



E-ISSN : 2686-6331
P-ISSN : 2686-6358

**DINASTI INTERNATIONAL JOURNAL OF EDUCATION
MANAGEMENT AND SOCIAL SCIENCE (DIJEMSS)**

<https://dinastipub.org/DIJEMSS> dinasti.info@gmail.com +62 811 7404 455

DOI: <https://doi.org/10.31933/dijemss.v5i5>

Received: 28 Mayth 2024, Revised: 25 Juneth 2024, Publish: 30 Juneth 2024
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Emerging Trends Around Resilience Leader: Systematic Review of Literature And Bibliometric Approach

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Abstract: This research aims to conduct a systematic literature review and bibliometric approach to explore emerging trends around resilient leaders. This research method utilizes a systematic literature review (SLR) with a bibliometric approach using the keyword resilient leaders, totaling 46 manuscripts that will be reviewed further. The results can be explained by the fact that resilient leaders are confident in their ability to overcome challenges and lead effectively in complex situations. Resilient leaders are authentic leaders who emphasize honesty, integrity, and transparency as critical characteristics of strong leaders. The role of resilient leaders in digitalization highlights the ability of resilient leaders to lead organizations through digital transformation, ensuring that organizations remain resilient and adaptive in the ever-changing digital age.

Keyword: Resilience Leader, Self-Efficacy, Authentic Leadership And Digitalization.

INTRODUCTION

In the dynamic modern organizational environment, the speed of employee recovery from adverse events and the adoption of resilient behaviours (Sienkiewicz-Małyjurek, 2022; Tang, Han, He, & Li, 2024) become critical in improving individual employee well-being and overall organizational performance (Mao et al., 2023; Vera, Samba, Kong, & Maldonado, 2021). In order to guard against the harmful effects that may result from work-related stress, programs aimed at fostering resilience in the workplace usually concentrate on enhancing personal resources and personal qualities (such optimism and mindfulness) (Karreinen et al., 2023).

Nevertheless, there hasn't been much empirical research done on leaders' contributions to followers' resilience to date (Baird, Su, & Munir, 2023). Drawing on fundamental concepts of social learning (Lombardi, Pina e Cunha, & Giustiniano, 2021) scholars propose that leaders mold resilient behavior in followers by providing guidance. Thus, the purpose of this study is to investigate how followers are inspired to exhibit resilient behavior by their leaders. Fit between individual and environment (P-E fit) is the foundation of building leadership theory (Anghel, 2023; Whyte et al., 2022). P-E fit defines leadership as a set of relational

resources that followers employ to satisfy their psychological and work-related requirements. In 2023, Karreinen et al. Make the case that leaders coach their followers to help them become resilient. According to (Niu & Liu, 2022) coaching behavior is the act of giving personal insight and feedback to guide and inspire better employee performance. It is thought of as a means by which leaders teach resilient behavior to their followers.

P-E fit theory states that employees gain maximum benefit from the relational resources provided by their leaders when those resources appropriately match their needs (Hur, Shin, & Kim, 2023). Guidance behaviours by leaders are proactive efforts to support employees, especially those with low levels of satisfaction with safety and nurturing needs. In contrast, these behaviours may be less important for employees who are naturally more motivated by achievement and progress (Salam, Dumit, Clinton, & Mahfoud, 2023). In an era full of uncertainty and complexity, organizations are faced with various challenges that require them to adapt and survive in the face of rapid change. In this context, the concept of a "resilience leader" or a strong leader is increasingly gaining attention as a key factor in maintaining organizational resilience in facing various challenges and crises. Resilient leaders are believed to have the ability not only to survive but also thrive in the face of pressure and unexpected changes (Anwar, Abid, & Waqas, 2020).

In recent years, interest in the resilience leader concept has increased significantly in management and organizational literature. Researchers, practitioners and organizational decision-makers are increasingly realizing the importance of having leaders who are able to face challenges and provide strong direction in difficult situations (Trigueros et al., 2020). In this context, systematic reviews of the literature and bibliometric approaches can provide valuable insights into emerging trends around the concept of resilience leaders (Palumbo & Douglas, 2024; Siami, Gorji, & Martin, 2023; Zhao et al., 2024). Previous research has tried to define the concept of resilience leaders and identify the characteristics and behaviours they possess (Shin & Park, 2021a; Wu et al., 2023). This concept covers various dimensions, including the ability to cope with stress, adaptability to change, the ability to motivate and inspire others, and the ability to learn from failure and develop new solutions. However, although there is a large body of research on resilience leaders, there is still a need to conduct a comprehensive synthesis of the existing literature to identify emerging trends and understand the evolution of thinking about this concept (Pillay-Naidoo & Nel, 2022; Stogiannos et al., 2022; Tang et al., 2024).

This research aims to conduct a systematic review of the literature and a bibliometric approach to explore emerging trends around the concept of resilience leaders. By analyzing various scientific articles related to this topic, we aim to identify common patterns, key themes, and the evolution of thinking in the literature on resilience leaders. Through this approach, we hope to provide a better understanding of the concept of leader resilience and its implications in the context of organizational management. In addition, we will outline the structure of this study to provide an idea of how we will present our findings.

METHOD

A thorough literature review was the research methodology employed in this study. This research method uses a Systematic Literature Review (SLR), as explained by (Zeeshan, Ng, Ho, & Jantan, 2021). This research approach includes several process stages, starting from planning and implementation to reporting. The planning stage is the first step in conducting an SLR, where the formulation of Review Research Questions is carried out by referring to the "PICO" (Population, Intervention, Comparison, Outcome) elements and the development of a Review Protocol. The next stage is implementation, which involves identifying and finding relevant literature to synthesise the findings. After that, a literature report is created.

a. Review's Research Question

b. At this stage, questions are determined that are appropriate to the research topic based on the PICO elements described in the following table:

Table 1. PICO Summary

Population	All scientific journal articles published in reputable databases (such as ScienceDirect Crossref and Google Scholar) discuss the topic of <i>resilience leadership</i> .
Intervention	provides insight and interesting topics related to resilient leadership
Comparison	an effort to analyze and understand the differences and similarities between various aspects of resilience leadership
Outcomes	Emerging trends from resilience leadership

Source: (Eriksen & Frandsen, 2018)

The following is a research question in the study.

Table 2. Research question

ID	Research Question
RQ 1	How does resilient leadership influence organizational resilience in facing challenges and crises?
RQ 2	What are the characteristics and qualities of a resilient leader who is effective in dealing with uncertainty and rapid change?
RQ 3	What is the role of communication and transformative leadership in building individual and organizational resilience under resilient leadership?
RQ 4	What strategies do resilient leaders use to manage the stress and pressure that arise in difficult situations or crises?
RQ 5	How is evaluation and measurement of the performance of strong leaders carried out in an organizational context?

Search process

The search process is the stage where sources that match the research question are found. The source search process was carried out on the Science Direct, Crossref, and Google Scholar sites.

Data Collection

At this stage, the required data enters the collection stage and then carries out the analysis process. The following are the data collection steps:

- a. Visit Google Scholar, Science Direct and Crossref websites
- b. Enter the keyword "*resilience leader*".
- c. In "Advanced Search", include years taken from 2020 to 2024
- d. Every article and journal that matches the title at the literature search and collection stage is combined in one storage directory, namely, using Mendeley software, which stores and manages article selection search results.

Inclusion and Exclusion Criteria

At this point, criteria are used to the discovered data to decide whether or not it meets the requirements to be used as a source of data for study. The following standards must be met by data in order for it to be accepted as a research data source:

Table 3. Inclusion and Exclusion Criteria

Inclusion Criteria	The data obtained has a period from 2020 to 2024 Open access articles
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	Reputable international articles
Exclusion Criteria	The data used are only journal papers related to resilience leaders.

Quality Assessment

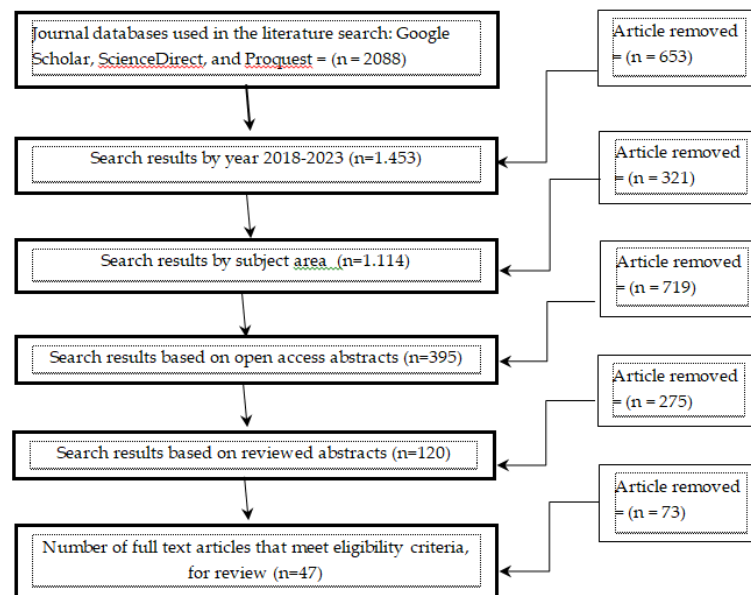
At this stage, the information found will be assessed using the following criteria:

- a. QA1: Was the journal article published between 2020 and 2024?
 - b. QA2: Does the journal article cover *resilience leaders*?
 - c. QA3: What are the keywords for *resilience leader* that appear in the abstract of a journal article?
 - d. QA4: Does the article meet eligibility requirements, and is its full text?
 - e. Next, a score will be given to each of these studies using the questions mentioned above.
- Yes: for journal articles that meet Quality Assessment questions
 No: for journal articles that do not meet the Quality Assessment questions

Analysis data

Data that was collected in the previous stage will be analyzed. The results that have been analyzed will answer all research questions that have been previously determined. The selection of articles to be reviewed can be explained through an elimination process. The elimination process is obtained from the chart below:

Figure 1. Elimination process



Technique Bibliometrics

Continuing to carry out a bibliometric analysis aims to investigate the current state of affairs in the field of human resource management (HRM) science and identify how the field has evolved. Bibliometric analysis provides a broad picture of trends and possible study areas by analyzing bibliographic information, such as keywords, using statistical and mathematical techniques. The main benefit of this method is quantitative accuracy, which lessens the possibility of subjectivity bias in narrative literature evaluations. Thus, bibliometric analysis helps researchers to identify the most influential articles in a particular research field objectively and accurately.

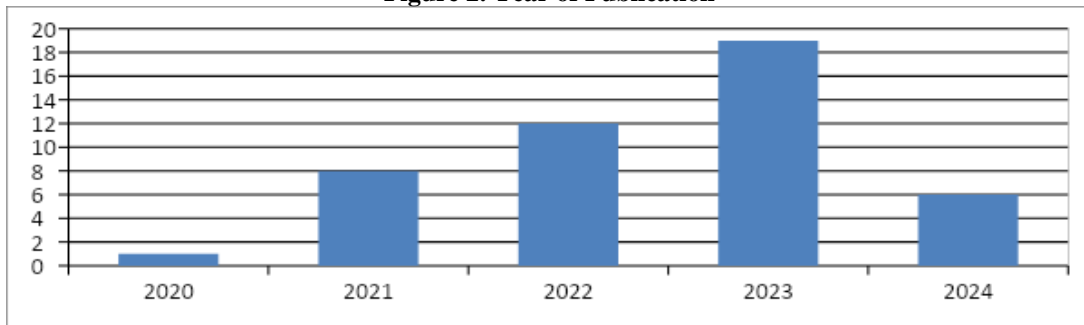
Finding keyword co-occurrences will be one of the bibliometric strategies we use to uncover the most pertinent research questions and the fundamental conceptual framework of the area. This method counts the number of articles that include two keywords combined. We will construct and view bibliographic maps using VOSViewer software version 1.6.14 in

order to conduct this study. An assessment of the data's completeness will be conducted prior to a data set being imported into the program. We will personally update any pertinent missing information, including the year of publication. Furthermore, keywords will be standardized and polished because some writers may use them in plural or abbreviated versions. Only author keywords from a sample of articles are taken into account by keyword co-occurrence analysis in VOS Viewer. The important aspects of the sample articles will also be mapped, as the co-occurrence of keywords is evident in their text.

RESULTS AND DISCUSSION

Overview of research geography

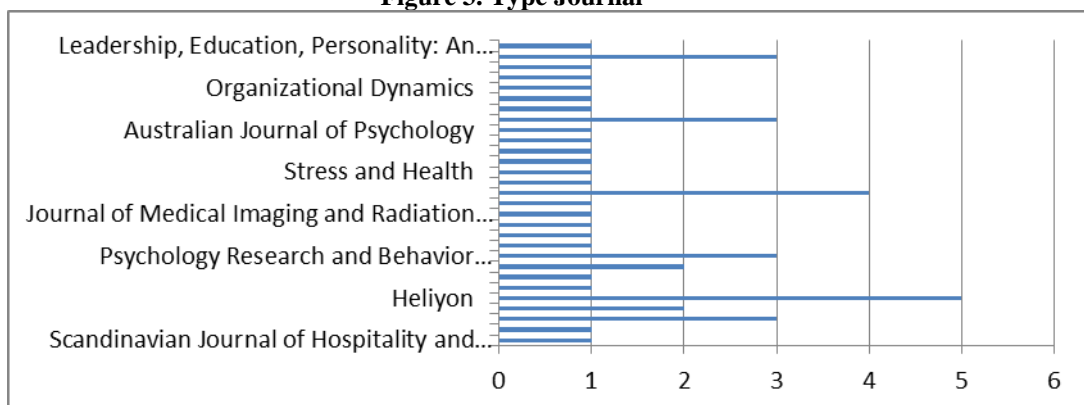
Figure 2. Year of Publication



Source: data processed by the author (2024)

Based on the year of publication, there is an increase in the number of articles relevant to the topic in the period 2020 to 2023, with the number of articles continuing to increase from year to year. In 2020, there was only one relevant article, but the following year, the number increased to eight. This increasing trend continued in 2022 with 12 articles, then reached its peak in 2023 with 19 articles published. However, in 2024, the number of articles will decrease to six. This indicates increased research interest and focus on the topic over the period studied, with a decrease in the number of articles in 2024, indicating a change in trend or decline in interest in the topic.

Figure 3. Type Journal

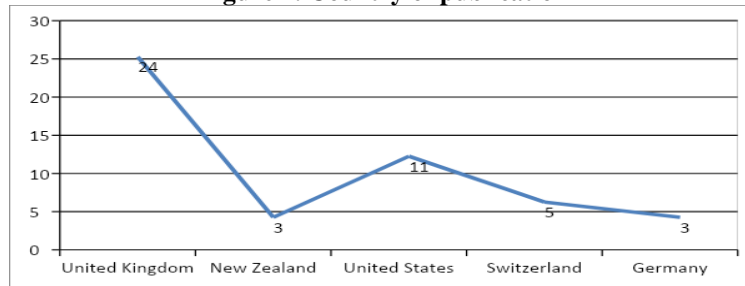


Source: data processed by the author (2024)

In this data, we found various articles published in journals with various subject areas. For example, the Heliyon journal has the highest number of articles, with a total of 5 articles, indicating significant interest from the academic community in research related to the topic studied. On the other hand, many other journals have only one article related to the topic, indicating a more limited interest or more specific focus of these journals on the topic. In addition, several journals have a moderate number of articles, such as Journal of Business Research, Psychology Research and Behavior Management, and SAGE Open, each with

three articles. Overall, the distribution of articles shows diverse interest from different academic communities in the topics studied, with some journals standing out with greater contributions than others.

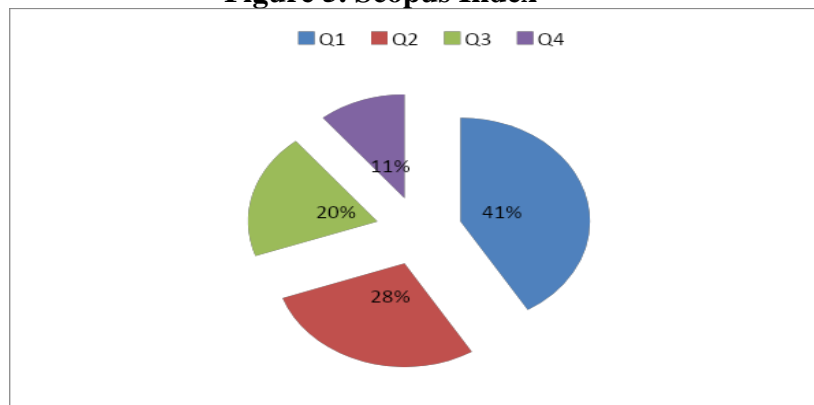
Figure 4. Country of publication



Source: data processed by the author (2024)

From the data provided, the number of articles related to this subject area comes from several different countries. The country with the largest number of articles is the United Kingdom, with a total of 24 articles indicating the significant contribution of the academic community there to the topics studied. Meanwhile, the United States was also a significant contributor with 11 articles. Additionally, Switzerland has five articles, while New Zealand and Germany only have three articles each. The distribution of articles shows the diverse interests and contributions of different countries on the topic, with the United Kingdom and the United States standing out as major contributors to related research.

Figure 5. Scopus Index



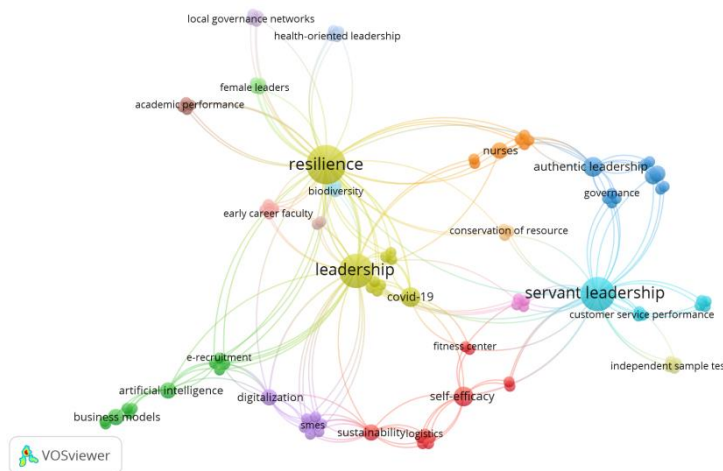
This data describes the distribution of articles based on the Scopus index from Q1 to Q4. From this data, the majority of articles are in the Q1 category, with a total of 19 articles indicating that these articles have a high impact and significance in the research field studied. In addition, 13 articles belong to the Q2 category, indicating the considerable contribution of these articles to the research literature. On the other hand, nine articles fall into the Q3 category and five articles in the Q4 category. The distribution of these articles shows variation in the quality and impact of published articles, with the majority of articles being of higher quality, as reflected in category Q1. In contrast, a minority of articles may have a lower impact, as seen in category Q4. Overall, this distribution reflects the diversity in contributions to the research literature regarding the topics studied, with articles in categories Q1 and Q2 playing a more dominant role in enriching the research literature.

Discussion

Emerging topics in the literature on resilience leaders

The concurrent incidence of keywords in a sample of publications written between 2020 and 2024 is displayed in Figure 6. The author chose 41 keywords that showed up at least twice out of the 157 total keywords that were examined. Seven keyword groups or clusters were found between 2020 and 2024; these groups are symbolized by the colors red, dark blue, light blue, orange, purple, and green, in that order. The most often occurring related terms are reflected in each of these groupings. The association between varying levels of self-efficacy and leader resilience is represented by the red cluster. Various facets of true leadership and leader resilience are illustrated by the dark blue cluster. Several facets of servant leadership and leader resilience are shown by the light blue cluster.

Meanwhile, the green cluster focuses on encouraging resilience leaders towards human resource management. Then, the orange colour links the resilience leader and psychological resilience, and the purple colour links the resilience leader and digitization. The next paragraphs will go into more detail about these groups, focusing on topics that have emerged in connection with previous years of research in the field.



Source: author's processed data

Red Cluster: leader resilience as self-efficacy

Strong leadership abilities (leader resilience) can be considered a form of self-efficacy. Self-efficacy refers to a person's belief in their own ability to overcome challenges and achieve goals. In the context of leadership, resilient leaders can overcome obstacles, face pressure, and lead effectively in complex and changing situations (Mao et al., 2023; Salam et al., 2023; Wu et al., 2023; Zhao et al., 2024). Thus, resilient leaders can have a high level of self-efficacy because the company has strong confidence in its ability to manage and overcome various situations that may arise in the company's leadership role.

Leader resilience, as a concept related to tough leadership, has a close relationship with self-efficacy, namely, an individual's belief in their ability to overcome challenges and achieve desired goals. When a leader is able to internalize this self-efficacy, the company tends to become more resilient in facing uncertainty and crises that may arise in the organizational context (Feliciano-Cestero, Ameen, Kotabe, Paul, & Signoret, 2023; Langley, Rosco, Angelopoulos, Kamminga, & Hooijer, 2023; Shin & Park, 2021b). Resilient leaders play an important role in influencing an organization's resilience to challenges and crises. Companies are not only able to face pressure calmly and adapt to rapid changes but are also able to inspire and guide team members through difficult times. By strengthening team members' self-efficacy, resilient leaders help create a work environment filled with self-

confidence and resilience to change (Paul, Alhassan, Binsaif, & Singh, 2023; Sorakunnas, Räikkönen, Konu, Grénman, & Tyrväinen, 2024)

The characteristics and qualities possessed by a resilient leader who is effective in dealing with uncertainty and rapid change can vary. Still, some common traits that can be identified include courage in the face of uncertainty, flexibility in responding to change, visionary leadership to guide the organization in a better direction, as well as the ability to build strong and solid relationships with team members and other stakeholders (Najam & Mustamil, 2022; Shin & Park, 2021a; The Lancet Regional Health – Western Pacific, 2022). In this context, communication and transformative leadership play a very important role in building individual and organizational resilience under resilient leadership. An effective, strong leader is not only able to communicate clearly and effectively but is also able to inspire and motivate team members to act proactively in facing the challenges they face. Transformative leadership allows leaders to shape an inclusive organizational culture and support individual growth, which in turn can increase overall organizational resilience (Niu & Liu, 2022; Whyte et al., 2022).

In managing stress and pressure that arises in difficult or crisis situations, resilient leaders use various strategies. This includes personal self-care practices, such as physical exercise and meditation, as well as building a strong support system from teams and coworkers. In addition, tough leaders also use strategies such as systematic problem-solving, wise task delegation, and strengthening interpersonal relationships to help reduce stress and improve team performance (Anwar et al., 2020; Trigueros et al., 2020). Evaluation and measurement of the performance of strong leaders in an organizational context can be done through various methods. This includes 360-degree assessments of team members and coworkers, performance evaluations based on the achievement of the organization's strategic goals, and measurement of team members' levels of satisfaction and engagement. This performance evaluation helps organizations identify strengths and development areas for resilient leaders, as well as measure their impact on overall organizational resilience.

Light Blue Cluster: resilience leader as servant leadership

Resilience leadership as servant leadership refers to the concept of tough leadership, which is based on the principles of service to others. In this context, a strong leader not only has high self-resilience in facing challenges and crises but is also oriented towards serving the needs and interests of team members and the organization as a whole (Lombardi et al., 2021; The Lancet Regional Health – Western Pacific, 2022). As a servant leader, a strong, resilient leader prioritizes service to team members and the organization above personal or personal interests. The company dedicates itself to helping team members achieve the company's maximum potential, supporting individual growth and development, and creating an inclusive and empathetic work environment (LeBaron, 2023; Stogiannos et al., 2022; Tang et al., 2024). The concept of resilience leaders as servant leaders emphasizes the importance of loyalty, humility, integrity and empathy in guiding and leading. A strong leader who practices servant leadership will prioritize the needs and welfare of company team members and is ready to sacrifice personal interests for the sake of the collective interest (Palumbo & Douglas, 2024; Shin & Park, 2021a). Resilience leaders as servant leaders highlight the importance of combining the concept of resilient leadership with the principles of service to others. In this case, a strong leader not only shows resilience and firmness in facing challenges but also pays attention to the needs and welfare of team members and the organization as a whole (Anghel, 2023).

Resilience leaders who practice servant leadership play an important role in building organizational resilience to challenges and crises. The company not only inspires with personal resilience and strength but also leads with service, mentoring and supporting team members in overcoming obstacles. By paying attention to the needs and development of team

members, companies help create a tough and resilient work environment (Peng et al., 2023). A strong leader who is effective in facing uncertainty and rapid change has several key characteristics, such as courage in taking risks, flexibility in responding to change, visionary leadership, and the ability to build strong and solid relationships with team members (Khahan, Vrabcová, Prompong, & Nattapong, 2024). By combining these characteristics with servant leadership principles, strong leaders can become role models who lead with empathy and integrity. Effective communication and transformative leadership play an important role in building individual and organizational resilience under resilient leadership. Resilience leaders who practice servant leadership are able to communicate vision and values that motivate team members to act proactively in facing challenges. Companies also encourage individual growth and development through support, mentoring, and providing constructive feedback (Han, Tang, Li, Yang, & Yang, 2023).

Resilient leaders use a variety of strategies to manage the stress and pressure that arise in difficult situations or crises. This includes personal self-care practices, such as physical exercise and meditation, as well as building a strong support system from teams and coworkers. By combining this approach with a servant leadership approach, strong leaders not only care for themselves but also pay attention to the welfare of team members (Sienkiewicz-Małyjurek, 2022). Evaluation and measurement of the performance of strong leaders are carried out through various methods, including assessments from team members and colleagues, performance evaluations based on achieving organizational goals and measuring the level of satisfaction and involvement of team members. By involving team members in the evaluation process, resilient leaders can gain valuable feedback to improve company performance and support overall organizational growth.

Dark Blue Cluster: resilience leader as authentic leadership

Resilience leader as authentic leadership refers to a leadership concept that combines courage in facing challenges with consistency in values and behaviour, creating an environment where honesty, integrity and transparency are the main foundations in leading and motivating others (Hur et al., 2023; Siami et al., 2023). Resilient leadership in the form of resilience leaders as authentic leadership has a significant impact on organizational resilience in facing challenges and crises. A strong leader is able to provide clear direction, motivate team members, and create a stable work environment, even in stressful situations. The main characteristics of an effective tough leader include courage in making difficult decisions, decisiveness in the face of uncertainty, and the ability to remain calm and focused in the face of rapid change (Karreinen et al., 2023; Pillay-Naidoo & Nel, 2022; Tang et al., 2024). The company also demonstrates integrity, honesty, and consistency in actions and communications, which helps build team members' trust and engagement.

The role of effective communication and transformative leadership is critical in building individual and organizational resilience under resilient leadership. A strong leader is able to communicate vision, values and expectations clearly to team members, thereby inspiring and motivating them to act proactively. Companies also encourage personal and professional growth through mentoring, support, and providing constructive feedback (Baird et al., 2023; Vera et al., 2021). In managing stress and pressure that arises in difficult or crises, resilient leaders use various strategies. This includes personal self-care practices such as exercise and meditation, building a strong support network, and using time and stress management techniques. Companies also pay special attention to the well-being of team members, ensuring that the company has the resources and support necessary to deal with stress (Verhoef et al., 2021).

Evaluation and measurement of the performance of strong leaders in an organizational context is carried out through various methods, including assessments from team members, superiors and other colleagues. In addition, achieving strategic goals, success in managing crises, and their impact on organizational culture are also determining factors in evaluating

the performance of tough leaders. Holistic and ongoing evaluation is needed to ensure that strong leaders continue to develop and make positive contributions to the organization.

Green cluster: the role of resilience leaders as human resource management

The role of resilience leaders in human resource management (HRM) is to ensure that human resources in the organization are managed effectively and efficiently, especially in the context of facing challenges, changes and crises. A resilience leader in the HRM field is responsible for creating a work environment that supports, motivates and develops employees so they can contribute optimally to organizational goals (Liu, Mi, & Gao, 2023). Resilient leadership in the context of human resource management (HRM) plays an important role in influencing organizational resilience in facing challenges and crises (Aryee, Hsiung, Jo, Chuang, & Chiao, 2023; Bhatti, Irfan, Öztürk, & Maham, 2022). Resilience leaders in HRM are responsible for managing human resources in a way that allows the organization to adapt and thrive amidst rapid and complex change. The following is the relationship between resilience leaders in human resource management and the questions asked:

Resilient leadership in HRM creates a stable and adaptive work environment, which allows organizations to face challenges and crises better. Resilience leaders play a critical role in shaping an organizational culture that encourages innovation, collaboration, and resilience. A strong leader in HRM has distinctive characteristics, including the courage to take risks, the ability to adapt quickly to change, and high integrity. Companies also can inspire and motivate employees, as well as build strong and sustainable relationships (Mostafa, 2022). Effective communication and transformative leadership are key to building individual and organizational resilience under tough leadership. Resilience leaders in HRM use open and clear communication to convey the vision, values and goals of the organization, as well as to inspire employees to contribute optimally. Resilient leaders in HRM use a variety of strategies to manage the stress and pressure that arise in difficult or crises. Companies encourage mental and physical health practices in the workplace, provide emotional support to employees, and facilitate stress management skills training (Krumrei-Mancuso & Rowatt, 2023).

Strong leaders' performance is evaluated in the HRM context through various methods, including routine performance appraisals, feedback from employees, and achievement of predetermined performance targets. The evaluation also includes the leader's ability to facilitate employee growth and development and the company's success in overcoming organizational challenges. By combining the concept of resilience leadership with effective human resource management, organizations can build a strong foundation to face rapid and unexpected changes while still ensuring employee welfare and productivity.

Orange cluster: the role of resilience leader and psychological resilience

A resilience leader refers to a leader who can overcome challenges, face pressure, survive in difficult situations and is able to lead others in overcoming difficulties effectively. The company shows high resilience when facing changes, crises, or pressure in the work environment. Meanwhile, psychological resilience refers to a person's ability to recover from stress, trauma or psychological pressure (Mughal, Cai, Faraz, & Ahmed, 2022; Ortiz-Gómez, Molina-Sánchez, Ariza-Montes, & de los Ríos-Berjillos, 2022). It involves the ability to overcome challenges, maintain emotional balance, and remain productive in difficult situations. Individuals who have psychological resilience tend to have high mental resilience, flexibility of mind, and the ability to adapt to changes that occur. When leader resilience and psychological resilience are combined, it describes a leader who not only can overcome personal challenges and crises but is also able to influence and lead others to develop the same mental resilience. Companies can create a supportive work environment, motivate

employees to remain steadfast in the face of difficulties and facilitate individual growth and development within the organization (Zeeshan et al., 2021).

Resilient leadership has a significant impact on organizational resilience in facing challenges and crises. A resilient leader not only can overcome personal difficulties but is also able to influence and lead others in dealing with difficult situations effectively. The company creates a supportive work environment, motivates employees to remain steadfast in the face of difficulties, and facilitates individual growth and development within the organization. The main characteristics of an effective, strong leader include the courage to take risks, the ability to adapt quickly to change, and high integrity. Companies can also inspire and motivate employees and build strong and sustainable relationships. Resilient leaders also can anticipate and respond quickly to change, maintaining calm and focus in difficult situations (Shetty, Rao, & Kamath, 2022).

The role of effective communication and transformative leadership is critical in building individual and organizational resilience under resilient leadership. Resilience leaders use open and clear communication to convey the organization's vision, values and goals and to inspire employees to contribute optimally. Companies also facilitate open dialogue and build mutually beneficial relationships between superiors and subordinates, thereby creating a collaborative and supportive work climate (Habicher, Erschbamer, Pechlaner, Ghirardello, & Walder, 2021). Strategies used by resilient leaders to manage the stress and pressure that arise in difficult situations or crises include mental and physical health practices in the workplace, providing emotional support to employees, and training in stress management skills. Resilient leaders also support work flexibility and promote balance between personal and professional life for employees (Verhoef et al., 2021).

Evaluation and measurement of the performance of strong leaders is carried out through various methods, including routine performance appraisals, feedback from employees, and achievement of predetermined performance targets. Evaluation also includes the leader's ability to facilitate employee growth and development, as well as the company's success in overcoming organizational challenges. The company also monitors the effectiveness of crisis management policies and strategies implemented within the organization and makes adjustments, if necessary, to improve responses to difficult situations.

Purple cluster: the role of resilience leaders as digitalization.

The role of the resilience leader in the context of digitalization refers to a leader's ability to face and manage digital transformation in the work environment effectively. This involves the ability to lead an organization through rapid and complex technological change, as well as optimizing the positive potential of digitalization while overcoming the challenges and risks that may arise. A resilience leader can guide an organization through digital transformation successfully, ensuring that the organization remains resilient and adaptive in an ever-changing digital era (Mughal et al., 2022; Ortiz-Gómez et al., 2022).

A resilient leader who leads digitalization effectively is able to create an organization that is resilient and adaptive to technological change. Companies develop digital strategies that strengthen infrastructure and business processes so organizations can more easily handle emerging technology challenges and unexpected crises. A strong leader in the context of digitalization has proactive, adaptive and innovative traits (Krumrei-Mancuso & Rowatt, 2023; Mostafa, 2022). Companies dare to take risks to adopt new technology and improve existing systems. The ability to think clearly under pressure, make quick decisions, and communicate clearly are also important characteristics of a strong leader.

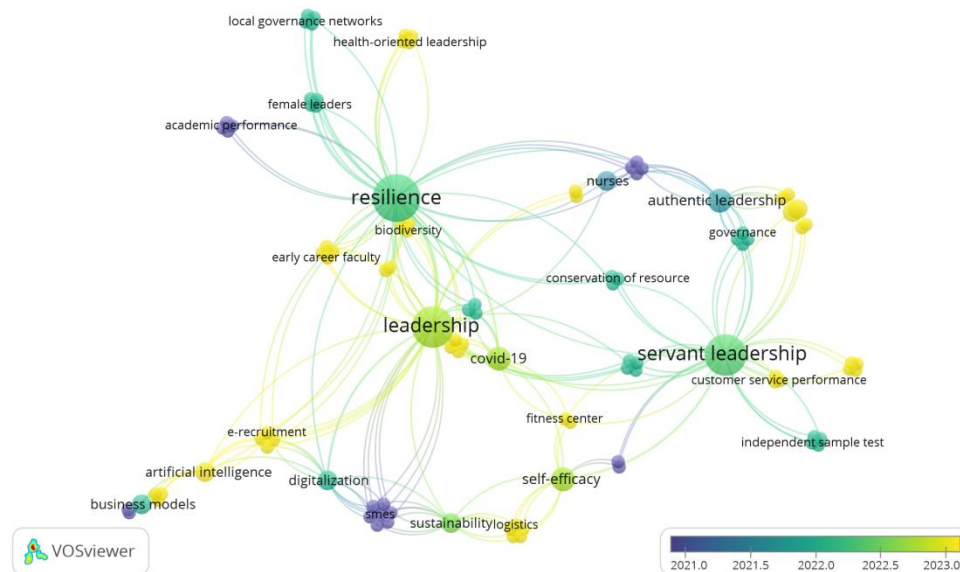
Effective communication from a resilient leader is very important in building awareness of the importance of digitalization and motivating teams to adapt to change. The company's transformative leadership drives an organizational culture that is open to change, strengthens employee engagement, and encourages cross-departmental collaboration to realize digital

transformation. Resilient leaders in digitalization adopt inclusive and adaptive strategies to manage the stress and pressure that arise during the transformation process (Ortiz-Gómez et al., 2022). The company provides support and guidance to employees, facilitates training to improve digital skills, and creates a work environment that supports growth and innovation. Resilient leaders use a data-driven approach to evaluate and measure digitalization performance. The company collects and analyzes data related to technology implementation, adoption by users, and its impact on overall organizational performance. This evaluation helps identify successes, weaknesses, and areas requiring improvement in the digitalization strategy.

CONCLUSION

Although this literature review provides valuable insight into the emerging trends surrounding the resilience leader concept, several limitations need to be acknowledged. First, although we attempted to investigate the most relevant and significant literature, some articles have likely been missed. This limitation may have affected the completeness of our analysis and caused us to miss some important findings. Furthermore, the bibliometric analysis only includes articles indexed in the databases we selected, and it may not include all relevant research on resilience leaders.

In addition, bibliometric approaches tend to be more limited in understanding the theoretical and methodological context of each article because the main focus is on analyzing the number of publications, citations, and citation patterns. Therefore, although we can identify general trends in the literature, we may not be able to present an in-depth picture of the diversity of research approaches used in studies of leader resilience. To overcome this limitation, several research agendas can be proposed for further research.



The bibliometric analysis carried out from 2020 to 2024 found that the yellow cluster reflects the recency of the research. From this figure, future research directions related to resilience leaders are organizational learning, human resource management, and health-oriented leadership. In addition, there is room for further research to develop a more detailed framework or conceptual model for resilience leaders.

In a Systematic Review of Literature and Bibliometric Approach regarding emerging trends around resilience leaders from 2020 to 2024, this research provides a deep understanding of the important role of resilient leaders in facing challenges and crises in various organizations. Bibliometric analysis shows recent research on this topic, with a focus

on areas such as organizational learning, human resource management, and health-oriented leadership. From this research, the need for leaders who are able to inspire individual and organizational resilience is increasing, especially in the face of rapid and unpredictable change. By understanding emerging research trends and focuses, organizations can better prepare themselves to develop strong leadership capable of facing future challenges

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