Student career preparation strategies through workforce agility: A systematic literature review and bibliometric analysis

Lia Anggeraini, Ira Hidayati, Citra Wahyuni

Universitas Islam Negeri Raden Intan Lampung, Indonesia

Email Address: liaanggeraini14@gmail.com

Abstract: In this era, employees are required to have the ability to respond and adapt quickly to change, known as workforce agility. This study aims to explain the dimensions and factors that can affect workforce agility. The research was conducted by systematic literature review (SLR), using PRISMA (Preferred Reporting Items for Systematic Review and Meta-Analysis) and Bibliometric methods to filter topics, subtopics, and journals that fit the criteria. 42 journals were obtained from the database, namely Sciencedirect, Emerald, PubMed, Google Scholar, Semantic Scholar, and Mendeley Web Importer. Based on the results of research that has been done, workforce agility is influenced by Psychological Empowerment (18%), Leadership (14%), Organizational Culture (10%), Workplace Spirituality (10%), Enterprise Social Media (ESM) (9%), Knowledge Management (8%), Organizational Learning (7%), Innovative Work Behavior (7%), Emotional Intelligence (3%), and Job Satisfaction (2%). Employees who have high agility are usually adaptable to changing situations, tasks, and new technologies, and are able to work in a variety of dynamic conditions.

Keywords: Workforce Agility, Systematic Literature Review

Introduction

The era of industrial revolution 4.0 and society 5.0 brings new challenges and opportunities for organizations in managing employees. In welcoming Era 5.0, individuals in the workplace are expected to improve soft skills to adapt to the current digital era (Maharani, 2024). Therefore, employees are expected to be able to adapt quickly to changes that occur in a dynamic, stressful, and fast-paced corporate environment. The ability to adapt to new technologies, as well as understand the increasingly complex needs of society, is the key to success in maintaining the competitiveness and productivity of the company (Prastika et al., 2024).

The company really needs human resources as actors who can carry out company activities in order to achieve the expected goals. The human resources needed by the company are qualified and professional employees who are able to carry out the company's activities (Yuliana & Rustendi, 2024). According to Fareed et al., (2016) said that the company's need for qualified and competent human resources for sustainable growth, with this sustainable growth the organization must have a workforce that has the knowledge, skills and expertise needed to succeed in a dynamic and increasingly complex work environment in the long term (Parinsi & Musa, 2023).

In fact, human resources are the most important asset of an organization and the source of creativity and innovation, which includes all individual abilities, talents, knowledge and experience of individuals within an organization (Aidan et al., 2018). The quality of the workforce can determine how well an organization can meet the needs and provide the best service to the community. In addition, good human resources also greatly determine the progress, smoothness and success of an organization in facing various challenges and changes that occur in the organizational environment (Jayanti et al., 2024).

The performance of an organization is largely determined by the human resources within it. If human resources are highly motivated, creative and able to develop innovations, their performance will be better. Therefore, it is necessary to make efforts to improve the ability of human resources (Yuliana & Rustendi, 2024). Organizations are faced with a dynamic and rapidly changing business environment. Market uncertainty, technological advances, and changing consumer preferences require companies to adapt quickly and effectively (Alichia et al., 2024).

The concept of workforce agility is very relevant and important to understand, the concept of agility in the industrial world is starting to develop from organizational agility to the concept of workforce agility. The concept of workforce agility has emerged as an important element in shaping organizational success and sustainability. Workforce agility refers to the ability of organizations and employees to respond to change quickly, flexibly, and adaptively (Khairunnisa & Setiasih, 2023; Cyfert et al., 2022).

Data from the Survei Angkatan Kerja Nasional (SAKERNAS) report in February 2024 released by Badan Pusat Statistik Indonesia (2024) shows the phenomenon of labor dynamics, especially the urgency of workforce agility. This report notes that the number of labor force in Indonesia reached 149.38 million people. This figure has increased by 2.76 million people compared to February 2023, indicating the addition of new workers into the labor market. This increase in the labor force was also accompanied by an increase in the Tingkat Partisipasi Angkatan Kerja (TPAK) by 0.50% compared to the same period the previous year. This data indicates that more individuals are entering the labor market, either due to economic needs or increased job opportunities, thus strengthening the dynamics of the labor market in Indonesia.

In addition, the working population in February 2024 reached 142.18 million people, an increase of 3.55 million people from February 2023 (Badan Pusat Statistik Indonesia, 2024). This shows that there is an increase in labor absorption in various sectors. One of the sectors that experienced the largest increase was the accommodation and drinking food provision sector, which recorded a growth of 0.96 million workers (Badan Pusat Statistik Indonesia, 2024). This increase can be interpreted as a response to increased demand for services in the tourism and hospitality sector, as well as other creative economy sectors, which are recovering after the pandemic. This trend also shows that this sector has significant growth potential, and is one of the main pillars of employment.

Furthermore, the number of formal workers has also increased. In February 2024, 58.05 million people (40.83% of the total workforce) worked in formal activities, representing an increase of 0.95% compared to February 2023 (Badan Pusat Statistik Indonesia, 2024). This data indicates an increase in employment opportunities that are more stable and offer better social security and working conditions, as more companies seek to recruit formal workers to support their operations. This increase indicates a positive shift in the labor market, with more workers turning to formal jobs that are generally more stable.

However, on the other hand, there was an increase in the percentage of underemployment of 1.61% in February 2024 (Badan Pusat Statistik Indonesia, 2024). This increase suggests that despite an increase in the working population, some of them are working below full capacity, indicating a mismatch between workers' competencies and labor market needs. It also shows that available job opportunities may not always meet workers' needs in terms of wages, working hours, and job stability.

Tingkat Pengangguran Terbuka (TPT) in February 2024 was recorded at 4.82%, a decrease of 0.63% from February 2023 (Badan Pusat Statistik Indonesia, 2024). This decline shows an improvement in employment, indicating increased economic activity and more job opportunities. However, the number of commuting workers decreased by 0.05 million people compared to February 2023. This decline may indicate reduced labor mobility, which could be the result of changing work patterns such as the increasing trend of remote work or jobs that

274

no longer require workers to travel long distances. The decline in commuting workers may also indicate that employment opportunities are more concentrated in certain areas, thus discouraging the movement of labor from one region to another.

Overall, the report data Badan Pusat Statistik Indonesia (2024) shows that despite an increase in employment and a decline in the unemployment rate, the job market remains competitive. The continuous growth of the labor force and TPAK indicates that more and more people are competing for available jobs. This requires the workforce to have high adaptability or workforce agility to remain competitive. Workforce agility is an essential skill in a dynamic job market, where changes in technology, organizational policies, and global economic trends significantly affect working conditions. By having workforce agility, workers can more easily adapt to changes, update their skills, and optimize their ability to fill positions that are relevant to industry needs.

In the context of the report's data, the need for workforce agility becomes a research urgency, because without this ability, workers risk being left behind and unable to compete with other individuals who adapt more quickly to changes in the job market. Thus, both workers and organizations need information on the dynamics of workforce agility to optimize career sustainability and job stability in a future full of uncertainty and change.

Workforce agility is not just about an individual's ability to adapt, but also includes how organizations create structures, cultures and processes that support rapid response to change. Employees must be agile to adopt new ways of dealing with a fast-paced, demanding and changing business environment. While employees are expected to be active, resilient, and forward-looking (Saeed et al., 2022). Improving workforce agility not only benefits individuals but also creates a more collaborative and open work environment for companies (Jatmiko & Putimelinda, 2023).

Therefore, this study aims to answer the research quotient with a Systematic Literature Review (SLR) approach using the PRISMA method and bibliometric analysis regarding workforce agility in employees. By using the Systematic Literature Review (SLR) method, this research will identify and analyze studies that have been conducted in this field, identify research trends, author linkages and top citations and reveal dimensions and factors that can affect workforce agility. The bibliometric analysis will provide further insights into research distribution, influence, and collaboration networks among researchers in this field (Arifin & Raharja, 2023).

By understanding the dimensions and factors that influence workforce agility and its implications for organizations, the results of this study are expected to provide guidance for practitioners and researchers in developing effective strategies to increase agility in employees. In addition, this research is also expected to enrich the existing literature and pave the way for further research in the field of industrial and organizational psychology, especially those related to workforce agility.

Method

This research uses the Systematic Literature Review (SLR) review method. Systematic Literature Review (SLR) is used to refer to certain research or development methodologies and developments carried out to collect and evaluate research related to a particular topic area (Wahyudin & Rahayu, 2020). The benefits of research with the SLR (Systematic Literature Review) method are being able to identify, review, evaluate, and interpret any available research that focuses on phenomena of interest (Triandini et al., 2019). Researchers use the PRISMA (Preferred Reporting Items for Systematic Review and Meta-Analysis) method to see

top citations and answer research questions. And using the Bibliometric analysis method to see co-occurrences and co-authorship specifically explains the keyword linkage of authors related to workforce agility. This research uses the Systematic Literature Review (SLR) method or systematic literature review with PRISMA data retrieval to discuss workforce agility in employees.

PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses)

This study, using the PRISMA (Preferred Reporting Items for Systematic Review and Meta-Analysis) method, was conducted to screen and select articles (Page et al., 2021). The steps in the PRISMA diagram begin with formulating the research problem using the PICOC method. This research is designed to determine the focus in a structured manner by identifying key elements such as population, intervention, comparison, outcomes, and context (Anggraeni, 2024). This approach helps ensure that the research is well focused, resulting in a more directed and systematic study based on predetermined inclusion and exclusion criteria (Wibowo & Putri, 2021).

Furthermore, the keyword "Workforce Agility" was used in the article search. The term was typed into databases such as Sciencedirect, Emerald Insight, PubMed, Semantic Scholar, Google Scholar and Mendeley Web Importer. The next step was to filter out articles that did not meet the inclusion and exclusion criteria, namely: duplicate articles, articles in 2016-2023, articles that match the research topic, open access articles, and have abstracts. Furthermore, entering articles in the form of RIS (Research Information System) into the Mendeley Reference Manager application and creating a PRISMA diagram using the PRISMA Flow Diagram and obtained 42 articles that match the criteria in the study. The PRISMA diagram table will be described as follows:
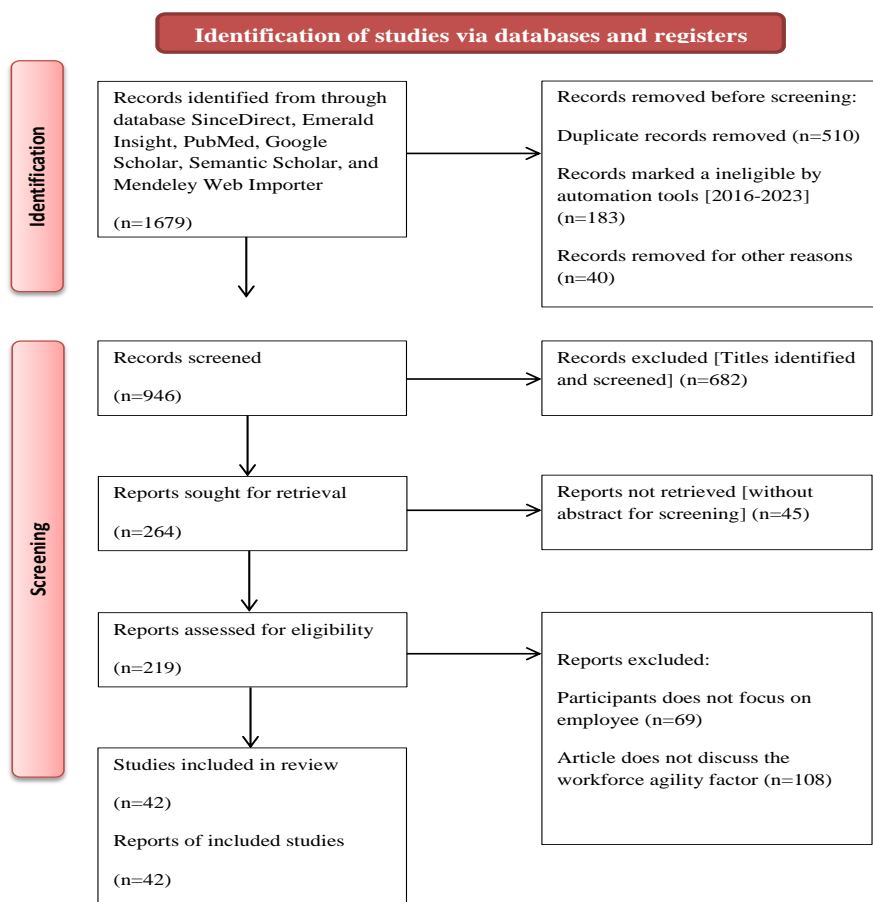
Figure 1. PRISMA Diagram

Articles were obtained from the Sciencedirect, Emerald Insight, PubMed, Semantic Scholar, Google Scholar and Mendeley Web Importer databases using the keyword "Workforce Agility". The results obtained were 1679 articles, then selected through the filtering process into 42 journals downloaded in the form of RIS (Research Information System) format.

Bibliometric Analysis

The RIS format was entered into the Mendeley Reference Manager application. After being entered into the application, the RIS format of each journal was converted into one RIS format for the entire journal. Then, the RIS of the entire journal was entered into Vosviewer Software to produce a graphical representation of the bibliometric map. Bibliometric analysis can visualize relationships and produce graphical representations of bibliometric maps that are easy to read and facilitate assessment and interpretation, VOSviewer software is also needed (Tang et al., 2018).

In bibliometric studies, VOSviewer is software used to visualize and analyze bibliometric data such as journals, articles, and citations related to a particular topic. The software can also generate network and cluster maps from bibliometric data and find research trends, author collaborations, and the most frequently used topics and concepts (Budianto & Dewi, 2023). As an analysis tool, this article uses the database-based VOSviewer to perform two of the three steps of data analysis (Sharifi, 2021). The bibliometric analysis process will be explained in the following table:
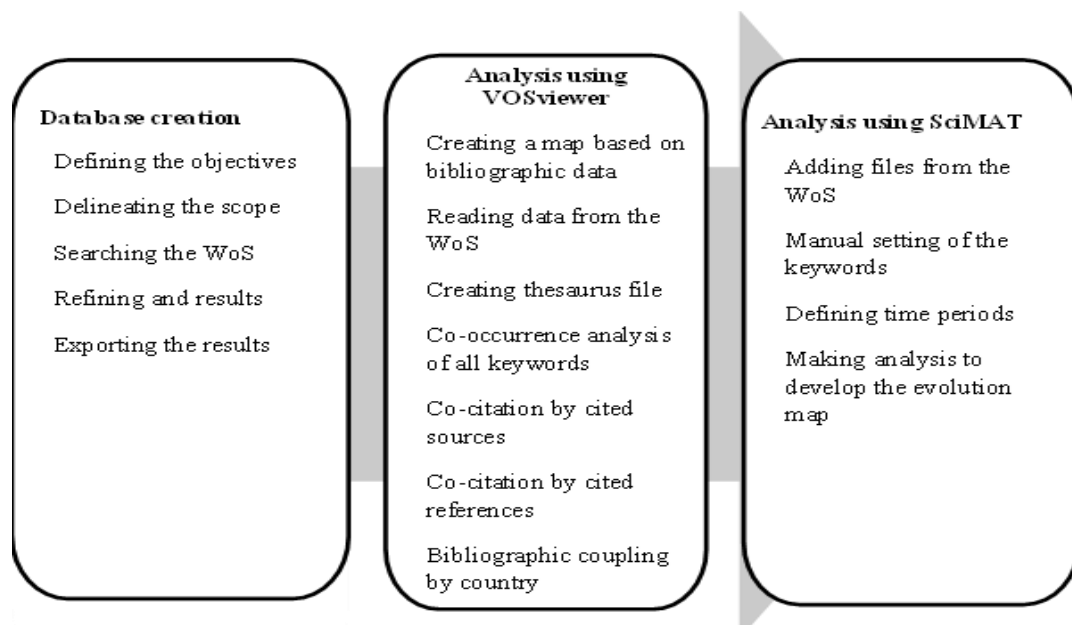
Database creation

Defining the objectives

Delineating the scope

Searching the WoS

Refining and results

Exporting the results

Analysis using VOSviewer

Creating a map based on bibliographic data

Reading data from the WoS

Creating thesaurus file

Co-occurrence analysis of all keywords

Co-citation by cited sources

Co-citation by cited references

Bibliographic coupling by country

Analysis using SciMAT

Adding files from the WoS

Manual setting of the keywords

Defining time periods

Making analysis to develop the evolution map

Figure 2. Bibliometric Analysis

Finding and Result

PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses)

From a total of 42 articles that have been obtained using Systematic Literature Review (SLR) analysis, 10 journals that have the highest number of citations will be selected. According to Aulianto & Nashihuddin (2020) said that citation analysis can be used to see future research trends based on reading sources. The more journal publications that are cited, the greater the factors that have an impact on research development. In addition, citation analysis can be used

to find out how much one's work is cited by others. The following are the results of PRISMA (Preferred Reporting Items for Systematic Review and Meta-Analysis).

Table 1. List of Journal Reviews

Author	Year	Journal	Citation	Publication
Cai et al	2018	Improving the agility of employees through enterprise social media: The mediating role of psychological conditions	311	International Journal of Information Management
Muduli	2017	Workforce agility: Examining the role of organizational practices and psychological empowerment	189	Global Business and Organizational Excellence
Muduli & Pandya	2018	Psychological empowerment and workforce agility	165	Psychological Studies
Pitafi et al	2020	Employee agility and enterprise social media: The Role of IT proficiency and work expertise	126	Technology in Society
Munteanu et al	2020	Analysis of practices to increase the workforce agility and to develop a sustainable and competitive business	116	Sustainability
Wei et al	2020	Improving Employee Agility Using Enterprise Social Media and Digital Fluency: Moderated Mediation Model	88	IEEE Access
Menon & Suresh	2020	Enablers of workforce agility in engineering educational institutions	83	Journal of Applied Research in Higher Education
Varshney & Varshney	2020	Workforce agility and its links to emotional intelligence and workforce performance: A study of small entrepreneurial firms in India	69	Global Business and Organizational Excellence
Saeed et al	2022	Towards Examining the Link Between Workplace Spirituality and Workforce Agility: Exploring Higher Educational Institutions	69	Psychology Research and Behavior Management

278

Maran et al	2022	Who fits into the digital workplace? Mapping digital self-efficacy and agility onto psychological traits	68	Technological Forecasting and Social Change

The results of the journal search have been filtered by taking 42 relevant journals according to the criteria of the filtered journal research using the PRISMA method. Based on table 2, the first order of research with the most citations written by Cai et al., (2018) amounted to 311 times in the citation. According to this study, the use of Enterprise Social Media (ESM) and the psychological state of employees play an important role in improving agility performance. Thus, the importance of advice for managers to pay attention to the psychological state of employees in improving agility performance which includes psychological meaningfulness, availability, and security.

Furthermore, the second most cited research sequence written by Muduli (2017) totaling 189 times cited. According to this study, organizational practices and psychological empowerment were found to be significantly related to workforce agility, employees tend to acquire agile skills depending on organizational practices such as learning, training, compensation, engagement, teamwork and information systems.

Then the third most cited research sequence written by Muduli & Pandya (2018) the citations referenced amounted to 165 times. According to this study, psychological empowerment is considered an important aspect of organizational efforts to encourage the creation of workforce agility. Leaders should put more effort in creating a work environment that is conducive to employee empowerment, empowerment that is in accordance with structures and practices such as rewards, flexibility in the workplace, independence and skill development.

Dimensions of Workforce Agility

Based on the results of the analysis of the journals that have been reviewed in table 2, it is found that according to Muduli (2017); Cai et al., (2018); Aidan et al., (2018); Muduli & Pandya (2018); Pitafi et al., (2019); Vliet et al., (2019); Storme et al., (2020); Wei et al., (2020); Varshney & Varshney (2020); Azmy (2021); Saeed et al., (2022); Cyfert et al., (2022); Hernawaty & Syahrani (2022); Wahjunianto (2022); Saputra et al., (2023) the dimensions of workforce agility are divided into proactive, adaptive, and resilience.

Proactivity refers to the ability of individuals in the organization to identify market opportunities and threats that may arise, and make good use of these opportunities. They are also able to make the right decisions to solve various problems and creatively overcome the challenges faced by providing new ideas and recommendations for the advancement of work (Athamneh & Jais, 2023).

While adaptability is the ability of individuals to adjust to any organization and change the actions of these individuals to follow any changes in conditions in the work environment both internally and externally, and be able to respond to these changes quickly. Resilience is the ability of individuals within the organization to survive in a dynamic environment while

maintaining a good attitude, accepting new ideas and accepting opinions from others (Athamneh & Jais, 2023).

Factors Affectting Workforce Agility in Employees

Based on the results of the analysis of the journals that have been reviewed in table 1. It is found that the factors of creating workforce agility in employees are influenced by several factors, namely psychological empowerment factors found in 25 articles (18%), leadership factors found in 20 articles (14%), knowledge management factors found in 12 articles (8%), organizational culture factors found in 15 articles (10%), Enterprise Social Media (ESM) factors found in 13 articles (9%), the workplace spirituality factor was found to be 14 articles (10%), the teamwork factor was found to be 9 articles (6%), the emotional intelligence factor was found to be 5 articles (3%), the organizational learning factor was found to be 10 articles (7%), the innovative work behavior factor was found to be 10 articles (7%), and the job satisfaction factor was found to be 4 articles (2%).
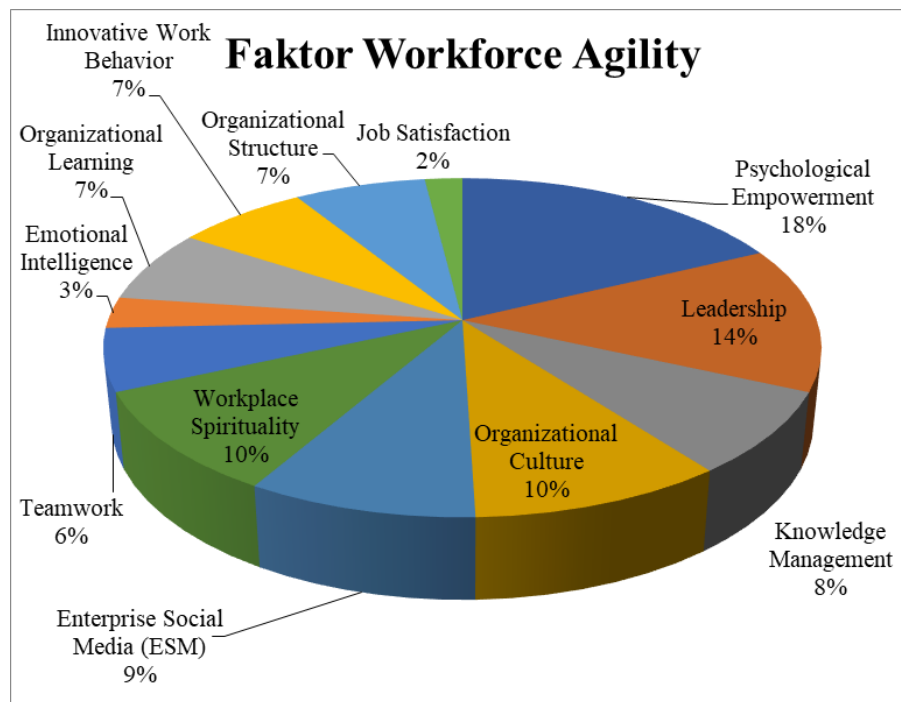

Figure 3. Workforce Agility Factor Circle Diagram

Bibliometric Analysis

Co-Authorship

The bibliometric image of Co-Authorship Network Visualization is interconnected with each other, marked by a line relationship and there are nodes (circles) that can represent authors and edges (networks) that are interconnected. According to the analysis results from VOSviewer, 125 authors have been cited by publications. The researcher set the threshold at 125 and 10 authors were selected. The co-citation network of cited authors is illustrated in Figure 3. A

280

node represents an author and the network lines represent three authors cited in one document. The VOSviewer software divided these 10 authors into 3 clusters characterized by blue, red and green colors. Based on the figure, the red color is the most connected. The authors found that pitafi, abdul hameed, kanwal, shamsa, rasheed, muhammad imran, pitafi, and adnan were the main sources of reference in the authors. Meanwhile, ren, minglun, wei, chu, ali, ahsan, hasany, noman, lai, han, islam, and tahir are references that are connected to each other.
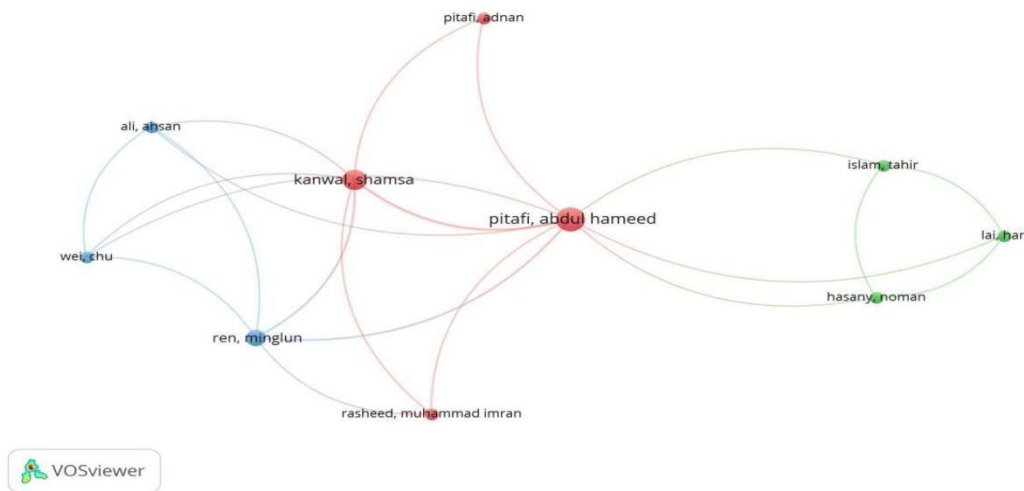

Figure 4. Connected Co-Authorship Network Visualization

Co-Occurrence

The results of the analysis on the bibliometric Co-Occurrence Network Visualization image show that there are varied keywords that have a relationship between one another. Analysis of the keyword linkage network shows research hotspots and research trends. According to the results of the analysis that has been carried out using VOSviewer software, there are 58 keywords and 50 keywords that only appear once, contributing 60%. Researchers chose 38 keywords as shown in Figure 4. that VOSviewer software divides 38 keywords into 4 clusters. The keyword with the largest node (circle) is the most used keyword, namely workforce agility. In addition, psychological empowerment has a direct and indirect relationship to workforce agility.
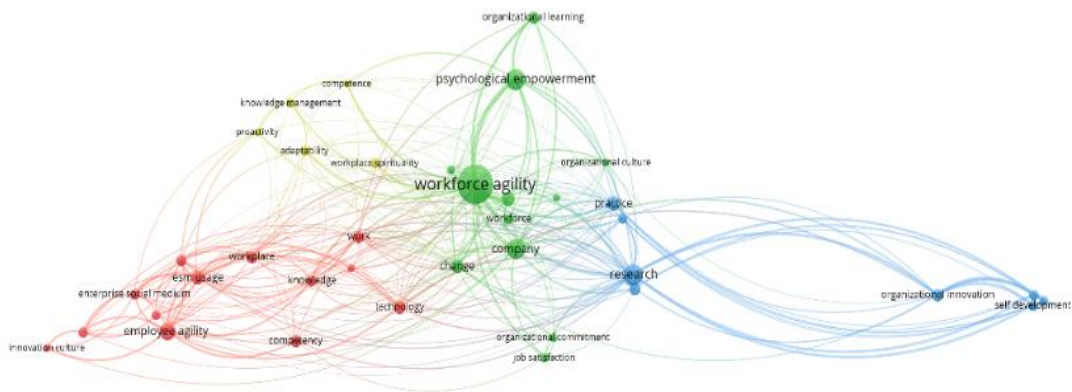
Figure 5. Connected Co-Occurrence Network Visualization

Overlay Co-Occurrence

Based on the visualization results in the bibliometric image Visualization Overlay Co-Occurrence can describe the extent of Co-Occurrence or keywords that have developed from year to year, where the more yellow the cluster the more recent the research conducted. Figure 5. It is known that the development of keywords in 2023 seen from the node is relatively small with 2 keywords, namely "knowledge management and workplace spirituality".
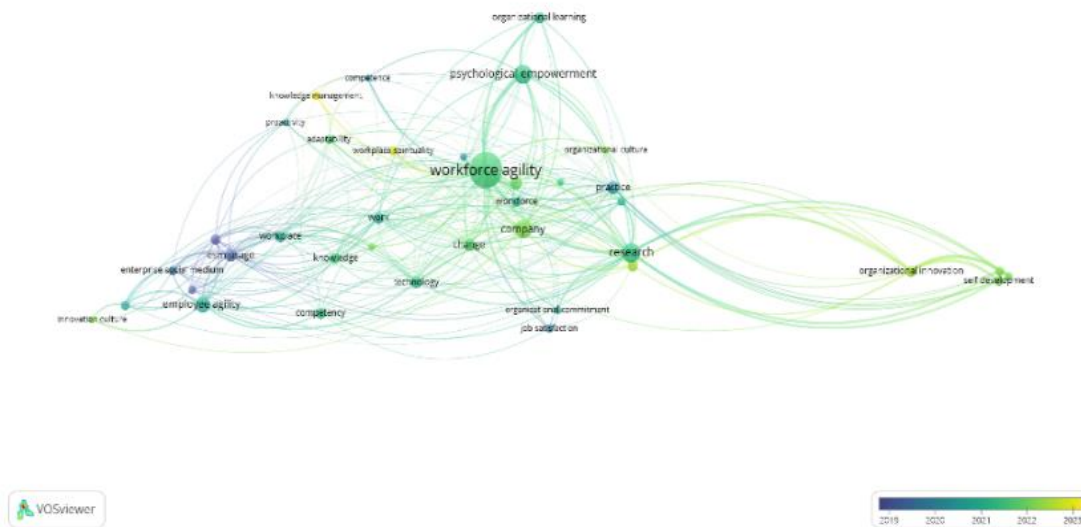
Figure 6. Overlay Co-Occurrence Visualization

Disccussion

Organizations must plan human resources in order to improve the quality of these human resources. In addition to being able to face the new normal era, organizations must also be able to prepare themselves for the upcoming era of society 5.0. So in this case, good human resource planning is needed so that organizations can face the era of society 5.0 (Putri et al., 2023)

Human resources, technology, and competencies are necessary to achieve organizational business succes (Azmy, 2021). Organizations are well aware of the importance of continuously adapting to change in order to thrive in today's dynamic and competitive environment (Hussein Kamel et al., 2023). Employee agility enables organizations to leverage skills, knowledge, and technological inventions to create better performance to achieve organizational goals (Makori et al., 2022). A high level of workforce competency can increase their readiness to be agile by proactively innovating skills (Muduli, 2016).

Agile workers tend to learn and develop themselves, are able to solve problems well, are comfortable with change and new concepts and technologies, are able to come up with innovative ideas, and are always ready to face challenges and new responsibilities (Muduli, 2017). As a professional employee must be able to actively seek opportunities to contribute to success and bring the organization to take the lead in pursuing opportunities that look promising (Azmy, 2021). Without a workforce willing and able to adapt to change, any strategy to implement new ways of working is doomed to failure, thus the importance of an agile workforce as a key force in creating an agile organization, which can quickly respond to change in a turbulent environment (Cyfert et al., 2022).

Based on the results of data processing, 42 relevant journals on the research topic were obtained, it is known that 18% of 25 journals consider that psychological empowerment factors are very important for the creation of workforce agility in employees. This research is in line with research written by Latukismo et al., (2023) Psychological empowerment is one of the factors that underlie behavior related to the ability to adapt quickly and proactively to uncertain changes in an organization, namely workforce agility. Someone with high psychological empowerment will contribute to agility at work. This indicates that someone who feels empowered by their organization will issue adaptive, proactive, and resilient behavior in the face of a challenge (Rezki et al., 2023). This suggests that when employees feel empowered to make decisions and have the confidence needed to perform complex tasks, they will be more proactive and resilient in their work (Naqach & Chaouki, 2023). So by psychologically empowering employees, organizations may be able to cultivate a workforce that is proactive, resilient, and able to adapt quickly to changing circumstances (Muduli, 2017).

In addition, there are 14% leadership factors from 20 journals, namely, influencing workforce agility in employees. This research is in line with research written by Hernawaty & Syahrani (2022) the findings show that leadership has a direct effect on workforce agility. Developing workforce agility requires responsible leadership, which plays an important role in empowering employees, creating an agile culture, and stimulating collaboration and people-orientation (Cyfert et al., 2022). Leadership plays a large role in initiating collaboration between teams and departments, and that leaders play an important role in empowering employees and creating an agile culture (Petermann & Zacher, 2021).

There are 10% organizational culture factors from 15 journals. This research is in line with research written by Hernawaty & Syahrani (2022) organizational culture is a factor that directly affects workforce agility. Organizational culture is one of the determinants of innovation and is also considered a supporter, because innovation is nurtured by individual skills and attitudes, and stimulated by the practice of continuous communication, collaborative culture, and flexibility essential for the management of new strategies that drive organizational success (Dias et al., 2023).

There are 10% workplace spirituality factors from 14 journals. This research is in line with research written by Hussein Kamel et al., (2023) he findings show that workplace spirituality is a factor of workforce agility. Spirituality in the workplace has been recognized as a unique approach to increasing workforce agility in employees (Saeed et al., 2022). Fostering spirituality among the workforce is critical to improving performance and well-being, as well as contributing to increased agility in complex situations. Recognition of spirituality in the workplace represents a specific approach to improving employee performance, encouraging changes in workplace values to foster collaboration for workforce agility (Hussein Kamel et al., 2023).

The Enterprise Social Media (ESM) factor is 9% of the 13 articles. This research is in line with research written by Wei et al., (2020) the findings show that frequent use of ESM technology in the workplace can increase employee agility. ESM is often used by employees to develop social relationships, trust and provide accurate information, improve knowledge

sharing, communication and increase employee agility (Pitafi et al., 2019). When employees use IT applications, they can manage various information well, and they can gain a lot of knowledge, which is useful for quickly detecting and responding to unexpected changes in the organizational or market context (Lai et al., 2021). By using ESM, employees tend to find their work more meaningful, as they observe the achievements of others and the career growth that results from their efforts. ESM is considered conducive to responding to unexpected changes as it helps employees learn from coworkers about relevant knowledge (Cai et al., 2018).

The Knowledge Management factor contained 8% of the 12 articles. This research is in line with research written by Kuruppu & Egodawele (2021) said that creating knowledge management can help create an agile workforce. Knowledge management is a professional practice concept that increases the ability of human resources within the scope of the organization and increases the ability to share what is known (Shatali, 2023).

Furthermore, teamwork factors and emotional intelligence. The teamwork factor is 6% of the 9 articles, the results of this study are in line with research written by Saputra et al., (2023) suggests that the teamwork factor is a factor in creating workforce agility in employees. Organizational practices such as organizational learning and training, reward systems, engagement, teamwork, and information sharing support the development of workforce agility (Munteanu et al., 2020). Teamwork has a greater impact on workforce agility than empowering leadership, so it is important to improve teamwork to make it easier to work (Saputra et al., 2023). Teamwork has the most influence on workforce agility, followed by compensation systems, empowerment, training, and then information systems (Munteanu et al., 2020).

The factor of emotional intelligence is 3% of 5 articles, the results of this study are in line with research Chandana (2023) said that Emotional Intelligence is one of the main factors for employees in the work environment in order to create labor agility... With emotional intelligence, we can understand the emotions of people at work how they are able to control them. How much individuals are aware of their emotions and prioritize the feelings of others at work (Chandana, 2023). Emotional intelligence plays an important role in attracting employees in new activities and career development activities (Varshney & Varshney, 2020).

There are organizational learning factors and innovative work behavior factors. The organizational learning factor is 7% of 10 articles, the results of this study are in line with research by Tessarini & Saltorato (2021) revealed that organizational learning is a factor that facilitates workforce agility. Organizational learning can foster workforce agility characteristics. Therefore, managers should implement several learning initiatives to nurture these characteristics, for example, internal seminars, where employees share situations they encounter in business and how they can find solutions to meet business demands (Abdelhamid & Sposato, 2019).

The innovative work behavior factor is 7% of 10 articles, the results of this study are in line with research written by Khairunnisa & Setiasih (2023) stated that innovative work behavior is an important factor that can affect the agility of the workforce in the company. There is a statistically significant positive correlation between workforce agility and innovative

work behavior, the higher the innovative work behavior of an employee, the higher the agility created (El-Sayed et al., 2022). Individuals who have innovative work behavior tend to be more adaptable and open to new ways of working. They have the mindset and skills needed to adapt quickly to change and find creative solutions to challenges (Khairunnisa & Setiasih, 2023).

In addition to the above factors, there are other factors that have an influence on the creation of workforce agility in employees, namely job satisfaction by 2% from 4 journals. This research is in line with research written by Yulian & Ekhsan (2023) revealed that job satisfaction has a positive effect on workforce agility. This shows that the higher a person's workforce agility, the higher the resulting job satisfaction. Job satisfaction is one of the important things in maintaining human resources in an organization, increasing job satisfaction will increase creativity and productivity in a person, so that it can produce higher workforce agility and ultimately lead to organizational development (Aidan et al., 2018).

Conclusions and Suggestions

Conclusions

Based on the results of this study, it can be concluded that high psychological empowerment in employees will contribute to agility at work for each individual, so that employees will be more proactive, adaptive and resilient. While the high quality of leadership will foster motivation and inspire his team, so that the workforce is more passionate and proactive in facing challenges. Then organizational culture that supports continuous change and learning makes the workforce more adaptable to new situations and changes in the work environment. Work agility is very beneficial for employees and companies, this is because work agility is able to encourage employees to be smart, competent, able to collaborate, and understand culture and information systems so that it becomes a company advantage and is able to survive in very good conditions.

Suggestions

For researchers who are interested in researching in this field using the Systematic Literature Review (SLR) approach with the PRISMA and Bibliometric methods, it is hoped that for similar discussions, they can connect workforce agility variables with other variables, seen from the size of the circle and the thickness of the keywords generated from bibliometric analysis. For researchers who have limited access to paid journals, researchers can contact the authors directly and if researchers are affiliated with academic institutions, they can coordinate with their respective university libraries.

Reference

Abdelhamid, M., & Sposato, M. (2019). The role of organizational learning in creating an agile workforce in Dubai. International Journal of Work Organisation and Emotion, 10(3), 262–279. https://doi.org/10.1504/ijwoe.2019.105802

Aidan, Z., Alibabaei, A., & Mohammad, H. S. (2018). Identify the relationship between employer brand attractiveness, job satisfaction, organizational commitment and workforce agility in Telecom Industries based on Structural Equation Modeling (SEM) (Case Study: Huawei technologies service Iranian). Journal of Ecophysiology and Occupational Health, 18(1&2), 6–11. https://doi.org/10.18311/jeoh/2018/21068

Alichia, W. N., Khoirunnisa, M., Al-Madani, B. Z., Hidayat, R., & Ikaningtyas, M. (2024). Strategi inovasi bisnis untuk meningkatkan daya saing dan pertumbuhan organisasi di era digital. Jurnal Ilmiah Multidisiplin, 1(4), 50–59.

Anggraeni, L. (2024). Kajian kepustakaan sistematis (systematic literature review) tentang kebahagiaan (happiness) dan kesejahteraan psikologis (subjective well-being) mahasiswa perguruan tinggi di Negara Berkembang & Maju dari tahun 2020 – S/D. 2024. Jurnal Ilmu Kesehatan Universitas Salakanagara, 10(1), 38–77. https://doi.org/10.56861/jikkbh.v10i1.134

Arifin, L., & Raharja, S. (2023). Analisis bibliometrik akuntansi forensik: Wawasan, tren, dan arah penelitian masa depan. Jurnal Akuntansi Manado (JAIM), 4(3), 550–564. https://doi.org/10.53682/jaim.vi.7952

Athamneh, M. H. A., & Jais, J. (2023). Factors affecting human resource agility: A literature review and future research directions. Cogent Business and Management, 10(1), 1–16. https://doi.org/10.1080/23311975.2023.2193181

Aulianto, D. R., & Nashihuddin, W. (2020). Bibliometrics and citation analysis of "BACA: Jurnal dokumentasi dan informasi" published during 2015-2019. Khizanah Al-Hikmah: Jurnal Ilmu Perpustakaan, Informasi Dan Kearsipan, 8(2), 149–160. https://doi.org/10.24252/kah.v8i2a5

Azmy, A. (2021). The effect of employee engagement and job satisfaction on workforce agility through talent management in public transportation companies. Media Ekonomi Dan Manajemen, 36(2), 212–229. https://doi.org/10.24856/mem.v36i2.2190

Budianto, E. W. H., & Dewi, N. D. T. (2023). Pemetaan penelitian rasio biaya operasional terhadap Pendapatan Operasional (BOPO) pada perbankan syariah dan konvensional: Studi bibliometrik vosviewer dan literature review. JAF- Journal of Accounting and Finance, 7(1), 34–48. https://doi.org/10.25124/jaf.v7i1.5995

Bps.go.id. (2024). Tingkat pengangguran terbuka (TPT) sebesar 4,82 persen dan rata-rata upah buruh sebesar 3,04 juta rupiah per bulan. Diunduh dari: https://www.bps.go.id/id/pressrelease/2024/05/06/2372/tingkat-pengangguran-terbuka--tpt--sebesar-4-82-persen-dan-rata-rata-upah-buruh-sebesar-3-04-juta-rupiah-per-bulan.html. Diakses pada tanggal 03 Oktober 2024 pukul 12:30 WIB.

Cai, Z., Huang, Q., Liu, H., & Wang, X. (2018). Improving the agility of employees through enterprise social media: The mediating role of psychological conditions. International Journal of Information Management, 38(1), 52–63. https://doi.org/10.1016/j.ijinfomgt.2017.09.001

Chandana, K. (2023). A study on influence of emotional intelligence on workforce agility. International Journal of All Research Education and Scientific Methods, 11(3), 1397–1401.

Cyfert, S., Szumowski, W., Dyduch, W., Zastempowski, M., & Chudziński, P. (2022). The power of moving fast: responsible leadership, psychological empowerment and workforce agility in energy sector firms. Heliyon, 8(10). https://doi.org/10.1016/j.heliyon.2022.e11188

Dias, Á., Patão, C., Costa, L. P. and R. L. da, & Gonçalves, R. (2023). Workforce agility: how to manage knowledge and innovation in a remote work environment. International Journal of Agile Systems and Management, 16(1), 1. https://doi.org/10.1504/ijasm.2023.10055727

El-Sayed, N. M., Abdel-Azeem, A. M., & Zaki, A. K. A. E.-A. (2022). The relationship between workforce agility and staff nurses' innovative work behavior at critical care units. Egyptian Journal of Health Care, 13(3), 560–573. https://doi.org/10.21608/ejhc.2022.253723

Hernawaty, H., & Syahrani, M. (2022). Managing workforce agility through bureaucratic leadership and organizational culture in public service mediated by psychological empowerment. Jurnal Manajemen Dan Pemasaran Jasa, 15(2), 197–212. https://doi.org/10.25105/jmpj.v15i2.12656

Hussein Kamel, D., Ali, R., & Ali, A. (2023). Organizational facilitators of workforce agility and its relation to workplace spirituality among nursing school's educators. Minia Scientific Nursing Journal, 014(2), 103–113. https://doi.org/10.21608/msnj.2024.254446.1094

Jatmiko, U., & Putimelinda, W. (2023). Determination of knowledge sharing as a mediator for workforce agility on the individual innovation capability of professional assistants Village in Kediri Regency. Formosa Journal of Science and Technology, 2(12), 3233–3252. https://doi.org/10.55927/fjst.v2i12.7421

Jayanti, W., Gustari, I., & Wicaksana, S. A. (2024). Pengaruh digital culture dan perceived organizational support melalui organizational commitment terhadap workforce agility direktorat Jenderal Bina Pemerintahan Desa Kemendagri. JURNAL EKONOMI , MANAJEMEN , BISNIS DAN SOSIAL (EMBISS), 4(4), 479–498.

Khairunnisa, S. F., & Setiasih. (2023). Pengaruh persepsi kepemimpinan, innovative work behaviour terhadap workforce agility pada perusahaan. Psyche 165 Journal, 16(3), 210–215. https://doi.org/10.35134/jpsy165.v16i3.274

Kuruppu, K. A. D. T. D., & Egodawele, M. H. A. (2021). The relationship between knowledge management processes and workforce agility in the Sri Lankan Banking Sector.

Wayamba Journal of Management, 12(2), 400–427. https://doi.org/10.4038/wjm.v12i2.7546

Lai, H., Pitafi, A. H., Hasany, N., & Islam, T. (2021). Enhancing employee agility through information technology competency: An empirical study of China. SAGE Open, 11(2), 1–18. https://doi.org/10.1177/21582440211006687

Latukismo, T. H., Usman, I., Yulianti, P., & Ilham. (2023). Workforce agility through psychological empowerment and organizational learning that supports the role of logistics company supervisors and forwarders. Journal of Namibian Studies, 34, 2823–2842. https://namibian-studies.com/index.php/JNS/article/view/1660

Maharani, H. C. (2024). Membangun sukses di era 4.0 dan society 5.0: Dampak teknologi informasi dan soft skill terhadap kinerja karyawan. Jurnal Ekonomi Dan Bisnis, 27(1), 84–98.

Makori, A., Maina, F., Obiero, B., Daniel, S., Njeri, R., Obonyo, S., Okwayo, B., & Okaka, W. (2022). Effect of employee agility on organizational performance (a case study of the state department for Labour, Kenya). Journal of Human Resource and Leadership, 7(1), 38–58. https://doi.org/10.47604/jhrl.1537

Muduli, A. (2016). Exploring the facilitators and mediators of workforce agility: an empirical study. Management Research Review, 39(12), 1567–1586. https://doi.org/10.1108/MRR-10-2015-0236

Muduli, A. (2017). Workforce agility: Examining the role of organizational practices and psychological empowerment. Global Business and Organizational Excellence, 36(5), 46–56. https://doi.org/10.1002/joe.21800

Muduli, A., & Pandya, G. (2018). Psychological empowerment and workforce agility. Psychological Studies, 63(3), 276–285. https://doi.org/10.1007/s12646-018-0456-8

Munteanu, A. I., Bibu, N., Nastase, M., Cristache, N., & Matis, C. (2020). Analysis of practices to increase the workforce agility and to develop a sustainable and competitive business. Sustainability (Switzerland), 12(9). https://doi.org/10.3390/SU12093545

Naqach, T.-Y., & Chaouki, F. (2023). Exploring the power of psychological empowerment in boosting workforce agility in SMEs. International Journal of Accounting, Finance, Auditing, Management and Economics, 4(5–2), 1–21. http://ijafame.org/index.php/ijafame/article/view/1165

Page, M. J., McKenzie, J. E., Bossuyt, P. M., Boutron, I., Hoffmann, T. C., Mulrow, C. D., Shamseer, L., Tetzlaff, J. M., Akl, E. A., Brennan, S. E., Chou, R., Glanville, J., Grimshaw, J. M., Hróbjartsson, A., Lalu, M. M., Li, T., Loder, E. W., Mayo-Wilson, E., McDonald, S., … Moher, D. (2021). The PRISMA 2020 statement: An updated guideline for reporting systematic reviews. The BMJ, 372. https://doi.org/10.1136/bmj.n71

Parinsi, W. K., & Musa, D. A. L. (2023). Strategi pengelolaan sumber daya manusia untuk meningkatkan kinerja perusahaan yang berkelanjutan di industri 4.0. J-MAS (Jurnal Manajemen Dan Sains), 8(2), 1385–1393. https://doi.org/10.33087/jmas.v8i2.1510

Petermann, M. K. H., & Zacher, H. (2021). Development of a behavioral taxonomy of agility in the workplace. International Journal of Managing Projects in Business, 14(6), 1383–1405. https://doi.org/10.1108/IJMPB-02-2021-0051

Pitafi, A. H., Kanwal, S., & Pitafi, A. (2019). Effect of enterprise social media and psychological safety on employee's agility: Mediating role of communication quality. International Journal of Agile Systems and Management, 12(1), 1–26. https://doi.org/10.1504/IJASM.2019.098708

Prastika, J., Rahmania Yulianti, D., Nazira Auryke Skepy, S., Hidayat, R., Ikaningtiyas, M., Administrasi Bisnis, P., & Ilmu Sosial dan Politik, F. (2024). Transformasi organisasi: strategi adaptasi dalam menghadapi perubahan lingkungan bisnis. Jurnal Manajemen Dan Akuntansi, 1(3), 35–41.

Putri, D., Fauziah, S. N., & Gaol, P. L. (2023). Implementasi perencanaan sumber daya manusia dalam mempersiapkan era society 5.0. Jurnal Sumber Daya Aparatur, 5(2), 20–32.

Rezki, A., Amin, A. M., Dipoatmodjo, T., Kurniawan, A. W., & Haeruddin, M. I. M. (2023). The influence of psychological empowerment on workforce agility of office staff housing provision study Province of West Sulawesi. Economics and Business Journal (ECBIS), 1(4), 257–262. https://doi.org/10.47353/ecbis.v1i4.36

Saeed, I., Khan, J., Zada, M., Ullah, R., Vega-Muñoz, A., & Contreras-Barraza, N. (2022). Towards examining the link between workplace spirituality and workforce agility: Exploring higher educational institutions. Psychology Research and Behavior Management, 15, 31–49. https://doi.org/10.2147/PRBM.S344651

Saputra, N., Tuti, R. W., & Satispi, E. (2023). Workforce agility during COVID-19: The effect of teamwork and empowering leadership. Proceedings of the 3rd Borobudur International Symposium on Humanities and Social Science 2021, 195–202. https://doi.org/10.2991/978-2-494069-49-7_34

Sharifi, A. (2021). Urban sustainability assessment: An overview and bibliometric analysis. Ecological Indicators, 121. https://doi.org/10.1016/j.ecolind.2020.107102

Shatali, D. J. (2023). The impact of workforce agility on knowledge management: An empirical study on the academics working in the Islamic University Of Gaza and Al-Azhar University in Gaza Strip. International Journal of Business & Management Studies, 04(07), 46–60. https://doi.org/10.56734/ijbms.v4n7a5

Storme, M., Suleyman, O., Gotlib, M., & Lubart, T. (2020). Who is agile? An investigation of the psychological antecedents of workforce agility. Global Business and Organizational Excellence, 39(6), 28–38. https://doi.org/10.1002/joe.22055

Tang, M., Liao, H., Wan, Z., Herrera-Viedma, E., & Rosen, M. A. (2018). Ten years of Sustainability (2009 to 2018): A bibliometric overview. Sustainability (Switzerland), 10(5), 1–21. https://doi.org/10.3390/su10051655

Tessarini Junior, G., & Saltorato, P. (2021). Workforce agility: A systematic literature review and a research agenda proposal. Innovar, 31(81), 155–168. https://doi.org/10.15446/innovar.v31n81.95582

Triandini, E., Jayanatha, S., Indrawan, A., Werla Putra, G., & Iswara, B. (2019). Systematic literature review method for identifying platforms and methods for information system development in indonesia. Indonesian Journal of Information Systems, 1(2), 63–77. https://doi.org/ 10.24002/ijis.v1i2.1916

Varshney, D., & Varshney, N. K. (2020). Workforce agility and its links to emotional intelligence and workforce performance: A study of small entrepreneurial firms in India. Global Business and Organizational Excellence, 39(5), 35–45. https://doi.org/10.1002/joe.22012

Vliet, S. B. D. J., Born, M. P., & Molen, H. T. van der. (2019). Using a portfolio-based process to develop agility among employees. Human Resource Development Quarterly, 30(1), 39–60. https://doi.org/10.1002/hrdq.21337

Wahjunianto, H. (2022). Workforce agility : Improving employee performance from the perspective of a competitive work environment. Enrichment: Journal of Management, 12(5), 3556–3563. https://doi.org/10.35335/enrichment.v12i5.815

Wahyudin, Y., & Rahayu, D. N. (2020). Analisis metode pengembangan sistem informasi berbasis website: A literature review. Jurnal Interkom: Jurnal Publikasi Ilmiah Bidang Teknologi Informasi Dan Komunikasi, 15(3), 119–133. https://doi.org/10.35969/interkom.v15i3.74

Wei, C., Pitafi, A. H., Kanwal, S., Ali, A., & Ren, M. (2020). Improving employee agility using enterprise social media and digital fluency: Moderated mediation model. IEEE Access, 8, 68799–68810. https://doi.org/10.1109/ACCESS.2020.2983480

Wibowo, A., & Putri, S. (2021). Pedoman praktis penyusunan naskah ilmiah dengan metode systematic literature review (Issue July). https://doi.org/10.13140/RG.2.2.17871.20640

Yulian, H. D., & Ekhsan, M. (2023). Pengaruh talent management terhadap workforce agility yang dimediasi kepuasan kerja. Dynamic Management Journal, 7(3), 465–479. https://doi.org/10.31000/dmj.v7i3

Yuliana, L., & Rustendi, E. (2024). Kinerja sumber daya manusia di bri life cabang ciamis. JMT: Jurnal Media Teknologi, 11(01), 63–74.