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RESEARCH ARTICLE

A Systematic Literature Review Using the PRISMA Method: The Influence of Digital Leadership Across Sectors

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Abstrak

Studi ini bertujuan untuk mengkaji secara sistematis pengaruh kepemimpinan digital di berbagai sektor menggunakan metode PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses). Tinjauan ini berfokus pada identifikasi tren dalam metodologi penelitian, cakupan geografis, dan sektor-sektor yang telah mempelajari kepemimpinan digital. Pendekatan Systematic Literature Review (SLR) digunakan, menganalisis 31 artikel terindeks Scopus yang diterbitkan antara tahun 2020 dan 2024. Artikel-artikel ini dinilai berdasarkan metode penelitian yang digunakan, negara asal, dan fokus sektoral. Analisis ini mengungkapkan bahwa kepemimpinan digital berkontribusi pada peningkatan inovasi organisasi, menumbuhkan budaya kerja digital, memperkuat komitmen organisasi, dan mengembangkan kapabilitas adaptif. Sebagian besar studi mengadopsi pendekatan kuantitatif dan dilakukan terutama di Asia, khususnya di Indonesia, Malaysia, dan Arab Saudi. Temuan ini menegaskan bahwa kepemimpinan digital merupakan elemen strategis yang krusial untuk mendukung transformasi organisasi lintas sektor di era digital. Studi ini diharapkan dapat menjadi landasan untuk mengembangkan model kepemimpinan digital yang lebih kontekstual dan aplikatif.

Kata Kunci: Kepemimpinan Digital; SLR; PRISMA; Industri.

Abstract

This study aims to systematically examine the influence of digital leadership across various sectors using the PRISMA method (Preferred Reporting Items for Systematic Reviews and Meta-Analyses). The review focuses on identifying trends in research methodologies, geographical coverage, and the sectors in which digital leadership has been studied. A Systematic Literature Review (SLR) approach was employed, analyzing 31 Scopus-indexed articles published between 2020 and 2024. These articles were assessed based on the research methods used, the country of origin, and the sectoral focus. The analysis reveals that digital leadership contributes to enhancing organizational innovation, fostering a digital work culture, strengthening organizational commitment, and developing adaptive capabilities. Most studies adopted a quantitative approach and were conducted predominantly in Asia, particularly in Indonesia, Malaysia, and Saudi Arabia. These findings affirm that digital leadership is a strategic element crucial for supporting organizational transformation across sectors in the digital era. This study is expected to serve as a foundation for developing more contextual and applicable models of digital leadership.

Keyword: Digital Leadership; SLR; PRISMA; Industry.

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1. Introduction

Digital transformation has fundamentally reshaped the way organizations operate, interact, and innovate. These changes go beyond mere technological advancements, demanding structural adjustments, shifts in workplace culture, and leadership styles that align with the dynamics of the digital era. In this context, digital leadership has emerged as a critical new leadership paradigm. Unlike traditional leadership, digital leadership is not only grounded in managerial competencies but also involves the strategic integration of technology, digital collaboration, and the cultivation of an adaptive organizational culture. These factors play a pivotal role in determining the success or failure of organizations in navigating the complexities of modern business environments. Moreover, digital leadership serves as a key enabler for organizational resilience in facing unpredictable and disruptive competition. Despite its growing relevance, the existing literature on digital leadership remains fragmented and lacks systematic mapping. Most studies to date have focused on the education and public service sectors, with limited comprehensive investigations across diverse industries. Additionally, little attention has been given to identifying dominant research methodologies, regional characteristics, or consistent findings that can inform both theoretical development and practical application. As digitalization permeates organizational processes, there is an urgent need for leaders who can align digital visions and missions with organizational strategy and effectively implement them. Digital leadership thus becomes a crucial role for organizations seeking to adapt to digitally driven business landscapes. One of the greatest challenges for organizations lies in adopting digital knowledge and integrating digital literacy into their organizational culture. This alignment demands adaptive managerial capabilities, a challenge recognized by organizations worldwide. Addressing this issue requires the collaborative effort of all organizational members to become digitally adaptive. However, this challenge can be mitigated through effective digital leadership. Existing literature indicates that studies on digital leadership are still highly fragmented. While many focus on the education and public service sectors, systematic mapping of digital leadership in the industrial sector remains limited. Furthermore, gaps persist in identifying dominant methodological approaches and contextualizing findings geographically.

The role of competent and adaptive digital leadership is increasingly critical for organizations, particularly in light of global digital transformation, the growing reliance on digital tools in economic activities, advances in artificial intelligence, and innovation-driven competition. Sasmoko et al. (2019a) found that digital leadership has both direct and indirect effects on strengthening innovation and dynamic capabilities, particularly when combined with strong market orientation. Similarly, Diniz, Carvalho Neto et al. (2024) highlighted that Brazilian executives and researchers agree that effective digital leaders must master four key dimensions: interpersonal relationships, human-centeredness, innovation and adaptability, and digital literacy. This demonstrates that digital leadership enables organizational members to remain agile and responsive to changes in the digital environment. Srivastava et al. (2023a) also found that digital transformational leadership significantly influences digital agility among faculty and institutions, especially when mediated by internal branding and self-efficacy. These findings underscore that digital leadership is not limited to technology or business sectors it is now essential across all sectors, including education and public services. This study strategically focuses on the industrial sector, as it represents the backbone of many national economies and faces immense pressure to undergo digital transformation. According to McKinsey (2022), digitalization can increase productivity in the manufacturing industry by up to 30%, though its success heavily depends on the quality of digital leadership within organizations. Based on this phenomenon, the present study seeks to conduct a literature review on digital leadership. The following research questions guide this review: (1) What are the classifications or clusters of Scopus-indexed journals used in previous studies? (2) What are the most appropriate and dominant research methods for measuring digital leadership effectiveness? (3) Which countries have been the focus of digital leadership research? (4) Which sectors are most closely associated with digital leadership? (5) What are the main findings of digital leadership research? Accordingly, the study is titled: *A Systematic Literature Review Using the PRISMA Method: The Influence of Digital Leadership in the Industrial Sector.*

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A systematic literature review (SLR) is necessary to answer the overarching question: *What are the research trends on digital leadership in the context of the industrial sector, particularly in terms of methodology, geographical focus, and key findings?* This study seeks to fill that gap by offering a comprehensive understanding of digital leadership dynamics in the era of industrial transformation. The use of SLR is justified as it enables the structured aggregation, categorization, and analysis of existing studies, thereby offering a transparent and replicable methodology. This approach also facilitates a deeper and broader understanding of the role digital leadership plays in industrial sectors. The following section outlines the steps taken in conducting the SLR.

Figure 1. Steps of the Systematic Literature Review (SLR)

This study adopts a four-step Systematic Literature Review (SLR) approach. The steps include: (1) defining the objective of the SLR, (2) initiating and selecting the relevant literature, (3) conducting analysis and coding, and (4) planning the presentation of the results. Other sources outlining the stages of SLR describe it as consisting of three main phases: (1) the planning phase, which serves as the initial step in the SLR process; (2) the implementation phase, which refers to the actual execution of the review process; and (3) the reporting phase, which results in the final SLR report (Herlina & Yacob, 2022, as cited in Simamora et al., 2024). Drawing upon these expert perspectives on SLR procedures, the researcher integrates both frameworks and proposes a combined four-phase model as follows:

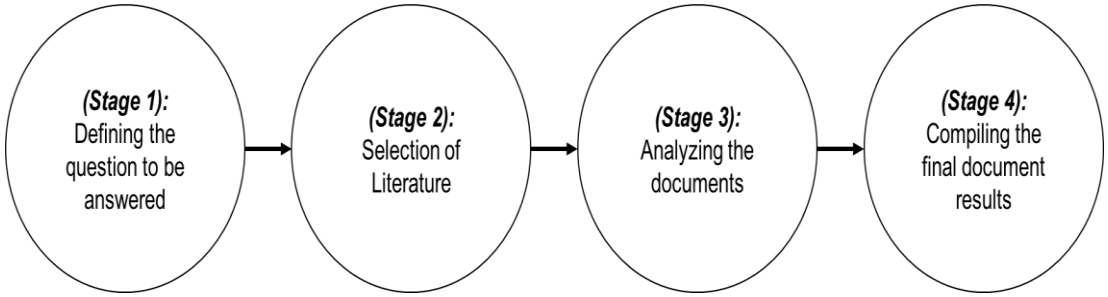

Figure 2. Reconstruction of the SLR Procedure

Based on the figure above, the SLR process consists of four stages. These stages are the result of a reconstruction and integration of two existing SLR frameworks proposed by Priharsari (2022) and Simamora et al. (2024). The reconstructed stages are as follows: (Stage 1: Formulating Research Questions): This initial stage focuses on identifying the key questions that the study aims to answer. It involves defining the core issues or phenomena that require clarification or validation through the literature. The researcher determines what crucial knowledge gaps need to be addressed. (Stage 2:

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Literature Selection): At this stage, relevant sources are identified and selected. This involves preparing the database, determining inclusion and exclusion criteria, and selecting appropriate literature that aligns with the research objectives. (Stage 3: Document Analysis): This stage involves analyzing and synthesizing the selected literature in depth, guided by the research questions. The objective is to extract patterns, methodologies, and key findings that contribute to understanding the phenomenon under study. (Stage 4: Final Synthesis and Reporting) In the final stage, the results of the literature analysis are consolidated and reported. This includes drawing conclusions based on the findings and presenting them in a structured and coherent manner. This study aims to address gaps in the existing literature by conducting a systematic review using the PRISMA method. The review specifically focuses on identifying trends, methodological approaches, geographical coverage, and the sectoral application of digital leadership.

2. Research Methodology

The title of this study is *The Role of Digital Leadership in Industrial Environments*. The rationale behind choosing this topic lies in the growing competitiveness of the digital industry, the ongoing digital transformation, and the increasing adoption of artificial intelligence (AI). This study seeks to answer the following research questions: (1) What clusters of Scopus-indexed journals are utilized in the literature on digital leadership? (2) What research methods are most appropriate and dominant in measuring the effectiveness of digital leadership? (3) Which countries are the focus of these studies? (4) Which sectors are most closely associated with digital leadership? (5) What are the key findings from digital leadership research?. The literature search was conducted using the Scopus database, applying keywords such as “digital leadership,” “digital transformation,” “industry,” and “organizational agility.” Boolean operators (AND, OR) were used to refine and combine keyword queries. The search process was supported by VOSviewer software and the SJR (Scimago Journal and Country Rank) platform to ensure the inclusion of only high-quality, peer-reviewed articles. To narrow down relevant articles, the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) method was applied. This process yielded a total of 31 articles representing current research on digital leadership. The references were sourced using VOSviewer and the SJR platform by integrating the Scopus API key. These platforms ensured that selected studies were published in reputable journals indexed in Scopus categories Q1, Q2, Q3, or Q4.

The inclusion criteria for the review were as follows: (1) articles published in Scopus-indexed journals (Q1–Q4); (2) studies focused on digital leadership within industrial sectors; (3) application of a clear scientific approach (quantitative, qualitative, or mixed methods); (4) availability of full-text access. Exclusion criteria included: (1) editorials or opinion pieces; (2) studies discussing general leadership without a digital component; (3) studies unrelated to industrial sectors (e.g., education-focused research without industrial relevance). VOSviewer was also employed to explore the interconnection among key concepts and variables related to digital leadership. Articles that met the inclusion criteria were analyzed using content analysis. Data were extracted into a matrix that included: author names, publication year, research methods, industrial sectors, countries, and key findings. These findings were then grouped into major themes for further analysis and synthesis.

3. Result And Discussion

3.1 Result

The visualization and mapping related to digital leadership are presented in the figure below, generated using the VOSviewer application. The following figure displays the results.

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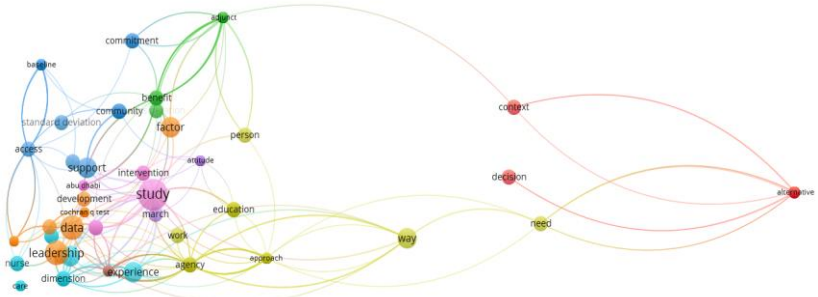

Figure 3. Visualization Output of Digital Leadership Using VOSviewer

Based on the network visualization illustrated in the figure above, the role of leadership is interconnected with various other domains such as commitment, experience, development, community, attitude, and education. Digital leadership plays a pivotal role in fostering and sustaining employee commitment amid digital transformation. Leaders with a strong digital vision are capable of inspiring organizational members to feel engaged and responsible for the changes taking place. Open communication, leveraging technology for transparency, and aligning values between leaders and team members are key to strengthening affective and normative commitment. Gunawan et al. (2023a) assert that participative and empathetic digital leadership directly contributes to increased employee loyalty and engagement, particularly in technology-driven transformation contexts. Digital leadership is not solely about technological mastery; it also involves the ability to create pleasant, adaptive, and meaningful digital work experiences for employees. These experiences encompass how employees interact with digital systems, platforms, and automated internal processes. Sasmoko et al. (2019) highlight that digital leaders play a role in redesigning work experiences through digitalization oriented toward comfort, collaboration, and efficiency. This, in turn, enhances job satisfaction, innovation, and trust in the organization's strategic direction. Digital leaders serve as key facilitators in the development of human capital's digital competencies. They actively promote self-directed learning, provide access to online training, and foster a work environment that supports the growth of digital capabilities. Ehlers (2020a) emphasizes that digital leadership must focus on cultivating a continuous learning culture, where skill development is an integral part of the organizational strategy. This approach not only boosts competitiveness but also ensures that human resources are prepared to face ongoing technological advancements.

One defining characteristic of digital leadership is the ability to build and sustain digital-based work communities. Digital leaders leverage internal social media, collaborative platforms, and online communication systems to foster strong connections among individuals and departments. According to Saraih et al. (2022), school leaders in Malaysia demonstrate that social media has largely replaced face-to-face interactions as the primary medium for communication and collaboration. This practice fosters a sense of community and strengthens organizational identity within the digital ecosystem. Digital leadership also plays a crucial role in shaping positive attitudes toward change and innovation. In organizations undergoing digitalization, adaptive and supportive leaders can reduce resistance to technology and foster courage to experiment. Fang (2023) asserts that leaders who successfully drive organizational culture change through digital approaches are able to instill openness, proactiveness, and innovation among members. This attitudinal transformation serves as the foundation for successful technology adoption and long-term digital strategy implementation. In the education sector, digital leadership is a key driver in transforming learning institutions into more flexible, collaborative, and technology-based systems. Educational leaders, including school principals and university administrators, are responsible for facilitating the adoption of educational technologies and building an inclusive digital learning ecosystem. Srivastava et al. (2023b) and Ehlers (2020a) emphasize that digital leaders in education must be capable of formulating transformation strategies that go beyond infrastructure, addressing digital culture development, technological literacy, and innovative pedagogical design. The following section presents the results of the PRISMA-based analysis:

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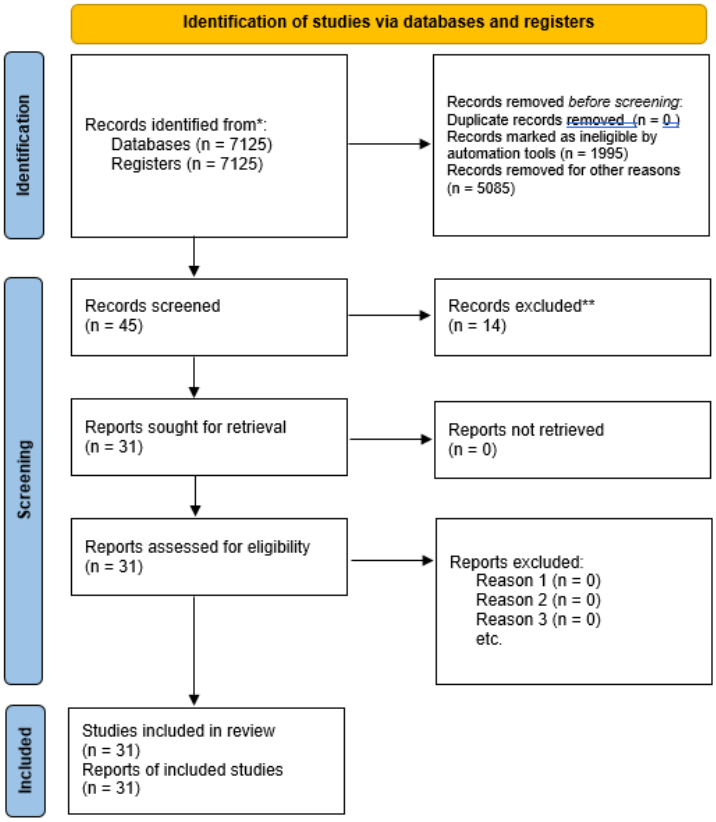

Figure 4. Results of the PRISMA-Based SLR Stages on Digital Leadership

Based on the figure above, it can be concluded that a total of 31 reputable Scopus-indexed articles related to the role of digital leadership were selected, ranging in quality from Q1 to Q4. The following is the list of the selected articles:

Table 1. Scopus Literature Used as References

No	Article Title	Author And Year	Q-Rank
1	Unraveling Endogeneity: A Systematic Review	(Asfahani et al., 2024)	Q1
2	Digital Innovation Drivers in Retail	(Al Issa & Omar, 2024)	Q2
3	Fortune Favours the Digitally Mature	(Robertson et al., 2022)	Q2–Q3
4	Unlocking the Potential: DL and Financial Performance	(Senadjki et al., 2024)	Q3
5	Identifying Key Leadership Capabilities for Digital Transformation	(Philip et al., 2023)	Q4
6	Understanding Digital PR among School Principals	(Saraih et al., 2021)	Q4
7	Impact of Digital Leadership on Service Economics	(Abdulrahman & Mohammed, 2024)	Q3
8	Development of Digital Leadership Competency Scale	(Munsamy et al., 2023)	Q2–Q3
9	Effect of DL & Org Support on Innovative Work Behavior	(Hadi et al., 2024)	Q3
10	A Taxonomy of Digital Leadership in Construction	(Zulu & Khosrowshahi, 2021)	Q1
11	A Conversation with ChatGPT about Digital Leadership	(Karakose et al., 2023)	Q2
12	Digital Leadership and Org. Communication toward Millennials	(Widyaputri & Sary, 2022)	Q4
13	New Attributes for the Digital Leader (Revolusi 4.0)	(Diniz, de Carvalho	Q3

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		Neto, et al., 2024)	
14	Mediator Role of Individual Motivation in DL → Org. Agility	(Öztirak & Bayram, 2023)	Q3–Q4
15	Role of Leadership in Managing Digital Transformation	(Rakovic et al., 2024)	Q2
16	Exploring Digital Agility & DL in Higher Ed	(Srivastava et al., 2023c)	Q2
17	DL towards Performance via Org. Commitment in E-Commerce	(Gunawan et al., 2023b)	Q4
18	Embedding Partnership in a Digital Learning Strategy	(Jewitt, 2020)	Q4
19	DL → Innovation Mgt. via Dynamic Capability	(Mihardjo, Sasmoko, Alamsyah, et al., 2019)	Q3
20	DL → Innovation Capability via Dynamic Capability	(Sasmoko et al., 2019c)	Q3
21	Digital leadership role in developing business model innovation and customer experience	(Mihardjo, Sasmoko, Alamsjah, et al., 2019)	Q3
22	Impact of digital transformation on banking employee performance with self-efficacy as a mediator	(Annisa et al., 2024)	Q2
23	Navigating Through the Digital Workplace: Measuring Leader Digital Competence	(op ´t Roodt et al., 2024)	Q1
24	The digital leadership emerging construct: a multi-method approach	(Tigre et al., 2024)	Q1
25	Contemporary communication conduit among school principals in Malaysia	(Saraih et al., 2022)	Q4
26	Digital Leadership in Higher Education	(Ehlers, 2020b)	Q4
27	Understanding sustainable outcomes in the digital age	(Laradi et al., 2024)	Q3
28	The Role of Digital Leadership, Customer Orientation and Business Model Innovation for IoT Companies	(Yopan et al., n.d.)	Q3
29	Examining the Effects of Digital Leadership Strategies on Enhancing Organizational Innovation Performance	(Fang, 2023)	Q3
30	The Impact of Digital Leadership on Service Economies in Service Ministries in The Kingdom of Saudi Arabia	(Abdulrahman & Mohammed, 2024)	Q3
31	Determinants of Digital Adoption Capability for Service Performance in Indonesian Hospitals: A Conceptual Model	(Binsar et al., 2024)	Q4

Based on the table above, it can be observed that the Scopus-indexed literature is distributed as follows: four articles are ranked in Q1, five in Q2, two in Q2–Q3, eleven in Q3, one in Q3–Q4, and eight in Q4. In terms of the most relevant research methods used across the collected articles, the following methodological approaches were found to be the most commonly employed and considered most appropriate by researchers:

Table 2. Most Relevant Methods

No	Article Title	Author & Year	Research Method
1	Unraveling Endogeneity: A Systematic Review	(Asfahani et al., 2024)	Systematic Review
2	Digital Innovation Drivers in Retail	(Al Issa & Omar, 2024)	Quantitative (PLS-SEM)
3	Fortune Favours the Digitally Mature	(Robertson et al., 2022)	Mixed Methods
4	Unlocking the Potential: DL and Financial Performance	(Senadjki et al., 2024)	Quantitative (PLS)
5	Identifying Key Leadership Capabilities for	(Philip et al., 2023)	Qualitative (Synthesis)

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	Digital Transformation		
6	Understanding Digital PR among School Principals	(Saraih et al., 2021)	Qualitative (Case Study)
7	Impact of Digital Leadership on Service Economics	(Abdulrahman & Mohammed, 2024)	Quantitative (Regression)
8	Development of Digital Leadership Competency Scale	(Munsamy et al., 2023)	Quantitative (CFA, AMOS)
9	Effect of DL & Org Support on Innovative Work Behavior	(Hadi et al., 2024)	Quantitative (SmartPLS)
10	A Taxonomy of Digital Leadership in Construction	(Zulu & Khosrowshahi, 2021)	Qualitative (Thematic)
11	A Conversation with ChatGPT about Digital Leadership	(Karakose et al., 2023)	Comparative (AI Output Analysis)
12	Digital Leadership and Org. Communication toward Millennials	(Widyaputri & Sary, 2022)	Quantitative (Regression)
13	New Attributes for the Digital Leader (Revolusi 4.0)	(Diniz, de Carvalho Neto, et al., 2024)	Quantitative + Delphi
14	Mediator Role of Individual Motivation in DL → Org. Agility	(Öztirak & Bayram, 2023)	Quantitative (ANOVA, SEM)
15	Role of Leadership in Managing Digital Transformation	(Rakovic et al., 2024)	Systematic Literature Review
16	Exploring Digital Agility & DL in Higher Ed	(Srivastava et al., 2023c)	Mixed Methods
17	DL towards Performance via Org. Commitment in E-Commerce	(Gunawan et al., 2023b)	Quantitative (Survey)
18	Embedding Partnership in a Digital Learning Strategy	(Jewitt, 2020)	Qualitative Descriptive
19	DL → Innovation Mgt. via Dynamic Capability	(Mihardjo, Sasmoko, Alamsyah, et al., 2019)	Quantitative (SEM)
20	DL → Innovation Capability via Dynamic Capability	(Sasmoko et al., 2019c)	Quantitative (SEM)
21	Digital leadership role in developing business model innovation and customer experience	(Mihardjo, Sasmoko, Alamsjah, et al., 2019)	Quantitative (Smart-PLS)
22	Impact of digital transformation on banking employee performance with self-efficacy as a mediator	(Annisa et al., 2024)	Quantitative (PLS-SEM)
23	Navigating Through the Digital Workplace: Measuring Leader Digital Competence	(op ´t Roodt et al., 2024)	Scale Development (Mixed Method, CFA)
24	The digital leadership emerging construct: a multi-method approach	(Tigre et al., 2024)	SLR + Delphi
25	Contemporary communication conduit among school principals in Malaysia	(Saraih et al., 2022)	Qualitative (Case Study)
26	Digital Leadership in Higher Education	(Ehlers, 2020b)	Conceptual Descriptive
27	Understanding sustainable outcomes in the digital age	(Laradi et al., 2024)	Quantitative (PLS-SEM)

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28	The Role of Digital Leadership, Customer Orientation and Business Model Innovation for IoT Companies	(Yopan et al., n.d.)	Quantitative (PLS-SEM)
29	Examining the Effects of Digital Leadership Strategies on Enhancing Organizational Innovation Performance	(Fang, 2023)	Qualitative + Case Study
30	The Impact of Digital Leadership on Service Economies in Service Ministries in The Kingdom of Saudi Arabia	(Abdulrahman & Mohammed, 2024)	Quantitative (Regression)
31	Determinants of Digital Adoption Capability for Service Performance in Indonesian Hospitals: A Conceptual Model	(Binsar et al., 2024)	Systematic Literature Review (systematic literature review)

Based on the table above, it can be concluded that the majority of researchers employed quantitative methods in studying digital leadership. Of the 31 analyzed Scopus-indexed articles, 61% adopted a quantitative approach, including techniques such as PLS-SEM (Partial Least Squares Structural Equation Modeling), regression analysis, and Confirmatory Factor Analysis (CFA). The remaining studies utilized qualitative approaches or a mixed-methods design. This finding highlights a prevailing trend in current research to focus on measuring the impact and effectiveness of digital leadership through structured, statistical tools. However, it also indicates a limited emphasis on in-depth qualitative exploration, which could provide a richer understanding of the contextual and behavioral dynamics behind digital leadership practices.

Table 3. List of Countries That Became the Focus of the Research

No	Article Title	Author & Year	Focus Country
1	Unraveling Endogeneity: A Systematic Review	(Asfahani et al., 2024)	Global
2	Digital Innovation Drivers in Retail	(Al Issa & Omar, 2024)	Not specified
3	Fortune Favours the Digitally Mature	(Robertson et al., 2022)	South Africa
4	Unlocking the Potential: DL and Financial Performance	(Senadjki et al., 2024)	Malaysia
5	Identifying Key Leadership Capabilities for Digital Transformation	(Philip et al., 2023)	Not specified
6	Understanding Digital PR among School Principals	(Saraih et al., 2021)	Malaysia
7	Impact of Digital Leadership on Service Economics	(Abdulrahman & Mohammed, 2024)	Saudi Arabia
8	Development of Digital Leadership Competency Scale	(Munsamy et al., 2023)	South Africa
9	Effect of DL & Org Support on Innovative Work Behavior	(Hadi et al., 2024)	Indonesia, Malaysia
10	A Taxonomy of Digital Leadership in Construction	(Zulu & Khosrowshahi, 2021)	UK, Australia
11	A Conversation with ChatGPT about Digital Leadership	(Karakose et al., 2023)	Turkey
12	Digital Leadership and Org. Communication toward Millennials	(Widyaputri & Sary, 2022)	Indonesia
13	New Attributes for the Digital Leader (Revolusi 4.0)	(Diniz, de Carvalho Neto, et al., 2024)	Brazil
14	Mediator Role of Individual Motivation in DL → Org. Agility	(Öztirak & Bayram, 2023)	Turkey

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15	Role of Leadership in Managing Digital Transformation	(Rakovic et al., 2024)	Serbia
16	Exploring Digital Agility & DL in Higher Ed	(Srivastava et al., 2023c)	India & Sri Lanka
17	DL towards Performance via Org. Commitment in E-Commerce	(Gunawan et al., 2023b)	Indonesia
18	Embedding Partnership in a Digital Learning Strategy	(Jewitt, 2020)	UK
19	DL → Innovation Mgt. via Dynamic Capability	(Mihardjo, Sasmoko, Alamsyah, et al., 2019)	Indonesia
20	DL → Innovation Capability via Dynamic Capability	(Sasmoko et al., 2019c)	Indonesia
21	Digital leadership role in developing business model innovation and customer experience	(Mihardjo, Sasmoko, Alamsjah, et al., 2019)	Indonesia
22	Impact of digital transformation on banking employee performance with self-efficacy as a mediator	(Annisa et al., 2024)	Indonesia
23	Navigating Through the Digital Workplace: Measuring Leader Digital Competence	(op ´t Roodt et al., 2024)	Germany
24	The digital leadership emerging construct: a multi-method approach	(Tigre et al., 2024)	Multinational (6 countries)
25	Contemporary communication conduit among school principals in Malaysia	(Saraih et al., 2022)	Malaysia
26	Digital Leadership in Higher Education	(Ehlers, 2020b)	Germany
27	Understanding sustainable outcomes in the digital age	(Laradi et al., 2024)	Algeria & UAE
28	The Role of Digital Leadership, Customer Orientation and Business Model Innovation for IoT Companies	(Yopan et al., n.d.)	Indonesia
29	Examining the Effects of Digital Leadership Strategies on Enhancing Organizational Innovation Performance	(Fang, 2023)	Thailand & China
30	The Impact of Digital Leadership on Service Economies in Service Ministries in The Kingdom of Saudi Arabia	(Abdulrahman & Mohammed, 2024)	Saudi Arabia
31	Determinants of Digital Adoption Capability for Service Performance in Indonesian Hospitals: A Conceptual Model	(Binsar et al., 2024)	Indonesia

Based on the analysis, it can be observed that research on digital leadership is predominantly found in Asian countries, such as Indonesia, Saudi Arabia, Thailand, and China. Most of the studies originate from countries in Asia, particularly Indonesia, Malaysia, and Saudi Arabia. However, there is still a significant lack of research from regions such as Latin America, West Africa, and Eastern Europe, indicating a geographical gap in the development of this body of literature. To identify the key areas where digital leadership has been applied, the researcher then mapped the main sectors that were the focus of the selected studies.

Table 4. Main Sectors in the Research

No	Article Title	Author & Year	Sector
1	Unraveling Endogeneity: A Systematic Review	(Asfahani et al., 2024)	General / Theoretical

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2	Digital Innovation Drivers in Retail	(Al Issa & Omar, 2024)	Retail / MSMEs
3	Fortune Favours the Digitally Mature	(Robertson et al., 2022)	MSME Retail
4	Unlocking the Potential: DL and Financial Performance	(Senadjki et al., 2024)	General Companies
5	Identifying Key Leadership Capabilities for Digital Transformation	(Philip et al., 2023)	Multisector
6	Understanding Digital PR among School Principals	(Saraih et al., 2021)	Education (Schools)
7	Impact of Digital Leadership on Service Economics	(Abdulrahman & Mohammed, 2024)	Public Services
8	Development of Digital Leadership Competency Scale	(Munsamy et al., 2023)	Technology & Engineering
9	Effect of DL & Org Support on Innovative Work Behavior	(Hadi et al., 2024)	Higher Education
10	A Taxonomy of Digital Leadership in Construction	(Zulu & Khosrowshahi, 2021)	Construction
11	A Conversation with ChatGPT about Digital Leadership	(Karakose et al., 2023)	Education
12	Digital Leadership and Org. Communication toward Millennials	(Widyaputri & Sary, 2022)	Telecommunications
13	New Attributes for the Digital Leader (Revolusi 4.0)	(Diniz, de Carvalho Neto, et al., 2024)	Multisector
14	Mediator Role of Individual Motivation in DL → Org. Agility	(Öztirak & Bayram, 2023)	Multisector
15	Role of Leadership in Managing Digital Transformation	(Rakovic et al., 2024)	Multisector
16	Exploring Digital Agility & DL in Higher Ed	(Srivastava et al., 2023c)	Higher Education
17	DL towards Performance via Org. Commitment in E-Commerce	(Gunawan et al., 2023b)	E-Commerce
18	Embedding Partnership in a Digital Learning Strategy	(Jewitt, 2020)	Higher Education
19	DL → Innovation Mgt. via Dynamic Capability	(Mihardjo, Sasmoko, Alamsyah, et al., 2019)	Telecommunications
20	DL → Innovation Capability via Dynamic Capability	(Sasmoko et al., 2019c)	Telecommunications
21	Digital leadership role in developing business model innovation and customer experience	(Mihardjo, Sasmoko, Alamsjah, et al., 2019)	Telecommunications
22	Impact of digital transformation on banking employee performance with self-efficacy as a mediator	(Annisa et al., 2024)	Banking
23	Navigating Through the Digital Workplace: Measuring Leader Digital Competence	(op ´t Roodt et al., 2024)	Multisector
24	The digital leadership emerging construct: a multi-method approach	(Tigre et al., 2024)	Multisector
25	Contemporary communication conduit among school principals in Malaysia	(Saraih et al., 2022)	Primary & Secondary Education
26	Digital Leadership in Higher Education	(Ehlers, 2020b)	Higher Education

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27	Understanding sustainable outcomes in the digital age	(Laradi et al., 2024)	Manufacturing & Services
28	The Role of Digital Leadership, Customer Orientation and Business Model Innovation for IoT Companies	(Yopan et al., n.d.)	IoT Technology
29	Examining the Effects of Digital Leadership Strategies on Enhancing Organizational Innovation Performance	(Fang, 2023)	Multisector
30	The Impact of Digital Leadership on Service Economies in Service Ministries in The Kingdom of Saudi Arabia	(Abdulrahman & Mohammed, 2024)	Public Services
31	Determinants of Digital Adoption Capability for Service Performance in Indonesian Hospitals: A Conceptual Model	(Binsar et al., 2024)	Hospitals

Based on the table above, it can be concluded that the sectors represented in the studies are diverse and span across multiple domains. The research is widely distributed across various sectors such as healthcare, public services, and manufacturing. To better understand the findings from the selected articles, the results are mapped in the table below:

Table 5. Findings from the Articles

No	Article Title	Author & Year	Main Findings
1	Unraveling Endogeneity: A Systematic Review	(Asfahani et al., 2024)	Highlights on endogeneity method; majority of digital leadership (DL) studies are quantitative.
2	Digital Innovation Drivers in Retail	(Al Issa & Omar, 2024)	Digital innovation is driven by culture, entrepreneurial orientation, and frugality.
3	Fortune Favours the Digitally Mature	(Robertson et al., 2022)	SMEs with high digital maturity show greater resilience during the COVID-19 crisis.
4	Unlocking the Potential: DL and Financial Performance	(Senadjki et al., 2024)	DL does not directly affect financial performance but is crucial in digital transformation.
5	Identifying Key Leadership Capabilities for Digital Transformation	(Philip et al., 2023)	Transformational and collaborative leadership are important in the digital era.
6	Understanding Digital PR among School Principals	(Saraih et al., 2021)	Social media is used as a PR tool by school principals.
7	Impact of Digital Leadership on Service Economics	(Abdulrahman & Mohammed, 2024)	Digital culture and innovation boost service economy in ministries.
8	Development of Digital Leadership Competency Scale	(Munsamy et al., 2023)	Validation of 6 core competencies in DL.
9	Effect of DL & Org Support on Innovative Work Behavior	(Hadi et al., 2024)	DL is not directly significant, but emotional intelligence (EI) and organizational support are important.
10	A Taxonomy of Digital Leadership in Construction	(Zulu & Khosrowshahi, 2021)	Six types of DL identified: proactive, supportive, cautious, uncoordinated, resistant, and visionless.
11	A Conversation with ChatGPT about Digital Leadership	(Karakose et al., 2023)	ChatGPT-4 outperforms 3.5 in supporting DL discussions in education.

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12	Digital Leadership and Org. Communication toward Millennials	(Widyaputri & Sary, 2022)	DL and organizational communication significantly affect millennial performance.
13	New Attributes for the Digital Leader (Revolusi 4.0)	(Diniz, de Carvalho Neto, et al., 2024)	Key attributes: relational, humane, and adaptive dominate over technical skills.
14	Mediator Role of Individual Motivation in DL → Org. Agility	(Öztirak & Bayram, 2023)	Individual motivation mediates DL's impact on organizational agility.
15	Role of Leadership in Managing Digital Transformation	(Rakovic et al., 2024)	Four leader types identified: challenger, bricoleur, organiser, competitor.
16	Exploring Digital Agility & DL in Higher Ed	(Srivastava et al., 2023c)	DL impacts through internal branding and self-efficacy.
17	DL towards Performance via Org. Commitment in E-Commerce	(Gunawan et al., 2023b)	DL has no direct effect; organizational commitment mediation is significant.
18	Embedding Partnership in a Digital Learning Strategy	(Jewitt, 2020)	Digital strategies are more effective when co-developed with students.
19	DL → Innovation Mgt. via Dynamic Capability	(Mihardjo, Sasmoko, Alamsyah, et al., 2019)	Market orientation moderates DL's effect on innovation.
20	DL → Innovation Capability via Dynamic Capability	(Sasmoko et al., 2019c)	DL influences innovation capability via dynamic capabilities.
21	Digital leadership role in developing business model innovation and customer experience	(Mihardjo, Sasmoko, Alamsjah, et al., 2019)	DL affects customer experience orientation and business model innovation both directly and indirectly.
22	Impact of digital transformation on banking employee performance with self-efficacy as a mediator	(Annisa et al., 2024)	DL significantly impacts performance; self-efficacy mediates DL's effect on employee performance.
23	Navigating Through the Digital Workplace: Measuring Leader Digital Competence	(op ´t Roodt et al., 2024)	Developed a valid 3-dimensional scale to measure digital leadership competencies in virtual work contexts.
24	The digital leadership emerging construct: a multi-method approach	(Tigre et al., 2024)	Digital leadership consists of strategic and interpersonal aspects, shaped by 4 core capability dimensions.
25	Contemporary communication conduit among school principals in Malaysia	(Saraih et al., 2022)	Social media is a dominant communication tool in school principals' digital leadership practices.
26	Digital Leadership in Higher Education	(Ehlers, 2020b)	Proposed framework for leading digital transformation in higher education institutions.
27	Understanding sustainable outcomes in the digital age	(Laradi et al., 2024)	DL moderates the relationship between green innovation and sustainable performance.
28	The Role of Digital Leadership, Customer Orientation and Business Model Innovation for IoT Companies	(Yopan et al., n.d.)	DL and customer orientation significantly influence business model innovation and IoT company performance.

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29	Examining the Effects of Digital Leadership Strategies on Enhancing Organizational Innovation Performance	(Fang, 2023)	DL enhances organizational innovation via technology capabilities, strategy, and collaborative culture.
30	The Impact of Digital Leadership on Service Economies in Service Ministries in The Kingdom of Saudi Arabia	(Abdulrahman & Mohammed, 2024)	DL significantly impacts service economy innovation in public ministries through digital culture and HR development.
31	Determinants of Digital Adoption Capability for Service Performance in Indonesian Hospitals: A Conceptual Model	(Binsar et al., 2024)	Adoption of digital technology supported by leadership and ICT literacy is crucial to improving mid-to-low tier hospital patient services performance

Organizational commitment, organizational innovation, adaptive capability, cultural transformation, and human resource development. However, some articles indicate variations in these findings. For example, Hadi et al. (2024) and Gunawan et al. (2023) argue that the impact of digital leadership is indirect, mediated through factors such as self-efficacy and organizational commitment. An analysis of studies from 2020 to 2024 reveals an evolution of concepts: (1) 2020–2021: Focus on technology integration. (2) 2022–2023: Emergence of empathetic and collaborative dimensions. (3) 2024: Shift toward digital agility, employee experience, and data-driven leadership. Identified Gaps in the Literature: A lack of longitudinal studies, Limited research in traditional industrial sectors (e.g., manufacturing, logistics), Few studies addressing gender issues in digital leadership, Regional disparities in contributions to the literature.

3.2 Discussion

Digital leadership has become a strategic necessity in facing technology-driven business transformation. This article affirms that the evolving industrial ecosystem requires organizations to have leaders who are not only digitally literate but also capable of driving cultural adaptation and organizational performance amid digital uncertainty. Digital leaders play a crucial role in aligning organizational vision with technological developments, strengthening employee commitment, and creating meaningful and innovative work experiences in the digital era. These findings are aligned with transformational leadership theory (Bass & Avolio, 1994) and values-based leadership, which emphasize vision, inspiration, and the human aspects of organizational change. This study adopts a Systematic Literature Review (SLR) approach using the PRISMA method to explore reputable literature from the Scopus database. From the 31 analyzed articles, it was found that quantitative methods dominate digital leadership studies, with many using PLS-SEM, regression, and case studies. The geographical focus of the research mostly comes from Asian countries, such as Indonesia, Malaysia, and Saudi Arabia, reflecting regional contexts with high digitalization demands. Moreover, the sectors under study are quite diverse, ranging from education, e-commerce, and public services to construction and banking.

The analysis results indicate that digital leadership plays a significant role in shaping innovative capabilities, organizational commitment, and readiness for digital transformation. Elements such as digital communication, continuous learning, and online collaboration are critical aspects built by digital leaders to tackle technological challenges. Other findings show that digital leadership contributes to increasing organizational agility, especially when mediated by individual motivation and internal branding. These findings are consistent with the transformational leadership framework as outlined by Antonakis, Avolio, and Sivasubramaniam (2003), which emphasizes the importance of inspirational motivation, idealized influence, intellectual stimulation, and individualized consideration in shaping leadership behavior that can drive strategic organizational change. In the context of digital leadership, these dimensions are reflected in the leader's ability to mobilize innovation, promote cross-team collaboration, and create a work environment adaptive to technology. Overall, this study provides a comprehensive mapping of digital leadership research trends, from methodological aspects, countries, and sectors to key findings. These findings offer significant contributions to both theoretical development and leadership practices in the

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digital era. The study emphasizes that enhancing industrial competitiveness requires digital leaders who are adaptive, empathetic, innovative, and technologically literate. Future research is encouraged to further explore causal relationships and the long-term impact of digital leadership on organizational sustainability. Theoretical implications include the need to develop more contextual digital leadership models. Practical implications stress the importance of developing human capital and digital communication, not merely investing in technology. Study limitations include the dominance of research from Asian countries and the cross-sectional nature of the studies, which are insufficient to capture long-term dynamics. Future research directions should explore traditional industrial sectors, conduct longitudinal studies, and adopt gender- and culture-sensitive approaches.

4. Conclusion

This study systematically reviewed 31 Scopus-indexed scholarly articles discussing digital leadership in the context of industrial sectors, using a Systematic Literature Review (SLR) approach with the PRISMA method. The review addressed key research questions related to methodological trends, geographical focus, studied sectors, and the contributions of findings to the development of digital leadership. The analysis results show that digital leadership plays a strategic role in driving organizational innovation, strengthening employee commitment, shaping a digital work culture, and enhancing adaptive capabilities. The majority of studies originate from Asia and predominantly employ quantitative methods, focusing on the manufacturing and technology sectors. The synthesis of findings suggests that effective digital leadership is not solely dependent on the use of technology but also on the leader's ability to facilitate collaboration, communication, and the development of digital competencies within human resources. The concept of digital leadership has evolved over time—from a technical focus to a more empathetic and data-driven approach. The theoretical contribution of this review lies in reinforcing the relevance of transformational leadership models and humanistic values within the digitalization context of industrial organizations. The practical contribution provides a comprehensive overview of successful digital leadership practices across various sectors and regions. Based on the review findings, it is recommended that industry practitioners develop digital leadership programs that focus not only on technical capabilities but also on interpersonal and strategic dimensions, such as fostering innovative cultures and digital learning environments. For researchers, future studies should aim to explore digital leadership practices in underrepresented sectors (such as agriculture or logistics), conduct longitudinal studies, and integrate cultural and gender diversity aspects in measuring digital leadership effectiveness.

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