LEADERSHIP SKILLS AND POSITIVE ORGANIZATIONAL BEHAVIOR: A SYSTEMATIC REVIEW AND BIBLIOMETRIC ANALYSIS OF THE PAST DECADE

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ABSTRACT

Purpose - *This paper provides a comprehensive overview and identify important themes in the leadership skills literature regarding influences of positive organizational behavior over the last decade. Additionally, it offers recommendations for potential research areas.* ***Reserach Methods -*** *This paper follows eight Systematic Literature Review (SLR) processes using PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) to rigorously identify relevant evidence in the Emerald Insight database over the past decade. It employs VOSviewer for bibliometric analysis and presents using descriptive analysis.* ***Findings -*** *This paper finds that leadership skills, including human, conceptual, and technical skills, have positive impact on seventeen positive organizational behaviors over the past decade. It also identifies gaps in empirical reserach, such as the unproven leadership skills's influence on organizational culture or organizational citizenship behavior, and notes the low number of publications in several countries.* ***Originality/value*** *– No other research has comprehensively explores leadership skills and positive organizational behavior through SLR. This paper validates and presents a holistic view, providing a foundation for futher researched based on thematic analysis findings.* ***Practical implications -*** *Practitioners, policymakers, and educators can utilize mind mapping in this paper to explore and maintain leadership skills's concept in improving positive organizational behavior sustainably.*
Keywords: leadership skill, positive organizational behavior, systematic review, bibliometric analysis

1. Introduction

A leader needs to have skills in executing various work programs through his duties and responsibilities. Leaders must act appropriately and quickly in various situations through effective managerial implementation. The book " Leadership: Theory and Practice" by Northouse (2015) explains three leadership concepts skills: conceptual skills, human skills, and technical skills that can be obtained to guide a leader in managing the complexity of organizational dynamics. It was iterated that leaders must continually update and enrich their knowledge so that they can achieve organizational goals optimally. Several studies strengthen this argument that these three skills have been proven to have a crucial role in facilitating organizational effectiveness (Mukarromah et al., 2019; Rasaki & Abioye, 2018) and organizational performance (Guzmán & Castorena, 2023).

Conceptual leadership skills are considered a very valuable framework in the context of leadership. Recently, Tran (2023) highlighted a shift in the focus of leadership style research. This creates an opportunity to re-evaluate the relevance of the three fundamental skills that have been neglected due to the emergence of new approaches that tend to focus more on variations of leadership models such as inclusive leadership (Srivastava & Singh, 2023), effective leadership (Dubey et al., 2023), authentic leadership (Joo & Jo, 2017), transformational leadership (Lan & Chen, 2020; Pattnaik & Sahoo, 2021), digital leadership,

temporal leadership, KHD leadership (Hadi et al., 2023, 2024; Hidayati et al., 2022) and many others. Leadership skills are the root of the main ability regardless of the various names of leadership styles, because a lack of leadership skills can certainly hinder the sustainability and effectiveness of the organization (Rasaki & Abioye, 2018; Tran, 2023). Furthermore, bad leadership according to Ebuzor (2023) can be seen from a lack of clear goals, poor communication which creates an uncomfortable work environment, *and* lack of access to tools, protocols, training, and utilization of existing resources.

Leadership skills do not only impact organizational effectiveness but also have direct implications for employee behavior. A leader's success is not only measured by the goals achieved but also by his ability to guide and develop team members, especially future leadership regeneration. Therefore, the function of leadership skills is not only aimed at the personal success of a leader but also at the long-term growth and success of an organization. Leaders who are able to create an environment where each team member can develop and contribute optimally will help the organization achieve its goals better. Leaders who have leadership skills are expected to be able to increase positive organizational behavior which is the study of how individuals or groups act positively in an organization in the long term such as organizational commitment, trust, POS, LMX, job satisfaction, performance, and OCB (Hadi et al., 2020). Wang et al. (2019) explained that positive behavior in an organization can form a causal relationship between leaders and their subordinates, which in turn contributes to good performance, increases productivity, and helps the efficient use of organizational resources, as well as increasing the stability of organizational performance against change.

A number of previous studies have succeeded in identifying the significant positive impact of various leadership approaches on positive organizational behavior such as increasing OCB (Kim & Park, 2019; Dubey et al., 2023; Sedlarik et al., 2023; Pan, 2021; Hidayati et al., 2022), increasing job satisfaction (Ali & Wardoyo, 2021; Hadi et al., 2020; Pudjiarti et al., 2023; Riyadi, 2023), increasing pay satisfaction (Hadi et al., 2020; Paul, 2022), increasing organizational commitment (Daswani, 2023; Nuryanti et al., 2020), increasing organizational trust (Kuswati et al., 2020; Maharani et al., 2022), increasing job performance (Anggriani & Tiarapuspa, 2023; Sandall et al., 2022), and various other positive organizational influences. However, Tran (2023) states that there is still not enough exploration of the relevance of the three fundamental leadership skills towards positive behavior in the organization. Therefore, an in-depth review is needed to reveal the extent of the role of leadership skills in positive organizational behavior using a literature review.

2. Literature Review
2.1. Leadership Skill

The role of the leader and effective teamwork can help overcome organizational obstacles easily (Azkiya, 2022; Dewantara, 2022). McKinsey (2022) and Baker & Axe (2023) stated that the leader must direct the entire team in implementing strategic plans, and continue to update organizational dynamics oriented towards achieving the vision and creating constructive and adaptive change in an organization through direction, alignment, and motivation. This is in line with Suherman (2019), Fajar et al. (2022) and Hadi et al. (2024) that the important role of a leader in organizational success is reflected in his ability to improve employee performance, one of which is through innovative work behavior. So leaders must develop their potential according to environmental developments (Dewantara, 2022; McKinsey, 2022; Northouse, 2015). From the perspective of Social Exchange Theory, positive interactions between leaders and employees can trigger positive behavior, where good leadership skills can help organizational effectiveness (Tran, 2023).

Leadership skills reflect the abilities that are important for individuals as leaders in an organization. In leadership literature, Ford (2021), Kaplan & Courtney (2023), Northouse

(2015), dan Purnaman et al. (2022) define leadership skills as soft skills that include the ability to guide, direct, and motivate others with a combination of several different but synergistic skills. Leadership skills have an important role in leadership because it has a role of 90% in leadership success (Muna, 2022). In other words, leadership skills involve a set of competencies and behaviors that enable a leader to effectively direct a team and achieve organizational goals. The three leadership skill indicators include technical skills, human skills, and conceptual skills. These three skills are the key to strengthening a leader's ability to manage an organization (Virkus, 2009). First, technical skills are needed to carry out technical tasks in a particular field. These skills enable leaders to master relevant tools and technology in the field such as operating certain hardware or software. Second is human skills and these skills are involved in understanding, supporting, and motivating employees. These skills enable leaders to be able to identify and consider the needs of their team before making decisions such as communication skills, and mentorship. The final skill is conceptual skill which is an essential skill for leaders to collaborate, unite all segments in the organization, work with ideas and concepts, in carrying out the organization's strategic plan. This allows leaders to understand the concept thoroughly, and then analyze, diagnose, and find creative solutions. Rapid changes in organizational climate require strong and responsive leaders who can quickly adjust organizational strategies and plans. These three skills have been proven to have a crucial role in facilitating organizational effectiveness (Mukarromah et al., 2019; Rasaki & Abioye, 2018; Wibowo et al., 2023) and organizational performance (Guzmán & Castorena, 2023). As well as being able to predict obstacles that might occur in the organization and make each obstacle can be resolved easily (Azkiya, 2022; Dewantara, 2022; Ecler & Terry, 2021; Mahikaho, 2022; Mukarromah et al., 2019; Rasaki & Abioye, 2018; Tran, 2023).

2.2 Positive Organizational Behaviour

Achieving organizational goals cannot be separated from positive organizational behavior (POB) in the work environment (Kopp, 2023). POB is the study of how individuals or groups act positively within an organization in the long term, such as organizational commitment, trust, POS, LMX, job satisfaction, performance, and OCB, and is a priority for every organization so that it continues to develop following the dynamics of an ever-changing environment (Hadi et al., 2020). Individual or group behavior in an organization is influenced by three factors. First, individual factors such as ability, skills, age, gender, family, social status, and work experience. Second, psychological factors include perception, attitude, personality, motivation, and learning. Lastly are organizational factors such as leadership, compensation, organizational structure, and job design (Hartono & Oktavianur, 2019). Several literatures state that POB is heavily influenced by leadership in increasing commitment (Cilek, 2019; Daswani, 2023; Hadžiahmetović & Karajbić, 2021; Jiatong et al., 2022; Ningtyas et al., 2023; Nuryanti et al., 2020; Tumbelaka et al., 2019), job satisfaction and organizational trust (Al Saed & Al Saed, 2023; Ali & Wardoyo, 2021; Almutairi et al., 2020; Hadi et al., 2020; Kuswati et al., 2020; Maharani et al., 2022; Pudjiarti et al., 2023; Riyadi, 2023).

Furthermore, Leader-Member Exchange (LMX) is a mutually influencing interaction between superiors and subordinates which not only assesses the behavior of superiors or subordinates, but places greater emphasis on the quality of the relationship formed through the interaction between the two, while POS is the employee's perception regarding the extent of support and attention given by the organization to its employees (Prastiwi et al., 2020). High-quality LMX will occur in a work environment where there is mutual trust, high motivation, and a good work climate. One of the factors that influence high-quality LMX is leader characteristics such as skills, friendliness, nature (Lutfi & Sopiah, 2023). Leadership also influences a series of employee activities that can be observed and measured, and contribute to organizational goals (Anggriani & Tiarapuspa, 2023; Sandall et al., 2022). Next, is

Organizational Citizenship Behavior (OCB) which refers to voluntary or extra-role behavior carried out by organizational members outside of their main duties, without any formal expectation of reward (Khaola & Rambe, 2021; Nazarian et al., 2022). From research by Kim & Park (2019); Dubey et al. (2023); Sedlarik et al. (2023); Pan (2021); dan Hidayati et al. (2022) it is known that leadership can increase OCB. So it can be concluded that POB is a symbiotic mutualism between the organization and employees in achieving organizational goals.

3. Research Methods

This research uses descriptive analysis methods, which are part of qualitative research. This method includes descriptions of observations of data sources originating from literature studies of previous research. The analysis was carried out in the form of a Systematic Literature Review using the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) method as a guide for the stages of the literature study. Systematic review is a method that involves reviewing, reviewing, evaluating, classifying, and categorizing evidence-based data that has been previously produced. The systematic review procedure consists of steps such as preparing Background and Purpose, Research Question, Searching for the literature, Selection Criteria, Practical Screen, Quality Assessment, Data Extraction, and Data Synthesis Strategy (Aditiyas & Kuswanto, 2024).

This research begins by compiling the Background and Purpose in the introduction, where the research objective is to reveal the extent of the role of leadership skills in Positive Organizational Behavior (POB) through a literature review. Then the Research Question in this research is how leadership skills affect POB. The literature search process was carried out using the Emerald Insight database, a cut-off date of 28 February 2024, 23.00 WIB. This is followed by the selection criteria stage which aims to ensure the suitability of literature as a reference, with the following criteria: a) journal articles about leadership that are specific to leadership skills and their derivatives (Human, Conceptual and Technical skills), b). published between 2014-2024, c). written in English, and d). presents empirical research findings. The next process involves identification and screening stages with the criteria established above, using the PRISMA procedure to determine the number of samples through the exclusion and inclusion process.
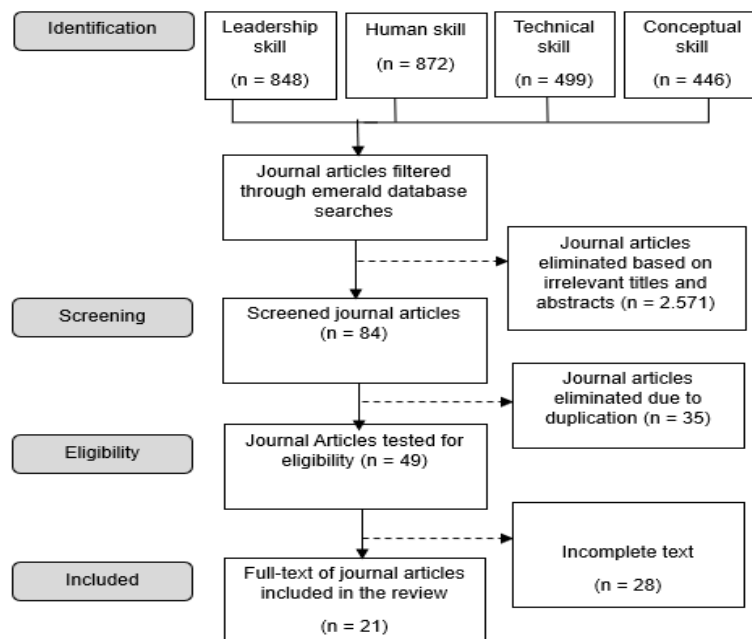

Figure 1. Systematic Literature Review information flow using PRISMA

4. Results

Systematic search with a cut-off time February 28 2024 at 23.00, resulted 2,665 journal articles over a period of 10 years with the following descriptions: First, leadership skills keyword was 848 journal articles. Second, human skills keyword was 872 journal articles. Third, Technical skills keyword was 499 journal articles. Lastly, Conceptual skills keyword was 446 journal articles. There were 2,571 journal articles that were excluded based on the title and abstract which were irrelevant to the aim of this research. In the screening stage, 84 journal articles remained that had to be excluded again based on double-detected articles (n = 35) and non-full-text (n = 28). This resulted in a total of 21 articles included in the review. Figure 1 shows a PRISMA flow diagram, which displays the systematic literature search process.

Furthermore, the findings of the characteristics of articles which include the number of research published each year in the period 2014-2024 and the country of research are shown in Figures 2 and 3 below.
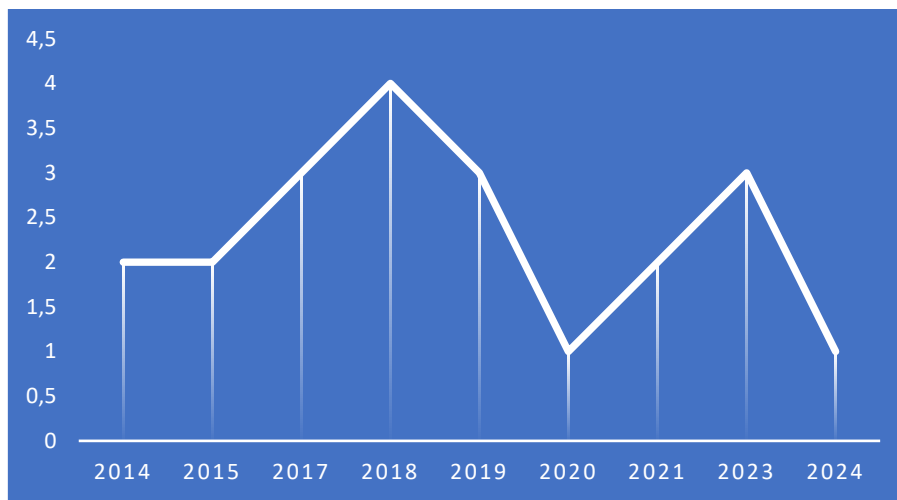

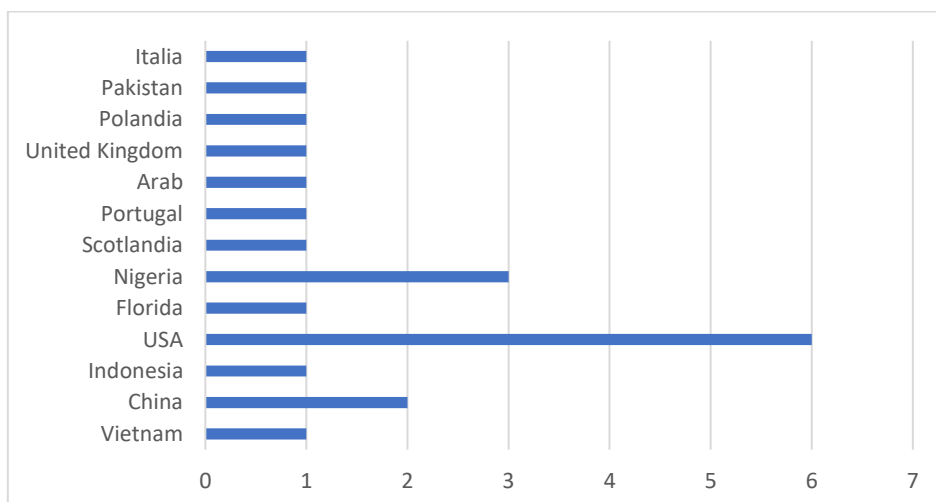Figure 2. Number of publications past decade

Figure 3. Country and number publication of research past decade

Figure 2 can be seen that 2018 was the year with the most publications related to leadership skills, and extremes fell in 2020, which was probably due to the global Covid-19

outbreak at that time. However, this concept will start to increase in 2023 and until now it will probably continue to increase. Then the majority of authors came from the USA in the last decade, followed by Nigeria (Figure 3). For a comprehensive overview of topics that are widely used in articles, researchers use VOSviewer software to carry out bibliometric analysis. This was done by searching for keywords contained in the 21 articles used in this literature review. These results can be seen in Figure 4 below.
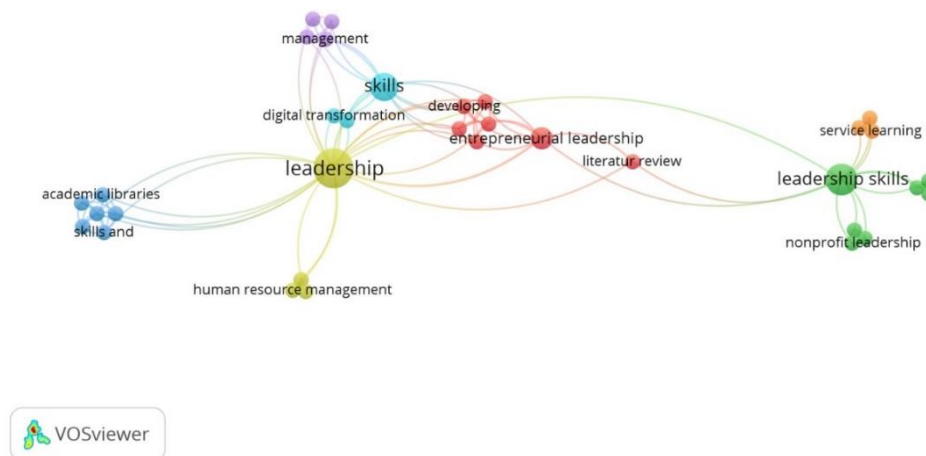

Figure 4. Network Visualization using VOSviewer

Figure 4 shows that the keyword of Leadership, skills, and leadership skills are items with larger circles compared to the others. These items are appear most frequently in the 21 articles and related to several leadership approaches such as entrepreneurial leadership, non-profit leadership, as well as management, and Human Resource. all of which have interesting potential to be explored.

After data extraction, an analysis of the main findings was carried out. The analysis chosen was descriptive analysis because most of the journal articles were researched using different methods and approaches and considering that the aim was to conduct an in-depth review to reveal the extent of the Leadership skills approach (Human skills, Technical Skills, and Leadership Skills) towards Positive Organizational Behavior (POB). using a literature review, the results are as follows in Table 1.

Table 1. Leadership skills on Positive Organizational Behavior (POB)

No	Leadership skills	POB	Research result	Reference
1	Leadership skills	Job Productivity	Leadership skills and style have a big influence on employee productivity	Akparobore & Omosekejimi, 2020
2	Human Skills, Conceptual skills	Leader-Member Exchange (LMX)	The development of interpersonal and conceptual skills strengthens LMX	Gilli et al., 2024
3	Human Skills, Conceptual Skills, and Technical Skills	Leadership performance	Executives rely on a mix of technical, interpersonal, and conceptual skills to improve their performance.	Kearns et al., 2015

4	Leadership skills	Job Performance	HR policies strengthen the relationship of leadership skills and job performance.	Khattak & Mustafa, 2019; Ludwikowska, 2023
5	Leadership skills	Perceived Organizational Effectiveness	Visionary leaders with high leadership skills facilitate organizational effectiveness	M. Taylor et al., 2014
6	Human Skills, Conceptual Skills, and Technical Skills	Effective Management	Human, conceptual and technical skills significantly determine management effectiveness	Megheirkouni et al., 2018; Rasaki & Abioye, 2018
7	Human Skills, Conceptual Skills, and Technical Skills	Performance effectiveness	Conceptual, human, and technical skills have a strong impact on work effectiveness.	Longenecker & Mallin, 2019; Razmak et al., 2023
8	Leadership skills	Individual performance	Individual performanceimprovement by encouraging managers to integrate more skills	Ribeiro et al., 2021
9	Leadership skills	Employees' affective commitment	Organizations increase employee affective commitment by encouraging managers to integrate more skills	Ribeiro et al., 2021
10	Leadership skills	Effective Leadership	leadership skills are necessary for effective leadership	Aslam, 2018; Clark & Harrison, 2018; Harrison et al., 2018; Lee, 2018; Sun et al., 2014
11	Leadership skills	Organizational Capacity for Change	Leadership skills strengthen Dynamic Managerial Capability which has a positive influence on Organizational Performance mediated by Organizational Capacity for Change	Widianto et al., 2021
12	leadership skills, Conceptual Skills	Organizational Performance	Leadership skills and conceptual skills strengthen Dynamic Managerial Capability which has a positive effect on Organizational Performance	Gordon & Gordon, 2017; Lee, 2018; Widianto et al., 2021
13	Leadership skills	Career skills	Leadership skills through the servant leadership approach have a positive effect on career skills	Z. Wang et al., 2019
14	Leadership skills	Perceived employability	Leadership skills through the servant leadership approach have a positive effect on perceived employability	Z. Wang et al., 2019
15	Leadership skills	Careers Satisfaction	Leadership skills through a servant leadership approach have a positive effect on career satisfaction	Z. Wang et al., 2019

16	Human Skills, Conceptual Skills, and Technical Skills	Organizational Citizenship Behavior	Technical, human, and conceptual skills have different impacts on OCB	Tran, 2023
17	Human Skills, Conceptual Skills, and Technical Skills	Organizational Cultu	Technical, human, and conceptual skills have no effect on Organizational Culture	Tran, 2023

From Table 1 above, it can be seen that from the 21 articles processed in this review, leadership skills play a role in 17 types of POB which are presented in the mind mapping in Figure 5 below.
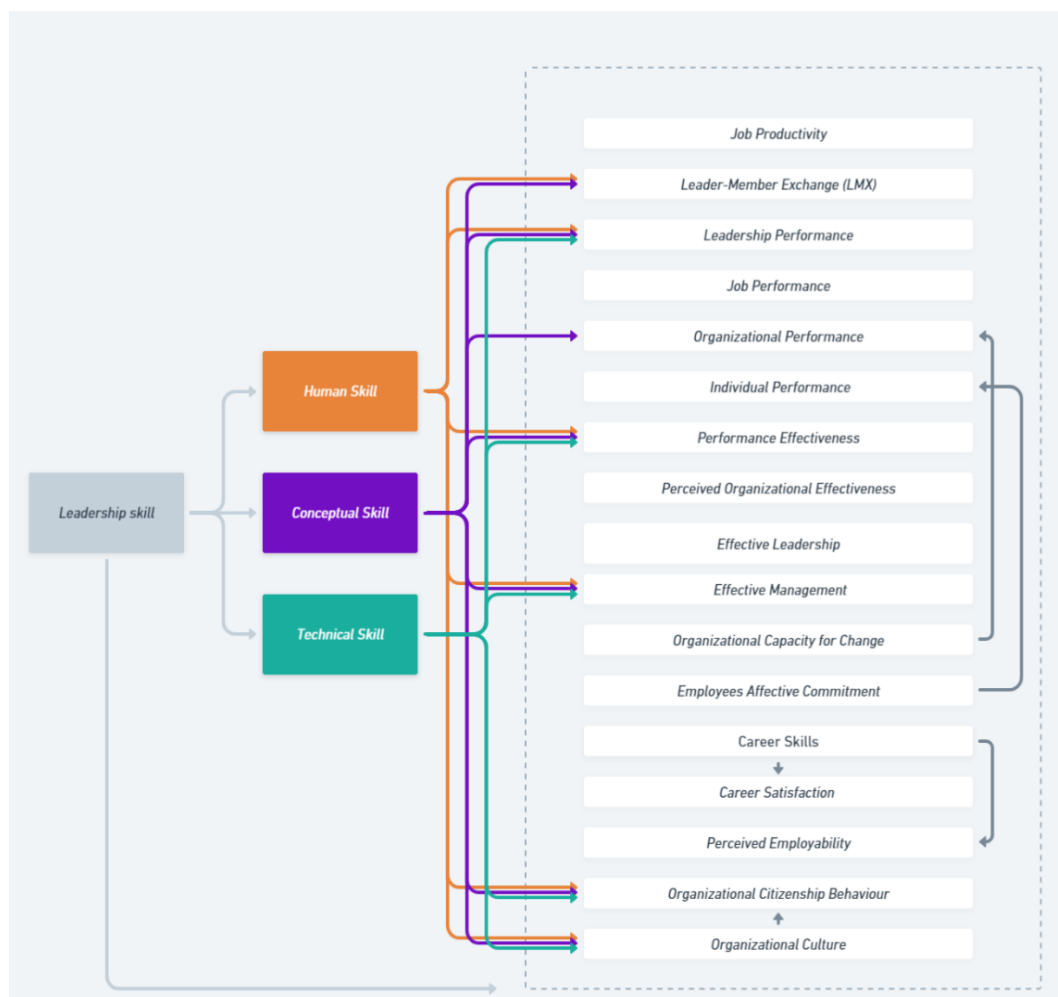

Figure 5. Mind mapping of the relationship between leadership skills and 17 POBs based on an review of 21 articles

5. Discussions

5.1 Leadership Skills and Positive Organizational Behaviour (POB)

Leaders have a fundamental role in achieving organizational goals and creating Positive Organizational Behaviour (POB) in a sustainable manner. The review shows that leadership skills have an impact on seventeen POBs in organizations such as Productivity, Leader-

Member Exchange (LMX), Performance (ie: Leadership performance, Job Performance, Individual Performance, and Organizational Performance), Effectiveness (ie: Perceived Organizational Effectiveness, Effective Management, and Effective Leadership), Career (i.e. Career Skills and Career Satisfaction), Affective Commitment, Organizational Capacity for Change, Perceived Employability, Organizational Citizenship Behaviour (OCB), and Organizational Culture. This identification needs to be done to provide practical implications of the impact of improving leadership skills and what skills must be improved to have a positive impact on the organization. The relationship between leadership skills and POB is explained as follows.

Aslam (2018); Clark & Harrison (2018); Harrison et al., (2018); Lee, (2018); Northouse (2015); dan Sun et al., (2014) state that leadership skills are needed to increase effectiveness in organizations. A leader who has qualities such as good human skills, conceptual skills, and technical skills will be able to influence several positive behaviors such as a) Job Produvtivity, which reflects how effective a person or team is in completing work by considering the capacity of the resources they have (Akparobore & Omosekejimi, 2020). b) Leader-Member Exchange (LMX), is a two-way relationship between managers and subordinates contributing to creating positive relationships to increase organizational success, so that they are always ready to face changes such as digitization in organizations (Gilli et al., 2024). c) Performance, is the result of a person's work both in quality and quantity to achieve organizational goals. The topic of performance is related to Leadership performance which is the ability to lead, inspire, motivate, and direct teams in an effective way, as well as the ability to make the right decisions (Kearns et al., 2015). Leadership skills play a role in improving dynamic managerial capabilities, which contribute to organizational performance (Widianto et al., 2021). It is clear that with leadership practices that promote collaboration and social cohesiveness among employees, effective cooperation can be enhanced, bringing a positive impact on organizational (Gordon & Gordon, 2017; Lee, 2018). From this discussion, it can be concluded that leaders with their skills can improve performance in organizations (Khattak & Mustafa, 2019; Ludwikowska, 2023; Ribeiro et al., 2021). d) Effectiveness, both effective management and organizational effectiveness are the ability to produce the desired results to create optimal performance for the organization (Megheirkouni et al., 2018; Rasaki & Abioye, 2018). e) Employees' Affective Commitment, where employees enjoy being part of the company because of emotional ties or involvement (Ribeiro et al., 2021), besides that it can increase career satisfaction, career skills, and perceived employability. Career skills can increase career satisfaction and work skills because employees feel more prepared and able to achieve their career goals and succeed in the work environment (Z. Wang et al., 2019). e) Finally, OCB is a person's voluntary commitment to an organization or company that is not part of his contract duties. However, not all leadership skills have a positive effect on OCB. Technical skills and human skills affect OCB-Individuals, but not conceptual skills. Technical skills and human skills have no effect on OCB-Organization, while conceptual skills do. Human skills, conceptual skills, and technical skills have a significant effect on OCB-Tasks. Another case with leadership skills on Organizational Culture where technical, human, and conceptual skills have no effect on Organizational Culture (Tran, 2023).

5.2 Human Skills and Positive Organizational Behaviour (POB)

Human skills are also referred to as social skills or interpersonal (Gilli et al., 2024; Kearns et al., 2015; Longenecker & Mallin, 2019; Razmak et al., 2023). The results of an in-depth review found that human skill has a positive effect on Positive Organizational Behavior (POB) including Leader-Member Exchange (LMX), Leadership Performance, Performance Effectiveness, Effective Management, OCB, and Organizational Culture. Human skills play a role in forming strong relationships between leaders and members through LMX which in turn

can improve collective performance. When conceptual skills, and technical skills are replaced by technological developments that continue to be up-to-date, then human skills play an important role in ensuring that leaders have a good relationship with their employees so that they are ready for change. Therefore, leaders must continue to develop interpersonal skills such as communication and building trust in carrying out work can improve leadership performance (Gilli et al., 2024; Kearns et al., 2015).

Interpersonal skills such as verbal communication, interpersonal communication which are part of human skills have been shown to have a significant positive effect on performance effectiveness Longenecker & Mallin (2019) dan Razmak et al. (2023). It is clear that effective leadership expressed by Northouse (2015) is a leader who always develops various leadership skills. This is in line with Megheirkouni et al. (2018) and Rasaki & Abioye (2018) that human skills significantly determine management effectiveness. Although human skills tend to differ at the management level, the essence remains the same at every level of management level (Rasaki & Abioye, 2018). Tran (2023) added that the impact of human skills is OCB but the results of this study have varied results, namely: human skills only affect OCB-Individual and OCB-Task, but not OCB-Organization. This could also be related to organizational culture because this review highlights that human skills have a different impact on organizational culture, some have a negative effect on bureaucratic organizational culture, and also have no effect on innovative and supportive organizational culture.

5.3 Conceptual skill and Positive Organizational Behaviour (POB)

Conceptual skills have an influence on POB such as LMX, leadership performance, organizational performance, performance effectiveness, eeffective management, OCB, and organizational culture. Conceptual skills play an important role in understanding the overall vision of the organization, identifying trends and opportunities in the business environment, and planning strategies according to evolving needs, because it can improve POB which is explained as follows: a) Increase leader-member exchange (LMX) (Gilli et al., 2024), where the leader has a good relationship with his employees so that they are ready to face changes in a positive direction. b) Conceptual skills also affect performance such as leadership performance (Kearns et al., 2015) and organizational performance (Gordon & Gordon, 2017; Lee, 2018; Widianto et al., 2021). Kearns et al., (2015) state that the leaders always use conceptual skills when in charge of managing the organization even though they are not dominant in daily activities. c) Conceptual skills strengthen dynamic managerial capabilities that are able to improve organizational performance by promoting collaboration between units and social cohesiveness among a diverse workforce and increasing effective cooperation (Widianto et al., 2021). Dynamic managerial capability is the managerial ability to flexibly and responsively adjust to changes in the external and internal environment, and be able to manage these changes effectively to achieve organizational goals. In line with Gordon & Gordon (2017) and Lee (2018) emphasize that Conceptual skill as the ability to create effectiveness improves leadership skills. d) Longenecker & Mallin (2019) and Razmak et al. (2023) state that conceptual skills are able to improve performance effectiveness, especially the ability to set clear performance and the results can be measured, able to solve with a conceptual approach that has a strong impact on work effectiveness. e) Conceptual skill is one of the skills that significantly determine effective management (Megheirkouni et al., 2018; Rasaki & Abioye 2018). Similar to human skills, although conceptual skills tend to differ between middle, upper, and operational management levels, these skills are always needed in every level of management (Rasaki & Abioye, 2018). f) Organizational Citizenship Behaviour in Tran (2023) research shows that conceptual skills affect OCB-Organization and OCB-Task, but not OCB-Individual. Then the last POB still related to Tran's research shows that conceptual skills have

no effect on all organizational cultures both in the context of bureaucratic, innovative, and supportive in the organization.

5.4 Technical skill and Positive Organizational Behaviour (POB)

Specifically, this section discusses the relationship of technical skills to POB which includes Leadership Performance, Performance Effectiveness, Effective Management, OCB, and Organizational Culture which will be explained as follows: a) Kearns et al., (2015) stated that leadership performance is highly dependent on technical skills in managing the organization. Technical skills include how to make budgets, evaluate programs, assign responsibilities to others, understand digitization, data analysis, how to manage systems, use tools, data analysis, and manage daily work processes in the workplace. b) Longenecker & Mallin (2019) dan Razmak et al. (2023) state that technical skills are proven to have a significant influence on performance effectiveness. It is clear that the current era of digitalization requires skill in analyzing data to determine organizational policies. Good and transparent data management can reduce resistance to change in improving efficiency and effectiveness. c) Technical skills determine management effectiveness (Megheirkouni et al., 2018; Rasaki & Abioye 2018) although technical skills tend to differ among middle, upper, and operational management levels, they are always needed at every level of management (Rasaki & Abioye, 2018). d) Tran (2023) stated that technical skills only have an effect on OCB-Individual and OCB-Task, but not on OCB-Organization. d) Finally, technical skills have no impact on Organisational Culture in the context of either bureaucratic, innovative, or supportive (Tran, 2023).

This in-depth review also found several relationships among positive organizational behavior, including: Organizational Capacity for Change (OCC) and Organizational performance, where OCC mediates the relationship between leadership skills (managerial cognitive ability, managerial social capital and managerial human capital) on Organizational performance (Widianto et al., 2021). Then Employees' Affective Commitment mediates the relationship between leadership and individual performance (Ribeiro et al., 2021). Then career skills mediate career satisfaction and perceived employability. Career skill development can increase career satisfaction because employees feel more prepared and able to achieve their career goals. Career skills obtained can also improve perceived job skills (Z. Wang et al., 2019). Finally, the relationship between Organizational Culture and OCB. From Tran (2023) research, it is known that only bureaucratic culture significantly affects individual OCB (OCBI) and organizational OCB (OCBO), and only bureaucratic culture significantly mediates the relationship between human skills, OCBI, and OCBO.

6. Conclusions

This systematic literature review and bibliometric analysis over a decade using the emarld database highlights the relationship between leadership skills and positive organizational behavior. There are many direct relationships between leadership skills and their various impacts on positive organizational behavior both directly and indirectly through mediation. This proves that the role of leadership skills in shaping and improving POB is very important. In addition, human skills, conceptual skills, technical skills specifically have different impacts and only some impacts have similarities. In addition, there are articles that show opposite results to the theory such as the effect of leadership skills on POB. This shows that there is quite a wide, comprehensive, and interesting variation to be explored further. Future research from this paper by conducting empirical studies of various relationships that have been found in this systematic literature review paper. The managerial implications of the study are significant for navigating the blue economy and achieving sustainable development goals. Leadership skill are crucial for fostering positive organizational that drive sustainable

practices in economics, business, management, and information technology. By understanding and laveraging these skills, managers can better navigate the challenges of the blue economy, promoting sustainable development and innovation in their organizations.

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