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MASTER'S THESIS

STUDY PROGRAM: Master's degree in service leadership in International Business	THE THESIS IS WRITTEN IN THE FOLLOWING SPECIALIZATION/SUBJECT: Strategic Leadership IS THE ASSIGNMENT CONFIDENTIAL? No
TITLE: Leadership Behaviours Impact on the Future of Work: Creating an Agile Workforce (A Systematic Review)	

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Abstract

Background/Purpose: The nature of work will continue to evolve; therefore, it is essential to investigate today's associations and the role of leadership behaviors in developing a flexible workforce that can adapt to ongoing changes in the corporate environment. The significance of learning about the future of work will ensure that businesses establish strategies that ensure proactivity in developing capacities to obtain a competitive advantage. Organizations must focus on their internal environment and encourage their workers by building their capabilities to comprehend their external environment to meet organizational objectives.

Methods: The study employed systematic literature reviewing as a methodology using the Prisma 2020 statement for reporting systematic reviews. It included studies and articles focusing on leadership behaviors, the future of work, and agility, peer-reviewed articles published in English. Articles published in January 2020-2023 and Studies with qualitative and quantitative design. The search engines used were Emerald Insight and Science Direct.

Result and Discussion: The study's findings were based on 15 literature searches on leadership style and behavior, agility, and the future of work. In addition to more recent Future of Work issues like the impact of technological advancements on employment opportunities, wage gaps among less fortunate employees, teleworking, talent management, and more traditional management of human resources issues, the study finds that issues of leadership, corporate social responsibility, and satisfaction coexist with these more recent issues. These issues can increase the dedication of such employees to organizations.

Keywords: Leadership behavior, Agility, and Future of work

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CHAPTER ONE: INTRODUCTION

1.1 Chapter Introduction

The dynamic nature of the work environment has brought about different challenges to the various business strategies of existing firms, directing managers to focus on adapting to the changes posed by such dynamics to find solutions that enable not just adaptability but ensure proactivity in predicting changes to create a competitive advantage (Singh et al., 2022). These changes provide new definitions for the future of work, revealing the obsolete nature of the existing work plan or conditions. It also reveals reasons why organizations should work simultaneously with the environment in which they exist. These changes can be technological, economic, socio-demographic, or political (Santana & Cobo, 2020).

However, the change dimensions may present issues pertaining to digitalization, innovation, and environmental factors, which change the way work is carried out introducing new tools and forms of work that influence and encourage digitalization and flexible work conditions such as remote/hybrid work as well as creating social issues on work-life balance, talent attraction and retention, organizational commitment, training and development, learning, agility, and employee satisfaction, relating to issues on institutional politics like industrial relations, trade, and labor unions and, educational policy for organizations and institutions. Economic changes may also present issues regarding wage inequality and employment (Santana & Cobo, 2020) or the enormous financial implications of the digitalization of an organization's process.

The changes bring to focus the conflict that can arise from adapting to the environment, ranging from inefficiency and ineffectiveness effect on job tasks, undefined roles/work due to remote work, limited attention to work-life balance as a result of the adaptation of work-life into the personal

life of the employee and can be related to issues such as time management where organizations cannot differentiate between work hours and personal time, to acquiring obsolete knowledge as a result of lack of training and development that aids knowledge retention and increased capabilities to promote quick response to opportunities and threats (Junior & Saltorato, 2021), lack of commitment by management to create policies that promote organizational change (Hancock et al, 2019). These issues conflict with the organizational objectives and result in the mismanagement of resources causing organizational inefficiency and putting to question the organization's ability to resiliently identify changes and adapt.

Agility in organizations is used as a management strategy aimed at developing capabilities that allow for quick responses to opportunities and threats (Junior & Saltorato, 2021) to gain an effective advantage (competitive advantage), exploit opportunities, and withstand threats derived from frequent and sometimes unexpected changes, responding quickly by reconfiguring resources, strategies, and people manner efficiently and effectively (Holbeche, 2018). It is important that organizations have the capabilities to adapt because of the change in the environment, this is because change is a constant and can now be described as a way of life (Holbeche, 2018).

Organizations are working to develop flexible workforces to flourish in this dynamic environment as the future of work rapidly changes. A leader's actions have a significant impact on the culture and adaptability of an organization. Employee productivity, creativity, and innovation can all be boosted through effective leadership. Poor leadership practices, on the other hand, can inhibit employee engagement and make it more difficult for a firm to adjust to shifting market conditions. Hence, for firms to remain competitive and successful in the future of work, it is crucial to understand the impact of leadership behavior on developing an agile workforce. This thesis

examines the connection between leadership behaviors and workforce flexibility, as well as how businesses may develop effective leadership to build a flexible workforce that can adjust to changing business conditions and thrive in them.

1.2 Research Question

This research report focuses on how leader behaviors affect individual employees while also considering the workforce to enable adaptability and proactiveness. It also emphasizes the significance of organizations in promoting continuous learning and taking the lead to develop skills and ensure quick and resilient adaptability (Hancock et al., 2019). It also aims to focus managers on the importance of understanding the business environment and the dynamic changes that may arise because of the peculiarity of its business, recognizing that the way work is processed and done constantly changes. This understanding may provide the right strategy for creating employees who not only adapt to changes but can predict a change before it happens to create value for the organization through competitive advantage. These lead to the purpose of the research questions that have been developed in the study and they will be answered through the systematic review of the prior studies. They are:

1. How is future work predicted and described in academic publications?
2. What are the roles of leader behaviors in these descriptions and which skills will be needed in these roles?

These questions are the core of the dissertation paper and are a direction to which the report will be prepared with the aim of providing the right and best solutions to the purpose of the research.

1.3. Structure of the Thesis

The study is divided into five chapters the first chapter involves the introduction to the study and the research questions. The second chapter is on the literature review where concepts and previous literature studies were reviewed, and the third chapter emphasises the method of the study, the fourth chapter shows the systematic review of the appropriate studies that are deemed relevant to the research work. The fifth chapter concludes the findings that were derived from the current study.

CHAPTER TWO: LITERATURE REVIEW

2.1. Chapter Introduction

The scope of this chapter is to provide information about existing knowledge using the highly informative methods for systematically, collecting, reviewing, and synthesizing findings on the future of work, how it is described and its evolving nature in the business environment, and how leadership behaviors have posed as a factor that influences work processes in adapting to the challenges posed by the future of work dimensions (Paul & Barari, 2022). It also seeks to provide detailed information about what is known about the dimensions identified by in the future of work and future directions that may impact its transformative change, whilst gaining information about leadership and how it can be used to influence an organization's workforce in an uncertain present and unknown but predictable future.

2.2. Future of Work

The term future of work is a complex phrase or term and is often associated with a rapid, transformative change in work itself (Johnson et al., 2020). It is a term used to identify the changes that can arise in the business environment that affects the way organizations work, the changes present themselves in various dimensions that focus on the technological, social/demographic, economic, and political/institutional sectors in the business environment (Cheng et al., 2022). These changes can be depicted in the way work is done affecting and changing the normal due to the evolving development in the identified dimensions. Cheng et al, 2022 identified the evolving development as relates to the global trade markets, increased economic competition, and the introduction of new information and communication technologies (ICT).

The normal working connections between coworkers and the organization of work, can impact workers' day-to-day experience. Technological advancements can influence patterns of employment and work organizations, which can lead to precarious work, increased work intensity, and psychosocial impacts on workers. The future of work focuses on the business environment how work is done, who does the work, and where it is done (Johnson et al., 2020a).

The technological dimensions include change dimension automation, artificial intelligence, and robotics, previous technological advancement focused on the tool aspect of technology, enabling workers to perform tasks as quickly as possible and enabling the digitalization of work processes (Singh et al., 2022). In more recent times technology is not only used to improve the way of doing work but as a tool that is now capable of learning and discovering patterns (Santana & Cobo, 2020). Singh et al., 2022, Indicated that the introduction of enterprise resource planning tools aided the advancement of technology in organizations as it helped employees perform work effectively, creating the need for employees to be information technology proficient indicating the need for continuous learning.

The understanding of the future of work has changed through time, with signs of the industrial revolution in the 1700s, the western stress on riches in the 1800s, the unsure present in the 1970s, and the technological advances in the 2000s (Santana & Cobo, 2020). Due to COVID-19's effect on the corporate environment and the emergence of new trends for the future of work, we now face a fresh evolution of the term future of work (FOW). It is becoming more and more clear that technology is the force behind current trends, proving the value of technologically advanced businesses.

Throughout COVID-19, we observe how businesses that have the appropriate technology could adjust to the new working environment. However, having the technological tools also

created issues with the way work processes were to be performed, showing that businesses are concentrating on the future of management and leadership work because of the rising demand for flexibility in the way work is done, resulting in remote work and virtual workplaces. Gig work, telework, automation, new kinds of work, crowd labor, innovation, digitalization, and digital transformation, as well as E-human resource management, HR analytics, and virtual HR, become technological concerns as a result. Social problems such as work-life balance problems because the new place of work is in the home, blurring the lines between work and personal life, employee happiness in the workplace or in the roles they play, burnout caused by inadequate tools for the job, or work overload (Johnson et al., 2020b).

The failure to manage talent so that a mismatch does not occur, and employees are suitable for their responsibilities in the workplace ensures career advancement (Cheng et al., 2022). The failure to recognize susceptible workers owing to the use of technology or the absence of proper policies. Social Changes in work nature have had an impact on how companies are structured and run, Organizations have switched from centralized to decentralized structures, and instead of a hierarchy, several firms have decided to embrace a flat structure. Teleworking has become commonplace in internationally connected firms with scattered teams, where the team might sit in one location while the leader is in another. As a result, talent may be hired from anywhere in the world (Singh et al., 2022).

The changing demographics in the workplace, which are integrating diverse age groups in businesses(Johnson et al., 2020b), such as baby boomers, generation X, millennials, and more recently, generation Z, have an impact on the future of work. Organizational leaders must ensure that the diverse generation in the workplace coexists and thrives to prevent stereotyping, thus highlighting the issues posed by the different age groups who are entering the work phase and into

existing workplace dynamics. To do this, they must integrate each age group into mixed-age teams, foster relationships, and develop cross-generational mentorship programs (Cheng et al., 2022). This will enable a working and thriving diverse employee base that thrives not only in the work process but also in their overall well-being as individuals who uphold a culture of work-life balance whilst ensuring the building of human capabilities.

According to (Santana & Cobo, 2020), the economic aspect of the future of work focuses on employment and wage inequality. It is based on the idea that technological advancement will have an impact on job roles, leading to either job loss or the need to fill new job openings because of technological tools. The effects of job loss include reduced employment prospects for those who conduct daily regular tasks and everyday tasks that need technical understanding of technological instruments, as a result of new technologies, there is a decline in the demand for workers doing routine tasks that are amenable to automation and an increase in the relative demand for jobs that retain some technological advantage, either because they call for more creativity, manual labour, or interpersonal skills in the higher and lower wage bands, contributing to the rise in wage inequality as well as the imbalance between the supply and demand of technical knowledge.

In the political dimensions, more emphasis is placed on implementing policies that will aid in adapting to changes posed by a changing environment and the identification of impacting trends on how to understand and adapt to them to ensure organizational effectiveness and efficiency. These policies have an impact on work processes and serve as a tool to decide what will be best for organizations faced with various trends as it affects the industry in which they are established.

2.3. Leadership

Although it has been extensively observed or studied, leadership is a well-known topic in behavioral science that is complicated and multifaceted in nature. Despite this, it nevertheless manages to be a highly misunderstood phenomenon. This can be a result of the different issues embedded in the leadership literature, it is defined by Hogan & Kaiser,2005 as a problem-solving tool in organizing collective effort in a bid to enhance organizational effectiveness but also as a moral perspective in enabling good governance, stating that bad morals develop bad organizational systems. It is also a powerful partnership between leaders and followers who want to see genuine improvements that reflect their shared goals while involving and energizing coworkers to act on novel ideas that challenge accepted wisdom. (Densten & Gray, 2001).

The study of leadership has produced different sub-eras with the aim to reach a definition, (King, 1990) identified 9 leadership eras to give insight into the understanding of leadership. The personality era also known as the great man/ trait period is the emulation of personalities and the identification of possible general/ specific leadership traits to enhance leadership potential and performance into creating strong leaders. The influence era is the combination of 2 periods, power relation and persuasion involving the use of power and dominance to manage people, this led to the Behavioural era which took a new dimension, as its focus on what leaders do as opposed to their traits or source of power, leading to a definition of leadership as a subset of human behavior that involves the organization of people resources.

The behavioral era led to periods of the development of behavioral traits to the use of such traits to influence managerial roles, developing the use of the managerial grid model, which used a 9x9 grid to determine behaviors that influence organizational effectiveness, defining leadership

as an influencing tool in management. In the Situation era, Leadership focused beyond the leader and subordinates by the acknowledgment of important factors such as type of task, social status of leaders and subordinates and the nature of the external environment recognizing leadership situations are different and determining the kind of leader traits, skills, influence, and behaviors that enable effective leadership. Thus, an emphasis that the type of situations leaders finds themselves in will determine the needed behavior for organisational effectiveness (Horner, 1997)

Effective leadership was seen in the contingency era as variables of conduct, personality, influence, and situation as one dimension and not as a function of one element alone. Leadership in the contingency era was considered as a relationship between the elements described in the previous era. It was found that to fulfil organizational objectives, leadership must embody a variety of variables such as skills, traits, and personality. The transactional age, which was developed later in the study of leadership, focused on the social interaction and role differentiation of leaders and followers, demonstrating the mutual effect of followers and leaders as well as the evolution of their respective roles over time. As a result of their various personalities, which encourage acceptance and adaptability, it acknowledged the situational relationship a leader might have with subordinates, thus proteamworkam work to aid the understanding of every employee.

In the Cultural era, leadership ceased to be considered as an individual, dyad-(leader/subordinate relationship), or small group activity and instead came to be seen as an integral part of the organization's culture. It acknowledges the need to improve work quality through standards and values rather than the quantity of work productivity and efficiency that was previously advocated, guaranteeing that employees are not just doing tasks but also being trained to meet the demands of upcoming difficulties. The theory-driven culture era gave way to the

transformational era, where leaders strive to be proactive rather than reactive, more open to risk than conservative, innovative, and creatively open to new ideas to ensure total commitment from employees/subordinates. They also ensure that the goals and objectives set by top management are also adopted by all employees in the organization who work together with a sense of purpose in order to achieve organizational goals, to ensure that there is a process of creating, monitoring, and reinforcing a culture of high expectations to enable goal achievement, foster teamwork by recognizing collective effort rather than just the visionary or mission's creator, and reduce concerns while promoting employee self-actualization, recognition, and achievement.

By allowing for a contrast between the past and the present, the many eras of the leadership theory provide a true image of how leadership positions have been done over time, providing clear knowledge of what contemporary leadership entails. Currently, leadership duties are carried out as team leaders, where leaders are viewed as team leaders who explain goals and tasks and design strategies for achieving them to ensure a given direction, and set standards for conduct, success, and ethics (Rubenstein, 2005). The need for self-awareness in leadership positions created the psychodynamic approach, where the self-awareness of the leader will lead to the understanding of the psychological aspect of individual employees which will improve the relationship between leaders and subordinates (Rubenstein, 2005).

2.4. Influence of the Leadership Behavior

Behavior has been defined as an individual's attempt to create some state of affairs, whether it be to sustain an existing state of things or to change it for the better (Bergner, 2011). It recognizes the aspects that require adjustments to the process of how change may be implemented and details how the change can be carried out to generate the intended outcome by using personality traits to

create value. It takes into consideration the factors that encourage the need for change. Considering the definition of behavior, leadership behavior can be defined as the actions and attitudes that a leader exhibits to influence and guide their team or organization toward a common goal.

Leadership behavior has been described as a construct of motivation, roles, skills, and values (Yukl, 2012a), as instrumental and supportive leadership (Fiedler, 1981) encouraging and facilitating change (House 1981), and performance and maintenance behavior (M. F. Peterson & Misumi, 1985). Burke et al, 2006 identified 3 leadership behaviors as boundary-spanning involving the management of external relations towards the representation of group interest with stakeholders ensuring the coordination of work activities and access to external resources. Empowerment as leadership effect subordinates to enable total understanding of work roles to enable innovation and creativity by providing access to relevant information and the acknowledgment of individual contributions by reward. Transformational behaviors are defined by the leader's effect on subordinates which encompasses enthusiasm, power, confidence, and ethical behavior by encouraging intellectual simulations to promote individual growth which enables subordinates to contribute new ideas and re-examine existing ones with a focus on instilling listening, developing, and delegating behaviors using training and mentorship systems to create teamwork and unison towards achieving common objectives.

The way a leader behaves can have a big impact on people and companies. The motivation, work satisfaction, and productivity of a team's members, as well as the overall effectiveness and success of the company, can all be impacted by a leader's actions(Amabile et al., 2004). communication, trust, respect, and empowerment are examples of positive leadership traits that can promote a positive work environment and boost employee morale and job satisfaction.

Employees are more likely to follow their leader's direction when they feel appreciated and supported.

To comprehend leadership behaviors and establish a framework for understanding the relationship between leader conduct and superior output and satisfaction, Yulk (1971) offered a categorization of leader behavior as consideratingf and initiating structure, where consideration relates to the level of a leader's warmth, support, and regard for his subordinates. The degree to which a leader defines and organizes both his own roles and those of his subordinates toward the accomplishment of a common objective is referred to as initiating structure. He also identified decision centralization, which refers to the use of a variety of decision-making techniques by leaders to influence group decisions.

These techniques, which include delegation, joint decision-making, consultation, and autocratic decision-making, were employed in a variety of contexts to allow for high subordinate influence and full leader influence (Yukl, 1971). As a result of continuing research on the theory of leadership behavior and its influence and the realization that there is no one leadership behavior practice for effectiveness, a more defined structure or two dimensions was developed using a two-factor analysis (Larsson & Vinberg, 2010).

The relation orientation and structure dimensions were a build-up on the considering and initiating structure, focusing on the leader's relationships with subordinates to be effective, these dimensions examine behavior as either universal to be used as a single tool or situation dependant where actions vary in other to achieve organizational goals(Larsson & Vinberg, 2010), another leadership behavior dimension identified is the change orientation determined as a result of the continuous changes in the business environment, it focuses on how leaders should promote and

adapt to change as identified in the business environment and facilitate the group learning in other to enable the envisioning of change. These dimensions have different behavior types but are used as a tool to influence employees/subordinates in work teams to improve and create productivity, quality, organizational-employee health, job satisfaction, and organizational effectiveness.

2.5. Leadership behavior taxonomy

Numerous behaviors have been recognized and studied in the research of leadership behaviors, leading to a wide range in the identification of leader behaviors that support organizational effectiveness and efficiency. The management of teams is attributed to a variety of behaviors, but prior research has not provided a clear classification of these behaviors and how they impact leader/subordinate relationships, due to the varying descriptions of the numerous leader behaviors under investigation and how they often overlap. A taxonomy was developed to provide a uniform definition and classification of leader behavior.

The science of taxonomy divides living things into groups according to their traits and evolutionary connections. It entails classifying such species in a hierarchical classification system as well as classifying, describing, and naming various species(Raven et al., 1971). This approach divides the phenomena into progressively specialized groupings, such as kingdoms, phyla, classes, orders, families, genera, and species, beginning with the most inclusive group, the domain (Enghoff, 2009). Taxonomy aids scientists in their understanding of the relationships between various organisms and the diversity of life on Earth(Raven et al., 1971). Additionally, it is crucial for conservation efforts since it enables us to recognize and safeguard habitats and endangered species as well as create a defined meaning to a phenomenon.

The taxonomy of leader behaviors was formulated using factor analysis of behavior description questionnaires, used to define categories of leadership conduct. This approach works best when respondents can accurately recall the leader's prior actions and the original questionnaire's clear, pertinent items are chosen (Yukl, 2012). The hierarchical taxonomy created by Yukl, 2002 formulated 3 meta categories of leadership behavior, Task-oriented, Relation, and Change-oriented behavior. However, further research on leader behavior produced a fourth meta-category External Oriented (Yukl, 2012). These meta-categories had in a subset, identified leader behaviors defining each category.

The task-oriented behavior category focused on the ability to accomplish work in an efficient and reliable manner, it includes planning and organizing work unit activities to enable quality decision-making using both internal and externally provided information to organize work, assigning responsibilities, and scheduling activities to employees enabling effectiveness (Yukl et al., 2002). Clarifying roles and objectives to ensure employees are adequately provided with the right information as to their roles, responsibilities, and task as well as communicating common objectives (should be clear, specific, and realistic) for the organization to ensure prioritization in performing job tasks that will aid the effective reaching of communicated goals. monitoring work unit operations to determine how employees carry out assigned tasks in line with communicated processes and policies.

The monitoring behavior can also be used as a tool to identify problems that may delay work processes enabling the development of workflow to improve work time and increase productivity, it can also be used to identify individual employee strengthens and develops them in line with organizational objectives through coaching and mentoring and the identification of

problems that can arise in the daily operations as well as predictive identification of problems that may arise in the daily course of business activities and create various approaches to resolve such problems to improve organizational efficiency and effectiveness(Yukl et al., 2002).

Task-oriented	Clarifying
	Planning
	Monitoring operations
	Problem solving
Relations-oriented	Supporting
	Developing
	Recognizing
	Empowering
Change-oriented	Advocating change
	Envisioning change
	Encouraging innovation
	Facilitating collective learning
External	Networking
	External monitoring
	Representing

Figure 1. Hierarchical Taxonomy of Leadership Behaviors (Yukl, 2012)

The relations-oriented behavior objective is to increase the quality of human resources and organizational relations and culture (Yukl et al., 2019). It focuses more on the relationship between individuals in the organization and between management and the behaviors that are used by leaders to improve member skills, the member-leader connection, employee identification with the work unit or company, and mission dedication. It involves supporting to promote positive consciousness and building teamwork creating a culture of unity amongst individual employees and leaders fostering mutual trust. Developing to aid the members of the work unit's career advancement and

to boost their abilities and confidence using training tools and personal coaching with the organization, recognizing by awarding effective performance, achievements, and important contributions to organizational goals and objectives which enables a sense of accomplishment within individuals and promote the need to increase productivity and achieve efficiency and effectiveness. Empowering can enable followers by giving them more freedom and say in work-related decisions, to foster considering opinions and ideas from others to create a consultation process which is an empowering decision-making technique, whilst delegating power to facilitate decision-making among employees and promoting empowerment within teams. This may improve decision quality, decision acceptance, job happiness, and skill development when used effectively (Yukl, 2012).

The goal of the change-oriented behavior is to promote creativity, group learning, and environmental adaptation. (Yukl, 2012). It recognizes that the daily operations of the business consist of both the internal and external environment which impacts processes and the outcomes it generates. The specific behavior as identified with change-oriented includes advocating change, envisioning change will require leaders to initiate and encourage change within the internal environment amongst employees and top management whilst encouraging innovation and encouraging collective learning will require leaders to facilitate emerging change processes (Yukl, 2012a) that is promoting the creation of new business processes that adapts to the changes posed by the business environment whilst ensuring that employees/subordinates who perform processes take ownership by providing the right information in other to understand the new business process thereby ensuring effectiveness and efficiency. This will enable innovation and learning by creating an organizational culture of creativity, where employees are motivated to develop new ideas, solve

problems, improve/ develop new processes to remove bottlenecks and reduce wait times to enable ease of use and promote usability.

The environment in which an organization conducts its business is constantly changing, and it is the responsibility of the leader to recognize and promote good adjustments that will benefit the business while adjusting to the environment but also ensuring that employees are equipped with the change vision (Yukl et al., 2019), ensuring proper communication of the change values and what it aims to achieve to implement it. This is important for leaders in organizations because it ensures continuity and promotes agility. While learning, leaders should emphasize that learning from successes is as well as important as learning from failures as it enables pre-recognition, and the ability to analyze their causes and possible prevention/ solution to avoid future occurrences(Yukl, 2012).

To build a functional business process and ensure efficiency, the external environment and the internal environment of organizations must be combined(Yukl et al., 2019). In addition to influencing internal events through their work units, leaders can also improve performance by obtaining the information, resources, and help they require, promoting the organization's reputation and interests, and providing pertinent information about external events. This is performed using the externally oriented leader behavior which includes networking by building and maintaining favorable relationships with stakeholders who can provide the right information, resources, and political support, while externally monitoring to analyse the information gotten about changes in the external environment to identify threats to processes and develop and opportunities to be leveraged upon to promote effectiveness (Yukl, 2012).

2.6. Agility

There have been rapid changes in the business environment since globalization, technological advancement and, which has brought a world of volatility, unexpected shifts, and technological upheaval, big data, virtual reality, the internet of things, artificial intelligence, and machine learning now dominate the business place(Das et al., 2022). The dynamic, unpredictable, and changing nature of the business environment and workplace has brought about a VUCA world, volatile, uncertain, complex, and ambiguous (Yoder-Wise et al., 2021), the unpredictable work environment has shown the need for the workplace to respond and adapt to the changes brought about by the environment, as organizations develop ways to adapt to the environment it looks at a continuous adjustment and readjustment of an enterprise strategic directions in order to develop innovative methods to create value and retain flexibility without losing efficiency (Ferraris et al., 2022).

This is known as strategic agility where organizations look inwards in order to adapt and learn and relearn. The changes in the environment will require many organizations to adapt, be proactive, and be resilient which are the components of being agile, in performing various business process that makes it an organization. Agility has been defined as the ability to move with quick and grace and respond quickly without seeing the perfect path(Yoder-Wise et al., 2022) (Storme et al., 2020), it is the ability to respond with learning and relearning as a strategic objective. Agility as defined by (Tessarini Junior & Saltorato, 2021) is the capacity to take advantage of opportunities, seize upon risks, and weather frequent and occasionally unforeseen changes by quickly rearranging people, methods, and resources to achieve objectives, taking it as management strategy perspective that allows for quick response to risks and opportunities resulting from a dynamic and competitive business environment.

Agile organizations are supposed to be more capable, competent, responsive, and quick to adapt to and take advantage of new environments and circumstances (Petermann & Zacher, 2021). It is also described as responsiveness to change to promote effectiveness, ability to steer, rule-base, people-centric, communication, speed, flexibility, responsiveness, empowerment, change, feedback, value, delivery, innovations, adaptability, collaboration, iterative development, self-organization, light-weight process, cost-conscious, customer-driven, strategic, and conceptual framework (Gren & Lenberg, 2020).

Agility is a strategy where organizations build firm agility, focusing on the internal environment of the organization in other to adapt to the external environment with efficiency, this can be performed when an organization develops the workforce, strengthening it to make it agile, empowering the workforce to make it agile shows the importance of people resource in ensuring an organization stays relevant in the industry it operates, as business processes will be performed by employees. Therefore, having an agile staff that can be taught to deal with uncertainty and complexity is essential for creating agile organizations (Ajgaonkar et al., 2022a).

Workforce agility, which is a component of organizational agility (Das et al., 2022), is the capacity of employees to quickly adjust to changes in the organization brought about by technologies, client expectations, and governmental regulatory norms. In adapting to changes workforce agility refers to employees' capacity to respond appropriately through proactive and adaptable knowledge, skills, behaviors, and attitudes to a rapidly changing, flexible, and uncertain work environment (Tessarini, Junior & Saltorato, 2021b). it is also defined as a composite construct or collection of behavioral performance factors (Petermann & Zacher, 2021), where agile behaviors have been identified as accepting changes, decision-making, creating transparency, collaboration, reflection, user-centricity, iteration, testing, self-organization, and learning.

In other to emphasize the understanding of workforce agility, dimensions have been identified to give clarity on how it should be approached. The dimensions focus not only on the behavioral perspective of agility but also on organizational practices in terms of understanding how the culture of the business environment is towards agility, it emphasizes the role Human resource management plays in developing the human assets of the organization to meet the requirements of a continuous adapting organization.

Dimensions	Aspect
Proactivity	Problem anticipation
	Independent decision making
	Autonomy, self-motivation, self-efficacy, and curiosity
	Engagement
	The solution to change-related problems
	Collaboration
Flexibility and adaptability	Rapid response to changes in customer needs and market conditions
	Ability to quickly adjust to different tasks and work contexts
	Multi-functionality
	Competence to work in groups and in simultaneous tasks
	Flexibility in work time and location
	Adaptive behaviors
Resilience	Tolerance of unexpected work environments
	Positive attitudes toward change, new ideas, and new technologies
	Ability to work in and deal with potentially stressful situations
Competence	The rapid development of new skills and work procedures
	Ability to deal with different and complex information technology
	Ability to work with different tools and resources
	Continuous development
	Level of knowledge and skills
Learning and training Work organization	Cross-training
	Cognitive abilities
	Organizational learning
	Practical application of knowledge
	Control over work and autonomy
Work organization Human resource management	Teamwork and collaboration
	Job enrichment, job enlargement, and job rotation
	Self-managed teams

	Skill-based pay
Human resource management Culture and Structure	Team-based production incentives
	Feedback
	Non-monetary rewards Talent management
	Agility goal setting
	Staffing
Culture and Structure	Shared goals
	Empowerment and decentralization of decision-making
	Horizontal structure
	Information and communication

Table.1: Dimensions of workforce agility. Adapted from Tessarini, Junior & Saltorato (2021)

2.7. Competitive Advantage of Workforce Agility

The term workforce agility describes an organization's capacity to adjust swiftly and efficiently to shifting market conditions, consumer expectations, and technology advancements. workforce agility is an ability of an organization to respond rapidly to changes in the internal and external business environment and to act proactively about the changes to seize opportunities that become available due to the changes (Ajgaonkar et al., 2022). It is a management strategy that enables businesses to react swiftly and successfully to risks and opportunities resulting from a dynamic and competitive business environment (Tessarini, Junior & Saltorato, 2021b). An agile workforce can change its direction, reallocate its resources, and pivot in response to brand-new opportunities and problems to create value and competitive advantage.

Agile workers are defined as having quick information processing skills, being proactive rather than reactive in stressful work circumstances, and being driven by chances for personal growth. Open to change and proactive in putting it into practice, embracing diverse positions, and accepting various levels of responsibility. An agile workforce to values collaboration and information

sharing as another important trait (Storme et al., 2020). People assets or human resources are the driving force of organizations(Munteanu et al., 2020), they are an integral part of the organization's business and are the backbone of which the processes are performed, their willingness and ability to adapt and take advantage of changes will ensure the success of any strategy to be implemented to determine the new work process for the organization (Storme et al., 2020).

Organizations in a VUCA (volatile, uncertain, complex, and ambiguous) world strive to ensure that they sustain and increase their market share and improve performance and reputation (Das et al., 2022)to gain a competitive advantage- the unique capability of an organization that cannot be replicated (El Nsour, 2021). Organizations focus on human resources, as employees are an important asset, although intangible to the success of the business, they contribute to creating a competitive advantage by being loyal and productive through the development of knowledge, skills, and attitude to increase human capabilities (Das et al., 2022). Enhancing human skills entails developing the potential to realign competencies with the brand-new, dynamic corporate environment and acting quickly and creatively when necessary.

The ability to respond more quickly to market changes would be made possible by the development of knowledge and increasing competencies through talent management (human resource management) and a reorientation that would foster an agile mindset (Ajgaonkar et al., 2022a). This would give the company an advantage over less adaptable competitors, a company's top management practices for talent management help to develop and support worker adaptability to increase organizational performance. Businesses may perform better, gain a competitive edge in the market, and demonstrate superior performance that can boost their reputation due to agile employees. Leadership and talent management, when combined with workforce agility, can improve business performance and corporate reputation (Das et al., 2022).

Increased customer satisfaction comes from an agile workforce's capacity to quickly adapt to changing client wants and preferences (Ferraris et al., 2022). An agile workforce can quickly ensure quick production to fulfil the demand for a new product. Helping it draw in new customers and retain existing ones, might provide the company with a competitive edge in the market. A flexible workforce is more likely to experiment with new ideas and take calculated risks when innovation is more prevalent (Ajgaonkar et al., 2022), increasing creativity and effective decision-making which could aid the company in creating fresh goods and services that set it apart from rivals. Because employees tend to enjoy working for companies that appreciate and promote flexibility and adaptability, an agile workforce is more likely to engage and retain top talent. (Munteanu et al., 2020).

2.8. Chapter Summary

The business environment, with a focus on the external environment, is an essential component of an organization's operations because it determines how work processes will be carried out to ensure alignment with changes. Leaders are required to comprehend both the internal and external environments to make strategic decisions that will benefit their organizations. Theoretical data has highlighted the need for leaders to be self-aware of the teams they lead to ensure growth and productivity as human capital forms an integral part of an organization that adapts to changes in the business environment, proactive in determining future changes or the exploitation of changes, and resilient in making innovative creations that provide a competitive advantage to organizations while increasing organizational efficiency.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Chapter Introduction

This chapter represents the research method chosen to answer the research questions research-developed questions. It gives details about the research and how it is carried out detailing the reasons for the chosen methodology and method with an explanation of the data collection process and data items. Give a small explanation about the different sections and what was explained in them. Mention the type of research development used here and explain why you structured your research this way.

3.3 Research Paradigm

An important set of accepted scientific beliefs, or paradigms, are described as a set of agreements about how to understand problems and how to interpret the world and conduct research as a result (Rahi, 2017).Paradigms are the theoretical framework, distinct from theory which influences the way knowledge is studied and interpreted (Mackenzie & Knipe, 2006). It sets the intent, motivation, and expectation for the research. A popular definition by Mckenzie and Knipe (2006) explains "paradigm" as "a loose collection of logically related assumptions, concepts, or propositions that orient thinking and research" or "the philosophical intent or motivation for undertaking a study" present a definition of paradigm, which comprises three elements: a viewpoint regarding the nature of knowledge, a methodology, and validity standards (Mackenzie & Knipe, 2006).

Paradigms vary and are discussed in the literature as positivist/postpositivist, interpretive/constructivist, pragmatist, advocacy, emancipatory, critical, and deconstructivism (Mackenzie & Knipe, 2006). The Positivist focuses on knowledge that can be obtained through observation and experiment to predict and control forces that surround us. The Interpretivist/ Constructivist approach is research with the intention to obtain a deep understanding of the human experience, relying on the participant's view of the situation being studied (Rahi, 2017). The Transformative/Advocacy paradigm involves obtaining knowledge through inquiry taking into effect politics and political agenda whilst the Pragmatism paradigm does not focus on one system of philosophy or reality but on what and how of a research problem.

To get a thorough understanding of the function of leader behaviors in companies in a VUCA world that supports the development of agility in the workplace and workforce, this thesis will be built on the interpretivism paradigm. The thesis will not seek absolute truth since leader behaviors can be situational and unpredictable (Larsson & Vinberg, 2010) and because environmental changes vary depending on the organizational context(Singh et al., 2022); instead, Thesis will draw conclusions from the written research to develop an understanding of what leader responsibilities and competencies motivate agility. The choice was made because the nature of the future of work is always evolving for a variety of reasons that are not absolute in nature.

3.3 Method of Evaluation

The term methodology is the process that researchers use to discover the answers to their research questions(Chivanga et al.,2021). It is the practice of looking into certain instances, occurrences, or phenomena in people's social environments that are of particular interest to a given researcher. Additionally, it describes a methodical strategy, set of guidelines, or means of

achieving objectives in a variety of academic subjects. It offers a framework for organizing, carrying out, and reviewing procedures and tasks to guarantee the accuracy, validity, and rigor of the outcomes(Amaratunga et al.2002).

Research is a systematic and methodical process of inquiry and investigation that aims to increase knowledge about specific phenomena, it relies on facts, experiences, and data. Research is conducted in two different ways, it can use the qualitative approach to collect in-depth details on a particular topic with interpretation(Amaratunga et al., 2002), It involves gathering non-numerical data through methods such as interviews, focus groups, observations, and document analysis. while the quantitative approach focuses on numerical data, using statistical analysis and mathematical modelling to draw conclusions. It involves structured data collection methods, such as surveys, experiments, and observations, and employs statistical techniques for data analysis (Rahi, 2017).

The thesis will use the qualitative research approach to explore leadership behavior and the future of work phenomenon to gain knowledge about the leadership behavioral role and skills that aid the initiating and acceptance of agility in the workplace aimed to develop agility in employees to increase workforce agility. Leadership behavior identified vary and are used situationally to make decisions. However, these behaviors overlap in usage and need to be integrated into a defined structure. Therefore, this thesis is an explorative study that seeks to gain knowledge of the leadership behavioral roles and skills that promote agility in a VUCA world.

3.4 Research Method

The thesis is qualitative research based on a systematic literature review to gain knowledge and a deep understanding of the leadership behavior phenomenon. A systematic literature review

is the application of strategies that limit bias in the assembly of critical appraisal and synthesis of all relevant studies on a specific topic (Hong & Pluye, 2018). It follows explicitly and transparently to ensure a reproducible process. It is aimed to synthesize knowledge based on leadership behaviors, the future of work, and agility (Furunes, 2019).

The systematic literature review process will be developed according to the model provided by Prisma, 2020, a statement consisting of 27 checklists to improve the reporting of systematic reviews and meta-analyses (Moher et al., 2009) The Prisma statement addresses the issues relating to poor reporting to enable reviewers to produce reviews valuable to users by giving a transparent, complete, and accurate account of why the review was done, what the authors did, and the findings of the research (Page et al., 2021). It also helps to eliminate bias as the systematic literature review is considered secondary research (Hong & Pluye, 2018), ensuring all form of subjectivity on the part of the reviewer is eliminated.

Gaining knowledge to synthesize, research has two main methods for learning new things. These methods are Inductive and deductive reasoning, inductive method involves the reviewer formulating a set of observations before moving from those experiences to a more general set of propositions about those experiences. In the deductive method, the researcher first formulates a set of hypotheses before the investigation(Rahi, 2017). The phenomena of leadership behavior and the future of work are somewhat familiar, but they constantly change due to environmental factors in the business sphere, which needs to be observed based on theory to seek theoretical conclusions using secondary data. This thesis will be based on an inductive approach to acquiring knowledge.

3.4.1 Research Information

The research focused on peer-reviewed articles, it was decided that the chosen articles will be in the English language as it is the mother tongue of the reviewer and will enable a deep understanding of the articles in the review in other to draw theoretical conclusions. The inclusion and exclusion criteria are indicated below which are followed in the systematic review.

Inclusion	Exclusion
Articles focusing on leadership behaviors, the future of work, and agility	Book Reviews
Peer-reviewed articles published in English.	Official reports
Articles published in the period January 2020-2023.	Conference Proceedings
Studies with qualitative and quantitative design	Editorials and dissertations
	Articles published before January 2020

Table 1.2: Inclusion and Exclusion Criteria

The systematic search was performed using 2 electronic databases: Emerald Insights, and Science Direct, these databases will provide many articles for the study as they are interdisciplinary in their network of information. The decision to use these databases stemmed from the replicable nature of systematic reviews, as interdisciplinary databases ensure replicability in the sourcing of articles, this means that with the same set of search strings articles sourced can be produced again in an exact manner(Furtunes, 2019). The search strategy used for the systematic review includes leadership skills and swiftness, leadership behavior and dexterity, administrative leadership behavior, and alertness, workplace dexterity and management, workplace imminent work, and leadership behaviors. The number of articles selected is between the years 2020 and 2023, taking into consideration the effect of Covid- 19 on the future of work.

3.4.2 Quality Appraisal of a scientific paper

In assessing scientific papers that have been published in accordance with scientific principles, we utilize heuristics to test the paper's components and assess their quality so that readers of the article's content can make informed conclusions about its findings. A heuristic evaluation is a fast test, typically straightforward, that offers users who are either aware or not about the phenomena of the article basic information of scientific quality (Nielsen & Molich, 1990). It enables readers to be more aware of potential issues with the articles and, if such articles may be used to make judgments, it gives readers the information they need to assess the validity of the article and its dependability. The heuristic elements of a scientific paper include the Journal, Authors, References, and Citations.

A scientific journal paper is an article describing scientific research result which has been peer-reviewed and published by a third party (Björk et al., 2009), this makes the paper citable, ensuring quality content and availability in real-time. The quality of journals can be checked using journal ranking such as the Norwegian Register for Scientific Journal on levels or the Journal citation report which uses the impact factor. The registers show if articles satisfy the minimum number of requirements to be counted as scientific, i.e., the articles have gone through an external peer review, each article has gone through the process of scrutiny by experts in the same field and considered of academic quality, that enforces clarity of communication and scientific validity, has an editorial board, approved ISSN and minimum national or international authorship, this will enable the researcher to determine the quality of the article in the journal and its relevance to the journal published.

The use of the H index or the i10 index to determine the author's experience in the research field, informs about the number of articles that have been cited and the productivity of the author

in the progress of continuing research. This enables us to determine the level of experience the author or authors have about the chosen article in the research if they are good and acknowledge authors of the research field. The quality of articles also depends on the type of reference used, the number of references used, and whether the authors used recent or older studies. Using recent studies as a basis for current trends and offering solutions using such references also shows that there is continuous growth either through improved technology in knowledge or both. The reference also determines the usefulness to the study under review and the capacity in which they were used, is it enough? Determining if there is a need to add more references to widen the scope of the study and if the authors have referenced themselves, indicating a continuous improvement in the research. The citations give an insight into the relevance of the article in the improvement of knowledge in the chosen research field and determine if there is a need for an update through a review due to the newer knowledge gained.

3.5 Reliability and Validity

This focuses on 2 concepts that measure the quality of research (Golafshani, 2003) Reliability involves the extent to which measurements are repeatable when performed by different persons on different occasions and circumstances. The goal is to ensure that the exact same results are reproducible to ensure consistency in results. Validity involves the meaningfulness of the research (Drost, 2011). The study focuses on a systematic review of articles relevant to the research question and uses the PRISMA 2020 statement as a basis for reporting. The collection of secondary data was done using specific keywords on specific databases in other to access relevant data to the study and to ensure replicability in the number of articles produced in each selection.

This also ensured that the articles selected had an identified purpose and method used in the research, and articles that had been peer-reviewed had authors who are knowledgeable in the field of research using the H index as a measurement. The use of secondary data limits the researcher's influence thereby increasing the reliability of the research. Although the author's selection of measurement tools and the dissertation's predictions are based on a highly comprehensive theoretical review, it might be argued that the dependability standard of source critique is met. The study ensures that the selection criteria are described, search engines are explicitly identified, and the research literature is carefully selected according to the inclusion and exclusion criteria.

CHAPTER FOUR: RESULTS AND DISCUSSIONS

4.1 Introduction

This part of the study is on the impacts of leadership behavior on the future of work with the aim of ensuring that an agile workforce is created. The goal of the systematic review is to consider several studies that have been written in line with the current to answer the two major research questions which are included in the table below.

4.2 Presentation of Results

This aspect of this chapter presents several findings in tabular, graphical, and written presentation of the study which are presented below.

4.2.1: Description of the Systematic Literature Review

The presentation of the findings in this systematic review begins with a summary of what this dissertation has been defined to achieve. Therefore, the table below provides salient information about the work as well as the findings and other aspects of the study.

Stage	Description
1	The research work is slated to provide answers to two main questions which are stated below. RQ1: How is future work predicted and described in academic publications? and, RQ2: What are the roles of leader behaviors in these descriptions and which skills will be needed in these roles?
2	The researcher has selected fifteen journals from 2 databases (Emerald Insights and Science Direct).
3	The following are criteria that have been identified as the strings of search and other criteria adopted. The search strings were keywords, search strings, and abstracts. "Leaders" OR "Leadership" OR "Future Leadership style"; "Agile" OR "Agility"; "Future of Work" OR "Future Work" OR "Nature of Work in the Future"; "Leadership-Agility" OR "Agility in Leadership". **Range of Data** Articles that were published from 2020 to 2022. **Type of Article/ Paper** Conference papers, Reports, Journals, Reviews, Editorials, and Notes
4	From the Databases and Journals Identified in the search, The illustration of a statement of search that was used is stated below: *TLE-ABS-KEY (("Leadership style" OR Leaders" OR "Leadership" OR "Future Leadership style") AND (("Agile" OR "Agility") AND (("Future of Work" OR "Future Work" OR "Nature of Work in the Future")) AND (("Leadership-Agility" OR "Agility in Leadership")) AND "PUBYEAR > 2019 AND PUBYEAR < OR = 2023"* 1,722 Papers were gotten from the exercise of search.
5	1,197 Papers were expunged due to the availability of studies that have predatory attributes by Beall
6	There was a thorough effort in ensuring that the selected paper is in line with the objectives and questions that the research work intends to solve. The main reason is to ensure that there is a high level through which the study findings can be relied upon. Hence 62 further research works were removed which is because of activities that yield validation.

7	Having been motivated by the need to attain the main goal of the study, the researcher had two broad research questions and empirical findings. Having read the abstracts and appraised the abstracta as well as the abstracts of the remaining studies, a further 427 units were expunged due to the following reasons. No connection with the research Questions. Duplication of the research document. Different Language from English.
8	Using a Data extracted format in Table 4.4, the 15 empirical findings have been summarised showing the names of authors, titles, year, methodology, objectives, findings, name of journal, and type.
9	For the purpose of ensuring an elaborated study, the researcher developed a session for the purpose of properly discussing the empirical findings in each of the 15 studies that have been included in this dissertation.
10	The Last Chapter of the dissertation provides the conclusion, limitations, and recommendations of the 15 research that have been included in this systematic review.

Table 2: The Process of Describing the Systematic literature review (SLR), Research (Field Work), 2023.

4.2.2 Search Outcome

Words like *'Agility'* *'future of work'* and *'leadership'* which are general terminologies in the current research work have been adopted as the crucial concept from which relevant filed were gathered through databases of science and Emerald Insights. There were diverse combinations of words that were first adopted which resulted in a large number of files gathered which is 1,722 units. However, the results of files found were largely the same which led to the duplication of files. It is also discovered that the number of search files from the *Science Web* was almost equal to the numbers from Emerald Insights which gave the systematic review so much adequacy of articles needed. Although, in the study by Singh et al., (2022), it was discovered that the database of *Web of Science* has a lower coverage than those of '*Scopus'* and '*Emerald'*. Therefore, to retrieve documents, Emerald Insights was adopted while the files used were from 2020 to data to ensure that there is conformity with the 2020 PRISMA template.

The specific search strings in the systematic review were Science Direct and Emerald Insights. The results from the search showed that 893 units of articles were searched from Emerald Insight out of which searches which have major topics as leadership-related were 289 units. The searches that were strictly workplace-related and agility which are also under emerald articles were 604 units. However, emerald articles that are on Workplace imminent work and leadership behaviors were 274 units. Also, science direct articles that are majorly on leadership are 475 units, the articles on Workplace dexterity and management are 220 units while the ones on the workplace, and leadership behaviours are 134 while they amount to 829 units in all. The figures are shown in the table and figure below for easy understanding.

Table 4.2: Search Outcomes

Search strings	Emerald Insight No. of articles	Science Direct No. of articles
Leadership Skills and swiftness	23	264
Leadership behavior and dexterity	99	156
Administrative Leadership and alertness	167	55
Workplace dexterity and management	330	220
Workplace imminent work and leadership behaviors	274	134
TOTAL	893	829

Table 4.2: Search Outcomes, Researcher field work, 2023.

Figure 4.1: Articles Research field work, 2023

4.2.2 The Flow Process of the Systematic Review

The figure below showed the systematic literature review in a detailed form. To gather relevant study keywords used in making searches were 'leadership', 'future of work', and 'agile' from the Emerald, and Science Direct databases from April 2023. This search was not restricted to a particular field for elaborate review, and it led to 1,722 documents gathered. The documents from the period of 2020 to 2022 were 375 documents while those before 2020 accounted for 1,347 units and the files had a restriction of being written in English language because of the difficulty of processing multi-language files with those of English Language. Trade journals or books do not have any consideration in the systematic review because the researcher only considered research work whose sources are peer-reviewed.

Also, such sources passed through some reviews that are rigorous before they were accepted which provides the current research with an avenue of being appropriate. The interest of this systematic review is only for journals which led to only 525 such that 1,197 were excluded from the documents of interest documents. In another stage of document cleaning, there was a restriction to the field of study, and as such '*social science', 'business management', 'psychology', and 'accounting'* are the field of focus which resulted in 463 documents of interest.

The distribution of different types of documents is given in the table below as the number of empirical articles is 307, the reviews are 101 documents, editorials documents are 32, notes are 16 documents and conference papers are 7 documents. On a final note, the Out of the 463 documents, there were 62 of them which were not retrieved. Also, when the reports were assessed for eligibility, only 36 of them were said to be eligible having reviewed the abstracts. From the reports expunged, 167 were removed because they were below 2020 years, 145 documents were removed because they are not fully connected to the research question, and 115 files were in Languages different from English.

Previous studies	Identification of new studies via Emerald Insight and Science Direct	Identification of new studies via other methods

Identification

Studies included in previous version of review (n = 2)

Reports of studies included in previous version of review (n = 3)

Records identified from*: Emerald Insights (n = 893) Science Direct (n = 829)

→ Records removed *before screening*: Duplicate records removed (n = 572) Records marked as ineligible by automation tools (n = 740). Records removed for other reasons (n = 388)

Records identified from: Websites (n = 10) Organisations (n = 15) Citation searching (n = 25)

Screening

Records screened (n = 525) → Records excluded** (n = 1197)

Reports sought for retrieval (n = 463) → Reports not retrieved (n = 62)

Reports sought for retrieval (n = 23) → Reports not retrieved (n = 27)

Reports assessed for eligibility (n = 36) → Reports excluded: Years below 2020 (n = 167) Not connected with the research question (n = 145) Language different from English (115)

Reports assessed for eligibility (n = 2) → Reports excluded: Years below 2020 (n = 7) Not connected with the research question (n = 8) No link with main topic (n = 6)

New studies included in review (n = 2) Reports of new included studies (n = 8)

Included

Total studies included in review (n = 7) Reports of total included studies (n = 15)
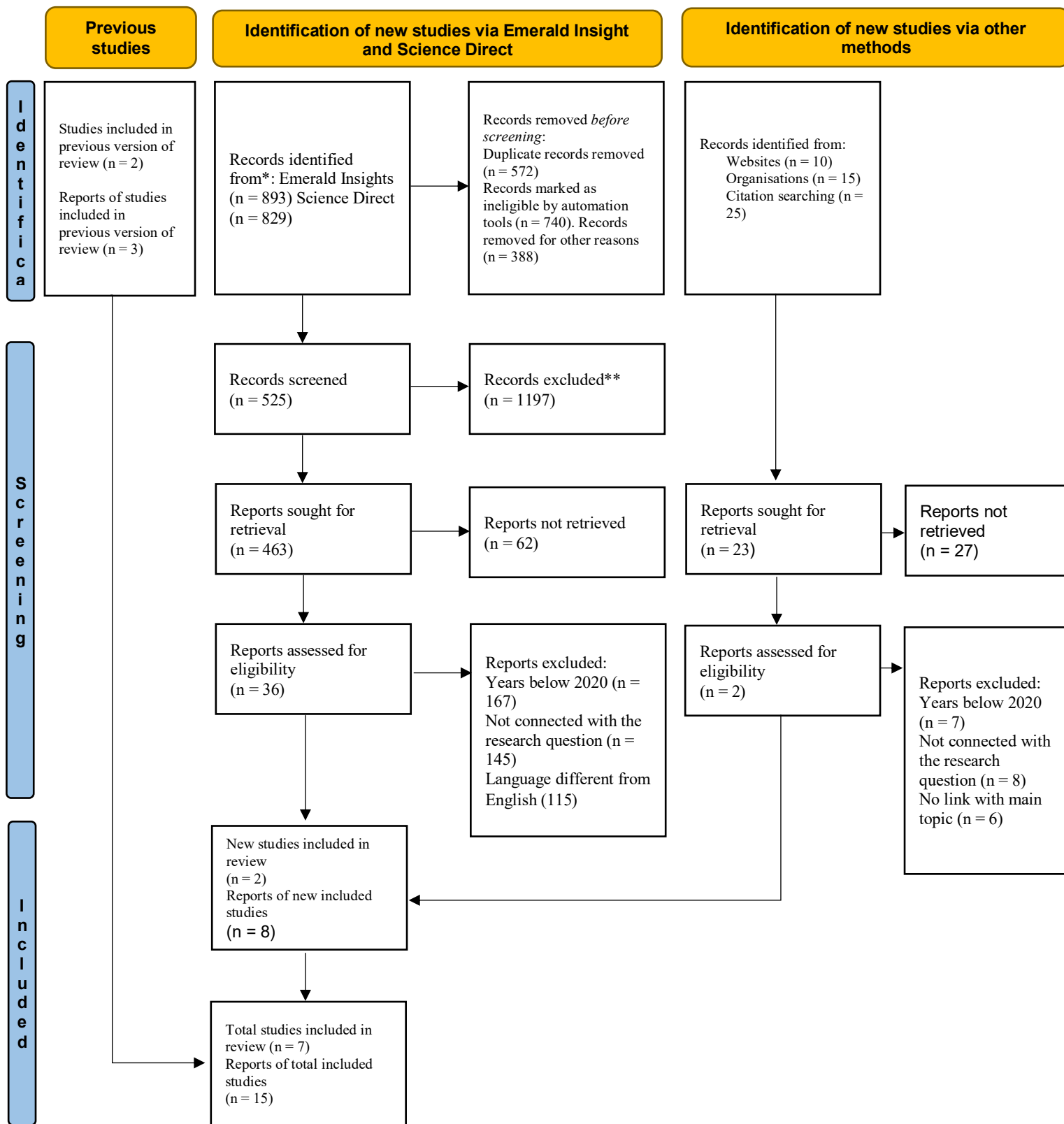
Figure 4.2: PRISMA 2020 flow diagram for updated systematic reviews by the researcher.

4.2.2 Descriptive analysis

Basic data like most frequently cited authors, top journals, and top articles referenced internationally and domestically. It aids in comprehending the foundational data offered by the publication's database.

4.2.2.1 Most Productive Journals/ Authors

The figure below lists those that were ranked who have been thought to be the top five journals and explains how a journal's productivity can be explained in terms of the number of articles published through such sources on a yearly basis from 2020 to date as well as the number of the type of documents gathered. Below is also the distribution of documents gathered in the systematic review and others.

Document Type	No of documents	Contribution (%)
Articles of Interest	307	66.31
Reviews	101	21.81
Editorials	32	6.91
Notes	16	3.46
Conference papers	7	1.51
Total	**463**	**100.00**

Table 4.3: Nature of Documents, Research field work, 2023.

4.2.2.2 Included Studies

There were just fifteen studies that have been included in this study and the years that is being permitted for use is from 2020 to 2022. The figure below showed that out of the fifteen units, three (3) were published in ear 2020, seven (7) were published in 2021 while the materials published in 2022 included in this study were five. It is needed to be re-iterated that Emerald

Insights and Science Direct Databases were used to sources the data and the distribution showed that from 2020 articles, 2 were from Emeral Insights while just 1 was Science Direct. From 2021 Articles, 5 were from Emerald Insights while 2 were from Science Direct and from 2022 Journals, 3 were from Emerald Insights while 2 were from Science Direct. The graph in figure 4.3 below showed a summary of the distribution.
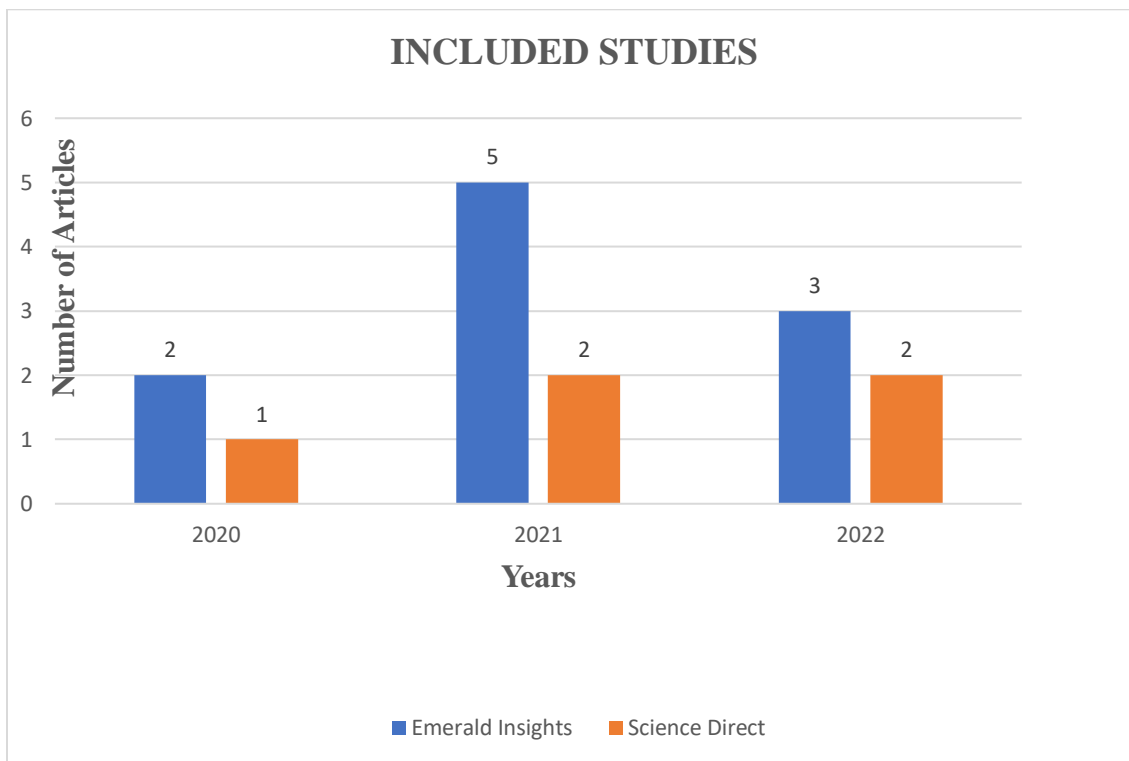

Figure 4.3: Included Studies.

4.2.2.3 Top 10 Journals

Journal of business research can be regarded as the core of research studies based the fact that more journals (29) were produced by from such sources whereby few articles included in this systematic literature review. The second highest is frontier of psychology which has twenty-three journals from where studies on human resources workers and employees were gathered. Also, New

Technology work and employment accounted for seventeen journals. Journal of business ethics accounted for 16units, journal of industrial relations were 15 units, Proceedings accounted for 13 of the materials. Also, technological forecasting and social change has 11 numbers of Articles, work employment and society were 14 in number, Employee relation and international labour review is 11 units each and the journals on educational philosophy and theory accounted for just 10 units of the articles. It is shown below.

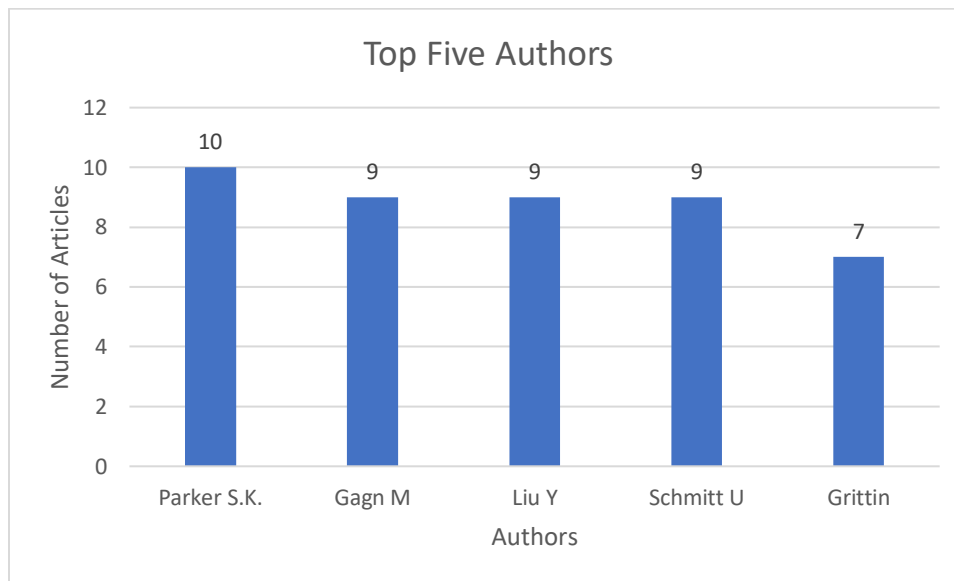
Figure 4.4: Top Ten Journals

4.2.2.4 Top 5 Authors

It is a bit paramount to show the number of Articles published by the top five Authors who have written in the line of study. That is shown in the graph below which shows that the fifth

person in terms of the number of research published is Grittin with 7 articles in this field of study, the fourth most prolific and productive are Schnitt, Liu and Gagn with 9 units each. The most productive researcher in this field of study is Parker who has written about ten articles in this line of study, and it has been reference by other researchers on several occasion.

Top Five Authors

[Bar chart titled "Top Five Authors" with y-axis "Number of Articles" (0 to 12) and x-axis "Authors". Bars: Parker S.K. = 10, Gagn M = 9, Liu Y = 9, Schmitt U = 9, Grittin = 7.]

Source: By the Researcher, 2023

4.3 Discussions

The study has been centred on analysing the literature using a systematic review of literature on the impact of leadership behaviours on the Future of Work by having the creation of workforce that is agile. The study included fifteen studies from 2020 to 2022 from two databases and the discussion is made below. The identfication of main subject matter in those periods with specific description of future of work or theme The study also intends to capture the changes in the future of work due to leadership behaviour in a world full of severl distruptives and unforseen cricumstances which affects human activities. Since the period after 2020 which is during covid

and beyond, The answers to the questions have been framed in such a way that the three major variables of the study will be captured and the questions to the study will be answered simultanieosly. They are explaining the nature of leadership (Leadership and Innovative behaviour), Embracing the culture of agility, and explanation to the future (that is the future of work-related activities). These contexts are integrated and the included studies in the literature are used to decode the appropriate findings of the analysis are made.

4.3.1 Future of Work-related Activities

To answer the first question of the systematic literature review, several studies are being reviewed. The first research question is how is future work being predicted and described in academic publications? In the research work by Santana, & Cobo (2020) which made provision of a research structure and systemizing into the work in the future, The study's findings are surprising given that issues relating to the principles of leadership, corporate social responsibility, and satisfaction, are in coexistence with more recent Future of Work problems such as the impact caused by developments in technology on opportunities for employment, wage gaps among less fortunate staff members, teleworking, management of talent, as well as more conventional management of human resources concerns are able to enhance the dedication of such employees to the firm.

Carvalho et al. (2021) also considered the provision of an understanding of how things operate in an era when technology is always changing while the importance of a company's agility is maintained. The study was capable of finding that operational proficiency is incredibly significant for the development or improvement of a firm's agility capabilities within the context of the importance of a culture that has an outstanding perspective to sustain these efforts over time.

In furtherance, there are findings in recent studies by Romero, & Stahre (2021) which took a new dimension by trying to deduce the reasons for the poor nature of human agility which enhances it ability to introduce a new operator. The study has been able to deduce a novel operator required in the current dynamic business environment (Industry 5.0). The Resilient Operator 5.0" idea was based on the adaptability of systems of human operators and human-machine and offers a vision for the future of labor in intelligent robust systems of production in the developing Industry 5.0 sector. This shows that the world is becoming more systematic as organisations are now deriving more efficient ways of getting work done. By implication and with the more innovative work environment and leaders, technology will be more dominating, and human resources that do not thread the part of technology may get displaced by technology.

It is becoming more important for leaders to become highly proactive by ensuring a solid preparation for future change in the work environment. This is because of the enormous disruption of business that Covid-19 brought to the global economy. This need has also informed the decision of the current researcher in carrying out the systematic review. A more recent and systematic review by Singh et al. (2020) was also on the future of work and it tried to adopt a bibliometric method to show how impactful technological disruption has been on the nature of work in the future. The study found that both the workplace's adoption of different innovations and the studies' swift growth over the preceding few years were found. In accordance with reputable journals and other reports, it gathered through various cooperation efforts that the nature of work will not cease to be interrupted by emergencies and unanticipated events. Hence, it is highly paramount to note that leadership needs to be proactive in order to create beneficial modifications.

Kolade, & Owoseni (2022) adopted a systematic literature review in the collection of different studies to measure the disruptive effectiveness of the transformation of the digital environment on work-related activities. The presentation of complementary perspectives on the intersecting themes related to technological unemployment, pay inequality, and employment division was the research's primary goal.

4.3.2 Leadership and Innovative Behaviour

In providing answers to the second research question of the study which is the definition of the roles that behaviours of leaders of an organisation play in describing and attaining an organisational performance. These studies are also paramount in providing an explanation of the skills that are required by leaders in attaining their goals as managers and leaders of organisations.

In the current changing world, the role of leaders and proper leadership cannot be overemphasized (Pontilo, Di Lauro, & Antonelli, 2022). In their study, Pontilo et al (2022) made an attempt the definition of leaders in the present dynamic business environment by focusing on a remote system of work activities that became more pronounced due to the pandemic. It emphasizes that directive, catalyst, servant, authentic, e-leadership or leadership 4.0, transformational, and shared leadership are essential to an agile working environment. This is because there is no definite leadership behavior a manager in an organization can adopt because of different factors associated with an environment. They argued that the first sort of leadership behavior is embedded in his ability to give directives and they claimed that such attitude must be embedded elementarily in an organisational leader. And as such, the leader is able to direct subordinates on the activities to be executed which are well articulated and synchronised with the organisation of the firm's ability to

proffer solutions to issues, bring role clarifications, and several others like monitoring and informing (Le at al., 2021).

In the research work by Fotso (2021), the emphasis was on the innovative competencies of leaders which erupted from the literature on leadership. They identified nine syntheses of competencies that have been discovered in the leadership literature that are traditional. They are social skills, human orientation, organisational skills, self-awareness, values, transformational ability, cognitive skills, self-awareness, and communication skills. The study by Fotso (2022) mainly made provision of a clearer picture as well as an overview of these competencies relevant for innovative leadership in the current 21st century. He then gathered that leaders in the twenty-first century need to be able to integrate a profound concern for people with an understanding of the experience of customers, digitization, financialization in recent years, and the common good.

Considering the evidence of this issue is an emerging economy Le et al., (2021) make the salient attempt in finding out the pattern through which styles and behaviour of leadership influence the outcomes of an organisation especially small and medium-scale enterprises in a growing economy. By adopting a Qualitative methodology that enhances the utilisation of interview that is semi-structured and of a step-by-step approach of Cresswell to enhance a proper analysis. Considering SMEs' characteristics in emerging economies, there is need for clarification that the important role that innovative leadership plays in transforming the workplace, boosting employee retention, and fostering the viability of an enterprise cannot be overemphasised. Hence, firms that are the leaders of an organisation must take innovative behaviour with a high level of seriousness and care.

Gerlach, Hundeling, & Rosin (2020) emphasises that innovation is highly paramount to the advancement of an entity and its ability to achieve a greater edge over its rivals in the industry. This feat cannot be attained without the creativity of employees and their ability to bring about the implementation of such creativity and novel ideas which will enhance a better level of performance. Nevertheless, the innovative abilities of leaders are paramount because they are expected to make provision for an inclusive environment for employees to willingly express their creativity. In their research work, Gerlach et al. (2020) had the aim of showing the relevance of the model of ambidextrous leadership with respect to the process of innovation by leaders. It was discovered from their findings from the analysis of multilevel regression the behaviors of closing and opening leaders as well as instrumental leadership were discovered to be positively linked with the performance of innovation.

The objective of Vera et al (2021) was centered on addressing the need for more expressive and proactive leaders in this ever-changing global environment. To effectively achieve such a goal, they attempted to answer the question which states that, What type of leadership practices enable a company to not merely recover from adversity but additionally to prosper in the face of it? They adopted the right perspective on the concept of leadership through which they considered combining both capabilities of organizational resilience as well as resources of positive which enhances their ability to thrive with support. The researchers also made the case that effective leadership is linked to constructive deviance or purposeful acts and behaviors that deviate honorably from the norms of a referent group and are linked to greatness in people and organizations. While most of the research has focused on negative deviance (such as supervision that is abusive, fraudulent activity, and intimidation). An optimistic perspective can help us see the chances, growth, generative procedures, and occurrences that help us develop such resilience.

The main goal of a more recent study by Weber, Buttgen, and Bartsch (2020) was to examine the influence of leaders on the transformation of an organization's culture and operational activities. This was done by means of a controlled investigation of complementary behaviors of leadership in managing organizational transformation. The results also helped in providing part of the response required to answer the second research question of the current research work. By adopting a survey Design, and two-way multivariate analysis of covariance, the research study demonstrated that a major skill that business leaders should possess is the ability to take into account the perspective of others (especially the staff in such organisation) when going digital. This is because this leadership behavior reduces the potential negative effects of the behaviour of management on the adoption of digital technologies, which is necessary to stay productive in the information age.

From the findings on leadership and its innovation, another critical research work was by Lopez-Cabarcos, Vazquez-Rodríguez, & Quinoa-Pineiro (2022) which approached the job effectiveness of employees via innovative behaviours of leaders and other variables that are environmentally inclined. This research applied a more sophisticated methodology which is the fuzzy-set qualitative comparative analysis (fsQCA) in the process of examining the effectiveness of leadership behaviour on employee performance in an organisation. The results show that community support and transformational leadership are the essential elements. Responsibility of employees and job priority tend to have less of an impact on the performance of staff members.

4.3.3 Embracing the Culture of Agility within a workforce.

In attaining the main objective of the systematic review, which is the creation of agility within a workforce, as well as in answering the second question of the study, there are few included

studies that have been able to provide a comprehensive response to this. Gagel (2020) was concerned with the determination of the impact of the behaviours of leaders in enhancing organisational agility. He argued that prior studies in the literature suggested that organizational leaders' behaviors influence organizational agility, which is described as a company's capacity to change quickly and productively with the goal to accomplish long-term organizational goals. To attain an extensive study, he made use of an agility survey as well as MLQ-5X in order to predict agility and leadership within a firm. It turned out that among the characteristics of leadership found that suggested greater levels of managerial agility were exploratory behaviors of leadership, which motivate finding novel approaches to problems and running a company, and latitude leadership behaviors, which provide some forms of freedom in which employees can leverage as well as accountability for accomplishing workplace goals and addressing difficulties.

Armanious & Padgett (2021) focused on the strategies of agile learning to enhance the competition of such firms with a business environment that could be regarded as uncertain. This is mostly the emerging or developing economies. The researchers adopted a Snowball Sampling technique, and a model of Thematic Analytics since a Qualitative Exploratory multicase research study is being carried out. The findings were able to provide some response to the research question of the study because it revealed that organizations must utilize agile learning approaches to succeed in an ever-changing world. The data utilised also highlighted the necessity for personalized learning paths in agile approaches of instruction for the purpose of continuously developing the ability of employees to be agile as well as to ignite or propel the fundamental competencies of the business enterprises for which they perform.

To conclude the analysis and discussion in this systematic review, the research gathered other salient findings from Tessarini, & Saltorato (2021) which adopted systematic literature and bibliometric indicators for the appropriate measure as it focused on workforce agility. In terms of the conceptual features, the data derived from the literate made it possible to pinpoint the four interconnected and interdependent components of an agile workforce which are competence, proactivity, adaptability, and the inclusion of versatility. These salient attributes were harnessed through relevant tactics in the parlance of education (that is development and training) structure of the operation of an entity, management of human resources, culture, and the structure of the organization are highly essential.

4.4 Data Extraction

This aspect of the study showed a summary of the studies that have been included in the study. They are shown below for a better understanding of the research work.

Table 4.4: Extraction of Data

	Authors	Title	Year	Methodology	Objective	Results	Journal
1	Gerlach, Hundeling, & Rosin	Ambidextrous leadership and innovation performance: a longitudinal study.	2020	Longitudinal research design, and multilevel regression ana	The value of the model of ambidextrous leadership in terms of leadership throughout innovation processes was emphasized in the research.	The findings of the analysis of multilevel regression demon strated a favorable relationship between operational governance, closing and opening leader behaviors, and the success of innovation. Leader-member	Leadership & Organization Development Journal

					exchange (LMX) and leadership of transactions, however, failed to demonstrate any noteworthy correlations with performance in innovation.	
2	Santana, & Cobo	What is the future of work? A science mapping analysis.	2020	In order to analyze scientific mapping constructed using co-word bibliographic networks, the research employed the SciMAT.	The study was aimed at providing a research structure and systemising into the work in the future	Our findings are unexpected because issues with satisfaction, leadership principles, and corporate social responsibility (CSR) coexist with more contemporary FoW issues like the effect of advancements in technology on job opportunities, wage disparities among disadvantaged employees, telework, and management of talent, as well as more conventional concerns regarding human resources management like commitment to the organization or careers.	European Management Journal

| 3 | Gagel | The Effects of Leadership Behaviors on Organization Agility: A Quantitative Study of 126 U.S. Based Business Unit. | 2020 | The use of agility survey and MLQ-5X in the prediction of leadership and agility | The study was aimed at determining the possibility of leadership behavior which is measured by MLQ-5X in predicting the agility of an entity that measurement is through an agility survey | It was discovered that exploratory leadership behaviors, which encourage finding novel approaches to problems and conducting business, and latitude leadership behaviors, which give staff members a great deal of autonomy as well as accountability in achieving workplace objectives and resolving problems were among the traits of leadership found to indicate greater levels of organizational agility. | Management and Organizational Studies |
| 4 | Armanious, & Padgett | Agile learning strategies to compete in an uncertain business environment | 2021 | Qualitative Exploratory multicase research study, Snowball Sampling, Thematic Analytic model for data | The study was centered on the exploration of the description of agile learning strategies businesses and what it takes to bring about the development of core competencies of agile in the process of responding to | The results confirmed that firms must use agile learning methodologies to survive in a world that is changing quickly. The data also demonstrated the need for customized routes to learning in agile methods of instruction in order to continually improve | Journal of Workplace Learning |

				collectio n.	the uncertainty that is associated with the dynamic environment of current businesses as well as the sustenance of their competitivene ss.	personnel's agile abilities and strengthen the core competencies of the companies they work for.	
5	Le et al.	How leadership styles influence organizatio nal outcomes: an empirical study in Vietnames e SMEs.	2021	Qualitati ve analysis, semi-structure d intervie ws, and use of a step-by-step approac h of Cresswe ll to analyze data.	This stude's goal is to look into how different leadership philosophies affect various organizational outcomes and value structures, including the motivation of employees, corporate culture, style of work, managerial effectiveness, as well as an overall company success in Vie tnam.	The study investigates how different organizational results are impacted by different types of leadership. Given the characteristics of small and medium-sized-enterprises, it clarifies the important role that the styles of leadership play in transforming the workplace, boosting employee retention, and fostering the viability of SMEs. It also covers how to choose leadership philosophies that reflect the culture of Vietnamese.	International Journal of Emerging Markets

| 6 | Carvalho et al. | The influence of operational excellence on the culture and agility of organizations: evidence from industry. | 2021 | The use of conclusion from prior studies. | The offering or objective of the research study is to provide a comprehension of the dynamics in the period when there are consistent changes in technology while the significance of the agility of a company is upheld. | The research was able to determine that operational excellence is extremely important for the growth or development of a firm's agility capabilities within the reinforcement of the significance of a culture that has an excellent orientation for maintaining efforts throughout the years. | International Journal of Quality & Reliability Managemen |
| 7 | Fotso | Leadership competencies for the 21st century: a review from the Western world literature. | 2021 | Review of literature that is integrative in nature | The study was set aside to provide a crystal-view, overview based on literature with respect to the competencies of leadership in the twenty-first century. | This essay demonstrates how vocabulary used in leadership literature needs to be unified and clarified. It listed 18 categories of leadership skills needed in the twenty-first century. According to the report, leaders in the twenty-first century need to be able to integrate a profound concern for people with an understanding of the experience of customers, digitization, financialization in recent years, and | European Journal of Training and Development |

					the common good.	
8	Vera et al.	Resilience as thriving: The role of positive leadership practice.	2021	Descriptive Analysis	The study made enquiry on the function of positive practice in leadership with the main emphasis on the importance of resilience in leadership	The study was able to make the provision of a matrix of the capabilities of resilient organizations (3As) as well as positive leadership resources (4Ps) as a useful tool for executives to establish the social framework that aids the process of creating businesses that survive in the face of adversity.	Organizational Dynamics,
9	Romero, & Stahre	Towards The Resilient Operator 5.0: The Future of Work in Smart Resilient Manufacturing Systems.	2021	Discussion method	It tried to deduce the reasons for the poor nature of human agility and it makes attend to introduce a new operator	This research had an introduction to "The Resilient Operator 5.0" idea, based on the adaptability of systems of human operators and human-machine, and offers a vision for the future of labor in intelligent robust systems of production in the developing Industry 5.0 sector.	Procedia CIRP
10	Tessarini, & Saltorato	Workforce agility A systematic literature review and	2021	Systematic Literature Review	The scholarly articles on the workforce agility subject that have been	In terms of the conceptual features, the data made it possible to pinpoint the	Innovar

		a research agenda proposal.		and The bibliome tric indicator s were also adopted for measure ments	published online till the end of June 2020 in three online databases were analyzed as part of a systematic review of the literature on the subject.	four interconnected and interdependent components of an agile workforce: proactivity, adaptability, versatility, and competency. These qualities can be cultivated by employing tactics in the areas of education and training, organizational structures at work, management of human resources, culture, and the structure of the organization.	
11	Pontilo, Di Lauro, & Antonell i	Defining the Leader in an Agile and Remote Working Environme nt	2022	Scoping literatur e Review	It discussed the definition and description of qualities of leadership as well as skills that new new environment requires. The goal was also to describe diverse methods that leaders are able to make the provision of innovative work behaviours which enhance	There is no consensus amongst the 54 materials gathered in the literature with respect to the definitive and most appropriate leadership and management strategy that may help improve the future of work.	PuntOrg

					change situation.		
12	Singh et al.	Future of work: a systematic literature review and evolution of themes	2022	Bibliometric techniques	What impact has the disruption of technology had on the future of work?	It was discovered that both the workplace's adoption of various technologies and the studies' dramatic evolution over the previous few years. The nature of work will continue to be disrupted by exigencies and unforeseen circumstances, according to authoritative journals and other reports obtained through various cooperative efforts. In order to effect positive changes, leadership must be dynamic.	Emerald Publishing Limited

13	Weber, Buttgen, & Bartsch	How to take employees on the digital transformation journey: An experimental study on complementary leadership behaviors in managing organizational change	2022	Survey Design, two-way multivariate analysis of covariance	The examination of the impact of leaders on change in an organisation.	The research shows that firms are recommended to not overlook people's orientation when becoming digital since this leadership behavior mitigates the possible drawbacks of digital transformation-oriented managerial conduct, which is essential to remain effective in the age of technology.	Journal of Business Research
14	Lopez-Cabarcos, Vazquez-Rodríguez, & Quinoa-Pineiro	An approach to employees' job performance through work environmental variables and leadership behaviours	2022	Application of fuzzy-set qualitative comparative analysis (fsQCA)	Examination of the combined impact of leadership behavior and factors of work environment on the performance of employees in an industry.	The findings indicate that community backing and transformative leadership are the key factors. The performance of workers appears to be influenced less by empowerment for staff members and task importance.	Journal of Business Research
15	Kolade, & Owoseni,	Employment 5.0: The work of the future and the future of work.	2022	Systematic literature Review	the systematic literature review was about the collection of different studies to measure the disruptive	The presentation of complementary perspectives on the intersecting themes related to technological unemployment, pay inequality, and employment	Technology in Society

					effects of the transformation of the digital environment on work-related activities.	division was the research's primary goal.	

Table 4.4: Extraction of Data, researcher (Field work)

CHAPTER FIVE: CONCLUSION AND RECOMMENDATION

5.1 Conclusion

The systematic literature review conducted identified authors that are highly influential, countries, co-citation analysis of authors, and highest cited authors. It also suggested that the studies on leadership, agility, and the future of work have been upshot in the past one-decade years because of rapid digitization, automation, and technological disruption. With technological progress, the nature of work has drastically changed. It has transformed the living standards of people. The success of an organization is dependent on the innovative ability of leaders who are expected to be able to bring about agility amongst the workforce. This is because the future workplace now requires more inclusively of the employees by the management team because of the need for teamwork in the decision-making effort.

Hence, the desire for a high level of technology through the innovative capacity of such a leader is a key skill contemporary and disruptive business environment requires. Based on the findings in the systematic literature review, this will bring about an adoption of a high level of technology in such organisation and it will trigger efficient capital usage, innovation to the process of the business operation, and removal of barriers to information. Accordingly, this will require a redefinition of the attributes of the human resources of the organisation with the appropriate skill

set and knowledge. Future work then will make the need for robotics, artificial intelligence, and machine learning to be the replacement of human beings in diverse operations which could be regarded as repetitive.

However, it has also created new jobs. There has been a job transition taking place in the global arena, the space for low-skilled workers is declining while for high cognitive skills are increasing. The jobs which remain will be those that are creative and cannot be automated. To remain competitive in this new economy developing skills is important.

The systematics review has been able to make provision of a comprehensive idea about the need for innovative leadership in enhancing more sophisticated technology as well as agile workforce and the changing nature of work in the future due to the recent pandemic and its implications on organizations and employees. Further, it can be stated that:

1. The significance of having a culture with a unique perspective is paramount in order to sustain these efforts throughout time.

2. Teleworking, management of talent, as well as more conventional management of human resources concerns can enhance the dedication of such employees to the firm (Santana, & Cobo, 2020).

3. Leadership behavior is embedded in his ability to give directives and they claimed that such an attitude must be embedded elementarily in an organisational leader (Pontilo et al., 2022).

4. Leaders in the twenty-first century need to be able to integrate a profound concern for people with an understanding of the experience of customers, digitization, financialization in recent years, and the common good (Fotso, 2020).

5. Innovation is highly paramount to the advancement of an entity and its ability to achieve a greater edge over its rivals in the industry (Gerlach, Hundeling, & Rosin, 2020).

6. Proper harnessing of these salient attributes through relevant tactics in the parlance of education (that is development and training) structure of the operation of an entity, management of human resources, culture, and the structure of the organization is highly essential.

5.2 Limitations

The review conducted will help future researchers to understand driving themes of the past and their evolution in the context of innovation leadership, agility of the workforce, and the future of work, which would further guide the studies in the context of the implementation of technology in other sectors such as the management of human recruitment, managing crisis and reforming the industry to adopt digitization. The main limitation of the systematic review is that only fifteen (15) were able to fit into the research questions out of 1,722 studies gathered. Nevertheless, the research was able to provide answers to the research questions and made relevant findings. Other limitations as to the study involves the time concept owing to the fact that the business environment continuously changes, a future research as to the future of work will ensure a robust and updated information for users.

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PRISMA 2020 Main Checklist

Topic	No.	Item	Location where item is reported
TITLE			
Title	1	Identify the report as a systematic review.	Front Page, Page i
ABSTRACT			

Topic	No.	Item	Location where item is reported
Abstract	2	See the PRISMA 2020 for the Abstracts checklist	Page ii
INTRODUCTION			
Rationale	3	Describe the rationale for the review in the context of existing knowledge.	Chapter One, Page 1
Objectives	4	Provide an explicit statement of the objective(s) or question(s) the review addresses.	Page 3
METHODS			
Eligibility criteria	5	Specify the inclusion and exclusion criteria for the review and how studies were grouped for the syntheses.	Chapter three, Page 30
Information sources	6	Specify all databases, registers, websites, organisations, reference lists and other sources searched or consulted to identify studies. Specify the date when each source was last searched or consulted.	Chapter three, Page 31
Search strategy	7	Present the full search strategies for all databases, registers and websites, including any filters and limits used.	Chapter Three, Page 31
Selection process	8	Specify the methods used to decide whether a study met the inclusion criteria of the review, including how many reviewers screened each record and each report retrieved, whether they worked independently, and if applicable, details of automation tools used in the process.	Chapter Three, Page 28
Data collection process	9	Specify the methods used to collect data from reports, including how many reviewers collected data from each report, whether they worked independently, any processes for obtaining or confirming data from study investigators, and if applicable, details of automation tools used in the process.	Chapter Three, Page 28
Data items	10a	List and define all outcomes for which data were sought. Specify whether all results that were compatible with each outcome domain in each study were sought (e.g. for all measures, time points, analyses), and if not, the methods used to decide which results to collect.	Chapter Four

Topic	No.	Item	Location where item is reported
	10b	List and define all other variables for which data were sought (e.g. participant and intervention characteristics, funding sources). Describe any assumptions made about any missing or unclear information.	Chapter Two
Study risk of bias assessment	11	Specify the methods used to assess risk of bias in the included studies, including details of the tool(s) used, how many reviewers assessed each study and whether they worked independently, and if applicable, details of automation tools used in the process.	Line XX-ZZ
Effect measures	12	Specify for each outcome the effect measure(s) (e.g. risk ratio, mean difference) used in the synthesis or presentation of results.	Chapter Four
Synthesis methods	13a	Describe the processes used to decide which studies were eligible for each synthesis (e.g. tabulating the study intervention characteristics and comparing against the planned groups for each synthesis (item 5)).	Line XX-ZZ
	13b	Describe any methods required to prepare the data for presentation or synthesis, such as handling of missing summary statistics, or data conversions.	Line XX-ZZ
	13c	Describe any methods used to tabulate or visually display results of individual studies and syntheses.	Line XX-ZZ
	13d	Describe any methods used to synthesize results and provide a rationale for the choice(s). If meta-analysis was performed, describe the model(s), method(s) to identify the presence and extent of statistical heterogeneity, and software package(s) used.	Line XX-ZZ
	13e	Describe any methods used to explore possible causes of heterogeneity among study results (e.g. subgroup analysis, meta-regression).	Line XX-ZZ
	13f	Describe any sensitivity analyses conducted to assess robustness of the synthesized results.	Line XX-ZZ
Reporting bias assessment	14	Describe any methods used to assess risk of bias due to missing results in a synthesis (arising from reporting biases).	Line XX-ZZ
Certainty assessment	15	Describe any methods used to assess certainty (or confidence) in the body of evidence for an outcome.	Line XX-ZZ
RESULTS			

Topic	No.	Item	Location where item is reported
Study selection	16a	Describe the results of the search and selection process, from the number of records identified in the search to the number of studies included in the review, ideally using a flow diagram.	Line XX-ZZ
	16b	Cite studies that might appear to meet the inclusion criteria, but which were excluded, and explain why they were excluded.	Line XX-ZZ
Study characteristics	17	Cite each included study and present its characteristics.	Line XX-ZZ
Risk of bias in studies	18	Present assessments of risk of bias for each included study.	Line XX-ZZ
Results of individual studies	19	For all outcomes, present, for each study: (a) summary statistics for each group (where appropriate) and (b) an effect estimate and its precision (e.g. confidence/credible interval), ideally using structured tables or plots.	Line XX-ZZ
Results of syntheses	20a	For each synthesis, briefly summarise the characteristics and risk of bias among contributing studies.	Line XX-ZZ
	20b	Present results of all statistical syntheses conducted. If meta-analysis was done, present for each the summary estimate and its precision (e.g. confidence/credible interval) and measures of statistical heterogeneity. If comparing groups, describe the direction of the effect.	Line XX-ZZ
	20c	Present results of all investigations of possible causes of heterogeneity among study results.	Line XX-ZZ
	20d	Present results of all sensitivity analyses conducted to assess the robustness of the synthesized results.	Line XX-ZZ
Reporting biases	21	Present assessments of risk of bias due to missing results (arising from reporting biases) for each synthesis assessed.	Line XX-ZZ
Certainty of evidence	22	Present assessments of certainty (or confidence) in the body of evidence for each outcome assessed.	Line XX-ZZ
DISCUSSION			
Discussion	23a	Provide a general interpretation of the results in the context of other evidence.	Chapter Four

Topic	No.	Item	Location where item is reported
	23b	Discuss any limitations of the evidence included in the review.	Chapter Five
	23c	Discuss any limitations of the review processes used.	Line XX-ZZ
	23d	Discuss implications of the results for practice, policy, and future research.	Line XX-ZZ
OTHER INFORMATION			
Registration and protocol	24a	Provide registration information for the review, including register name and registration number, or state that the review was not registered.	Line XX-ZZ
	24b	Indicate where the review protocol can be accessed, or state that a protocol was not prepared.	Line XX-ZZ
	24c	Describe and explain any amendments to information provided at registration or in the protocol.	Line XX-ZZ
Support	25	Describe sources of financial or non-financial support for the review, and the role of the funders or sponsors in the review.	Line XX-ZZ
Competing interests	26	Declare any competing interests of review authors.	Line XX-ZZ
Availability of data, code and other materials	27	Report which of the following are publicly available and where they can be found: template data collection forms; data extracted from included studies; data used for all analyses; analytic code; any other materials used in the review.	Line XX-ZZ

PRIMSA Abstract Checklist

Topic	No.	Item	Reported?
TITLE			
Title	1	Identify the report as a systematic review.	Yes
BACKGROUND			
Objectives	2	Provide an explicit statement of the main objective(s) or question(s) the review addresses.	Yes
METHODS			
Eligibility criteria	3	Specify the inclusion and exclusion criteria for the review.	Yes
Information sources	4	Specify the information sources (e.g. databases, registers) used to identify studies and the date when each was last searched.	Yes
Risk of bias	5	Specify the methods used to assess risk of bias in the included studies.	Yes
Synthesis of results	6	Specify the methods used to present and synthesize results.	Yes
RESULTS			
Included studies	7	Give the total number of included studies and participants and summarise relevant characteristics of studies.	Yes
Synthesis of results	8	Present results for main outcomes, preferably indicating the number of included studies and participants for each. If meta-analysis was done, report the summary estimate and confidence/credible interval. If comparing groups, indicate the direction of the effect (i.e. which group is favoured).	Yes
DISCUSSION			
Limitations of evidence	9	Provide a brief summary of the limitations of the evidence included in the review (e.g. study risk of bias, inconsistency and imprecision).	Yes
Interpretation	10	Provide a general interpretation of the results and important implications.	Yes
OTHER			
Funding	11	Specify the primary source of funding for the review.	Yes

Topic	No.	Item	Reported?
Registration	12	Provide the register name and registration number.	Yes

PRISMA Abstract Checklist

Topic	No.	Item	Reported?
TITLE			
Title	1	The systematic review of Leadership Behaviours Impacts on the Future of Work: Creating an Agile Workforce	Yes
BACKGROUND			
Objectives	2	The questions answered by the systematic review are; How is future work predicted and described in academic publications? and, what are the roles of leader behaviors in these descriptions, and which skills will be needed in these roles?	Yes
METHODS			
Eligibility criteria	3	The inclusion criteria included articles on leadership behaviours, future of work and agility from January 2020 to 2023, and peer-reviewed articles published in English Specify the inclusion and exclusion criteria for the review.	Yes
Information sources	4	The search of journals and conference material were sourced through Web of Science and Scopus from March to July 2023.	Yes
Risk of bias	5	To evaluate the study based on selection bias, the Quality Assessment Tool for Quantitative Studies (QATS) which enhances the evaluation of research works depending on methods of data collection, the integrity of intervention, and so on.	Yes
Synthesis of results	6	Specify the methods used to present and synthesize results.	Yes
RESULTS			
Included studies	7	Give the total number of included studies and participants and summarise relevant characteristics of studies.	Yes

Topic	No.	Item	Reported?
Synthesis of results	8	Present results for main outcomes, preferably indicating the number of included studies and participants for each. If meta-analysis was done, report the summary estimate and confidence/credible interval. If comparing groups, indicate the direction of the effect (i.e. which group is favoured).	Yes
DISCUSSION			
Limitations of evidence	9	Provide a brief summary of the limitations of the evidence included in the review (e.g. study risk of bias, inconsistency and imprecision).	Yes
Interpretation	10	Provide a general interpretation of the results and important implications.	Yes
OTHER			
Funding	11	Specify the primary source of funding for the review.	No
Registration	12	Provide the register name and registration number.	No

From: Page MJ, McKenzie JE, Bossuyt PM, Boutron I, Hoffmann TC, Mulrow CD, et al. The PRISMA 2020 statement: an updated guideline for reporting systematic reviews. MetaArXiv. 2020, September 14. DOI: 10.31222/osf.io/v7gm2. For more information, visit: www.prisma-statement.org

Thesis Plan- Introduction

The future of work focuses on how an organization functions or carries out its processes either in the short or long term. The future of work is the perceived change by organizations caused by the external environment. it refers to the technological, social/demographic(well-being), economic, and political/ Institutional change dimensions that affect an organization (Ainsworth & Knox, 2022). However, the change dimensions may present issues pertaining to digitalization, innovation, and environmental factors, which change the way work is carried out introducing new tools and forms of work that influence and encourage digitalization and flexible work conditions such as remote/hybrid work as well as creating social issues on work-life balance, talent attraction and retention, organizational commitment, training and development, learning, agility, and employee satisfaction, relating to issues on institutional politics like industrial relations, trade, and labor unions and, educational policy for organizations and institutions. Economic changes may also present issues regarding wage inequality and employment (Santana & Cobo, 2020). The changes bring to focus the conflict that can arise from adapting to the environment, ranging from inefficiency and ineffectiveness effect on job tasks, undefined roles/work due to remote work, limited attention to work-life balance as a result of the adaptation of work-life into the personal life of the employee and can be related to issues such as time management where organizations cannot differentiate between work hours and personal time, to acquiring obsolete knowledge as a result of lack of training and development that aids knowledge retention and increase capabilities to promote quick response to opportunities and threats (Junior & Saltorato, 2021), lack of commitment by management to create policies that promote organizational change(Hancock et al, 2019). These issues conflict with the organizational objectives and result in the mismanagement

of resources causing organizational inefficiency and putting to question the organization's ability to resiliently identify changes and adapt.

Agility in organizations is used as a management strategy aimed at developing capabilities that allow for quick responses to opportunities and threats (Junior & Saltorato, 2021) to gain an effective advantage (competitive advantage), exploit opportunities, and withstand threats derived from frequent and sometimes unexpected changes, responding quickly by reconfiguring resources, strategies, and people in an efficient and effective manner (Holbeche, 2018). It is important that organizations have the capabilities to adapt because of the change in the environment, this is because change is a constant and can now be described as a way of life (Holbeche, 2018).

This thesis report will determine the importance of organizations in promoting continuous learning, taking the lead (Hancock et al, 2019) to develop skills and ensure quick and resilient adaptation to the changing workplace whilst equipping the people assets with the right skill and technological tools to adapt to the changes creating competitive advantage. The thesis will be based on the theory of Leadership behavior focusing on the theory of leadership behavior taxonomies by (Yukl, 2012), where he identified 5 hierarchical taxonomy leadership behaviors that influence and facilitate the achievement of shared objectives, this theory will be used to explain leadership and its behaviors, evaluating the current state of the future of work to determine its relevance to how organizations can create an agile workforce determining the correlation between leadership behavior and performance as a result of being agile. The research problem/question to investigate are:

1. How is future work predicted and described in academic publications?

2. What are the roles of leader behaviors in these descriptions and which skills will be needed in these roles?

Overview of relevant Theory/Literature

Leadership according to Yukl & Gardner, 2020 has been defined in terms of traits, behavior, influence, interaction patterns, role relationship, and occupation of an organization, and it is the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individuals and collective efforts to accomplish shared objectives, it is also looked at from a behavioral approach where different behaviors have been identified to facilitate leadership (Behrendt et al., 2017). Leadership behavior has been described as a construct of motivation, roles, skills, and values (Yukl, 2012), as instrumental and supportive leadership (Fiedler, 1981) encouraging and facilitating change (House 1981), and performance and maintenance behavior (M. F. Peterson & Misumi, 1985). Burke et al, 2006 identified 3 leadership behaviors as boundary-spanning, empowerment, and transformational.

However, in more recent times, there has been an integrative approach to leadership behaviors to ensure structure (Behrendt et al., 2017)grouping behaviors into taxonomies. Yukl 2012, provided a hierarchical taxonomy of behaviors as the task, relation, change, and external oriented using 15 components of behaviors, describing them as observable, distinct, and relevant for many times of leaders. Leadership improves the performance of a team or organization, by influencing a process that determines the performance, it emphasizes the behavioral aspect of the leader using the taxonomies identified by Yukl, (2012). These taxonomies identified characteristics associated with specific behaviors, such as planning, monitoring, clarifying, problem-solving, and development used to influence employees to create value. (Gary Yukl &

William L Gardner, 2020) identified in relation to the taxonomies of leadership how monitoring leadership behavior can influence the workforce by, identifying and measuring key performance indicators, monitoring key processes as well as outcomes, observing operations directly, encouraging reporting problems, willingness to explore innovative solutions, keep adequate information communication within the organization, show interest in employees, acceptance and positive regard, and direct response to problems in a positive way.

These behaviors identified emphasize the importance of motivating employees in organizations by the way processes are performed (Steers et al., 2004). The perceived views of leadership behaviors are supported by the way management in organizations is viewed in a new economy/environment. Peter Drucker, 1999 viewed management as not managing people but leading them with the goal of making each person's specific strengths and knowledge production, focusing on identifying changes in the environment and adapting to them using the available resources to organizations (Rosenberg, 1999). The resources identifying not only as change agents but used as tools to stay ahead of the changes that can affect the organizations will determine the organization which will survive, aiming that organizations need to be agile in leading.

Methods and research design

The use of a systematic literature review aimed to synthesize the knowledge based on leadership behaviors, future of work, and agility (Furunes, 2019) developed according to the model provided by Prisma, 2009, a statement consisting of checklists to improve the reporting of systematic reviews and meta-analyses(Moher et al., 2009)
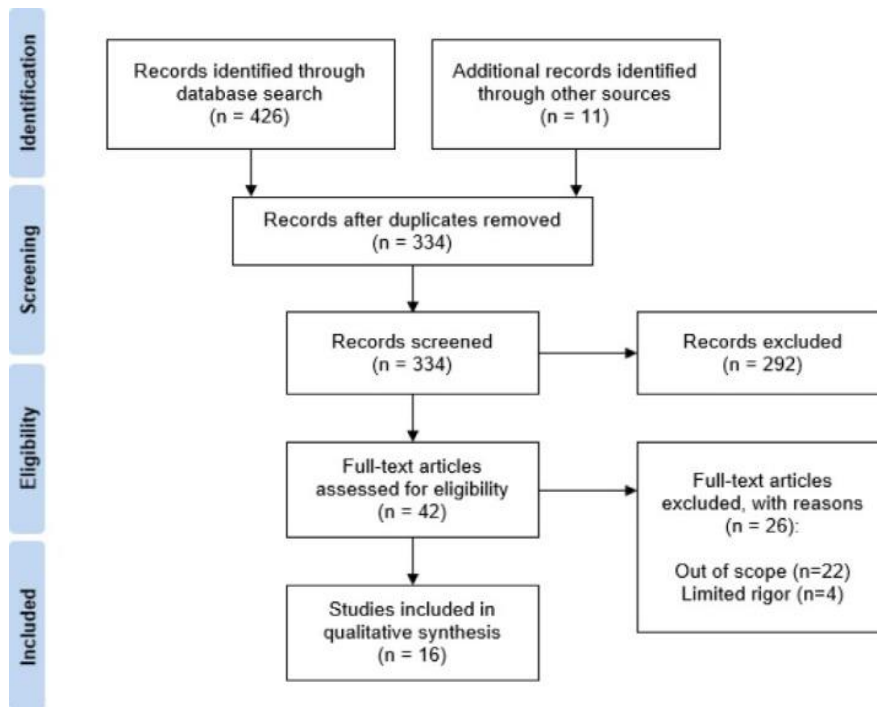
(Prisma Model, (Moher et al., 2009)

The systematic search will be performed using electronic databases: Emerald Insights, and Science Direct. In other to obtain a wide range of articles, the search strings to be used are, Dexterity, Swiftness, Alertness, Leadership skill, Leadership behavior, Workplace, Imminent work, and management, along with some of the keywords in the research, workforce, and future of work. The table below shows the number of articles obtained via the electronic database.

Search strings	Emerald Insight no of articles	Science Direct no of articles
Leadership Skills and swiftness	23	264

Leadership behavior and dexterity	99	156
Administrative Leadership and alertness	167	55
Workplace dexterity and management	330	220
Workplace imminent work and leadership behaviors	274	134

The number of articles selected is between the years 2020 and 2022, taking into consideration the effect of Covid- 19. Challenges that may be experienced will be because of selecting the right articles due to the diversity of the topics embedded in the future of work and Leadership. The research design will be based on using qualitative analysis in describing what the future of work is and how it is impacted by leadership behaviors in management putting into focus the dynamic changing future of work external factors that may not be adequately predicted and determining what leadership behavior is needed to create an agile workforce.

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