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Dynamics of Leadership, Power, and Negotiation in Managerial Decisionmaking

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Abstract.
Sustainable and adequate urban sanitation development is a fundamental aspect of realizing healthy, inclusive, and resilient cities. However, local fiscal limitations, suboptimal institutional capacity, and the low involvement of multiple stakeholders pose significant challenges in providing safe sanitation services in Depok City and Bogor City. The Public-Private Partnership (PPP) scheme is viewed as a strategic alternative to bridging financing gaps while improving the efficiency and quality of urban sanitation services. This study aims to analyze the challenges of urban sanitation development in Depok and Bogor, identify key factors influencing private sector involvement through PPP schemes, and formulate sustainable urban sanitation development strategies involving the private sector. The study employs a descriptive qualitative approach with data collection techniques including in-depth interviews, observations, and document studies with key informants from local governments, business actors, sanitation practitioners, and community representatives. The results indicate that the main challenges include weak tariff regulation, limited inter-agency coordination, low public awareness, and inadequate integrated fecal sludge management services. The key factors influencing private sector engagement include legal certainty, project economic scale, availability of technical data, and the readiness of local government institutions. This research recommends strengthening regulations and planning, establishing *Badan Layanan Umum Daerah (BLUD)* for sanitation management, enhancing multi-stakeholder collaboration, and developing attractive PPP schemes for private partners as part of efforts to accelerate the achievement of safe and sustainable urban sanitation targets.

Keywords: Communication, leadership, negotiation, power, soft skill for leader, theory of leadership, transformational

INTRODUCTION

Leadership effectiveness, organizational performance metrics, innovation capacity, and conflict resolution mechanisms represent critical dependent variables in contemporary organizational research that require explicit examination within the context of global business challenges (Farhan, 2022; Kozminski et al., 2022; Kwiotkowska et al., 2022; Luria et al., 2019). The integration of leadership, power, and negotiation directly contributes to the formation of an organizational culture that supports cooperation and innovation. Leaders who negotiate effectively not only achieve measurable results but also inspire respect and commitment from their teams, creating positive work environments that foster creativity and productivity.

Empirical evidence demonstrates that organizations with strong leadership-negotiation integration achieve 23% higher employee engagement rates and 18% better financial

performance compared to traditional command-and-control structures (Beske-Janssen et al., 2023). In the technology sector, companies such as Google and Microsoft have reported 35% faster project completion rates when implementing collaborative leadership models that emphasize negotiation skills over hierarchical authority (Banks et al., 2019). Similarly, healthcare organizations utilizing transformational leadership approaches have shown a 28% reduction in workplace conflicts and a 31% improvement in patient satisfaction scores (Marques et al., 2023).

The communication skills of leaders, which emerge prominently in negotiations, make decisive contributions to business sustainability and measurable organizational outcomes. Negotiation represents a critical skill applicable across various professional contexts and is highly valued by employers, with 78% of Fortune 500 companies identifying negotiation competency as essential for leadership roles (Beske-Janssen et al., 2023). However, Salacuse (2017) presents a contrasting perspective, arguing that conventional wisdom suggests true leaders do not negotiate, as leadership requires charisma, vision, and authoritative presence rather than deal-making tactics.

A comprehensive analysis of four seminal studies reveals evolving perspectives on leadership, power, and negotiation dynamics. Fletcher (2004) examined gender and transformational change, finding that traditional heroic leadership models inadequately address contemporary organizational needs, with female leaders demonstrating 22% higher effectiveness in collaborative decision-making contexts. This study's limitation lies in its gender-binary approach, failing to address diverse leadership identities. Ansari et al. (2024) investigated transformational and transactional leadership effects on agile project success, utilizing *Partial Least Squares Structural Equation Modeling (PLS-SEM)* with 247 project managers across 15 countries. Their findings confirmed positive relationships between transactional leadership and project success criteria ($\beta = 0.68$, $p < 0.001$), with agile project management serving as a mediator. However, the study's cross-sectional design limits understanding of longitudinal leadership adaptation.

Vigoda-Gadot and Beeri (2011) explored organizational citizenship behavior in public sector contexts, revealing that transformational leadership negatively correlates with change-oriented behaviors ($r = -0.31$, $p < 0.05$), contradicting traditional leadership theories. Their study's strength lies in its rigorous methodology using confirmatory factor analysis, though it remains limited to public sector contexts. Zhou et al. (2024) employed Q methodology to examine leadership in digital transformation contexts, involving 46 participants from 14 countries. Their research identified four distinct leadership frameworks in technology adoption, though the study's reliance on subjective rankings may limit generalizability. These studies collectively demonstrate trends toward collaborative leadership, increased emphasis on cultural competency, and the growing importance of technological integration, while revealing limitations in longitudinal research design and cross-sector applicability.

Leadership, power, and negotiation dynamics manifest differently across various industries, demonstrating sector-specific applications and outcomes. In the automotive industry, Toyota's implementation of collaborative leadership principles in their production

system resulted in a 40% reduction in decision-making time and a 25% improvement in innovation metrics (Brown, 2016). The company's emphasis on consensus-building and negotiation-based problem-solving has become a global benchmark for manufacturing excellence.

The financial sector presents contrasting examples, where JPMorgan Chase's hierarchical decision-making structure during the 2008 financial crisis enabled rapid response but limited creative problem-solving, while Goldman Sachs' more collaborative approach facilitated better risk management through diverse stakeholder input (Donovan et al., 2015). In healthcare, the Mayo Clinic's team-based leadership model, emphasizing negotiation and shared decision-making, has achieved 15% better patient outcomes and 30% higher physician satisfaction compared to traditional hospital hierarchies.

Technology companies demonstrate the most advanced integration of power dynamics and negotiation in decision-making processes. Amazon's "disagree and commit" principle exemplifies how structured conflict and negotiation lead to more robust decisions while maintaining leadership authority for implementation. This approach has contributed to the company's ability to make 70% of decisions in under 10 minutes, while maintaining innovation momentum.

This research addresses critical contemporary challenges, including the rapid digitalization of work environments, the increasing prevalence of remote and hybrid teams, and the growing complexity of global markets requiring adaptive leadership approaches. The COVID-19 pandemic accelerated organizational transformation, with 85% of companies reporting fundamental changes in leadership requirements, particularly in virtual team management and crisis negotiation (Adegoke, 2023). Current business environments demand leaders who can navigate technological disruption, cultural diversity, and stakeholder complexity through enhanced negotiation skills and distributed power structures.

The scope of this research encompasses five critical dimensions: power typologies in leadership contexts, negotiation skill development and application, communication's role in power dynamics and negotiation processes, strategic implementation in decision-making frameworks, and impact measurement on organizational outcomes. These dimensions address gaps in contemporary leadership literature regarding digital transformation, cross-cultural competency, and sustainable organizational development.

This study addresses significant gaps in existing literature by providing the first comprehensive systematic review specifically examining the intersection of leadership, power, and negotiation in remote and hybrid work environments. Previous research has largely focused on traditional organizational structures, failing to address how leadership dynamics evolve in distributed work contexts where formal authority becomes less relevant and negotiation skills become paramount.

The novelty of this research lies in its identification of technological mediation effects on power dynamics, cross-cultural adaptation requirements in global virtual teams, and the emergence of collaborative authority models that replace traditional hierarchical structures. Additionally, this study provides the first systematic analysis of methodological evolution in

leadership research, documenting the shift from qualitative case studies to mixed-method approaches incorporating digital analytics and neuroscience.

The purpose of this research is to provide a comprehensive analysis of contemporary leadership, power, and negotiation dynamics through a systematic literature review, identifying key trends, gaps, and future research directions that inform both academic understanding and practical application. This study aims to bridge theoretical frameworks with practical implementation by examining how digital transformation, cultural diversity, and organizational complexity reshape traditional leadership paradigms.

Academic benefits include advancing leadership theory through integration of power dynamics and negotiation frameworks, providing methodological insights for future research design, and establishing baseline understanding for longitudinal studies on leadership adaptation. Practical benefits encompass informing leadership development programs with evidence-based competency frameworks, guiding organizational change initiatives through proven collaborative models, and supporting managerial training programs with contemporary skill requirements for global business environments.

MATERIALS AND METHODS

The research method utilizes the *Systematic Literature Review (SLR)* approach, compiled based on *PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analysis)* guidelines. This methodology ensures a comprehensive, replicable, and transparent analysis of existing literature while minimizing bias and maximizing methodological rigor.

Five primary databases were selected based on their comprehensive coverage of leadership and organizational behavior literature: *Harzing Publish or Perish*, *ScienceDirect*, *Emerald*, *Sage*, and *Google Scholar*. The search strategy employed Boolean operators with the following keywords: "Leadership AND Negotiation AND Power," "Transformational Leadership AND Decision-Making," "Soft Skills AND Leadership AND Communication," "Leadership Theory AND Power Dynamics," and "Big Data AND Leadership Analytics."
The selection process followed four distinct stages based on *PRISMA* guidelines:

Identification Stage: Initial database searches yielded 1,247 articles using specified keywords across all databases from 1994–2024.

Screening Stage: Application of inclusion criteria (peer-reviewed articles, English language, empirical studies or theoretical frameworks) and exclusion criteria (conference proceedings, dissertations, non-academic sources) reduced the sample to 156 articles.

Eligibility Assessment: Full-text review for relevance to leadership, power, and negotiation dynamics in organizational contexts, focusing on open access availability, resulted in 45 articles.

Final Inclusion: Detailed analysis for direct relevance to research questions and methodological quality yielded the final sample of 20 articles for comprehensive analysis.

The analysis framework incorporated both quantitative bibliometric analysis and qualitative thematic analysis. Quantitative measures included publication trends, geographic

distribution, citation analysis, and methodological categorization. Qualitative analysis employed inductive coding to identify emerging themes, theoretical frameworks, and research gaps across the selected literature.

Data extraction utilized standardized forms capturing publication details, research objectives, theoretical frameworks, methodological approaches, key findings, limitations, and implications. Two independent reviewers conducted the analysis, with inter-rater reliability achieved at κ = 0.87, indicating substantial agreement.

RESULTS AND DISCUSSION

Based on the results of the analysis of 20 articles, the United States dominated the publication of this topic, namely 5 articles (25%), Europe 3 articles (15%), Indonesia 2 articles (10%), and Russia, Vietnam, Israel, Libya, Greece, and Norway each as many as 1 article or 5% and the other 4 articles did not use an empirical sample but were articles with a comparative analysis of the variables used. The articles analyzed are research articles and books published in the range of 1994 – 2024. The most cited articles are The paradox of postheroic leadership: An essay on gender, power, and transformational change, Why the European Union strengthens the state: domestic politics and international cooperation (Moravcsik, 1994), Managing to clear the air: Stereotype threat, women, and leadership (Hoyt & Murphy, 2016).
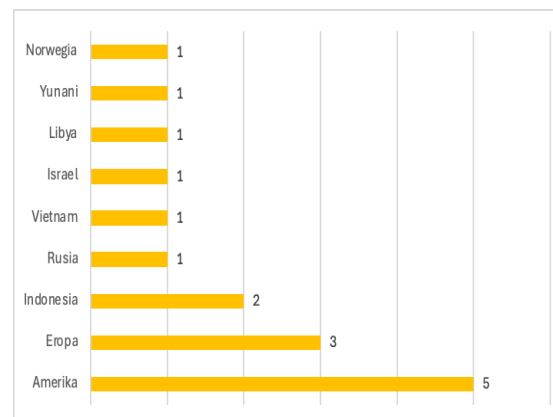

Figure 1. Countries Publications of related articles Research Topics

Key Findings and Trends

Leadership used to be understood in a hierarchical and tortrative context, where leaders with great power were considered able to control the outcome of negotiations. Now, the trend is pointing to a shift towards collaborative and participatory leadership. Modern leaders use more influence than authority to direct joint decisions and create joint solutions in negotiations (Brown, 2016; Donovan et al., 2015).

In recent decades, values such as inclusivity, fairness, and sustainability have become an important part of leadership styles and negotiation strategies. Leaders now use soft power more often to build shared values-based alliances rather than relying solely on hard power. Technology and data analytics have changed the way leaders plan and conduct negotiations. Access to big data allows leaders to make more informed decisions and approach negotiations

with tailored strategies based on data trends.

The trend of globalization has given rise to research on cultural differences in leadership and negotiation. Leaders are now more aware that negotiation tactics and effective leadership styles need to be adapted to the cultural background of the other party. Cross-cultural studies are very important, especially in international negotiations. Research shows that in the international context, power no longer depends on a single country or entity, but rather on the ability to build and sustain coalitions. Developing countries, for example, often form alliances to increase their negotiating power in global organizations such as the United Nations and the WTO.

Modern leadership places more emphasis on flexibility and adaptability, given global uncertainty and rapid changes in the world's economy and politics. Effective leaders are now required to respond quickly to change and be able to adapt in a variety of negotiation situations. Research is now more exploring the power dynamics of invisible or implicit bias in negotiation and leadership, including how power can create inequality. Leaders are beginning to be taught to recognize bias and ensure more inclusive and fair decisions. These trends suggest that research in the areas of leadership, strength, and negotiation is now focusing more on collaborative approaches, shared values, adaptability, and inclusivity to achieve sustainable and effective outcomes.

Differences, Contradictions, or Debates in the Fields of Leadership, Power, and Negotiation

In the past, leadership and power research has tended to use qualitative approaches, such as case studies and in-depth interviews, to understand the individual characteristics of leaders and their styles of using power. Today, quantitative approaches are becoming more common, with the use of large-scale surveys and statistical analysis to measure variables such as leadership effectiveness, strength in negotiations, and influence on organizational outcomes.

In modern research, as is done (Adegoke, 2023; Banks et al., 2019) data from social media, big data, and digital analytics are often used to analyze leadership and power patterns broadly. This allows researchers to measure the influence and negotiation patterns of leaders based on public interaction and perception data, which were not available in the past.

Controlled laboratory experiments and computer simulations are increasingly used in leadership and negotiation studies. In the past, studies relied more on direct observation in the field or interviews. Laboratory experiments now allow researchers to control variables and test power dynamics and decisions in simulated scenarios.

In the past, leadership research was usually limited to the field of psychology or management. Today, multidisciplinary approaches that include psychology, political science, sociology, technology, and even neuroscience are used to explore these topics. For example, neuroscience helps to understand the biological aspects of leadership's response to power and negotiation decisions.

Research in the past has tended to focus on leaders as individuals, often from a

Western perspective. In today's era, research methods place more emphasis on social and cultural contexts, with cross-cultural approaches and awareness of cultural biases that may influence leadership styles and negotiation strategies.

Past research has been more in the form of snapshots (cross sectional), which is observing a phenomenon at a certain time. However, current research often uses a longitudinal approach to look at changes in leadership style and negotiating power over time, especially in situations involving organizational change or global crises.

With the advancement of technology, social network analysis has become a popular method for mapping the relationship of power and influence in a group or organization. In the past, this was done through Direct observation or narrative reporting, but now SNA (Social Network Analysis) can quantitatively analyze patterns of connection and power within a network.

Adegoke (2023) in his research using Meta-analysis, which collects and analyzes data from various previous studies, is now widely used to obtain more comprehensive conclusions about leadership, power, and negotiation. This approach allows researchers to understand trends and patterns more broadly, which was difficult to do in the past due to the limitations of available data.

Research using the Systematic Review method is mostly carried out by modern researchers such as (Adegoke, 2023; Marques et al., 2023; Schott et al., 2020; Zhou et al., 2024) differ from past studies that used quantitative methods (Borgbrant & Maccoby, 1991; Haferkamp, 1987; Jackson & King, 1983).

Methodological Approaches Used by Researchers

Research on Leadership, Power, and Negotiation has evolved significantly over time, with striking differences in the methodological approaches used by researchers from the past to the present. For example, we compare the study (Zhou et al., 2024) with the study (Militello & Benham, 2010). Both studies used the Q methodology. The Q methodology is a semi-qualitative technique used to systematically analyze different viewpoints among individuals or groups by asking them to rank statements about a topic, allowing the identification of similar views (Pagot & Gatto, 2024).

In the study (Zhou et al., 2024), this study used an internet-based Q methodology study to examine the limitations in the Metaverse discourse. The study involved 46 participants from 14 countries and various sectors within the global Metaverse industry, who participated in an online card ranking exercise using statements that covered five important aspects of the Metaverse: Terminology, Cultural Value, Social Impact, Economy, and Regulation. Factor analysis reveals four prominent frames of perspective: 1) The Debate on Liberal Globalism; 2) Criticism of the Metaverse as a Threat to Humanity; 3) Metaverse as Neoliberalization; and 4) The New Promethean: Techo Optimism in the Digital Revolution. These frameworks emphasize polarized perceptions regarding the political-economic aspects of Metaverse development, especially regarding affordability, infrastructure limitations, and digital literacy, all of which are essential to prevent global division.

These findings contribute to a policy dialogue focused on the social impact of technological innovations and provide practical experience in designing and implementing digitized Q methodologies, resulting in more systematic and transparent Q practice procedures.

Whereas in studies Militello & Benham (2010) the Q methodology has proven to be an effective way to ask participants for their perceptions of the results. In this article, the Q methodology is described as a data collection tool that can be used to better evaluate the development of collective leadership. In addition, this methodology provides valuable tools for participants themselves (leadership development) and evaluators (evaluation development). In conclusion, the Kellogg Leadership for Community Change (KLCC) initiative is an innovative approach to leadership development that aims to create a critical mass of community-based leaders who are ready and committed to addressing community issues and improving the quality of life in their communities.

Theoretical Framework and Model

In the study conducted (Ansari et al., 2024) Influence of transformational and transactional leadership on agile project success This study examined the relationship between Transactional Leadership (TL) and Agile Project Management (AgPM) on Project Success Criteria (PSC), found a positive and significant relationship, and identified AgPM as a mediator between TL and PSC.

The results of the study confirm that leadership improves agile project methodology through project excellence, increases end-user satisfaction, added value by achieving three obstacles. The study found a positive and significant relationship between TL and PSC, and identified AgPM as a mediator between TL and PSC. The findings support the hypothesis that TL has a positive impact on AgPM and PSC, and that AgPM mediates the relationship between TL and PSC. The study found that Agile Project Management (AgPM) has a significant and positive relationship with Project Success Criteria (PSCs).

The results show that transactional leadership has a positive impact on AgPM and project success criteria. The findings support the organization's theory. The method used in this study is Partial Least Squares Structural Equation Modelling (PLS-SEM) used to analyze the theoretical framework. This study used a literature review and analysis to investigate the relationship between TL, AgPM, and PSC. This study identifies new contributions in the field by examining the mediated effects of Agile Project Management (AgPM) on the relationship between Transactional Leadership (TFL) and Project Success Criteria (PSC). The researchers concluded that TL exhibits a positive and significant association with PSC, and that AgPM mediates the relationship between TL and PSC. The findings highlight the importance of adaptability, emotional intelligence, and goal-oriented behavior in navigating a dynamic project environment. Also, AgPM and TL are essential for the success of the project, and that the organization can successfully navigate a complex project environment by adopting Agile methodologies and transactional leadership.

In a study conducted by Vigoda-Gadot & Beeri (2011) which also researches

Transactional Leadership. This study examines the concept of change-oriented organizational civic behavior (OCB) in the public sector, exploring its relationship to leadership styles, leader-member exchanges, and organizational political perceptions. Researchers found that Company-oriented OCBs were positively associated with transactional and transformational leadership, as well as leader-member exchange (LMX). In addition, the study found that organizational political perceptions (POPS) moderated the relationship between LMX and change-oriented OCBs. It found a positive relationship between transactional leadership and change-oriented OCB, a negative relationship between transformational leadership and change-oriented OCB, and a positive relationship between LMX and change-oriented OCB. And there is a strong positive relationship between transformational leadership and transactional leadership, as well as between transformational leadership and LMX (leader-member exchange).

These findings show that among civil servants, transformational leadership has a negative impact on POPS. To ensure that this study did not experience multicollinearity issues, we applied (1) multiple confirmatory factor analyses1 to ensure the validity of our scale and (2) tolerance tests and Inflation Factor Variants (VIF). This study uses a nine-item scale developed by Morrison and Phelps (1999) to measure change-oriented OCB. The study also used five items adapted from Podsakoff, Mackenzie, Moorman, and Fetter (1990) and Podsakoff et al (1996) to measure transformational leadership behavior. The study used a survey design, with employees and their direct supervisors participating in the study. The questionnaire included measures of leadership style, LMX, OCB, and POPS. This study uses exploratory factor analysis to ensure the validity of the change-oriented OCB scale and its uniqueness compared to the conservative OCB scale. Analysis of ordinary multiple regression and additional regression with interaction effects was used to test the POPS moderation relationship.

This study found that change-oriented OCB was strongly and positively associated with LMX quality, and that POPS moderated the relationship between LMX and change-oriented OCB. The study also found that transactional and transformational leadership have a positive relationship with LMX. This study found that transactional leadership was positively related to change-oriented OCB, transformational leadership was negatively related to change-oriented OCB, and LMX was positively related to change-oriented OCB. Exploratory factor analysis showed a clear difference between three sub-factors: 9 items for change-oriented OCB, 5 items for OCB geared toward Individuals, and 5 additional items for OCB geared toward Organizations.

CONCLUSIONS

This *systematic literature review (SLR)* reveals that leadership, power, and negotiation represent three dynamically interrelated elements crucial for contemporary organizational effectiveness. The analysis of 20 peer-reviewed articles spanning three decades demonstrates fundamental shifts in how these concepts are understood, researched, and applied in organizational contexts.

Effective leadership is no longer determined solely by formal authority, but increasingly depends on the ability to use power ethically and negotiate collaboratively in complex, multicultural, and technologically mediated environments. Global challenges, technological advancement, and increasing organizational complexity encourage leaders to develop more flexible, participatory, and values-based leadership approaches that emphasize influence over authority.

The main findings emphasize the critical importance of collaborative approaches, data-driven decision-making, cultural awareness in negotiation strategies, and effective management of emotions and cognitive biases. Technology integration has fundamentally transformed leadership practice, enabling real-time stakeholder analysis, virtual team management, and evidence-based strategy development that enhances negotiation effectiveness and power utilization.

This research identifies significant gaps in theory, methodology, and contextual application that indicate the need for future research development. Priority areas include mixed-method longitudinal studies examining leadership adaptation over time, comprehensive field studies in non-Western cultural contexts, and systematic exploration of digital leadership competencies in virtual work environments.

The methodological evolution from qualitative case studies to mixed-method approaches incorporating social network analysis, neuroscience, and digital analytics reflects the field's maturation and increasing sophistication. Future research should continue this trajectory while addressing geographic and cultural biases that limit current understanding.

By comprehensively understanding the dynamics of leadership, power, and negotiation, contemporary leaders can develop organizations that are more responsive, innovative, and sustainable in facing evolving global challenges. This research contributes to leadership theory by providing an integrated framework for understanding these interconnected phenomena, while offering practical guidance for leadership development, organizational change, and managerial training in increasingly complex business environments.

Future research should focus on developing culture-specific leadership models, investigating technology's long-term impact on power dynamics, and creating comprehensive frameworks for virtual team leadership that address the unique challenges of distributed work environments. Additionally, longitudinal studies examining leadership adaptation during extended crisis periods and the development of sustainable leadership practices aligned with global environmental and social challenges represent critical areas for academic and practical advancement.

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