

Business Redemption in Recent Times: The Role of Dynamic Leadership, Digital Innovation, and Sustainable Performance in the VUCA World

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Abstract: Due to the evolution of firms from analogue structures to digital platforms, the digitalisation of SMEs has become necessary in the post-COVID era. Firms are diversifying their modulus Operandi to remain competitive in the market. This is due to the extrinsic and intrinsic factors mitigating the business environment. The growing Volatile, Uncertain, Complex and Ambiguous world known as VUCA in the business environment impacted by digital innovations, which entails the plague of war, and post-pandemic effects demands strategic research investigation to achieve a persistent sustainable business performance through dynamic leadership. This study harnesses a systematic review of the literature on digital innovations, dynamic leadership and sustainable performance in the VUCA world. The review utilises the SLR format reviewing articles from high-impact journals from 2018 to 2023 on ensuring sustainable business performance in VUCA, and the role of dynamic leadership. In effect, there is the need to develop strategic policies to guide businesses against unfortunate mishappening. This study seeks to explore a digitalised system with a dynamic leadership strategy to achieve sustainable firm performance. Digital managerial innovation policies and the influence of dynamic leadership will subsume sustainable business performance in the VUCA environment. The study outcome revealed that digital innovations and dynamic leadership significantly influence the current business environment in achieving sustainable performance and business continuity.

Keywords: VUCA, Digital innovation, Dynamic leadership, Sustainable performance

1. Background

Firms are currently facing the challenge of invigorating employees with digital skills to be highly competitive in the global business digitalization environment (Patra, A. K., & Dash, R., 2023), through dynamic leadership skills. This will allow the leader to sense, configure and transform to the changing work environment. For businesses to achieve sustainable performance, leaders must adopt dynamism and digital innovations aimed at quality, cost reduction or sustainable products and services. Most SMEs face a shortage of resources and technological adoption and usage challenges despite providing over 80% of jobs and cushioning the GDP of economies (Fang, G. G., Qalati, S. A., Ostic, D., Shah, S. M. M., & Mirani, M. A, 2022). Given the insurgency of wars in various continents (Africa, Europe, and rising tensions in Asia), the slow recuperating from the COVID-19 pandemic effect and the economic mis happenings, SME managers must adopt a dynamic leadership style to sail through the storm. Dynamic leadership style differs from the traditional leadership style which has dominated the work environment for some time (Khaliq, M., Usman, A., & Ahmed, A., 2021), however, the current evolving trends of digitalization and the exposure of firm to the global market demand a dynamic style to navigate the business to a sustainable performance. Organizations harness the capacities of digital equipment to grow their performance, innovation, and stakeholder involvement, thereby contributing to a more resilient and sustainable performance. Exploitation abilities permit corporations to optimize present market-associated knowledge to achieve sustainable performance. The current business environment is described as progressively dynamic, antagonistic and tumultuous known as VUCA. The continuous rise in hostility is attributed to heighten business competition, the entrance of new competitors, the merging of industries, and a decline in trust among competitors within various industries (D'aveni, R. A., & Ravenscraft, D. J. , 1994); (Hambrick, D. C., Davison, S. C., Snell, S. A., & Snow, C. C., 1998). In view of this, business must enact strategic policies to cushion their operation against any externalities and recover from economic distress conditions.

2. Problem Statement

Management of SMEs have been challenged with plethora of issues ranging from their low capitalization, poor managerial acumen, inefficiencies, ineffective managerial systems leading to frequent collapse and acquisition by large firms meanwhile they serve as the beckon of growth for most economies (Blake, 2022; Singh, 2022) by supporting the GDP with almost 80%, serving as source of employment to about 70-80% of the population. Business turbulence on the other hand, is primarily caused by the escalating pace of change and the disruptive impact of environmental and technological advancements. Given this, leaders need to exercise their strategic

plan to foster firm growth. Turbulent challenges are described as situations that arise unexpectedly, are hard to predict, irregular, and ambiguous (Ansell, 2021). Practically some businesses have enacted strategic emergency plan to help them sail through turbulence, but many others have non existing strategy to continuously remain sustainable. As such in times of losing a major customer, these firms will either wind up or cut operations by 50-70 per cent (Jiang, Y., Ritchie, B. W., & Verreynne, M. L., 2022). This re-echoes the imminent need for businesses through dynamic capability concept strategies to remain sustainable over the period.

Dynamic leadership skills require digital competence, planning skills and the ability to be innovative and manage people effectively (Gilli, K., Nippa, M., & Knapstein, M., 2023). Leaders without good followers are likely to fail in their pursuit. digital leadership competencies permit firms to include innovation using profound virtual capabilities and competencies. These capabilities include talent in digital literacy, strategic thinking, and adaptability. Dynamism in leadership necessitates leaders to implement swift modifications to enhance adaptability or marketing strategies to remain resilient and pertinent to the broader consumer base.

Additionally, for firms to be more resilient against economic and climate turbulence, there is a need to pursue this research. Dynamic leadership within an organization's management context is characterized by a leadership approach that emphasizes collaboration, teamwork, and strategic planning (Tucker & Lam, 2014).

3. Research Gap

Some researchers have recounted the impacts of leadership on SMEs sustainable performance and innovativeness. Whereas some perspective argues in support of innovation and digitalization in the SMEs segments, other loop on the nonexistence of sustainable performance measures in most of the SMEs firms in the developing context, mainly focused on business to business strategic measures(Profiteering oriented).The presence of a dynamic leaders in the business environment is crucial for promoting innovation and creativity, thereby improving the organization's resilience and competitive edge in the market, (Singh, S., Hong, P. C., & Jagani, S, 2023).Effective leadership involves a continuous cycle of validating, empowering, communicating, and interpreting actions that lead to diverse results (Brandt, E. N., Kjellström, S., & Andersson, A. C, 2019). A study by recommended future research to use the concept of entrepreneurial resilience to develop a synergic effect on effective crisis/disaster management at an individual level.

The objective of this study is to systematically review literature on business redemption strategy of dynamic leadership and digital innovation on SMEs sustainable performance. So, the specific objectives itemize to elaborate on this study is as follows:

- To measure the influence of dynamic leadership on the sustainable performance of SMEs
- To assess the relationship between digital innovation and dynamic leadership.
- To assess the digital innovation impacts on sustainable performance.
- To examine the influence of digital innovation, dynamic leadership, and sustainable performance on Business redemption.
- The outline of this research will revolve around the introduction, which will entail the research gap, research objective, of the research problem. the next section will be the literature review and then the methodology, result and conclusion.

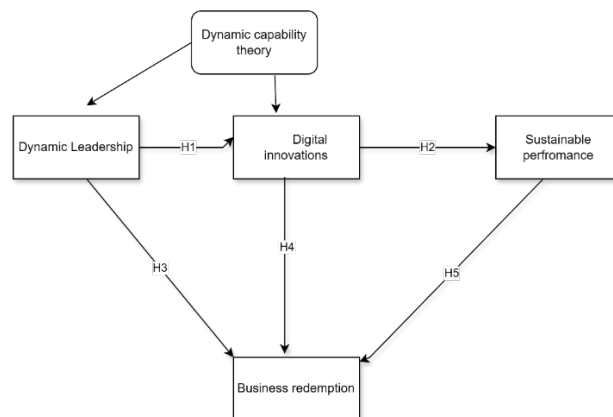


Figure 1: Conceptual Framework. Source: Authors source, 2024

Dynamic Leadership

Many scholars on leaders have enumerated various leadership style and their contribution to firm success and their defects. Some scholars have articulated that transformational leadership is the best however in the current business climate bereaved with increasing costs of goods and services, impacts from climate change and the impasse of wars. Dynamic leaders are leaders who aside interact and develop their followers to influence them and ensure the growth of their employees together (Basham, M. J., & Mathur, R. P., 2010). Dynamism in leadership necessitates leaders to implement swift modifications to enhance adaptability or marketing strategies to remain resilient and pertinent to the broader consumer base.

Additionally, for firms to be more resilient against economic and climate turbulence, there is a need to intricacies of leadership and its repelling effect on firms in this research. Dynamism in leadership in firms' management context involves leading with collaboration using digital systems, teamwork and strategic business environment analysis. (Tucker & Lam, 2014).

Digital Innovation

In the modern era of information technology, the process of digital transformation is seen as a crucial skill for organizations to thrive sustainably, (Xu, J., Yu, Y., Zhang, M., & Zhang, J. Z, 2023). A study conducted by (Gupta, S., Kumar, V., & Karam, E., 2020) illustrated that the implementation of Cloud-based Enterprise Resource planning (ERP) systems will significantly improve sustainable performance. Furthermore Raut, et al., (2021) highlighted the positive impact of big data analytics in enhancing the business performance of sustainable supply chains. in the pursuit of sustainable performance, business leaders should enforce strategies through dynamic capability of sensing and configuration to be sustainable in volatile, uncertain, conditions or means of diversifying an organization, either as a response to changes in the external environment or as a pre-emptive action to influence the business environment. Digital transformation in businesses helps provide significant advantages in tackling environmental challenges (Ghobakhloo, M., & Fathi, M., 2021); (Kiel, et al., 2021) Previous studies by Gupta et al., (2019) indicated a strong correlation between emerging technologies like big data analytics and artificial intelligence (BDA-AI) and positive environmental outcomes. This relationship has been substantiated by multiple research endeavours Nascimento, et al., 2019); (Queiroz, M. M., & Wamba, S. F, 2019). Digital transformation in businesses helps provide significant advantages in tackling environmental challenges (Ghobakhloo, M., & Fathi, M., 2021) ; (Kiel, et al., 2021). Previous studies Gupta, et al., (2019) have indicated a strong correlation between emerging technologies like big data analytics and artificial intelligence (BDA-AI) and positive environmental outcomes. This relationship has been substantiated by multiple research endeavours Nascimento, et al., 2019); (Queiroz, M. M., & Wamba, S. F, 2019) Researchers have emphasised that alleviating unprecedented sustainability challenges requires the deployment of innovative digital technologies and the cooperation of multiple actors (Pershina, 2022).

Sustainable Performance

Couched from the triple bottom approach of the sustainability index which encompasses environmental, social and economic factors. firms can better manage the volatile business environment by achieving sustainable performance considering the triple bottom line (TBL) approach (Bansal, 2005); (Elkington, 2013). Ensuring a safe, healthy, and humane working environment has been the target for multinational firms in achieving sustainable performance. This is because the effect of climate change is posing a devastating impact on food security, the co-existence of humanity, the effects of extremely low and high temperatures, and the emergence of various strange diseases as such the excellent mode of redeeming the universe (businesses and humanity) is through the implementation of sustainable and digital innovation paradigms.

Hypothesis

This systematic literature research is grounded on the under listed hypothesis to guide practice.

1. Dynamic leadership positively influence digital innovation.

Various studies have confirmed this hypothesis including Mihardjo, et al., 2019) who stated that digital leadership based on dynamic capability impacts directly and indirectly on firms developing innovation which leads firm owners to envision market sensing, seizing opportunities and reconfiguration of the business to ensure competitive advantage. Also, Benitez, et al., 2022) affirmed that digital leadership increases firm's innovation and performance by digitalizing the firm's platform and improving performance thus encouraging firms to imbibe into their organizational structure.

Digital innovation influences sustainable performance positively. However others articulated that in as much as digital leadership improve firm performance, they are also prone to disruptive technology effects and other challenges which SME firms much consider, (Brunner, T. J., Schuster, T., & Lehmann, C., 2023).

2. Dynamic leadership impacts positively on SMEs business redemption.

Redemption of businesses occur when firms are in distress situation of collapse if no intervention is employed, the term was formerly used in the religious aspect, till it veered off into the business management concept. Whereas some researchers attribute business redemption to the character traits of the employees (Cultural), others link it to financial distress situation and some leaders and management crisis, and the current business environment is polluted with several SMEs in this dire situation leading to their untimely collapse. However, some have stated that that utilizing a employee’s redemptive approach could lead to greater loyalty and enhanced performance. Also cost reduction potential emanate in addressing turnover, hiring and potential litigation, and improved organizational commitment through greater performance (Bucci, J. J., & Bucci, J. J., 2016).

According to Bies, et al., (2021) redemption is defined as “the restoration of social identity, legitimacy, status, and/or reputation of an individual or firm, after the individual or firm has violated important moral or performance expectations that are publicly visible. Strategic policies are the best solution to redeem businesses image and restore customer confidence and ensure viability in these economically challenging times for some SMEs (Weaven, S., Quach, S., Thaichon, P., Frazer, L., Billot, K., & Grace, D., 2021).

Digital innovations impact positively on business redemption.

The theoretical concept of dynamic capability sort to enhance firm leaders’ ability to sense business opportunities using digital innovations, reconfigure the business operations to align with market conditions for growth and ensure that distress firms recover. The application and effective use of digital innovation is expected to reduce firms’ operational cost and ensure efficient raw material usage. The implementation of digital innovation reduces financial constraints on firms and ensure positive direction towards redemption (Ping, Y., & Li, Z., 2024).

Sustainable performance influences business redemption.

Business performance impacts on their current and future sustainability influencing the redemption rate of firms in distress. As Firms continue trajectory to remain sustainable over a period, there is the likelihood of been redeemed if strategic policies incorporate are followed o the latter. It is therefore important to hypothesis that firm’s sustainable performance will influence their ability to redemption structurally, financially and leadingly.

4. Methodology

This article relied on the SLR systematic literature model to study on SME businesses could e redeemed through dynamic leadership and digital innovation in times of economic mis happenings.

A total of over 1,700 articles were identified after the first screening, in google scholar and finally 20 articles were selected from high impacts journals ranked either in web of science or Scopus.

After using keywords of VUCA, sustainable performance, dynamic leadership and a total of 21 articles were realised using the article keywords as related to the area of interest having scanned through the abstract.

Also, after the first review, some articles were eliminated due to time frame which was set from 2019 to 2024. The range took into inconsideration the intense effect of covid on humanity and the time that most businesses started the recovery processes.

Table 1: Literature review summary for 21 articles.

S/N o	Author & journal	Topic/theme	Findings	Limitation
1	Norouzi, H., Nosrat Panah, R., & Barani, S. (2022). Journal of Business Management, 14(3), 445- 474. https://doi.org/10.22059/JIBM.2022.333405.4290	The Influence of Digital Leadership on Firm Performance in Dynamic Environments: The Role of Dynamic Capabilities, Business Model Innovation, and Sustainable Competitive Advantage	The study found direct and indirect relationship of digital leadership on sustainable performance through dynamic capability.	High interconnectedness of virtual teams could result in identity crisis for the firm.

S/No	Author & journal	Topic/theme	Findings	Limitation
2	Awwab, Y., & Fontana, A. (2022, July). In <i>Proceeding of the International Conference on Family Business and Entrepreneurship</i> (Vol. 3, No. 1).	Linking social media usage and SME's sustainable performance: The role of digital leadership and innovation capabilities	The results show that social media usage has a positive and significant direct influence on innovation capabilities and sustainable SMEs performance, and innovation capabilities also have a positive and significant direct impact on sustainable SME performance.	This study was carried out from the perspective of a developing nation, emphasizing mainly Study adopted a time-lagged data collection approach to avoid common method bias; however, this approach sometimes averts spontaneous interventions.
3	Asif, M., Yang, L., & Hashim, M. (2024). <i>Sustainability</i> , 16(7), 2651.	The Role of Digital Transformation, Corporate Culture, and Leadership in Enhancing Corporate Sustainable Performance in the Manufacturing Sector of China	The findings suggest that corporate culture, transformational leadership, and digital transformation significantly affect organizations' sustainability.	Study exclusively recruited individuals from China's manufacturing sector for its sample, rendering its findings inapplicable to other industries or distinct production configurations heavy reliance on quantitative methodologies for data gathering.
4	Tian, H., Han, J., Sun, M., & Lv, X. (2023). <i>European Journal of Innovation Management</i> , (ahead-of-print).	Keeping pace with the times: research on the impact of digital leadership on radical green innovation of manufacturing enterprises	Study's findings indicate that the four dimensions of DL can positively influence RGI and GOI partially mediates between the four dimensions of DL and RGI	this paper conducts a cross-sectional survey. In the future, longitudinal research can be considered to evaluate how DL, GOI, DT and RGI interact with each other over time.
5	Crossan, M., Vera, D., & Nanjad, L. (2008). <i>The leadership quarterly</i> , 19(5), 569-581.	Transcendent leadership: Strategic leadership in dynamic environments	have adopted a levels perspective for our study of leadership in dynamic environments, seeking to integrate streams of research that tend to be disconnected. Success in turbulent, high-velocity environments demands the exercise of emergent forms of strategy rather than entirely planned or designed approaches.	The scope of this paper does not include the societal level, a levels perspective lends itself well to expanding the model to incorporate the societal level Among the challenges in this context is the need to reduce complexity and uncertainty for people and provide a desirable picture of the future,
6	Sasmoko, S., Mihardjo, L., Alamsjah, F., & Elidjen, E. (2019). <i>Management Science Letters</i> , 9(10), 1633-1644.	Dynamic capability: The effect of digital leadership on fostering innovation capability based on market orientation	The results show that digital leadership had a strong direct and indirect relationship with dynamic capability.	limited by small sample size and the statistical tool used in the research.
	Chen, A., Li, L., & Shahid, W. (2024). <i>Heliyon</i> , 10(8).	Digital transformation as the driving force for sustainable business performance: A moderated mediation model of market-driven business model innovation and digital leadership capabilities	Results show that digital exploitation and exploration capabilities significantly enhance sustainable business performance	the study takes a small sample size for investigation. study only expands the knowledge of a few digital constructs leading to sustainable business performance.

S/N o	Author & journal	Topic/theme	Findings	Limitation
7	Heaton, S., Lewin, D., & Teece, D. J. (2020). Managerial and Decision Economics, 41(6), 1126-1140.	Managing campus entrepreneurship: Dynamic capabilities and university leadership	the dynamic capabilities framework elaborated herein links academic entrepreneurship to value creation and capture. The framework also posits that academic entrepreneurship, per se, requires university leadership that is itself entrepreneurial	the primary data used herein are based on interviews that limit the generalizability of our findings and conclusions. this study is largely limited to research universities, which constitute a relatively small proportion of universities in the United States and abroad.
8	Gilli, K., Nippa, M., & Knappstein, M. (2023). <i>German Journal of Human Resource Management</i> , 37(1), 50-75.	Leadership competencies for digital transformation: An exploratory content analysis of job advertisements	organizations seeking managers for their DT efforts consider general managerial and leadership skills more important than specific technological skills directly related to digitalization.	Electing one organizing framework over another will impact the results and their interpretation as the comparison with Klus and Müller (2020). Limited selection of database used
9	Zahari, A. I., Abdul Manan, D. I., Mohamed, N., & Said, J. (2023).. <i>SAGE Open</i> , 13(4), 21582440231212042.	Impact of Dynamic Leadership and Marketing Planning on Organizational Resilience During Covid-19: Higher Learning Institutions	The study impacted on flexibility work systems through dynamic leadership.	The small sample size: however, evidence suggests that data saturation was achieved. Triangulation of data from all the three phases supports the presence of the same themes discussed
10	Shafaei, A., Farr-Wharton, B., Omari, M., Pooley, J. A., Bentley, T., Sharafizad, F., & Onnis, L. A. (2023). <i>Public Performance & Management Review</i> , 46(6), 1287-1317.	Leading through Tumultuous Events in Public Sector Organizations	Show that while deploying all the strategies is beneficial, the power of polyvalent knowledge together with dynamic leadership and governance structures within PSOs is one way that PSOs can continue to respond to ever increasing environmental uncertainty and resource constraints	Include the small sample size; however, evidence suggests that data saturation was achieved
11	Xu, J., Yu, Y., Zhang, M., & Zhang, J. Z. (2023).. <i>Journal of Cleaner Production</i> , 393, 136278.	Impacts of digital transformation on eco-innovation and sustainable performance: Evidence from Chinese manufacturing companies	Find that digital strategy and digital capability significantly improve eco-process, eco-product and eco-management innovation. Eco-process, eco-product and eco-management innovation also improve sustainable performance.	Separate categorization for developed and developing countries, also framework cannot be generalized because it considered one nation.
12	Abid, N., Ceci, F., & Aftab, J. (2024). <i>Sustainable Development</i> , 32(3), 2031-2048.	Attaining sustainable business performance under resource constraints: Insights from an emerging economy	The findings reveal a direct positive relationship of Enterprise (EO) orientation on sustainable performance. Also, innovation capabilities mediate the EO-sustainable performance relationship, while technology dynamism positively moderates the EO-innovation capabilities link	The data has been collected from SMEs, and it would be interesting to explore multinational and large firms to test the study model. Sample only focuses on one developing country, but a cross-comparative study with countries sharing similar or contrasting economic and social structures would be an interesting

S/N o	Author & journal	Topic/theme	Findings	Limitation
				case. Recommend Mixed Method approach.
13	Alonso-Martinez, D., De Marchi, V., & Di Maria, E. (2021). <i>Journal of Cleaner Production</i> , 323, 129145.	The sustainability performances of sustainable business models	Findings suggest that the implementation of most SBMs led to the prioritization of one sustainability dimension over the others, especially when it comes to economically oriented SBMs.	Although the size of the sample and the response ratio are like those used in previous studies replicating the analysis on a large sample, possible spanning various countries, would validate the results.
14	UGC Care Journal) Vol-43 No.03(IV) July - September 2020 CA Asma Sheikh, Karunesh Saxena	Redemption of Indian MSME Sector towards sustainability amid COVID 19 pandemic attack.	attempts to analyse the various support avenues for Indian MSME's amid COVID - 19 pandemic attack and to evaluate such relief measures.	Study was undertaken in one developing country at the neglects of others.
15	McCarthy J, European Business Organization Law Review 2020	A Class Apart: The Relevance of the EU Preventive Restructuring Directive for Small and Medium Enterprises	Class formation, confirmation of restructuring plans and creditor cram-downs are given particular attention since the Directive expressly includes safeguards for SMEs within these feature	The approach should be imbued with regard for not only the rights of the stakeholders at issue—debtors and creditors—but also the wider economic picture in guaranteeing that financial distress is no longer allowed to fester and expand the degree of legacy debt overhang.
16	org/10.1177/00472875211014960	A Resource-Based Typology of Dynamic Capability: Managing Tourism in a Turbulent Environment	Provides empirical explanations for each type of dynamic capability, using qualitative data collected from 40 in-depth interviews with tourism organizations and other stakeholders across two years.	this study combines the during- and short-term post disaster stage in creating the typology.
17	org/10.1016/j.tourman.2021.104374	Developing disaster resilience: A processual and reflective approach	new resilience element added to the existing list of resilience development, which illustrates disruptive changes of tourism facilitated by transforming dynamic capabilities, and (ii) a trial-and-error process used by tourism organisations to improve decision-making for future disaster events	Study examines resilience at the organisational level. this study did not explore the activities of tourism organisations that were temporarily or permanently closed after the disaster
18	Brahaspattie Annie Singh(digitalcommons.liberty.edu/doctoral/3675)	Leadership Failures that Lead to Poor Organizational Performance	the failure of leaders within the real estate industry in the northeastern United States to engage employee support regarding new critical change initiatives resulting in poor organizational performance.	

S/N o	Author & journal	Topic/theme	Findings	Limitation
19	Cinnioğlu, H. (2020), Akkaya, B. (Ed.) Agile Business Leadership Methods for Industry 4.0, Emerald Publishing Limited, Leeds, pp. 1-23. https://doi.org/10.1108/978-1-80043-380-920201002	A Review of Modern Leadership Styles in Perspective of Industry 4.01	The study outlines the various leadership styles needed for firm transformation in times of environmental dynamism. The study found a positive relationship of leadership style with firm performance.	
20	Babatunji Samuel Adedeji, Tze San Ong, Md Uzir Hossain Uzir, Abu Bakar Abdul Hamid Journal of corporate governance vol 20, issue3,	Corporate governance and performance of medium-sized firms in Nigeria: does sustainability initiative matter?	CG has a significant positive effect on performance [financial performance (FNP) and non-financial performance (NFP)] and SI. SI has a mixed impact on performance	This study supports the assumptions of theories (institutional, stakeholder and agency) as the basis for the usage of multiple approaches to determine the outcome of hypotheses, especially in developing climes.
21	Matteo Mura, Mariolina L ongo, Sara Zanni	Circular economy in Italian SMEs: A multi-method study	Results indicated that several circular economy (CE) practices are simultaneously implemented by SMEs, thus supporting the notion that CE implies a systemic approach to company's value creation	sample focused on SMEs, as they are relevant players in the diffusion of CE practices due to their prevalence in EU countries, Also, analyses explored a limited number of industrial sectors (i.e. plant engineering, manufacturing, service-based firms, tourism and ICT)

Thematically, most articles dwelled on sustainable performance and digital innovation with less research on business redemption. Issues on business redemption were on VUCA situations in the research arena. most of the study considered the relevance of dynamic capability theory and resource-based view in establishing strategic policy for firms during uncertainty.

5. Findings

The study found that before the pandemic, most of the research reviewed failed to unearth some business redemptive strategies especially studies from 2021 to 2024 but articulated the need firm digitalization and for SMEs' sustainable strategies for their innovativeness as evidence form the table 2.5. Also sustaining firms' operation in a VUCA environment was adequately researched and many suggestions on sustainability as the way forward for firms, however there was no direct link with digitalization strategies to performance but present on the triple system (Environment, economic and social issues).

Most of the literature referenced from table 2.5 discussed digitalization of firms whilst others highlighted the challenges envisage during digitalization and alighted firm owners and managers to be weary. The effective management of these VUCA situations at the workplace demands effective dynamic leadership skills which will conduct environmental scanning and employ available data analytic resources to improve business fortunes. According to Zhang-Zhang, et al.,(2022), while leaders need to develop their dynamic capabilities to adjust to new contexts, transformational leaders will function better in a highly dynamic VUCA environment than transactional leaders. Developing management systems through dynamic leadership skills using technology, allows managers to rely on business information analytics to critically assess the current and future business arena (Ashrafi, A., Ravasan, A. Z., Trkman, P., & Afshari, S., 2019) and make the right intervention through sensing, reconfiguring the firm and transforming the firm especially those in dying need of redemption. Thematically, the various review topics were closely related to SME firm redemption in times of uncertainty but failed to suggest practical recommendations to deal with the situation. Also, recent studies suggested the need to consider the enterprise orientation principle of SMEs and suggest emergency strategies to strengthen the firm's existence (Herbane, 2015). Additionally, most of the studies relied on dynamic capability theory, Resource-based View which whilst a few others used Technology adoption theories

6. Conclusion

The review identified that various scholars' concentration before COVID-19 was on businesses recovering from the effect of the pandemic, however, in the post-research review the studies have little focus on SMEs' ability to develop strategic resilient plans to redeem their operations from any untoward. This could be sensing the ability to measure business outlook in the future and proffer solutions or their ability to use both internal and external resources to improve their knowledge of business management practices and develop strategic plans.

Redemption was delineated by some researcher as employee character change, while other stated that redemption involves delivering firms from financial scam, however the research amid at proffering solutions to SMEs in distress need in time of economic crunch and ensure SMEs remain sustainable and remain resolute against all situations due to enabled strategic policy instituted. There is still a limitation in terms of leadership research on SME management and recommend future studies to consider considering the current digital times. The various review outcomes indicate that schoolers were more profound on business sustainability in the wake of COVID-19 however, just after that, firms have been silent on having strategic emergency plans that could be relied on in times of economic difficulty which some researchers have anticipated to reoccur. This study was limited by the small number of literature used, and those literature eliminated could also hep to improve on the study.

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