Understanding The Concept Of Servant Leadership In The Digital Age Through Keywords Mapping

Marlon Semuel Contantin Kansil
*Universitas Indonesia, semuelkansil@gmail.com*

Andi Fanny Sujuti
*Management Business Institute ASMI*

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Understanding The Concept Of Servant Leadership In The Digital Age Through Keywords Mapping

Marlon Semuel Contantin Kansil¹, Andi Fanny Sujuti²

¹ History Studies, Faculty of Humaniora, Universitas Indonesia, 10430, Depok, Jawa Barat, Indonesia, Email:marlon.semuel31@ui.ac.id
² Management Studies, Management Business Institute ASMI, Pulomas, 13210, Jakarta, Indonesia

ABSTRACT

The contemporary digital age has ushered in profound transformations in various facets of leadership. This paper endeavours to conduct a comprehensive literature analysis aimed at elucidating the enduring relevance and adaptability of the concept of Servant Leadership within the dynamic landscape of the digital era. The study commences by establishing the foundational principles of Servant Leadership, grounded in empathy, altruism, and a commitment to community stewardship. These principles are explored through an examination of seminal works by Greenleaf and subsequent scholarship. The digital age, characterized by technological advancements and virtual workspaces, presents distinctive challenges and opportunities for leadership paradigms. As such, this paper scrutinizes the application of Servant Leadership principles in digital leadership contexts. It delves into the challenges of maintaining personal connections and empathy in digital interactions, the balance between technology and compassionate leadership, and the imperative of fostering a culture of continuous learning and adaptability. Furthermore, the paper appraises the existing body of literature pertaining to the compatibility of Servant Leadership with the demands of the digital age. The synthesis of these insights offers a nuanced perspective on the applicability of Servant Leadership in the digital age, shedding light on the need for leaders to adapt and innovate while adhering to the core principles of innovation, empathy, motivation, privacy, and ethical stewardship. In conclusion, this literature analysis underscores the enduring value of Servant Leadership as it traverses the complex terrain of the digital era, advocating for its continued relevance and adaptation to contemporary leadership challenges.

Keywords: Servant leadership, Digital Age, Digital Leadership, Empathy, Service, team building, employee development, Digital environment, Digital transformation

1. Introduction

1.1. Introduction to Leadership Concepts

Leadership is a deep and complex concept that has been a major concern in various aspects of human history (S. M. Park & Kim, 2022) As one of the central elements in governing society ((Dwivedi et al., 2022)business (Stahl et al., 2023), (Stahl et al., 2023)(Martellini, 2020), and various other areas of life, leadership has a very significant impact on the direction and
development of organizations, communities, and even human civilization as a whole. In this context, we will review the concept of leadership in more detail, why it has relevance and importance, how it has evolved over time, and the various views and theories (Sivaruban, 2021) that describe effective leadership.

1.2. The Importance of Leadership

Leadership has a very important role in shaping and directing organizations and communities (Ragnarsson et al., 2018). Leaders play a central role in formulating and communicating the vision, mission, and goals of the organization or group (Gurley et al., 2015)(Crawford & Kelder, 2019). They help determine the desired direction and provide focus for members to achieve it (Klubeck, 2017). Effective leaders have the ability to inspire others, motivate them, and move them toward higher achievements (Chakraborty & Ganguly, 2019). They are often role models for group members (Lin et al., 2021). Leadership also involves the ability to manage conflicts, crises, or changes that may occur in an organization or society (John-Eke & Akintokunbo, 2020).

Competent leaders can help maintain stability and overcome emerging obstacles (Rahim, 1985). Leaders have a great influence in shaping organizational or social culture (Warrick, 2017). They establish the norms, values, and ethics espoused by the members of the group (Bejaoui, 2021). Leadership is often related to strategic decision making (Priest & Gleason, 2021; White, 2016). Leaders must be able to understand complex situations and take the right decisions to achieve the desired goals (Marcy & Mumford, 2010).

1.3. The Context of the Digital Age

The way organizations and companies’ function has been significantly influenced by the digital era. Experts explore the effects of digital transformation on organizational structures and processes (Kretschmer & Khashabi, 2020; Türkmen & Soyer, 2019). The digitalization can alter business models and enhance management accounting practices (Achar et al., 2022). Foerster-Metz (2018) underscores the importance of companies comprehending the consequences of digitalization and preparing for the future (Foerster-Metz et al., 2018). It indicates that digital transformation is a major trend that organizations and companies must adapt to in order to remain competitive (Urbach & Röglinger, 2019).
The characteristics of the digital era encompass the ubiquity of digital technology in our daily lives, the capacity to effectively handle and store extensive volumes of data, and the societal reshaping brought about by digital technology. Recent advancements in hardware and software have enhanced the reliability, portability, and potency of technology (Marzano et al., 2017). Digital technology represents the latest phase in humanity's socioeconomic evolution, with a particular focus on the revolution of information (Hilbert, 2020). The significance of digital transformation within organizations, characterized by continuous innovation, which has the potential to create a digital divide based on factors such as company size and industry sector (Kim et al., 2021). The profound impact of information and communication technologies on contemporary life, enabling comprehensive participation in social and economic spheres (Warschauer & Matuchniak, 2010).

1.4. Servant Leadership Challenges in the Digital Age

Leaders face significant challenges in the digital age. Leaders need new skills and competencies to deal with disruptive business landscapes, changing workforces, and new ways of working. The ethical challenges of leadership in the digital era, particularly in relation to the use of AI-based digital technologies and the lack of industry standards and codes of ethics (Cortellazzo et al., 2019), emphasizes the need for leaders to create relationships with multiple stakeholders, enable collaborative processes in complex settings, and attend to pressing ethical concerns. Digital leaders cultivate opportunities and address risks in a fast-moving, digital market environment, using the case of the Boeing Company (Della Corte et al., 2020). Leaders need to adapt to the changing paradigms of leadership style and competencies in the digital age, and address the ethical challenges posed by digitalization and the use of advanced digital technologies (Khan, 2016; Vogel & Hultin, 2018).

Servant leaders encounter challenges in the digital era. The leaders who prioritize titles and individual success may not contribute effectively to the overall success of the company (Albright, 2016). The servant leadership lacks a robust theoretical foundation, potentially making its application challenging in the digital age (Berger, 2014). The necessity for a new breed of leader capable of understanding the needs of geographically dispersed e-learners and reconciling the high-tech versus hi-touch dilemma in online education (van de Bunt-Kokhuis & Sultan, 2013). The 21st century has ushered in significant changes in the business world, with socially responsible corporate values influencing both stakeholders and shareholders.
The servant leaders must adapt to the digital age and find ways to strike a balance between technology and the values of compassion and community building.

2. Theoretical Basis

2.1. Basic Concepts of Servant Leadership

The core idea of servant leadership theory is rooted in the belief that servant leaders are primarily motivated by empathy, altruism, and a sense of responsibility (Chiniara & Bentein, 2017; Greenleaf Robert, 2004). This ethical commitment propels their strong and unwavering dedication to the growth, empowerment, and well-being of their followers. The fundamental principle of servant leadership theory is that by initially facilitating the fulfillment of their followers' personal aspirations, the attainment of long-term organizational goals will naturally ensue (Lee et al., 2020).

Servant leadership is a leadership style that emphasizes service, community, and vision. A conceptual model of servant leadership, which includes personal characteristics, culture, and motivation to serve (van Dierendonck, 2011). Servant leadership is demonstrated by empowering and developing people, expressing humility, authenticity, interpersonal acceptance, and stewardship, and providing direction (Sendjaya & Sarros, 2002). A high-quality dyadic relationship, trust, and fairness are expected to be the most important mediating processes to encourage self-actualization, positive job attitudes, performance, and a stronger organizational focus on sustainability and corporate social responsibility (Barbuto & Wheeler, 2006). Servant leadership is characterized by a set of attributes and behaviors that encompass active listening, empathy, the capacity for healing, heightened self-awareness, persuasive skills, the ability to conceptualize complex issues, foresight, stewardship, an unwavering commitment to follower growth, and the establishment of a sense of community (Focht & Ponton, 2015).

Characteristics of Servant Leadership can be summed up as follows:

1) Basically, servant leadership places service to others as the primary goal of leadership. Service leaders are committed to helping, supporting, and meeting the needs of others before thinking about their own self-interest (Dahleez et al., 2021).
2) One of the key aspects of servant leadership is the ability to feel and understand the feelings, needs, and perspectives of others. Servant leaders develop strong empathy to understand their followers well (Baize-Ward & Royer, 2018; Elche et al., 2020).

3) Servant leadership teaches that leaders should be role models in their behavior and values (Fatima et al., 2023). They must practice what they teach and live the principles of service.

4) Servant leaders aim to empower others. They strive to help followers grow, develop, and reach their full potential. This involves providing the necessary responsibility, trust, and support (Brownell, 2010).

5) One of the key skills in servant leadership is the ability to listen carefully. The servant leader not only listens to give answers, but also to understand deeply what the other person is saying (Maharaj & April, 2013).

6) Developing Community: This concept encourages the formation of a strong community in organizations or groups led by servant leaders (van Dierendonck, 2011, 2011; Yang et al., 2017). Leaders play a role in facilitating collaboration, mutual support, and healthy relationships between team members or groups.

7) Servant leadership shifts the focus from the use of power and control toward helping others succeed. Service leaders do not view themselves as "superiors," but as service providers who are responsible for supporting the success of others (Franco & Antunes, 2020).

8) Servant leadership emphasizes the importance of long-term thinking or Vision. Service leaders consider the impact of their actions on the future and strive to create long-term value for the organization and society (Waterman, 2011) (E.-M. Park & Seo, 2016; Rofcanin et al., 2021; Williams et al., 2017).

9) Removing Barriers: Servant leaders strive to remove barriers that may prevent team members or followers from achieving their goals. This includes addressing conflict, providing resources, and facilitating growth (Lee et al., 2020).

Servant leadership is a concept that inspires and promotes leadership centered on service, empathy, and the development of others. Leaders who adopt this approach tend to create work environments or communities that are inclusive, productive, and sustainable. In other words, servant leadership is not just about being a leader, but also about being a servant for the good of others.
2.2. Digital Leadership

Digital leadership assumes a pivotal role in the successful orchestration of digital transformation initiatives. It offers comprehensive enumerations of the essential attributes requisite for individuals occupying digital leadership roles (Magesa & Jonathan, 2022). These attributes encompass a spectrum of competencies, including profound digital acumen, visionary prowess, unwavering customer-centricity, adaptive dexterity, a proclivity for calculated risk-taking, adeptness in fostering collaboration, and the capacity to stimulate economic growth and innovation (Klus & Müller, 2021).

Zhong's study identifies salient indicators of effective digital leadership, including the formulation of a comprehensive technology vision, the proficient and judicious utilization of technological resources, and the cultivation of digital citizenship among stakeholders (Zhong, 2017). The digital leadership research domain, unveiling the foremost publishing journals, influential authors, and seminal publications that have shaped this field (Tigre et al., 2023). Digital leaders who have successfully instigated transformative changes within their organizations, offering invaluable insights and dimensions essential for leaders embarking on the digital metamorphosis of their companies (Hensellek & Simon, 2020).

3. Methodology

The method used is a Literature Review (LR) approach. In academic terms, a literature review is widely defined as a meticulous and thorough assessment of prior research, often serving as a precursor to a research paper or standing as an independent scholarly work. Conducting literature reviews, including often-overlooked elements like concept analysis and mapping (Bodolica & Spraggon, 2018; Kiteley & Stogdon, 2016). Experts stress the importance of rigorously evaluating and effectively presenting information within a literature review, with Shuttleworth noting its role as an initial phase in extensive research projects (Anna, 2016; Rowley & Slack, 2004).

Subsequently, to extract meaningful insights and discern prevailing themes and trends within the domains of servant leadership and digital leadership, advanced data analysis techniques are employed. Among these techniques, Vosviewer, a widely recognized and robust tool for bibliometric analysis, is utilized. Through the application of Vosviewer, the retrieved data undergoes a systematic and rigorous examination to generate a comprehensive list of
keywords that are closely associated with Servant Leadership, Digital age, and Digital Leadership (Diller & Diller, 2014; Lando, 2013; Saenz Tovar & Alejandro Reta, 2022).

Keyword mapping is the process of assessing the interrelatedness of the three primary keywords, namely "Servant Leadership," "Digital Leadership," and "Digital Age," within the context of the research. This is achieved through the utilization of the Vosviewer application, which facilitates an analysis of the proximity and associations between these keywords. Proximity, in this context, refers to the frequency with which these keywords co-occur in various scholarly research studies.

Within this framework, related research studies contribute to the construction of a keyword network, where these keywords exhibit close associations due to their frequent co-occurrence in academic literature. This keyword network aids in the identification of prevailing trends, conceptual linkages, and pivotal themes within a specific research domain. Consequently, keyword mapping serves as a valuable tool for researchers to gain a more comprehensive understanding of the extent to which these three core keywords are intertwined with pertinent issues and supportive concepts in scholarly discourse.

Moreover, the network of keywords formed through this analysis offers a structured visualization of the relationships and interdependencies among these terms. This network can help scholars identify emerging trends, evolving concepts, and key thematic areas that shape the research landscape. It provides a comprehensive overview of the intellectual landscape and the topical connectivity within the domain, aiding researchers in understanding the evolving discourse and the contextual significance of the chosen keywords.

The concept of "proximity" here pertains to the frequency and closeness with which these selected keywords appear together within the corpus of scholarly literature. Such proximity is indicative of their interrelatedness and the significance of their co-occurrence. This method is employed to explore the extent to which these keywords cluster together in academic discourse, signifying their shared relevance and contribution to the understanding of a specific subject area.

In sum, keyword mapping, as an academic practice, serves as a valuable technique for researchers to gain deeper insights into the intricate web of concepts and ideas related to their
chosen research area, ultimately enhancing their ability to situate their work within the broader scholarly conversation.

4. Result

![Figure 1. Screening](image)

![Figure 2. Keywords Mapping of Servant Leadership](image)
Figure 3. Keywords Mapping of Digital Age Issues

Figure 4. Keywords Mapping of Digital Leadership

Table 1. Keywords Clusters with five co-occurrences

<table>
<thead>
<tr>
<th>No</th>
<th>Servant leadership</th>
<th>Digital Age</th>
<th>Digital Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Servant Leadership</td>
<td>Digital Transformation</td>
<td>Digital Transformation</td>
</tr>
<tr>
<td>2</td>
<td>Job Satisfaction</td>
<td>Corporate Governance</td>
<td>Ethic</td>
</tr>
<tr>
<td>3</td>
<td>Work Engagement</td>
<td>Digital Age</td>
<td>Skill Development</td>
</tr>
<tr>
<td>4</td>
<td>Empowerment</td>
<td>Artificial Intelligence</td>
<td>Organizational Culture</td>
</tr>
</tbody>
</table>
5. Discussion

5.1. Impact

Servant leadership is positively related to followers’ job-related outcomes, leader-related outcomes, and group-related outcomes, and that these relationships are moderated by cultural factors (Y. Zhang et al., 2021). Servant leadership exhibits a favorable association with the work-related consequences, leader-related consequences, and collective consequences experienced by followers. These associations can be influenced by cultural variables. In contrast, transformational leadership exerts a more pronounced influence on job performance and organizational citizenship behavior when compared to the impact of servant leadership.

The three dimensions of servant leadership (accountability, authenticity, and forgiveness) have a positive impact on the success of IT projects (Harwardt, 2020). Servant leadership can lead to positive outcomes in the digital age, including improved job attitudes, performance, and project success. Servant Leadership demonstrates a positive influence on the overall success of IT projects. Furthermore, when examining the specific dimensions of Servant Leadership, namely Accountability, Authenticity, and Forgiveness, it becomes evident that they individually contribute to different facets of IT project success.

5.2. Empathy

The digital era has various implications for how leaders express empathy. A conceptual framework centered on compassionate self-leadership, underscoring the significance of self-compassion in leadership effectiveness, especially in the post-COVID-19, digital era (Tzortzaki, 2022). The role of high social presence digital communication in enabling leaders to convey emotions adeptly (Brosi & Schuth, 2022). The challenges of developing empathy among social work students in the context of social media use, highlighting concerns related to perceived anonymity and the absence of auditory and verbal cues in online interactions.
Digital transformation shapes leader behaviors and the resultant challenges and impacts on leadership (Kapucu, 2020).

5.3. Digital Transformation

The digital revolution has a substantial influence on the functioning of businesses. Digitalization is crucial for companies to maintain competitiveness in the market, and the development of efficient digital strategies can significantly impact business outcomes. In a similar vein, the significance of digital transformation strategies that revolve around the adaptation of products, processes, and organizational facets in response to emerging technologies (MIHU et al., 2021). Digital transformation affects business models, operational procedures, and customer experiences, necessitating organizations to adjust their business plans and policies to align with a new digital business paradigm in order to achieve their objectives (Teker et al., 2022). Furthermore, a conceptual framework for assessing the consequences of digital transformation on organizations, incorporating Michael E. Porter's value chain framework and Henry Mintzberg's organizational configurations typology introduced (Türkmen & Soyer, 2020).

Digitalization is giving rise to transformative shifts in leadership practices especially for servant leadership, rendering traditional leadership styles potentially ineffective within the contemporary digital landscape. The emergence of a novel leadership paradigm, one that accentuates the significance of qualities such as trust, collaboration, co-creation, and networked communication, while diminishing the prominence of conventional authoritative and controlling approaches.
5.4. Agility of Decision Making

Digital transformation has the potential to significantly enhance the pace of decision-making within organizations, a phenomenon well-documented in recent research. Shirokova's study showcased how a construction company harnessed a sophisticated software tool to analyze vast sets of big data, facilitating prompt and well-informed decisions regarding its (Shirokova et al., 2020). Oliveira developed a methodology for prioritizing digital transformation capabilities in Small and Medium Enterprises in Italy, which resulted in improved performance (Oliveira & Trento, 2021). The common dilemmas facing managers in digital transformation and proposed a decision support guide to help them move towards a more systematic approach. Heavin and Power have proposed a decision support guide. This guide offers valuable insights and strategies for managers to transition towards approach to digital transformation. (Heavin & Power, 2018).

In light of these findings, it becomes increasingly clear that companies must acknowledge the paramount importance of comprehending the profound impacts and consequences of digitalization. This comprehension serves as the foundation for their preparedness to navigate the complex digital landscape and position themselves for a thriving future (Margiono, 2020).

5.5. Privacy and Ethic

The use of digital surveillance on servant leaders gives rise to ethical issues. The ethical ramifications of monitoring employees, including the potential for misusing and abusing new technology, are a matter of concern. Electronic surveillance undermines ethical leadership by corroding trust and fostering a culture of fear (Thiel et al., 2021). Electronic monitoring erodes ethical leadership by instilling a sense of mistrust and a lack of privacy among subordinates. It can result in reduced morale and motivation among subordinates. Even, leading to decrease in creativity and innovation among subordinates.

The digitization of leadership roles presents ethical challenges, especially concerning the ethics of digitalization and the absence of industry standards for AI-based digital technologies (Mohd Mustamil & Najam, 2020). The leadership approach and the atmosphere within the workplace play significant roles in shaping the ethical conduct of employees. The utilization of a servant leadership style and the establishment of an ethical work environment are critical components for promoting ethical behavior among employees. It indicates that employing
digital surveillance on servant leaders raises ethical issues that pertain to privacy, trust, and human dignity.

5.6. Innovation

Servant leadership, characterized by its primary goal of serving followers, is in alignment with the values and requirements of the digital age (Yang et al., 2020). In this digital era, employees are no longer mere components of a machine; instead, they are esteemed contributors with unique skills and perspectives. The digital age has witnessed a profound impact on how organizations operate and compete in the market due to technological innovation. Progress in technology has led to the introduction of new products and services, empowering organizations to enhance their efficiency and better meet the demands of their customers (Xu et al., 2022). Servant leaders acknowledge the significance of offering resources and assistance to their followers to facilitate their work and contribute value to the ultimate customers (Fareed et al., 2021).

In today's rapidly changing world, organizations face the challenge of adapting to the digital age while still upholding their commitment to servant leadership principles (Prince, 2017). Leaders must embrace servant leadership in the digital age by leveraging digital technologies to better serve their teams and stakeholders. Leadership in the digital age requires a shift in mindset and the adoption of new leadership behaviors (Ghalavi & Nastiezaie, 2020). Leaders must embody transformational behavior, strategic-oriented behavior, and servant leadership in order to effectively navigate the digital landscape.

5.7. Adapting Servant Leadership for the Digital Landscape

In the era of digital advancements, servant leadership needs to evolve to address the distinctive challenges and opportunities presented by the digital landscape. By integrating conventional leadership skills such as effective communication and strategic decision-making, servant leaders can effectively steer their teams through the process of digital transformation. This entails recognizing and valuing the varied skills, perspectives, and backgrounds of their employees, which can lead to the generation of more innovative solutions and improved decision-making in the digital age (Huertas-Valdivia et al., 2021).

Servant leadership plays a pivotal role in driving digital innovation within organizations, as evidenced by research (Wang et al., 2022). Through their dedication to the growth and well-
being of their teams, servant leaders establish a solid foundation for fostering creativity, collaboration, and a willingness to take risks.

They empower their employees to think creatively, experiment with novel concepts, and embrace technology as a catalyst for innovation. Servant leaders understand the intrinsic worth of each individual and firmly believe that by serving their employees, they can unlock their untapped potential (W. Zhang & Jiang, 2020). By offering guidance, support, and resources, servant leaders enable their teams to explore emerging technologies, experiment with diverse approaches, and implement pioneering ideas (Zada et al., 2022).

5.8. Challenges and Opportunities of Servant Leadership in the Digital Age

While servant leadership in the digital age presents numerous opportunities for innovation and collaboration, it also comes with its fair share of challenges. One of the challenges is the need for leaders to stay updated and proficient in digital technologies and platforms. Leaders need to prioritize continuous learning and development to stay ahead of the digital curve and effectively guide their teams in leveraging digital tools for innovation (Digital Transformation and Innovation Leadership). Servant leaders must overcome these challenges by adopting a proactive approach to digital leadership (Hounshell & Pursell, 2020; Pursell, 2007). They should proactively seek out training and development opportunities to enhance their digital competencies. Servant leaders in the digital age need to foster a culture of openness and transparency within their organizations (Maldonado et al., 2022).

6. Conclusion

The Servant leadership remains an indispensable and highly adaptable leadership paradigm in the context of the digital age, offering organizations a dynamic framework to excel in the rapidly evolving technological landscape. As the digital era ushers in swift and transformative changes, leaders are challenged to recalibrate their leadership approaches effectively. Servant leadership, with its core principles of empowerment, collaboration, and the cultivation of individual potential, harmonizes seamlessly with the multifaceted demands of this digital epoch.

Leaders who espouse servant leadership principles in the digital age undertake a multifaceted role. They not only foster an environment conducive to innovation and adaptability but also empower their teams to harness the full spectrum of technological capabilities available. By
cherishing diversity, encouraging transparent and open channels of communication, and giving priority to the holistic well-being of their employees, servant leaders shape a work milieu where individuals are intrinsically motivated, deeply engaged, and adequately equipped to grapple with the manifold opportunities and challenges presented by the digital milieu.

Empirical research substantiates the salutary impacts of servant leadership in various dimensions of organizational functioning within the digital age. It is evident that servant leadership can exert a favorable influence on decision-making processes, overall organizational performance, and employee satisfaction. This resonates with the evolving ethos of the digital era, which places a premium on collaboration, innovation, and a steadfast commitment to nurturing the human potential within the organizational context.

As organizations continue their expedition through the labyrinthine intricacies of the digital era, servant leadership remains an enduring and valuable leadership philosophy. It serves as a guiding beacon, urging leaders to embrace collaboration, infuse innovation into their strategies, and uphold a people-centric approach in the face of today's fast-paced, technology-driven world. In essence, servant leadership stands as a resilient and timeless virtue in the contemporary organizational landscape, poised to navigate the complex, ever-evolving contours of the digital age with unwavering efficacy and impact.

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