoring and evaluation mechanism that is both effective and efficient. This is due to the fact that strategic management is concerned with the management of an organisation as a whole in order to establish a future for that business. As a consequence of this, there is an incredibly significant

connection between performance management and strategic planning. The process of managing an employee's performance involves the person establishing and accomplishing objectives, as well as recognising and removing obstacles that stand in the way of reaching those goals.

This study mainly focuses on strategic management model and employee performance. This study is to know what is the volume of the article about strategic management model and employee performance that has been published. This study also focuses to know which journal about strategic management model and employee performance has the most cited also to explore what keyword is popular in strategic management model and employee performance. The limitation of this study is all data are gathered from Scopus only. With that, the gathering of data and information has only been conducted line by using Scopus. This study's other limitations are that all the data gathered are analyzed using Excel and VOSviewer only.

Research Question

The primary objective of this study is to find common points and potential future transdisciplinary issues between strategic management model and employee performance. In order to achieve this goal, we make use of bibliometric approaches, which provide us the ability to experimentally record the volume, the intellectual structure, and the directions that knowledge-development is heading in the area. We address the following research issues by using a mix of bibliometric, text-mining, and visualisation analyses:

1. What is the volume of published articles on the strategic management model and employee performance?
2. What are the most cited journals in the field?
3. Which are the most popular keywords research topics in the domain?

A bibliometric review of the existing research is the approach that has been used in order to provide answers to the research questions (Boyack & Klavans, 2010). According to the research that has been conducted, the usefulness of bibliometric approaches is derived from their capacity to trace the development of scientific writing over the course of time and expose the intellectual connections between various bodies of information on a certain topic. Because of the objective of this piece of writing, we were tasked with selecting a research approach that is capable of organising the extensive breadth of available information (Khalid et al., 2015). The literature review was carried out using a descriptive methodology, and as a result, it is now in a position to provide new researchers with information on the authors and articles that are the most often referenced within the sector. In addition to this information, we could collect further data on the subjects that are being researched the most by doing a keyword co-occurrence analysis. This would allow us to gain insight into how the popularity of certain subjects changes over the course of time. With this information, the researchers will not only have a solid basis for future reference, but they will also be able to pinpoint the areas that need more investigation.

METHODOLOGY

The first step in the research process was to form a sample database from published papers on the two topics. Taking into consideration the purpose of this paper as well as the existence of the two primary research directions, strategic management model and employee performance, this step was necessary. In order to build the sample database, we first queried the Scopus database, which served as the primary database. In addition to this, we made an effort to locate significant publications using the Scopus database. As a result of employing the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) technique to gather data for the bibliometric review, we were able to compile a sample of 88 journal articles that had previously been subjected to peer review.

Searching Strategy (Scopus database) and Quality Assessment

For the purpose of this systematic search, we devised a search strategy in order to locate relevant published works. This search method was modified so that it would work with a specific database, which was Scopus; the search phrases that were utilised were as follows: The word "coronavirus" OR the words "strategic," "management," "model," "employee," OR "performance" All of the searches covered the time period from the beginning of the database through 2021 and included journal articles, review papers, and research reports that were only available in the English language.

The findings of the study are only derived from previously published research publications, review papers, and conference papers. In order to ensure that the review continues to be of high quality, every instance of possible duplication was carefully examined. In order to assure the quality and relevance of the academic literature that was included in the review process, the abstracts of the articles were thoroughly investigated for their level of analysis and their level of purification. In a subsequent step, we performed an in-depth analysis of each of the research papers that were submitted. The following criteria for exclusion was to restrict the studies to those that were only published in the English language. Since there were no publications written in a language other than English, the researchers were able to include all of the papers that they initially searched for in their analysis. In addition, after removing duplicate entries, not a single one of the 88 articles was excluded from the research. Figure 1 illustrates the material that was included and excluded at each step of the process (PRISMA statement).

Selection Criteria

The PRISMA Statement was utilised as the basis for the selection criteria, which were built upon many other principles (Moher et al., 2009). The search focused primarily on mapping the current body of research on strategic management models and employee performance as its core area of concentration. This systematic literature review was undertaken largely in the fields of business,

management and accounting, social science, environmental sciences, as well as economics, econometrics, and finance. Specifically, the investigation was carried out between the years 2012 and 2021. During the course of the search, no articles that were published before 2012 were examined. The United States, the United Kingdom, Malaysia, and Indonesia were the major focuses of the search; as a consequence, publications coming from any other country were not taken into consideration. The search was limited to these four countries. At this stage, a total of 185 research articles have been disqualified from further examination due to their unsuitability. Up until this moment, 460 records have been extracted from the database previously.

Extraction techniques

During the phase of data extraction, 88 articles were chosen, and the following attributes were retrieved from them:

1. Article Papers must be original, must include reviews, and must be conference papers. There was no room for published reports or case studies in this discussion.
2. It is required that the essay be written in English and come from the fields of business, management and accounting. Then, economics, econometrics and finance. Next social science and environmental science.
3. The years 2012 through 2021 the publication of the articles that were culled.
4. The only nations whose papers were retrieved were in the United States, United Kingdom, Malaysia and Indonesia.
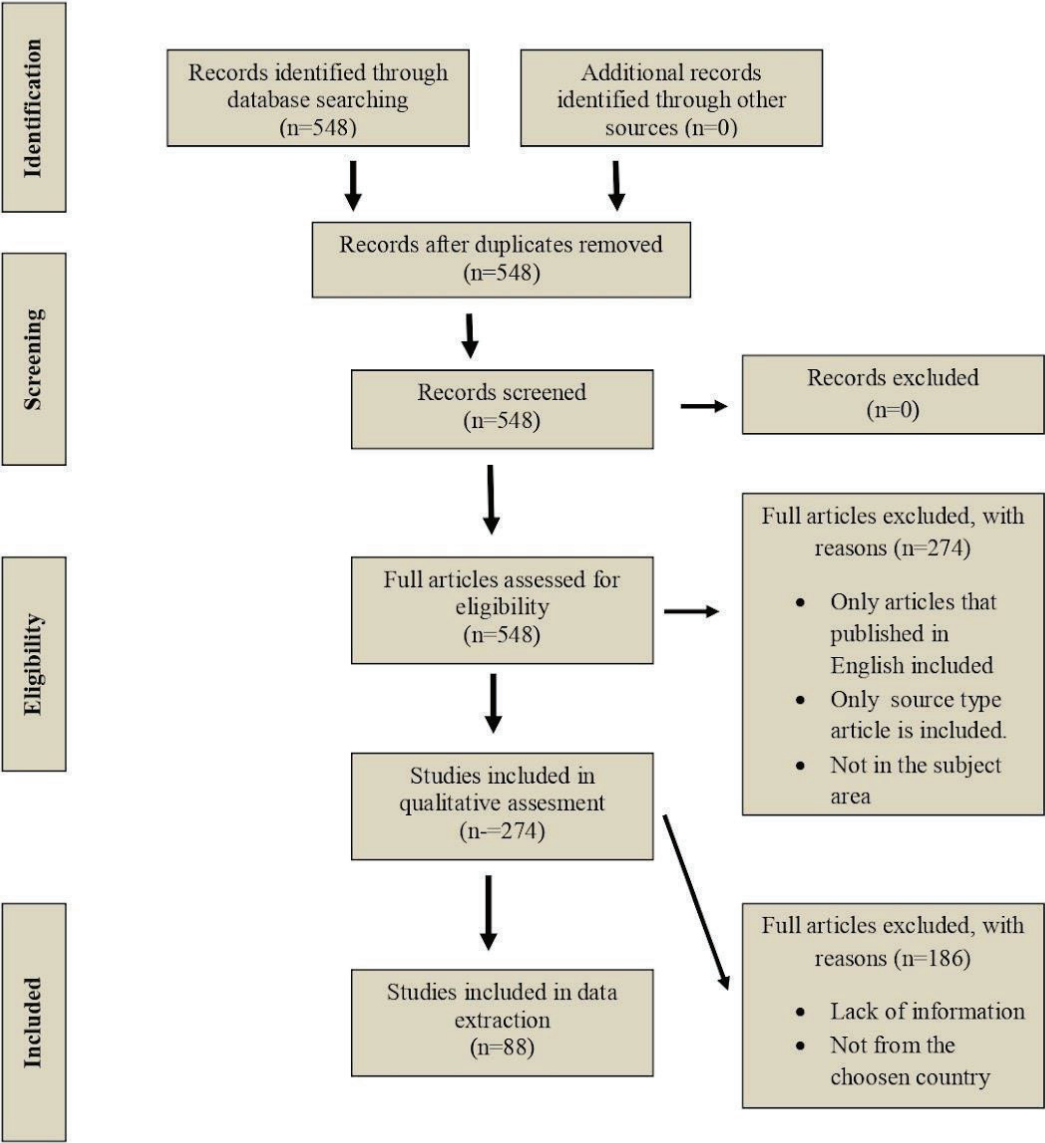
Figure 1 PRISMA Flow Diagram

Based on Figure 1, the first step in doing the PRISMA Flow diagram is the identification step. In the identification process, the records identified through database searching which is Scopus is 548 and there is no records identified through other sources. Then in the screening phase, there is no records of duplicates thus the total of data still 548 records after the duplicates are removed. Thus, the number of records screened is 548 since there is no records excluded. Next is the eligibility step, the full articles assessed for eligibility is 548. Following that, full article is excluded, with the reason is 247. This is due to reasons that only articles published in English is included, only document type article is included and article not in the subject are excluded. Then, still in the eligibility phase, studies included in qualitative assessment is 274 and full articles excluded with reasons during this step is 186. This due to lack of information and the article is not from chosen country. Last but not least, the last step is included step, studies included in data extraction is 88 articles.

Table 1 Inclusion and Exclusion criteria

Criteria	Inclusion	Exclusion
Year	Only article that was published during 2012 to 2021	Article that was published during 2022 and 2011 below
Document type	Only articles is included	Document Type such Conference, paper and bookchapter are excluded
Subject area	Only article from fields of business, management and accounting, social science, environmental sciences, as well as economics, econometrics, and finance	Article from other fields such computer science, engineering, decisions science, medicine and other are excluded
Country	Article from United States, the United Kingdom, Malaysia, and Indonesia is included	Article from other country like China, Spain, India and else are excluded
Language	Only article written in English	The article that not written in English English

Choice of synthesis method

The initial step was to perform descriptive analysis. We introduced a set of charts in Excel to show how the published papers on strategic management model and employee performance have changed over time. In the next step, we'll use Excel to find the journal that publishes the most articles on the subject matter. Then, we use Excel to find out which journal articles have been referenced the most on the subject of strategic management model and employee performance.

The co-citation analysis may concentrate on journal co-citations, author co-citations, keyword co-citations, and other types of co-citations, depending on the result that is wanted. Multi-dimensional scaling (MDS) and the visualisation of similarities (VOS) based on bibliometric mapping are based on these co-citation matrices. These visual representations or "network maps" were generated using the VOSviewer programme, which enabled us to see the links between datasets that were included in our sample database.

RESULTS AND INTERPRETATIONS
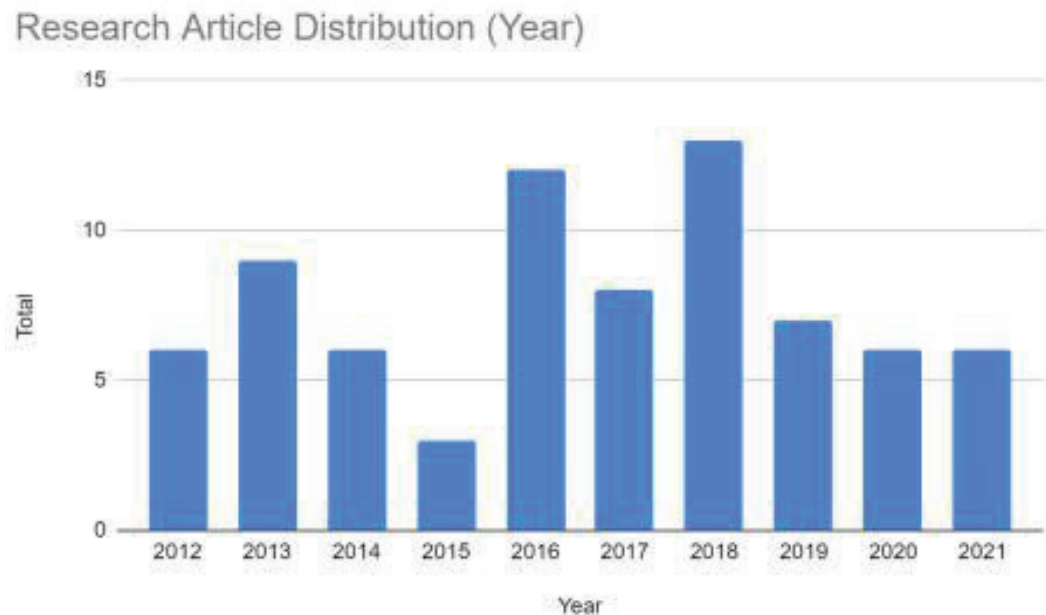
Descriptive Analysis

Figure 2 Year (Research article distribution)

Figure 2 shows the chart of the research article distribution from 2012 to 2021. The research article distribution is about strategic management model and employee performance. The chart shows that the number of research articles decreased from 2013 to 2015 but significantly increase from 2015 to 2016 and from 2017 to 2018. The research article distribution on the topic strategic management model and employee performance remains stable from 2018 to 2021. The least total article published on the topic is in the year 2015 when only three research articles were published. Then, the most total article published on the topic strategic management model and employee performance is in the year 2018 when thirteen research articles were published on that year.

Table 2 Journal with the most published articles in strategic management model and employee performance

No	Journal Name	Records
1	Human Resource Management	4
2	International Journal of Quality and Reliability Management	3
3	Management Science Letters	3
4	Human Resource Management Journal	3
5	Employee Relations	2

No	Journal Name	Records
6	International Journal of Contemporary Hospitality Management	2
7	International Journal of Scientific and Technology Research	2
8	International Journal of Management Practice	2
9	Journal of Management	2
10	Journal of Organizational Effectiveness	2
11	Proceedings of the International Conference on Industrial Engineering and Operations Management	2
12	The Palgrave Handbook of Organizational Change Thinkers	2

According to the data that is presented in Figure 2, the journal with the highest number of published articles is the Journal of Human Resource Management. The site for the Journal of Human Resource Management states that it is "a journal article that aims to encourage the comprehension of Hr management to academics and practising managers." Its purpose is to highlight the crucial relevance of people management to larger economic, political, and social challenges, as well as to create a worldwide arena for discussion and debate on the topic. It is the only HRM publication that has been approved by the Chartered Institute of People and Development. The magazine is required reading for everyone who is engaged in personnel, training, or human resource management.

The International Journal of Quality and Reliability Management is the second journal that has a steady number of publications in the subject of strategic management model and employee performance. The first journal is the Journal of Strategic Management. Which is "The International Journal of Quality & Reliability Management (IJQRM) deals with all elements of business significant improvement with all stages of production and facilities, from the coaching of (senior) managers, to developments in coordinating and handling to boost benchmarks of quality of products and services. IJQRM is a great resource for managers who are aiming for better standards because of its distinctive combination of theoretical knowledge and management applicability, which makes the journal unique.
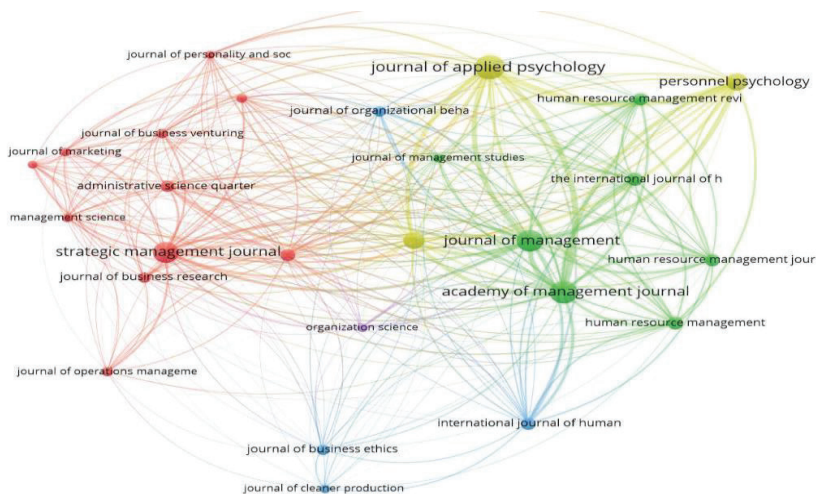
Citations

Table 3 The top 15 most cited paper.

No.	Article Tittle	Authors	Year	Total Citations
1	The Impact of High-Performance Human Resource Practices on Employees' Attitudes and Behaviors	Kehoe R.R., Wright P.M.	2013	651
2	Strategic human resource management, human capital and competitive advantage: is the field going in circles?	Delery J.E., Roumpi D.	2017	178
3	Green human resource management research in emergence: A review and future directions	Ren S., Tang G., E. Jackson S.	2018	157
4	Toward a subjective measurement model for firm performance	Santos J.B., Brito L.A.L.	2012	145
5	Performance Appraisal, Performance Management, and Firm-Level Performance: A Review, a Proposed Model, and New Directions for Future Research	DeNisi A., Smith C.E.	2014	127
6	Critical success factors of lean six sigma for the malaysian automotive industry	Habidin N.F., Yusof S.M.	2013	117
7	Workplace incivility and its effect upon restaurant frontline service employee emotions and service performance Management accounting and control practices in a lean manufacturing environment	Cho M., Bonn M.A., Han S.J., Lee K.H.	2016	105
8	Strategic human resource practice implementation: The critical role of line management	Sikora D.M., Ferris G.R.	2014	88
9	TQM, strategy, and performance: A firm-level analysis	Yunis M., Jung J., Chen S.	2013	63
10	Awards: A strategic management perspective	Gallus J., Frey B.S.	2016	49
11	The talent deal and journey: Understanding how employees respond to talent identification over time	King K.A.	2016	48
12	The impact of entrepreneurial leadership on innovation management and its measurement validation	Fontana A., Musa S.	2017	46
13	A business process management capabilities perspective on organisation performance	Wong W.P., Tseng M.-L., Tan K.H.	2014	41
14	Multilevel and Strategic Recruiting: Where Have We Been, Where Can We Go From Here?	Phillips J.M., Gully S.M.	2015	39

According to the information presented in Figure, the study titled "The Impact of High-Performance Human Resource Practices on Employees' Attitudes and Behaviors" authored by R.R. Kehoe and P.M. Wright is the article that has received the most citations in the field of strategic management model and employee performance. The article was first published in 2013 in the journal Management, and the Scopus database shows that it has received 651 citations since its first release. This research explored the links between workers' views of high-performance HR practise utilisation in their job groups and employee absenteeism, intent to continue with the business, and organisational citizenship conduct, with a particular emphasis on the potential mediating function of emotional organisational commitment.

The article "Strategic human resource management, human capital and competitive advantage: is the field going in circles?," which was written by BDelery J.E. and Roumpi D. and published in Human Resource Management Journal, has received 178 citations on Scopus, making it the second most cited paper overall. In this article, the authors argue that the resource-based view (RBV) of the company has been employed as a background in strategic human resource management (SHRM) research and has the ability to bridge the'micro–macro' gap. However, the fact that the literature on SHRM and strategic human capital are at odds with one another demonstrates that RBV has not yet realised its full potential.

**Figure 3** The Co-citation network analysis of journals

A total of 2575sources were found in our sample of 88 articles, and the minimum number of citations for a source was set at 25, resulting in 27 articles that fulfilled the criterion, of which 314 articles are shown in Figure 5. Number of citations received is directly proportional to node size, hence a larger node implies more citations for that publication. As a result of the concept of similarity, comparable nodes are clustered together in the distribution of the nodes.

It was found that the journal co-citation analysis created five unique and coherent clusters of journals on the network map. Several journals stand out in the red cluster, which contains 9 articles. We may see a collection of articles that have been deemed relevant in this cluster. If you look at the overall link strength of each journal, you'll see that Journal of Strategic Management Journal has the most links. The Journal of Business Research is another noteworthy journal, with 38 citations directly and 970 overall links. The Management Science, with 28 citations and a total link strength of 985, is another significant journal in the cluster. 29 direct citations and a total link strength of 857 are found in the Journal of Marketing.

The green cluster, which has 7 objects, is one of the most popular co-citation. There are 165 citations to the journal Journal of Management in this cluster, with a total link strength of 6675. There are 189 direct citations and a total link strength of 7128 in this cluster, including Academy of Management Journal. With 61 citations in the green cluster, Human Resources Management is yet another journal in this group with a total link strength of 2417.

The blue cluster is the third cluster in terms of the number of pieces,4. The Journal of Organizational Behaviour, with 56 citations and a total link strength of 1320, is in this cluster, despite the fact that it is the third most numerous cluster. This cluster also includes International Journal of Human Resources Management, Journal of Business ethics with 38 citations and 357 of total link strenght and Journal of Cleaner Production with 26 citations and 337 of total link strength.

Keywords
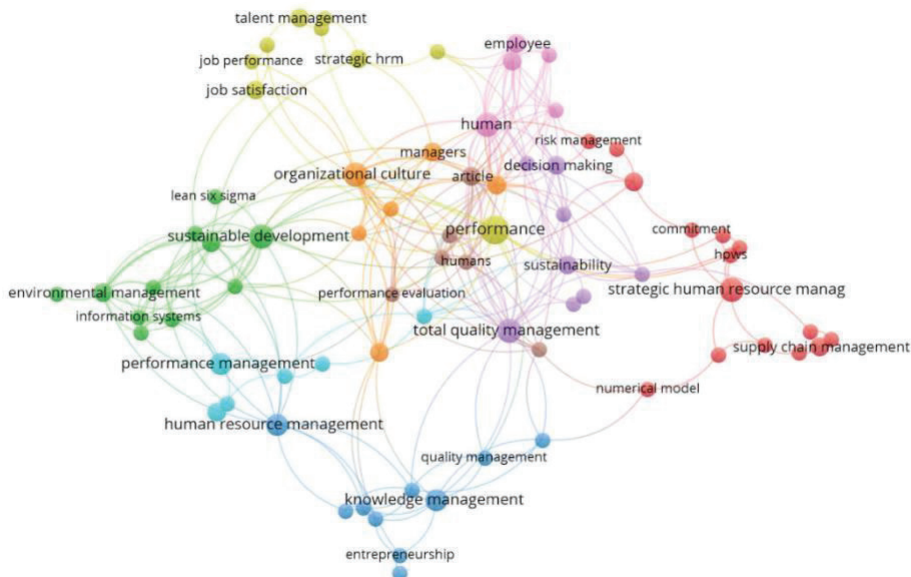
Figure 4 The co-occurance of keyword network map

The are few major clusters were discovered in the co-occurance of keyword in the map. There are 15 keywords in the red cluster, and one of them stands out, Strategic human resources management, with a total link strength of 5 and 5 occurance. According to co-occurance counts, Supply Chain Management has 3 occurrences and 3 link strength. High Performance Work System has 5 total link strength and 2 occurrences. With a total of 3 total link strength, Financial Performance has 2 occurrence.

As the second cluster is the orange cluster. There are many keywords in particular that stand out in this group. Organizational culture is one of them. It has 5 occurances and 27 total links strength. Not only that in orange group, the Organizational performance is also the keywords with 3 occurrences and 13 total link strength. In the green cluster, Sustainable Development is one of most prominent keywords, with 21 total link strength and 5 occurences. Environmental Management has 3 occurences and 13 total link strength. Information management has 2 occurrences and 12 total link strength.

There 15 keyword in the blue one. The keywords that stands out is Knowledge Management which has 4 occurrences and 8 total link strength. Then, Human Resources Management keywords has 4 occurrences and 11 total link strength. Following that, Innovation keywords has 2 occurrences with 7 total link strength.

DISCUSSION

In order to find common points and future interdisciplinary investigations between the strategic management model and employee performance, the study documented the intellectual structure, the volume, and the keywords experimentally. In order to accomplish these goals, we conducted research on 88 publications that were published in journals that were included in the Scopus database. The findings that were acquired and the debate on this study are brought to a close in this part of the paper.

The amount of previously published publications on the strategic management model and employee performance is the topic of the first research issue that will be investigated in this particular study. The first findings indicate that there are parallels between the development of the number of articles in the strategic management model and the growth of employee performance concerns. We narrowed down the total number of articles to only those that include information regarding strategic management model and employee by adding new filters, which allowed us to conduct a more thorough study of this number's volume. Our emphasis was on articles published in the previous ten years, from 2012 to 2021, since we found that these articles provided the most relevant data for our research. Even if the total number of articles has significantly decreased in 2019, the new structure allows us to see that the amount of articles published each year has been steadily growing over the last several years. In terms of the number of articles, we found

that the number of articles published in both 2016 and 2018 was much higher than in 2015. When comparing the number of publications published on employee performance and strategic management models in the years 2015 and 2018, there is a clear distinction between the two. This suggests that there will be a greater future amount of articles written in these fields.

The second area of concentration for us was on the research journals and publications that had the highest number of citations in the field that was being investigated. The capability of mapping to single out the most essential articles that play a substantial part in the body of research is an important facet of the methodology. We are able to determine the beginning of the research area and discover the theoretical basis of it if we examine their contribution to the field of study. Our research of co-citations lead us to discover the journal "The Impact of High-Performance Human Resource Practices on Employees' Attitudes and Behaviors" by Kehoe R.R., Wright P.M. is the most cited journal. Following that article "Strategic human resource management, human capital and competitive advantage: is the field going in circles?" by Delery J.E., Roumpi D is the second most cited article. Other than that, the article "Green human resource management research in emergence: A review and future directions" by Ren S., Tang G., E. Jackson S is the third most cited article.

In the last stage of our study, we focused on the majority of the keyword that were relevant to the topic that was being investigated. To do this, we carried out an analysis of the keyword co-occurrence and produced a keyword co-occurrence map, which revealed four separate clusters. From the clusters that were discovered, a series of keywords have emerged, and via this process, several prospective new possibilities in the area have been found. In the first group, there was keywords "Strategic human resources management" that have been used very much. Then we also identify "Performance" which also one of the most famous keyword in this topics. Not only that, the keywords "Total quality management" is also one of the cluster in the map of keywords.

To emphasize, the limitations of this study which is The Relationship between Strategic Management model and Employee performance is that all the data collected or all the article extracted are only from Scopus database. We did not use other sources to collect the data. Following that, in Scopus database we only focused in the keyword of strategic management model and employee performance when extracted all the article or data. Article that are not related or relevant to this research field is not extracted to be analyze.

There many or variety of research of strategic management, but most of it focused on the impact or organizational culture. There are very few studies on the strategic management model and employee performance. Not only it also lack of empirical evidence in the relationship strategic management model and employee performance. Consequently, in order to investigate the connection between the strategic management model and the performance of employees, more study of a more extensive kind is necessary. The formation of the sample database presents another one of the study's limitations. During the search process, we used many different sets of keywords (such

as "strategic management," "employee," and "performance") to locate materials that may be considered for inclusion.The fact that VOSviewer mapping gives a methodical and quantitative technique to assessing the structure of a knowledge base is one of the factors that contributes to its limitations. However, due to the fact that it focuses on the'meta-data' that is connected with the articles that make up a body of knowledge, VOSviewer mapping does not replace review techniques that examine the substantive results that are retrieved from research publications. In light of this restriction, it is necessary for us to point out that the present evaluation just lays the groundwork for later research synthesis efforts that investigate the results of studies that investigate the relationship between strategic management models and employee performance.

FUTURE AGENDA

The future research recommendations is it is suggested for future research to use or add other databases to gather information. For instance, future research of this topics can extract data from other sources such Google Scholar, ISI Journals, Web Of Science and else. This is due to the fact that Scopus has very limited data related to the topics. To have better data and relevant articles, it is necessary to use other databases. Hence, future research will not have limited data to process. Other than that, it is recommended for future research to analyse more information in topics such as the most influential journals, authors, and research papers in the field. The future research can make us all of the VOSviewer uses to develop a new analysis related to this field of research.

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