



STRATEGIC LEADERSHIP IN ENTREPRENEURSHIP : A SYSTEMATIC LITERATURE REVIEW OF LEADERSHIP STYLES, INNOVATION, AND BUSINESS GROWTH

Noris Bagus Mulyo^{a1}, Brillian Rosy^b, Novita Aprillia^c Ilhaamie Abdul Ghani Azmi^d Fariza Rachman^e Dian Palupi^f

^{a,b}Office Administration Education/ State University of Surabaya, Surabaya, Indonesia

^cAccounting Education/ State University of Surabaya, Surabaya, Indonesia

^dAcademy of Islamic Studies/ Universiti Malaya, Kuala Lumpur, Malaysia

^eManagement/ Airlangga University, Surabaya, Indonesia

^fManagement/ Indonesian College of Economics (STIESIA), Surabaya, Indonesia

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ABSTRACT

Phenomenon/Issue: *The dynamics of the global business environment, marked digital disruption, market uncertainty, and intensified competition, demand a strategic leadership role in entrepreneurship. This is due to the fact that business failures often occur as a result of weak leadership capacity in managing innovation and growth.*

Purpose: *This study comprehensively analyzes the role of various strategic leadership styles in driving innovation and business growth within the context of entrepreneurship through a systematic literature review approach.*

Novelty: *This study presents a holistic conceptual integration by linking the evolution of leadership styles (transformational, transactional, authentic, servant, and responsible leadership) to entrepreneurial performance based on the triple bottom line (economic, social, and environmental).*

Research Methods: *This study use a Systematic Literature Review (SLR) approach based on PRISMA and bibliometric analysis from the Scopus database (2017–2026), covering 112 articles in total. Of these, 15 selected articles were analyzed using VOSviewer to map research trends, collaborations, and conceptual structures.*

Results: *Research findings indicate that strategic leadership is a key catalyst for innovation, organizational adaptability, and business growth. Adaptive and visionary leadership styles have been proven to enhance organizational performance and strengthen competitive advantages in dynamic environments.*

Research Contributions: *This study makes a theoretical contribution by strengthening the multidisciplinary literature and a practical contribution by formulating effective leadership strategies for entrepreneurs to achieve sustainable growth. The study is dominated by the fields of business, management, and accounting (36.6%), followed by social sciences (34.1%), economics (26.8%), and decision sciences (2.4%), reflecting the multidisciplinary of this research.*

¹Correspondence : Noris Bagus mulyo, Pendidikan Administrasi Perkantoran, Universitas Negeri Surabaya, Surabaya, Indonesia. E-mail norismulyo@unesa.ac.id



INTRODUCTION

The modern business landscape, which is characterized by uncertainty, digital disruption, changing consumer preferences, and increasingly intense global competition, entrepreneurship can no longer rely solely on the courage to take risks and create opportunities. Today’s entrepreneurs require strategic leadership, which is the ability of leaders to formulate a vision, direct resources, build organizational capabilities, drive innovation, and ensure sustainable business growth. Emphasize that strategic leadership is crucial because 21st-century organizations must be able to manage human resources, social capital, and intangible capabilities to survive in a dynamic environment (Hitt, M. A., & Duane, R., 2002). In the context of entrepreneurship, leadership plays a very important role, as entrepreneurial leaders are not only responsible for managing business operations, but also for setting strategic direction, building an innovative culture, and motivating the team to respond effectively to market opportunities.

The integration between entrepreneurship and strategic management is crucial, as a company’s success greatly depends on its ability to strategically discover and exploit opportunities (Ireland, R. D., Hitt, M. A., & Sirmon, D. G. 2003). The urgency of this study is increasing, as many businesses, especially startups and MSMEs, experience failure not merely due to a lack of business ideas, but rather because of weak leadership in managing innovation, change, and growth. Koryak et al. (2015) demonstrate that entrepreneurial leadership, organizational capability, and company growth are closely interrelated, particularly in small and medium enterprises that face resource constraints. Therefore, the right leadership style becomes a crucial factor in determining whether innovation can be converted into a competitive advantage and business growth.

Research has focused on the analysis and comparison of various leadership styles. Most of these studies discuss transactional leadership (Avolio, B. J., Bass, B. M., & Jung, D. I., 1999), transformational leadership (Bass, B. M., & Riggio, R. E., 2006), and charismatic leadership (Conger, J., 2015). Meanwhile, more recent research has begun to explore styles and approaches such as authentic leadership (Avolio, B. J., & Gardner, W. L., 2005), servant leadership (Van Dierendonck, 2011), and responsible leadership (Maak, T., & Pless, N. M., 2006). These efforts have provided a deeper understanding of how the influence of leadership styles is reflected in individual, team, and group performance outcomes.

Table 1.
STRATEGIC LEADERSHIP STYLE:
OUTCOMES AND IMPLICATIONS FOR ENTREPRENEURSHIP

| Leadership Style | Financial Outcomes | Social Outcomes | Environmental Outcomes | Entrepreneurial Implications and Discussion |
|-------------------------|---|---|--|--|
| Authentic | <ul style="list-style-type: none"> Unit sales growth mediated by trust (Clapp-Smith, Vogelgesang, & Avey, 2009) | <ul style="list-style-type: none"> Organizational citizenship behaviors (Walumbwa, Avolio, Gardner, Wernsing, & Peterson, 2008) | – | Authentic leadership builds trust, transparency, and ethical relationships that reduce perceived risk and transaction costs—critical for nascent ventures. It strengthens team commitment and customer loyalty, facilitating resource acquisition and sustainable growth. Entrepreneurs can leverage authenticity to build credible brands and strong stakeholder relationships. |
| Charismatic | <ul style="list-style-type: none"> Profit margin, strategic change (Waldman, Javidan, & Varella, 2004) | <ul style="list-style-type: none"> Employee extra effort (Rowold & Heinitz, 2007) | – | Charismatic leaders articulate a compelling vision that inspires followers to go beyond formal roles. This extra effort is crucial in entrepreneurial ventures where resources are scarce and agility is needed. It enables opportunity recognition, bold decision-making, and mobilization of support. |
| Responsible | – | – | <ul style="list-style-type: none"> Attention to secondary stakeholders (Buisse & Verbeke, 2003) | Responsible leadership integrates sustainability and stakeholder orientation into the business model. Entrepreneurs who consider the interests of employees, communities, and the environment create long-term value, strengthen legitimacy, and open access to impact investors and supportive ecosystems. |
| Servant | <ul style="list-style-type: none"> High-performance organization factors (de Waal & Siro, 2012) | <ul style="list-style-type: none"> Corporate social responsibility (Jin & Drozdenko, 2009) | – | Servant leaders prioritize people development, collaboration, and community impact. In entrepreneurship, this nurtures a strong organizational culture, builds committed teams, and enhances the venture’s resilience and reputation. |
| Transactional | – | <ul style="list-style-type: none"> Organizational identification (Epitropaki & Martin, 2005) | – | Transactional leadership ensures clarity of roles, rules, and rewards. This is effective in the early stages of a venture to establish structure, align team efforts, and ensure accountability while pursuing short-term milestones. |
| Transformational | <ul style="list-style-type: none"> Strategic growth (D. Q. Chen, Preston, & Xia, 2010) Perceived organizational performance (Zhu, Chew, & Spangler, 2005) | <ul style="list-style-type: none"> Organizational commitment (Walumbwa et al., 2004) Employee performance (Nemanich & Keller, 2007; Piccolo & Colquitt, 2006) | – | Transformational leadership drives innovation, change, and high performance—core ingredients of entrepreneurial success. By fostering commitment and empowering employees, it enhances the ability to scale, adapt, and sustain competitive advantage. Ideal for ventures seeking growth, innovation, and market leadership. |

The table 1 illustrates the different contributions of various strategic leadership styles to organizational performance, from financial, social, and environmental perspectives, and highlights their relevance in the context of entrepreneurship. In general, leadership styles such as transformational and charismatic leadership play a significant role in driving growth, innovation, and strategic change, which are essential for the success of new ventures. Transactional leadership places more emphasis on structure, role clarity, and the achievement of short-term goals, which are particularly important during the early stages of business formation. In contrast, authentic and servant leadership contribute to building trust, fostering a strong organizational culture, and nurturing healthy social relationships, which are vital foundations for maintaining organizational sustainability and stability.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Leadership

Leadership can be defined based on individual traits and behavior, relationships with followers, interactions with stakeholders, as an administrative policy maker, or as the creator of people's perceptions (Nusair et al., 2012). Leadership approaches such as transformational, charismatic, and visionary emphasize the role of leaders in shaping and influencing organizational culture by empowering organizational members and supporting performance improvement. Leadership also encompasses other aspects such as shaping intellect, being a role model, and training (Sarros et al., 2011). Therefore, leadership can be understood as a process that involves the drive to achieve specific goals (Waite, 2014). The main responsibility of a leader is to inspire and encourage creative thinking (Kwon and Cho, 2016). Leaders inspire their followers and raise their awareness of the importance of the organization's mission and goals so that they can think creatively and perform beyond expectations. Leaders recognize the contributions of their followers and continuously encourage them to seek new ideas, both from within and outside the organization. Leaders also promote organizational learning, which is considered one of the most important factors preceding organizational innovation (Villaluz and Hechanova, 2019).

Authentic Leadership

Authentic leadership is an approach that can underpin various other leadership styles. This approach has the potential to enhance the effectiveness of positive leadership styles (Avolio & Gardner, 2005; Bass & Steidlmeier, 1999). The dimensions of authentic leadership consist of self-awareness, relational transparency, an internalized moral perspective, and the processing and evaluation of all relevant data before making decisions (Avolio, Gardner, Wernsing, & Peterson, 2008). Authentic leadership encourages the establishment of relationships based on mutual trust with followers (Gardner, Avolio, Luthans, May, & Walumbwa, 2005). Authentic leadership is closely related to moral leadership (Ladkin & Taylor, 2010). It has also been described as capable of integrating "transformational, charismatic, servant, spiritual, or other forms of leadership" (Avolio & Gardner, 2005). The compatibility of authentic leadership with these styles, as well as its potential to bring about positive impacts, highlights the need for further research on the authentic leadership approach. Researchers have found that authentic leadership is positively correlated with intermediate outcomes such as organizational citizenship behavior, follower satisfaction (Walumbwa et al., 2008), organizational commitment (Walumbwa et al., 2008), and trust in leadership (Clapp-Smith, Vogelgesang, & Avey, 2009; Walumbwa et al., 2008; C. A. Wong & Cummings, 2009).

Charismatic Leadership

Charismatic leadership involves the ability to inspire others to share the same vision and values (Murphy & Ensher, 2008; Smith et al., 2004). Charismatic leadership is action-oriented (Bligh & Robinson, 2010). This type of leadership uses inclusive language to build support among followers (Seyranian & Bligh, 2008). There is evidence of a positive relationship between charismatic leadership and net profit

margin, which is moderated by higher levels of environmental uncertainty (Waldman, Ramírez, House, & Puranam, 2001). In addition, charismatic leadership has been shown to have a positive effect on strategic change within organizations (Waldman, Javidan, & Varella, 2004). At the level of analysis, the results from meta-analyses show that charismatic leadership style and subordinate performance are significantly correlated at $r = 0.21$ and 0.49 for individuals and groups, respectively (DeGroot, Kiker & Cross, 2000).

Responsible Leadership

Responsible leadership differs from other leadership constructs because it refers to ethical theories that view leadership as an interaction between leaders and stakeholders. Responsible leadership is especially important in the context of strategic leadership. Unlike traditional leadership theories, which focus on the relationship between leaders and followers, responsible leadership emphasizes a stakeholder-based approach and is more open to the concept of the triple bottom line (Maak & Pless, 2006). Responsible leadership prioritizes the quality of the leader (Voegtlin et al., 2012). Responsible leadership is a leadership style that embodies the ideal type (Cameron, 2011). Thus, research on responsible leadership style can provide unique insights into CEO effectiveness and organizational performance. A responsible leadership model can help build legitimacy and trust among a broader range of stakeholders (Voegtlin et al., 2012). Scholars studying organizational sustainability and environmental strategy argue that leaders are key drivers in developing sustainable and environmentally friendly strategies within organizations (Boiral et al., 2009).

Servant Leadership

A servant leader who places the well-being of the individuals they lead above their personal interests is well-known. This leader values, develops, builds, and shares power and status for the common good of individuals, the organization, and those served by it (Smith et al., 2004). Servant leaders set an example for others and emphasize the importance of strong interpersonal relationships (Liden, Wayne, Zhao, & Henderson, 2008). The conceptual model of servant leadership identifies six main characteristics of a servant leader: empowering individuals, humility, kindness, interpersonal acceptance, providing direction, and stewardship (Van Dierendonck, 2011). In this context, there are similarities between some foundational theories of servant leadership and transformational leadership, and conceptual comparisons have been made to determine the contributions of each construct (Smith et al., 2004). One key difference between servant leadership and transformational leadership is that servant leadership is considered more effective in stable environments that allow for a developmental approach, whereas transformational leadership is needed in more dynamic environments (Smith et al., 2004).

Transactional Leadership

Transactional leadership is a process in which leaders provide transaction-based rewards to followers, motivating them to achieve accomplishments (Smith, Montagno, & Kuzmenko, 2004). Most research on transactional leadership focuses on reinforcement, such as rewarding desired follower behaviors with praise and recognition, or preventing behaviors that require discipline (Bass, 1985; Bass et al., 2003). Effective transactional leadership plays an important role in setting performance standards and clear expectations (Bass, 1985; Bass et al., 2003). The basic rationale of transactional leadership is quite simple. Followers who fulfill their responsibilities are rewarded for meeting performance standards. This approach includes the concept of a psychological contract, which can provide a sense of fairness (Sashkin & Sashkin, 2003). Transactional leadership has been found to have a positive relationship with intermediate outcomes such as organizational identification (Epitropaki & Martin, 2005).

Transformational Leadership

In the context of transformational leadership, developing a vision, communicating it, and inspiring others to follow that vision are very important elements (Goldman & Casey, 2010; Sashkin, 2003). Transformational leadership serves as a driver of organizational change by instilling energy in its followers (Tucker & Russell, 2004). One fundamental characteristic of the transformational style is its ability to help followers identify with the organization's values, mission, and vision (Bass et al., 2003). Transformational leaders also play a role in helping followers understand the importance of their work, encouraging them to prioritize the interests of the organization over personal interests, and arousing higher-level needs in their followers (Yukl, 2006). In terms of transformational leadership and organizational performance, there are indications that the impact of transformational leadership on performance may be more evident over the longer term, for example as a result of trust effects (Bass et al., 2003). At the individual level, transformational leadership has been found to be related to employee performance (Nemanich & Keller, 2007; Piccolo & Colquitt, 2006), job satisfaction (Nemanich & Keller, 2007; Walumbwa, Wang, Lawler, & Shi, 2004), organizational identification (Epitropaki & Martin, 2005), and organizational commitment (Walumbwa et al., 2004). Transformational leadership is expected to result in greater organizational success in dynamic environments because of its focus on building a culture that emphasizes proactiveness, empowerment, and innovation (Smith et al., 2004).



Source : Author (2026)

Figure 1. ENTREPRENEURIAL LEADERSHIP JOURNEY

Figure 1 illustrates a comprehensive conceptual framework regarding authentic entrepreneurial leadership as the primary foundation for driving sustainable business performance. The core of this model lies in the integration of five dimensions of authentic leadership: entrepreneurial mindset (self-awareness), relational transparency, balanced processing, moral perspective, and consistency, which together form the character of a reflective, ethical, and adaptive entrepreneurial leader. These dimensions not only function as individual attributes, but also as strategic mechanisms for building trust, strengthening networks, and improving decision-making quality amidst uncertainty. In the dynamic context of entrepreneurship, the presence of authentic leadership is crucial, as it bridges the gap between an innovation orientation and the need for social legitimacy, especially when facing pressure from various stakeholders such as regulators, investors, and the public.

The evolutionary journey of entrepreneurial leadership styles, from transactional, charismatic, transformational, to servant and responsible leadership, simultaneously contributes to the creation of entrepreneurial value. This process is reinforced by supporting factors such as innovation, risk-taking, organizational learning, and continuous adaptation, forming a learn-adapt-improve cycle. The novelty of this model lies in its holistic approach, which links leadership dimensions to the triple bottom line (financial, social, and environmental performance), thereby expanding the perspective of entrepreneurship from merely profit-oriented to sustainability-oriented. The urgency of this study is even greater in the era of global disruption, where entrepreneurial leaders are required not only to generate business growth, but also to create positive and sustainable social and environmental impacts. Thus, this framework makes a significant contribution to the development of more inclusive, adaptive, and future-oriented strategic entrepreneurship theory and practice.

METHOD

This study employs the Systematic Literature Review (SLR) method to search for, collect, and analyze various literature sources related to digital marketing strategies and consumer behavior in the banking sector. The application of the SLR method aims to identify existing research gaps, including those concerning research variables, geographical context, and methodological approaches used in previous studies. The search strategy in this study is designed with reference to the PRISMA method (Haddaway et al., 2022). In its implementation, the researcher utilized the Scopus database to identify and select relevant articles. The search strategy was designed using Boolean operators by combining several key concepts, namely social media marketing, brand trust, and customer purchase decision. The search query was applied to the Title, Abstract, and Keywords columns: TITLE-ABS-KEY (strategic AND leadership, AND entrepreneurship, AND business AND growth) AND PUBYEAR > 2016 AND PUBYEAR < 2027 AND (LIMIT-TO (SUBJAREA, "BUSI") OR LIMIT-TO (SUBJAREA, "ECON")) AND (LIMIT-TO (DOCTYPE, "ar")) AND (LIMIT-TO (LANGUAGE, "English")) AND (LIMIT-TO (EXACTKEYWORD, "Entrepreneurship") OR LIMIT-TO (EXACTKEYWORD, "Strategic Management")), with the following results:

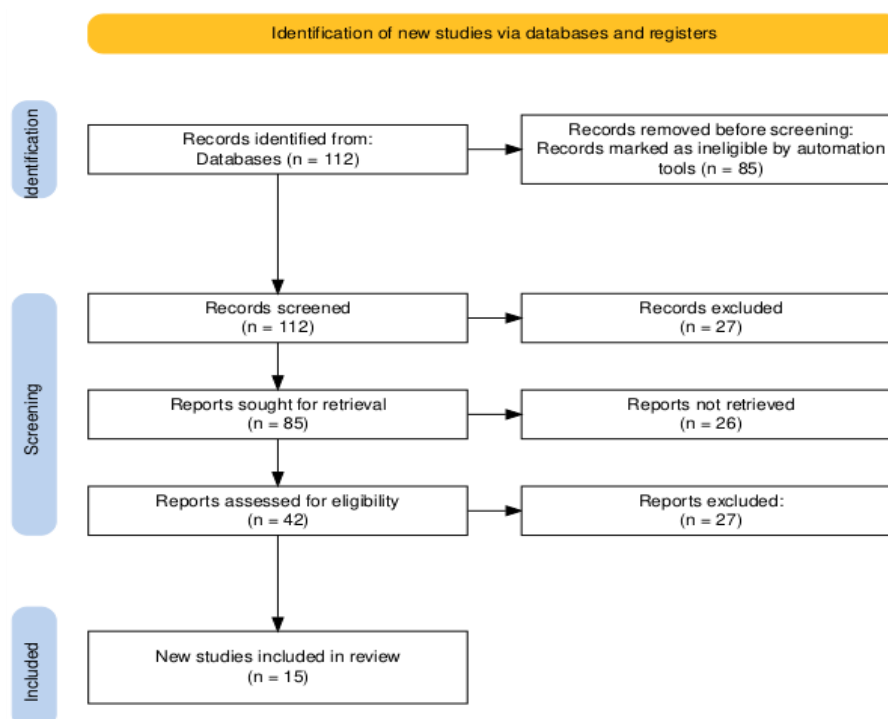


Figure 2. ARTICLE ANALYSIS USING PRISMA

This study applies a bibliometric approach to map and analyze scientific literature related to strategic leadership, entrepreneurship, and business growth on a global scale. The publication data in this study were obtained from the Scopus database, which was chosen because of its extensive coverage of international journals and its comprehensive and reliable metadata support. Bibliometric analysis was conducted using VOSviewer software, which visualizes collaboration networks among authors, institutions, and countries and analyzes keyword co-occurrence to identify themes and research trends in the fields of strategic leadership, entrepreneurship, and business growth. In addition, quantitative indicators, such as the number of publications per year, distribution of authors and institutions, and citation rates, were analyzed to assess productivity and scientific impact within these topics. Through this approach, this study aims to reveal patterns in the development of the field, collaboration networks, and research opportunities that still have potential for further development, particularly in the context of strategic leadership in entrepreneurship and its implications for business growth. By integrating the systematic literature review (SLR) approach and bibliometric analysis, this research is expected to provide a more comprehensive overview of the development of strategic leadership studies in entrepreneurship and their relationship to business growth. This integrated approach not only presents a conceptual synthesis of various previous research findings but also strengthens the analysis results with quantitative data derived from scientific publications.

Research Results

The literature selection process in this study refers to the PRISMA guidelines. In the initial identification stage, a total of 112 articles were found from various relevant databases. Before entering the screening stage, 85 articles were automatically eliminated by the system for not meeting the initial criteria, leaving 42 articles for further analysis. Thus, after the entire selection process was carried out, 10 articles met the inclusion criteria and were then used as the basis for the systematic literature review in this study.

Table 2. SELECTED ARTICLE IDENTIFICATION

| No. | Article Identity | Research Objective | Research Results |
|-----|---|--|--|
| 1 | Ali, M., Jahanzeb, A., Ahmed, M. A., Maitlo, Q., Saifullah, Memon, U., & Memon, M. A. B. (2026). Escobar: struggle for surviving and sustaining business in emerging markets. | External environmental factors and business challenges affect the survival and growth of small enterprises. This study evaluates the strategic decision-making approaches that entrepreneurs can use to sustain and develop their businesses when facing financial and operational difficulties. | External environmental factors and internal business challenges influence the sustainability and growth of small enterprises. The importance of partnerships, the role of leadership, and team dynamics are crucial for ensuring long-term business success and stability. |
| 2 | Tariq, U., & Bodolica, V. (2026). Digitizing the deep sea: Fahim Al Qasimi and the strategy shift at Seafood Souq. | Discussing entrepreneurial paths shaped by personal values, lifestyle, and experiences as examples of purpose-driven business creation | To experience what it is like to be a founder navigating scale, purpose, and market realities, while facing pressure from investors, customers, and their own leadership expectations. |
| 3 | Tsvetkov, N., Pierrakis, Y., & Abdi, Y. (2025). Exploring management buy-ins and open innovation dynamics: current trends and future directions. | Exploring the intersection between Management Buyouts (MBO), Management Buy-ins (MBI), and Open Innovation (OI). | The potential of MBO and MBI to drive innovation and economic growth in SMEs, especially in industries that require collaborative innovation strategies. |
| 4 | Gaur, B., Albuquerque, D. D., & Chitale, A. (2025). Manisha's Kitchen: growth | The dynamic challenges of the hotel sector while maintaining the authenticity and quality that | The level of academic complexity includes advanced business strategies, Fundamentals of Entrepreneurship, Brand Value |

| | | | |
|----|---|---|---|
| | challenges for a woman entrepreneur. | have defined its culinary ventures. | Creation, Strategic Management, Leadership Development, and Career Planning and Management. |
| 5 | Harmon, J. I., & Scotti, D. J. (2025). Aloe Health (A & B): building, turning around, and selling a women-owned healthcare services business. | Classifying the needs of an entrepreneur and leader who possesses clinical expertise but lacks the business acumen necessary to start, grow, and turn around a company, and ultimately position it for a successful acquisition. | Focusing the class on issues of competition and challenges in starting a company in a highly regulated environment, as well as on the characteristics of entrepreneurial founding and management teams. |
| 6 | Barsoum, M. R. (2025). Slimnastics School of Ballet: entrepreneurial decision-making “En Pointe”. | Evaluating leadership styles and their impact on organizational culture, motivation, and success; and applying theoretical frameworks to assess the challenges of data driven growth strategies. | Considering business sustainability, ethical issues, and the impact of decisions on employees, students, and the wider community. |
| 7 | Dadhich, M., Panigrahi, R., & Prusty, S. (2025). Redplum’s expansion plan: will it overcome financial challenges? | Analyzing the challenges faced by modern entrepreneurship, such as Redplum, in the highly competitive global online market. | Startups like Redplum can establish themselves on e-commerce platforms and open offline stores around the world. |
| 8 | Vora, K., Shastri, M., & Mishra, N. (2025). Athenaeum Solutions: navigating operational challenges. | Implementing effective business strategies to address operational challenges, business environment, technology adoption, and operational scalability in emerging markets. Evaluating the impact of an entrepreneur’s leadership style on long-term business strategy. | Leadership style influences decision-making and impacts long-term business growth at a level of academic complexity. |
| 9 | Scheepers, C., & Moore, A. F. (2024). Rocky Brands: considerations for growth and expansion. | Identifying and discussing competition in analyzing and understanding the supporting factors and challenges that influence the growth of Rocky Brands, as well as recommending solutions related to Rocky Brands' growth strategies. | Rocky Brands has a strong portfolio of brands in the work, outdoor, and military footwear segments within its business. |
| 10 | Apaydin, M., Sand, M. J. L., Hoogendoorn, R. A., & Eshak, M. (2024). Amr Allam: outgrowing a family business. | A framework and key tools for global leaders to apply in business, in their role as team leaders, and to implement relevant theories for assessing a leader’s character and personality. | New generation leadership is expected to be adaptive and visionary in driving innovation and expansion, while still maintaining legitimacy and internal family harmony. Without clear governance management and a separation of roles between ownership and management, the potential for internal conflicts may hinder growth. |

The researcher conducted a bibliometric analysis by developing a search strategy using Boolean operators, combining several key concepts, namely digital marketing, brand image, perceived value, and purchase intention. The search query was applied to the Title, Abstract, and Keywords columns (TITLE-ABS-KEY). The researcher then performed a search using the keywords: TITLE-ABS-KEY (strategic AND leadership, AND entrepreneurship, AND business AND growth) AND PUBYEAR > 2016 AND PUBYEAR < 2027 AND (LIMIT-TO (SUBJAREA, "BUSI") OR LIMIT-TO (SUBJAREA, "ECON")) AND (LIMIT-TO (DOCTYPE, "ar")) AND (LIMIT-TO (LANGUAGE, "English")) AND (LIMIT-TO (EXACTKEYWORD, "Entrepreneurship") OR LIMIT-TO (EXACTKEYWORD, "Strategic Management")). The screening process was carried out by limiting the results to publications from 2017 to 2026 in English and including only article and review documents that had reached the final publication stage. In addition, the publication sources were restricted to scientific journals in the field of business (Business, Management and Accounting) and only included open access articles. The screening was also strengthened by selecting specific keywords related to the study variables, namely digital marketing, brand image, perceived value, and purchase intention, resulting in 17 pieces of literature that were most relevant to the research focus.

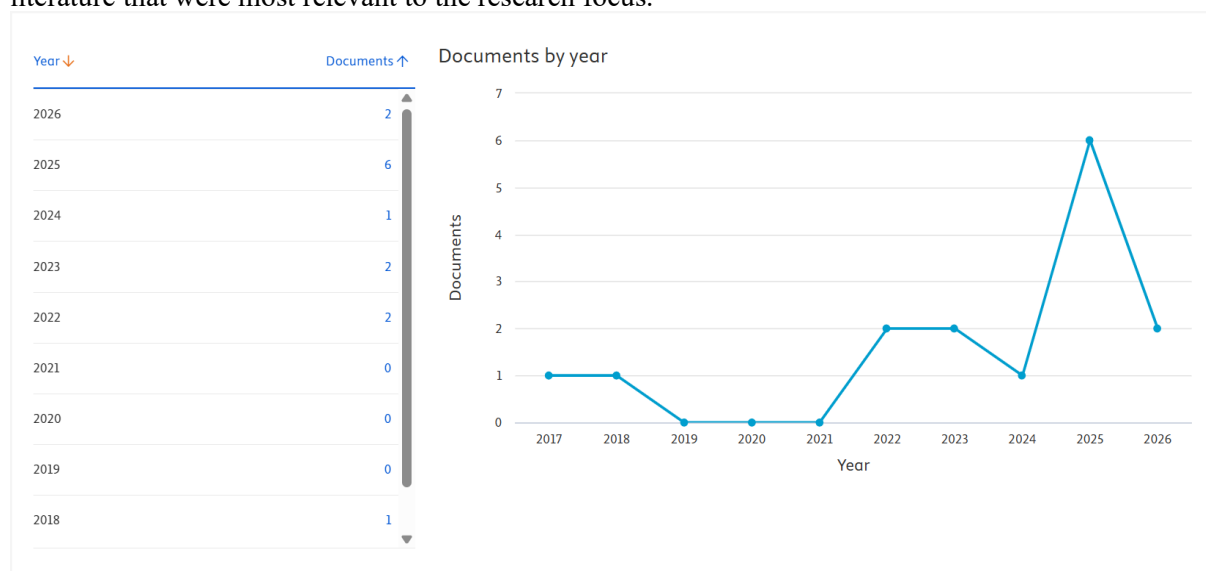


Figure 3. PUBLICATION DEVELOPMENT TRENDS BASED ON YEAR

An analysis of the publication distribution by year reveals the dynamics of research development on the studied topic during 2017–2026. In general, the publication trend shows a fluctuating pattern with a tendency to increase toward the end of the observation period. In the early stages, the number of publications was limited, with only one document in 2017, remaining the same in 2018. Subsequently, from 2019 to 2021, no publications were found, indicating that studies on this topic were still in the early stages of development or had yet to become a primary focus in the academic literature. Entering 2022, there was a rise in research activity, with two publications recorded, which remained relatively stable in 2023 with the same number. In 2024, there was a slight decrease to one publication. However, a significant increase occurred in 2025, with the number of publications reaching six, marking the highest achievement during the observation period. In 2026, the number of publications stood at two. The spike in publications in 2025 indicates growing academic interest in the subject, which can be categorised as a growth phase in the development of the literature. This condition also reflects an expansion of studies, both in terms of methodology and the development of research variables. Overall, the distribution of publications shows that this research field is experiencing progressive development, even though it underwent a stagnant phase during certain periods. The upward trend indicates that this topic is increasingly gaining academic legitimacy and has the potential to continue developing as a relevant area of study in the future.

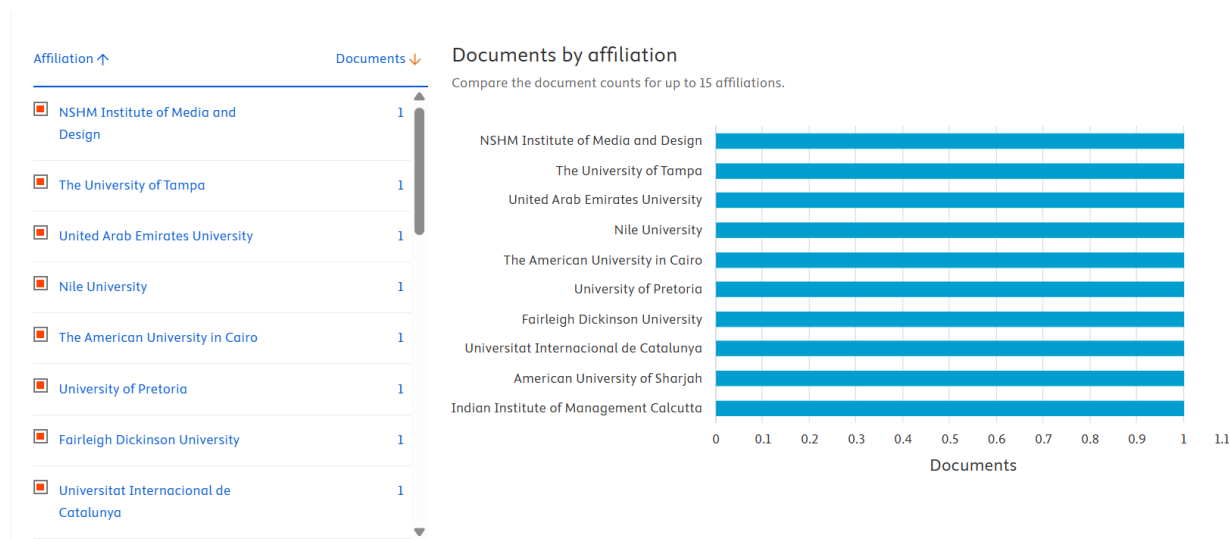


Figure 3. PUBLICATION DISTRIBUTION BASED ON INSTITUTIONAL AFFILIATION

An analysis of publication distribution based on institutional affiliation reveals that research contributions on the topic under review are evenly distributed across various academic institutions (Figure 3). Based on the mapping results, no institution significantly dominates the number of publications. Each identified institution contributed only one document. Several institutions recorded as contributors in this study include the NSHM Institute of Media and Design, The University of Tampa, United Arab Emirates University, Nile University, The American University in Cairo, University of Pretoria, Fairleigh Dickinson University, Universitat Internacional de Catalunya, American University of Sharjah, and Indian Institute of Management Calcutta. Each of these institutions played a role in developing studies on the analysed topic, although their contributions are limited. These findings indicate that research activities in this field have not yet become concentrated within certain institutions but are instead dispersed across various academic organisations globally. Bibliometrically, this even distribution pattern shows that research is still in the early to intermediate stages of development, with no dominant research centre having formed. In addition, the involvement of institutions from various countries reflects that this area of study has an international scope. This situation creates wide opportunities for strengthening collaboration between institutions in the future, which is expected to increase scientific productivity and enrich research perspectives through cross-disciplinary and cross-regional cooperation.

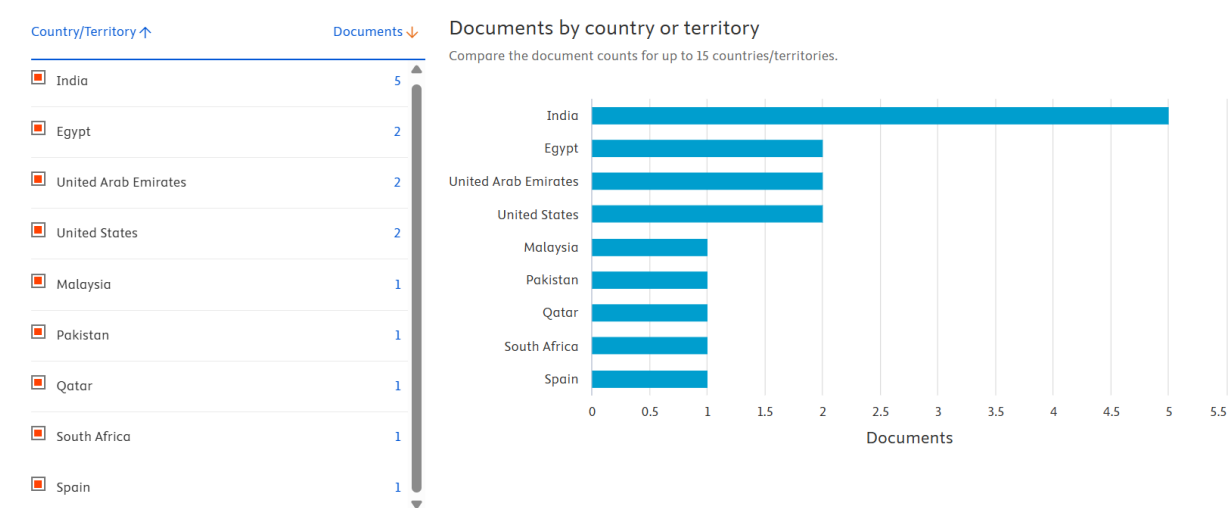


Figure 4. PUBLICATION DISTRIBUTION BY COUNTRY

An analysis of publication distribution by country or region shows that research contributions on the studied topic come from various geographic areas, with varying levels of contribution (Figure 4). Based on the mapping results, India is recorded as the country with the highest number of publications, totalling five documents. This dominance indicates that the analysed research topic has received considerable attention from the academic community in that country. Next, there are several countries with moderate contributions, namely, Egypt, the United Arab Emirates, and the United States, each of which has produced two publication documents. This shows that these countries also play a significant role in the development of literature in the studied field. Meanwhile, other countries, such as Malaysia, Pakistan, Qatar, South Africa, and Spain, have each contributed one publication document. Although the numbers are relatively limited, the involvement of these countries reflects that research on this topic has spread to various regions and is beginning to attract global attention. Overall, this distribution pattern shows that research contributions are still dominated by a few specific countries but demonstrates internationally distributed characteristics. This condition indicates opportunities to strengthen cross-country collaboration to broaden the scope of research, enhance the diversity of perspectives, and encourage the development of more comprehensive literature in the future.

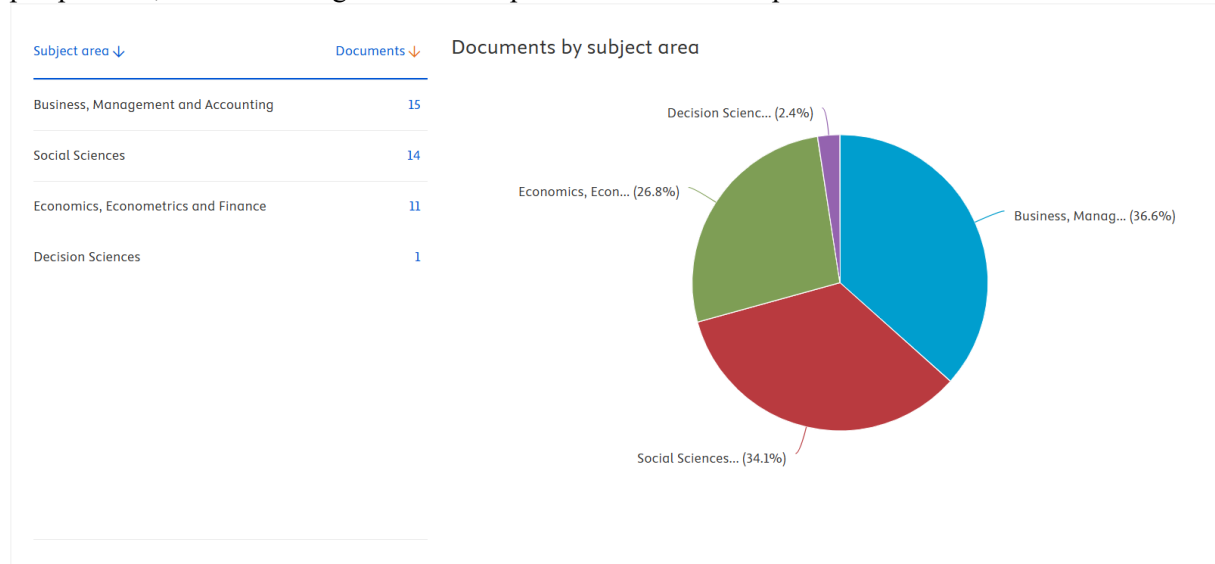


Figure 5. Distribution Based on Scientific Fields

Based on the bibliometric analysis of document distribution by subject area (Documents by Subject Area) shown in Figure 1, it is evident that the analysed publications are dominated by the field of Business, Management, and Accounting, with 15 documents or approximately 36.6% of the total publications. This dominance indicates that the research topics in this study have been widely developed from the perspective of business management, such as strategy, decision-making, and organizational dynamics. Furthermore, the field of Social Sciences ranks second with 14 documents (34.1%), indicating that social aspects, behaviour, and interpersonal interactions are also important focal points in the studies conducted. Meanwhile, the field of Economics, Econometrics, and Finance contributed 11 documents (26.8%), reflecting the role of economic and financial analysis in supporting the understanding of the phenomena studied. In contrast, the field of Decision Sciences has a relatively small contribution, with only one document (2.4%). Nevertheless, this field still provides input through an analytical approach, particularly related to data-driven decision-making processes. Overall, this distribution shows that the research under review is multidisciplinary in nature, with a dominance in business and management, but is supported by contributions from social sciences, economics, and analytical approaches. This indicates the integration of various scientific perspectives to achieve a more comprehensive understanding of the phenomena under study.

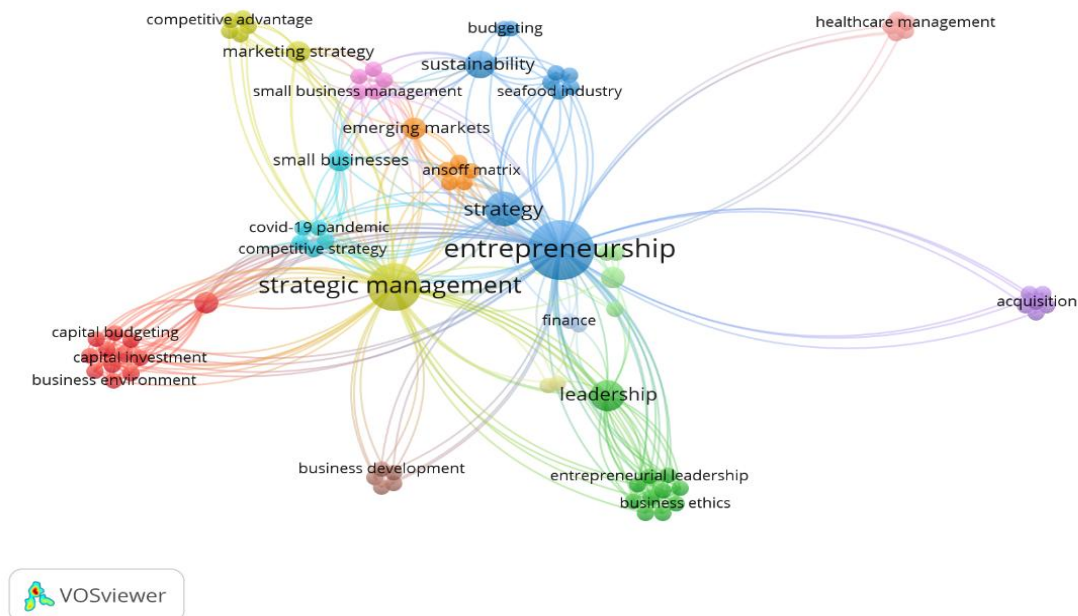


Figure 6. Keyword Co-Occurrence Network Visualization

Keyword co-occurrence network analysis is conducted to understand the conceptual structure and interconnections between topics within a body of literature. The network visualization in the figure was produced using VOSviewer software, which maps the relationships between keywords based on how frequently they appear together in the same documents. According to this visualization, the keywords “entrepreneurship” and “strategic management” serve as the central nodes of the network. Both have the largest node sizes and extensive connections to various other topics, indicating their roles as both main themes and bridges across different fields in the literature analyzed. This central position suggests that many studies focus on the relationship between entrepreneurship and strategic management across various organizational contexts.

The network forms several clusters representing major research themes. The blue cluster centers on the concept of entrepreneurship, linked to topics such as strategy, sustainability, artificial intelligence, and family businesses. This cluster reflects an emphasis on innovation, sustainability, and the use of technology in the development of entrepreneurship. The green cluster focuses on strategic management, which is closely linked with leadership, entrepreneurial leadership, and business ethics. This suggests that leadership and business ethics are crucial elements in the execution of organizational strategy. The red cluster groups topics such as capital budgeting, capital investment, and the business environment, highlighting a focus on finance and investment decision-making within the context of business strategy. The yellow cluster highlights marketing strategy and competitive advantage, emphasizing the importance of marketing strategy in creating a competitive edge. On the other hand, there are additional clusters that are more specific, such as emerging markets and the Ansoff matrix, which relate to business expansion, as well as topics like health management and acquisition, which emerge as more separate branches of research but remain connected to the main network.

Overall, this analysis demonstrates that the literature has evolved in a multidisciplinary fashion, integrating entrepreneurship, strategic management, leadership, marketing, and finance. Research focus is not only on strategy formulation but also on implementation, innovation, and adaptation to changes in the business environment. These findings open opportunities for further research, particularly in the

integration of digital technology, sustainability, and leadership dynamics in supporting organizational performance in the modern era.

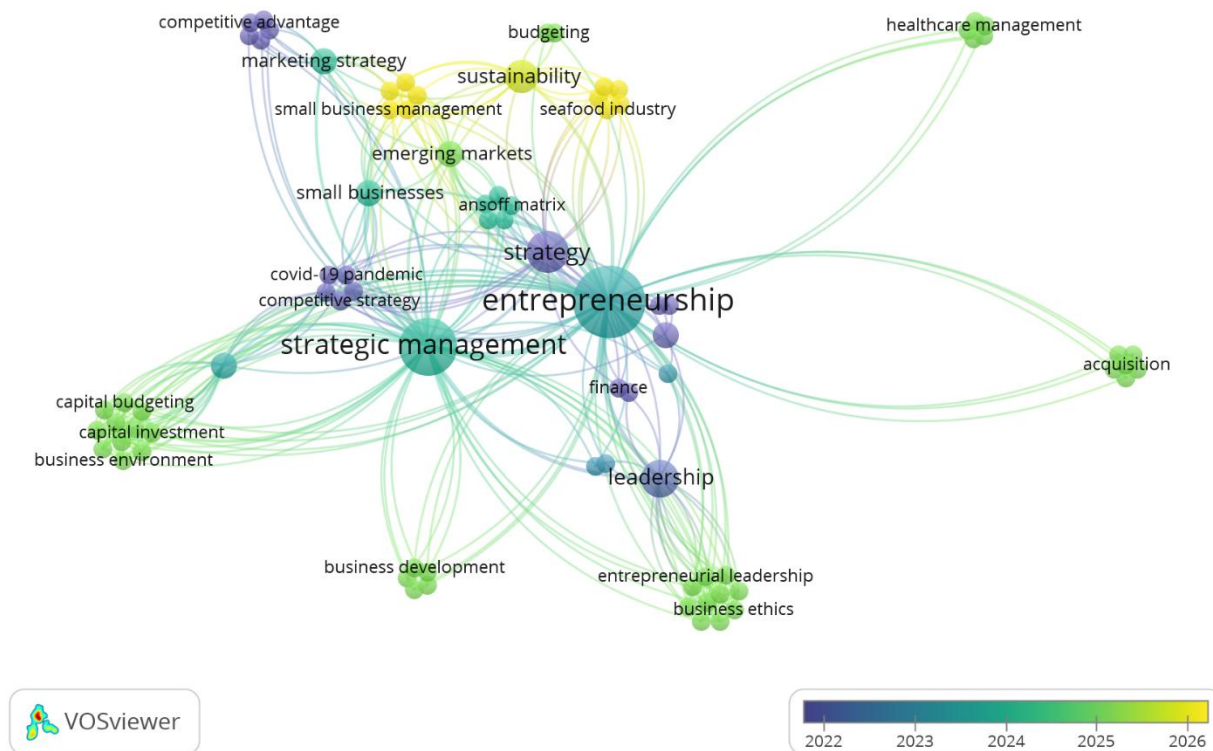


Figure 7. Keyword Co-Occurrence Overlay Visualization

The analysis of the overlay visualisation of keyword co-occurrence was conducted using VOSviewer software to identify the temporal development of research topics in the analysed literature. In this visualisation, the colour of the nodes represents the average year of keyword occurrence, with blue indicating earlier topics, while gradients from green to yellow represent newer and emerging topics. Based on the figure, keywords such as competitive advantage, marketing strategy, and strategy tend to appear on the blue-to-purple spectrum. This indicates that these topics were the initial focus of study, especially those related to strategy formulation and achieving competitive advantage in organizational and business contexts. Furthermore, core keywords such as entrepreneurship and strategic management appear in bluish-green hues. This position shows that these two concepts serve as a bridge in the development of research, connecting classical strategic approaches with more contemporary issues. Topics such as small businesses, family firms, and the COVID-19 pandemic also emerge during this transitional phase, reflecting the expansion of research contexts into various business environment dynamics. In contrast, keywords such as sustainability, artificial intelligence, emerging markets, as well as business ethics and entrepreneurial leadership, appear in green to yellow colours. This indicates that these topics are relatively new and emerging research focuses. The emphasis of research shifts toward the integration of technology, sustainability, as well as ethical and leadership aspects in entrepreneurship and strategic management. In addition, the appearance of topics such as healthcare management and acquisitions in brighter colours indicates the expansion of studies into more specific and contextual sectors and issues. Overall, the results of the overlay visualisation demonstrate an evolution of research from an early focus on strategy and competitive advantage to a more multidimensional approach.

RESULTS AND DISCUSSIONS

This research shows that the studies analysed have not only developed in terms of the quantity of publications but have also undergone conceptual deepening and cross-disciplinary integration. First, from a methodological perspective, the use of the PRISMA guidelines indicates that the literature selection process was conducted systematically and transparently. The filtering process from 112 articles down to the 15 main articles demonstrates a rigorous curation process, ensuring that the literature used is truly relevant and of high quality. This has a positive impact on the strength of the analysis, as the findings are based on studies that have made significant contributions in their fields.

Second, from the content of the selected articles, it can be seen that most of the research focuses on key issues in entrepreneurship and strategic management. The various case studies analysed highlight the importance of adaptability among entrepreneurs in facing external challenges, such as market dynamics, competitive pressures, and changes in the business environment. In addition, internal factors such as leadership, strategic decision-making, and resource management have also proven to be major determinants of business success and sustainability. These findings reinforce that organizational success is determined not only by the strategies formulated, but also by how those strategies are implemented effectively.

Third, the research results show that the concepts of leadership and business strategy play a central role in connecting various research variables. Many studies emphasise that adaptive and visionary leadership styles can drive innovation, improve organizational performance, and strengthen competitiveness. In this context, leadership functions not only as a guide for the organisation but also as a catalyst for change and innovation, especially in facing the uncertainties of the business environment. Fourth, the bibliometric analysis reinforces these substantive findings. The increasing publication trend, particularly in 2025, indicates that this topic has entered a growth phase. This indicates a growing academic interest in the integration between entrepreneurship, strategy, and business growth. Previously, the absence of publications in certain periods showed that this topic was still in its early stages of development, but it later grew rapidly in line with the increasing complexity of the global business environment.

Fifth, the distribution of publications based on institutional affiliation and country shows a dispersed and not yet centralised pattern. This indicates that research in this area is still in its initial or developing stages. Although some countries, such as India, have made a larger contribution, the involvement of various other countries highlights the global relevance of this topic. Therefore, there is significant potential to strengthen international collaboration to improve the quality and quantity of future research. Sixth, from a scientific perspective, the dominance of the fields of business, management, and accounting, supported by the social sciences and economics, demonstrates the multidisciplinary nature of this research. The integration of various disciplines enables a more comprehensive analysis of business phenomena, especially in understanding the relationships among strategy, organizational behaviour, and company performance.

Seventh, the results of the keyword co-occurrence analysis indicate that entrepreneurship and strategic management are at the core of the research network. This affirms that these two concepts form the main foundation of the literature under review. In addition, the emergence of clusters such as sustainability, artificial intelligence, and business ethics reflects the expanding focus of research toward contemporary issues. This signifies that organisations are no longer solely focused on economic growth but also on sustainability and social responsibility. Finally, the results from the overlay visualisation indicate an evolution in research focus, from an early emphasis on competitive advantage and strategy to more complex and multidimensional approaches. The shift toward topics such as technology, sustainability, and leadership shows that research is increasingly adaptive to changing times.

CONCLUSION

This study aims to analyze the development of literature in the fields of entrepreneurial leadership and strategic management through a systematic literature review (SLR) approach and bibliometric analysis. Based on the results of the analysis, it can be concluded that studies on this topic have experienced significant growth, both in terms of the number of publications and conceptual depth. The increasing trend in publications, especially in 2025, indicates that this topic is gaining growing attention in academic literature, in line with the increasing complexity of the global business environment. The analysis results reveal that entrepreneurship and strategic leadership have become central themes linking various important concepts such as leadership, innovation, competitive advantage, and organizational performance. This affirms that the ability to adapt to external changes, such as market dynamics and competitive pressure, as well as managing internal factors, such as leadership and strategic decision-making, constitute the primary focus of research. The dominance of business, management, and accounting fields, supported by social sciences and economics, shows that this study is evolving from a multidisciplinary managerial perspective.

In addition, the analysis results indicate an evolution in research topics, moving from an initial focus on competitive advantage and strategy toward a broader and more complex approach. Recent studies have begun to integrate contemporary issues such as sustainability, artificial intelligence, and business ethics. This development signals that research is no longer oriented solely toward achieving economic performance, but also the social responsibility and ability of organizations to adapt to technological change. Overall, the findings of this study emphasize that business success and sustainability are greatly influenced by the synergy between entrepreneurship, strategic management, and leadership. Such success is determined not only by the formulation of appropriate strategies, but also by effective implementation, innovative capacity, and adaptation to the ever-changing dynamics of the business environment.

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INFORMATION ABOUT THE AUTHORS

Noris Bagus Mulyo : (Universitas Negeri Surabaya, Surabaya, Indonesia, norismulyo@unesa.ac.id)

Brilliant Rosy: (Universitas Negeri Surabaya, Surabaya, Indonesia, brilliantrosy@unesa.ac.id)

Novita Aprillia: (Universitas Negeri Surabaya, Surabaya, Indonesia, novitaaprilialia@unesa.ac.id)

Abdul Ghani Azmi: (Academy of Islamic Studies/ Universiti Malaya, Kuala Lumpur, Malaysia, amicazmi@um.edu.my)

Fariza Rachman: (Management/ Airlangga University, Surabaya, Indonesia, fariza.rachman-2023@feb.unair.ac.id)

Dian Palupi: (Management/ Indonesian College of Economics (STIESIA), Surabaya, Indonesia, dianpalupi@stiesia.ac.id)