West Science Business and Management
Vol. 3, No. 04, December 2025, pp. 900~911

Agile HR for Digital Transformation: Bibliometric Analysis & Overlay Visualization

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Article Info

Article history:

Received Dec, 2025
Revised Dec, 2025
Accepted Dec, 2025

Keywords:

Agile HR; Human Resource Management; Digital Transformation; Bibliometric Analysis

ABSTRACT

This study investigates the intellectual and collaborative landscape of research on Agile Human Resource Management (Agile HR) in the context of digital transformation. Using a bibliometric approach, data were retrieved from the Scopus database and analyzed with VOSviewer to generate co-authorship, co-citation, and keyword co-occurrence networks, as well as overlay and density visualizations. The results show that the field is organized around two tightly connected cores (digital transformation and human resource management) surrounded by clusters related to advanced digital technologies (artificial intelligence, big data, internet of things), agile and lean systems, and organizational culture. Collaboration maps reveal that a relatively small set of authors, institutions, and countries, particularly in North America, Europe, and China, dominate knowledge production, while emerging economies are gradually integrating into these networks. Overlay and density visualizations indicate a shift over time from early work on culture, risk, and project management to more recent emphasis on data-driven technologies and agile production systems, suggesting that Agile HR is increasingly conceptualized as a socio-technical capability that links people, processes, and digital tools. The study provides a structured baseline for understanding how this domain has evolved, identifies research hotspots and gaps, and outlines avenues for future inquiry into the design and implementation of Agile HR in diverse digital transformation contexts.

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1. Introduction

The rapid advancement of digital technologies has fundamentally transformed how organizations operate, compete, and create value. Technologies such as artificial intelligence, big data analytics, cloud computing, and automation have reshaped business models, organizational structures, and work processes across industries [1], [2]. This phenomenon, commonly referred to as digital transformation, goes beyond the adoption of new technologies; it entails deep changes in organizational culture, leadership, skills, and human resource management practices [3]. As organizations strive to remain competitive in increasingly volatile, uncertain, complex, and

ambiguous (VUCA) environments, the role of human resources (HR) has become more strategic than ever. HR is no longer viewed merely as an administrative function but as a critical driver of organizational agility and innovation in the digital era [4], [5].

In response to these changes, the concept of Agile HR has gained increasing attention from both scholars and practitioners. Agile HR draws inspiration from agile principles originally developed in software development, emphasizing flexibility, adaptability, collaboration, continuous learning, and rapid response to change [6]. In contrast to traditional HR models that rely on rigid structures, standardized procedures, and long-term planning cycles, Agile HR promotes iterative processes, employee-centric practices, and cross-functional collaboration. This approach enables HR functions to better support dynamic workforce needs, foster innovation, and align talent strategies with fast-evolving organizational goals in the context of digital transformation [7], [8].

Digital transformation places significant demands on the workforce, including the need for new digital skills, continuous upskilling, and greater employee engagement. Consequently, HR practices must evolve to address these challenges effectively [9]. Agile HR plays a crucial role in enabling organizations to attract, develop, and retain digital talent while cultivating a culture that embraces change and experimentation [10]. Practices such as agile performance management, flexible work arrangements, continuous feedback, and data-driven HR decision-making have emerged as essential components of Agile HR frameworks. These practices not only support organizational adaptability but also enhance employee experience and resilience in digitally transformed workplaces [11], [12].

From an academic perspective, research on Agile HR and digital transformation has grown rapidly over the past decade. Scholars have explored diverse themes, including agile leadership, HR analytics, digital competencies, organizational agility, and the strategic role of HR in digital contexts [13], [14]. However, the literature remains fragmented across disciplines such as management, information systems, organizational behavior, and human resource development. This fragmentation makes it challenging to identify dominant research trends, influential authors, key journals, and emerging themes within the field. As a result, there is a growing need for systematic and quantitative approaches to map the intellectual structure and evolution of research on Agile HR for digital transformation.

Bibliometric analysis has emerged as a powerful method for examining large bodies of academic literature in a systematic and objective manner [15]. By analyzing publication patterns, citation networks, co-authorship relationships, and keyword co-occurrences, bibliometric techniques provide valuable insights into the development, impact, and structure of a research field. When combined with overlay visualization techniques, bibliometric analysis enables researchers to identify temporal trends, research hotspots, and emerging topics over time. Overlay visualization, in particular, allows for the comparison of research themes across different periods, highlighting how scholarly attention has shifted in response to technological, organizational, and societal changes.

Despite the growing relevance of Agile HR in supporting digital transformation, there is limited bibliometric research that comprehensively examines this domain. Existing reviews often rely on traditional systematic literature review methods, which, while valuable, may be limited by subjective selection criteria and smaller sample sizes. A bibliometric and overlay visualization approach offers a complementary perspective by providing a data-driven overview of the research landscape. Such an approach can help scholars and practitioners better understand the evolution of Agile HR research, identify gaps in the literature, and inform future research agendas aligned with the ongoing demands of digital transformation.

Although the body of literature on Agile HR and digital transformation has expanded significantly, the field lacks a comprehensive bibliometric analysis that systematically maps its intellectual structure, research trends, and thematic evolution. The absence of such an analysis makes it difficult to identify key contributors, influential publications, dominant research themes, and emerging topics within the domain. Moreover, without overlay visualization, the temporal dynamics of Agile HR research in relation to digital transformation remain underexplored. This gap limits the ability of researchers and practitioners to gain a holistic understanding of the field and to develop evidence-based strategies for advancing Agile HR practices in digitally transforming organizations. The objective of this study is to conduct a comprehensive bibliometric analysis and overlay visualization of the scholarly literature on Agile HR for digital transformation.

2. Method

This study employed a bibliometric research design to systematically analyze the scientific literature on Agile HR for digital transformation. Data were collected from the Scopus database, selected for its comprehensive coverage of high-quality, peer-reviewed journals across management, business, and social sciences. A structured search strategy was applied using relevant keywords such as "Agile HR," "human resource agility," and "digital transformation," limited to journal articles and conference proceedings published in English. The retrieved bibliographic data, including authors, titles, abstracts, keywords, citations, and references, were exported in compatible formats and analyzed using VOSviewer software. VOSviewer was utilized to conduct co-authorship, co-citation, and keyword co-occurrence analyses, as well as to generate network, density, and overlay visualizations. These visualizations enabled the identification of collaboration patterns, influential publications, dominant research themes, and the temporal evolution of topics within the field.

3. Result and Discussion

Co-Authorship Network

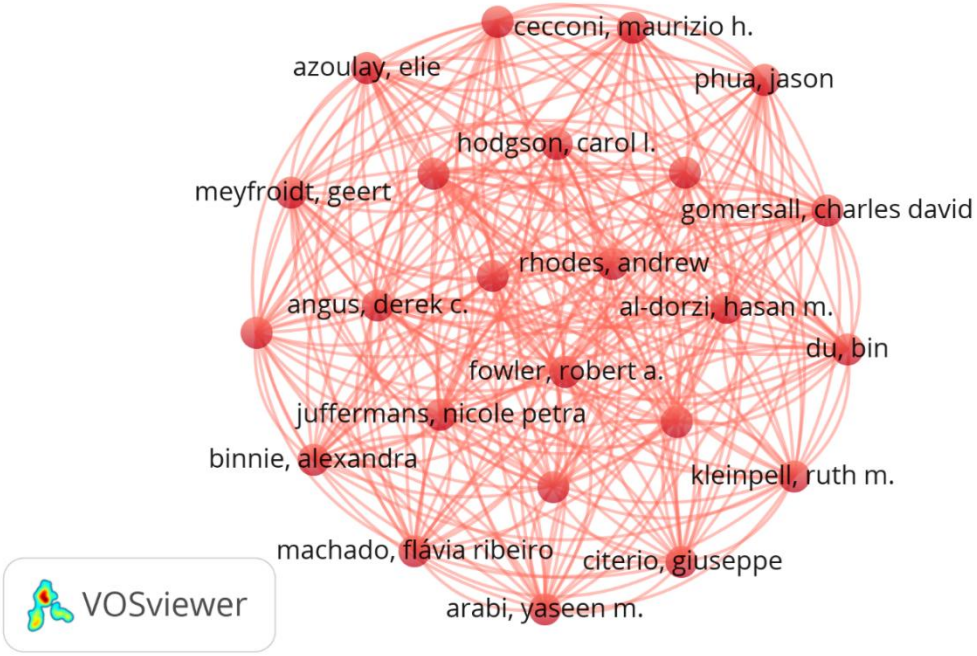

Figure 1. Author Visualization
Source: Data Analysis

Figure 1 reveals a densely interconnected collaboration structure, indicating that research on Agile HR within the context of digital transformation is being developed through strongly linked author teams rather than isolated contributors. The central positioning of scholars such as Andrew Rhodes, Robert A. Fowler, Carol L. Hodgson, and Geert Meyfroidt suggests their role as knowledge hubs that bridge multiple collaboration lines and facilitate the diffusion of concepts across the field. The tight clustering and numerous connecting links imply that authors tend to co-publish frequently, forming an integrated research community with shared themes and methodological orientations. Meanwhile, peripheral nodes like Azoulay Elie, Citterio Giuseppe, and Phua Jason indicate contributors with emerging or more specialized involvement.

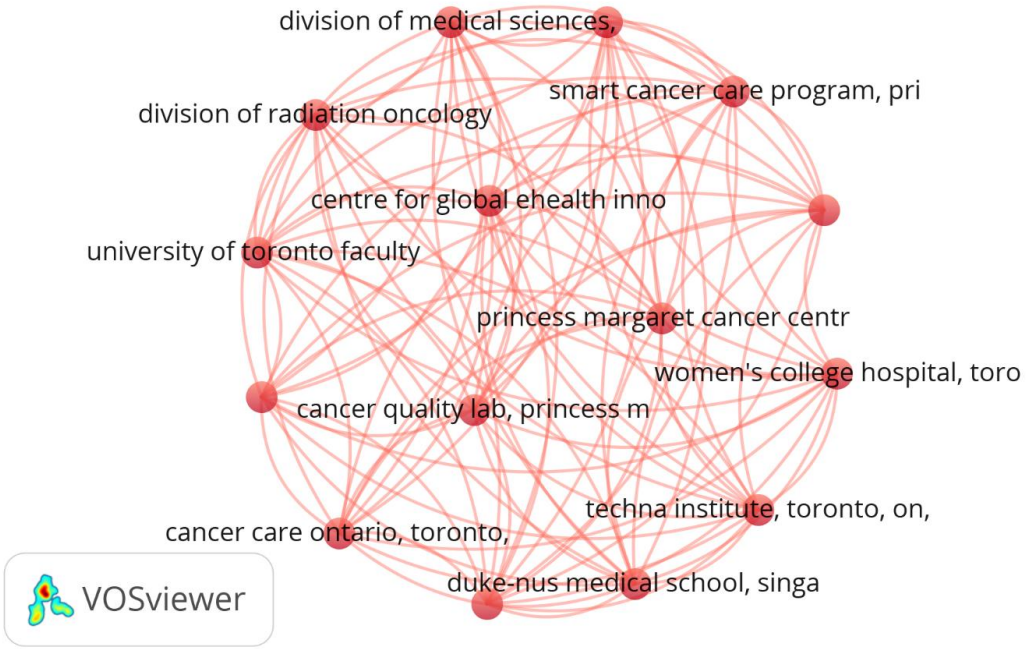

Figure 2. Affiliation Visualization
Source: Data Analysis

Figure 2 illustrates a highly interconnected ecosystem, where research institutions consistently co-author and co-develop studies rather than working in isolation. The visualization highlights a clear concentration of activity around institutions in Toronto, such as the University of Toronto Faculty, Princess Margaret Cancer Centre, Cancer Care Ontario, and the Techna Institute, positioning them as the core drivers of knowledge production and partnership coordination. These institutions act as central nodes that link specialized units, including the Division of Medical Sciences, Division of Radiation Oncology, and thematic labs like the Cancer Quality Lab and Centre for Global eHealth Innovation, indicating multidisciplinary integration. The presence of international partners such as Duke-NUS Medical School (Singapore) suggests that the collaboration network extends beyond local boundaries, enabling cross-border knowledge exchange.

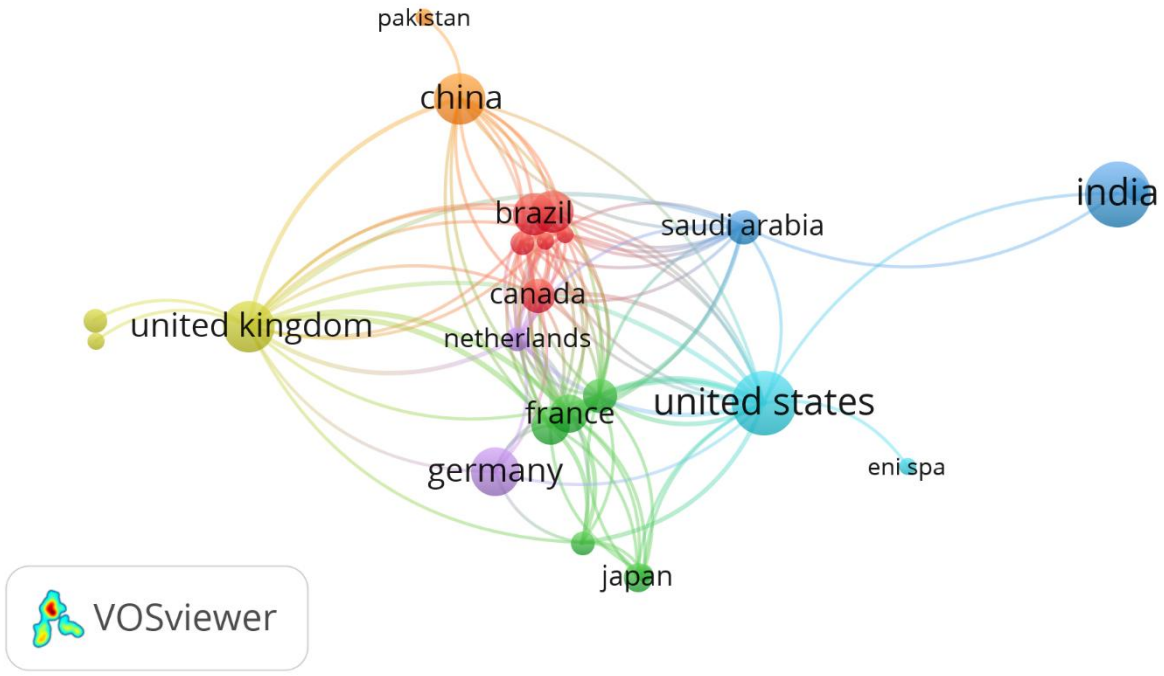

Figure 3. Country Visualization
Source: Data Analysis

The third figure shows that research activity related to Agile HR and digital transformation is concentrated in a few global hubs, with the United States, United Kingdom, and China acting as the primary anchors of international cooperation. The United States forms the largest and most influential cluster, linking extensively with European partners such as Germany, France, and the Netherlands, which indicates an integrated knowledge exchange pipeline between North America and Europe. The United Kingdom appears as a secondary hub that bridges collaboration between Western countries and emerging contributors such as Brazil and Pakistan, suggesting diffusion of research practices beyond traditional centers. Meanwhile, India and Saudi Arabia are more peripheral yet growing contributors, showing selective collaborations, particularly with the United States, indicating their gradual integration into the global research landscape. The clustering pattern suggests a multi-polar ecosystem where established research economies lead theory development and methodological innovation, while developing nations are expanding involvement through targeted partnerships.

Co Citation Analysis

Table 1. Top Cited Literature

Citations	Authors and year	Title
180	[16]	How the COVID-19 pandemic will change the future of critical care
124	[17]	Digital supply chain management: An Overview
83	[18]	Implementation and Outcomes of Virtual Care Across a Tertiary Cancer Center during COVID-19
45	[19]	Disruptive Innovation in Digital Mining

Citations	Authors and year	Title
41	[20]	Industry 4.0 skills: A perspective of the south african manufacturing industry
28	[21]	Digital Transformation and Flexible Performance Management: A Systematic Literature Review of the Evolution of Performance Measurement Systems
27	[22]	Agile Methods in Higher Education: Adapting and Using eduScrum with Real World Projects
25	[23]	DIGITAL WORKPLACE TRANSFORMATION: INNOVATIVE APPROACH AFTER COVID-19 PANDEMIC
24	[24]	Digital employee experience engagement paradox: Futureproofing retention practice
20	[25]	De-motivators for the adoption of agile methodologies for large-scale software development teams: An SLR from management perspective

Source: Scopus, 2025

Keyword Co-Occurrence Network

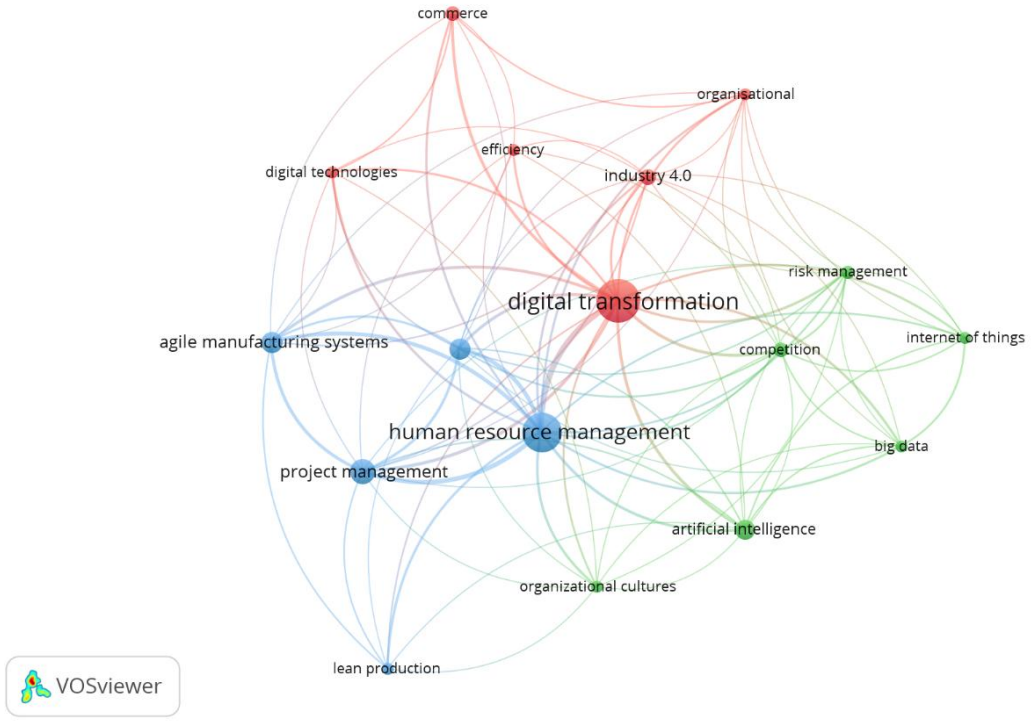

Figure 4. Keyword Visualization
Source: Data Analysis

Figure 4 illustrates three dominant thematic clusters that structure the research landscape on Agile HR and digital transformation. The red cluster revolves around "digital transformation" and connects to concepts such as "industry 4.0," "digital technologies," and "efficiency," reflecting a technology-centered discourse that positions

digital transformation as an enabler of operational enhancement and strategic renewal. The blue cluster highlights the intersection between "human resource management" and "project management," signaling a managerial and organizational focus on how HR adapts to agile methodologies and supports change management processes. Meanwhile, the green cluster links digital transformation with emerging technologies such as "big data," "artificial intelligence," and the "internet of things," showing that digital innovation and data-driven decision-making are integral to organizational adaptation.

At the center of the map, "digital transformation" and "human resource management" appear as the most prominent nodes, functioning as conceptual anchors that bridge the otherwise distinct technological and organizational domains. Their centrality reflects that HR is no longer positioned as a support function but as a strategic driver in implementing technological change. The dense web of links among keywords such as "organizational cultures," "risk management," and "competition" suggests that agile HR practices are frequently framed as mechanisms that help organizations anticipate risks, maintain workforce readiness, and sustain competitiveness in rapidly shifting markets. The blue cluster also reveals the operational mechanisms through which agile HR contributes to digital transformation. Terms like "agile manufacturing systems," "lean production," and "project management" indicate that agility is interpreted not only as a managerial mindset but also as a design principle that shapes workflows and cross-functional collaboration. This alignment shows that research is increasingly exploring how HR practices can be adapted to accelerate iterative development cycles, enhance employee adaptability, and cultivate a culture oriented toward experimentation and continuous improvement. The keyword network therefore reflects a paradigm shift: HR is transitioning from administrative roles to becoming an architect of agile organizational structures.

The distribution of keywords further indicates emerging research gaps and future pathways. Although advanced technologies like AI and IoT appear in the network, their connection to HR practices is still less dense compared to their links with broader digital transformation themes. This suggests that research on how HR integrates data intelligence, predictive analytics, and algorithmic tools into talent management and workforce planning remains underdeveloped. Additionally, concepts like "organizational cultures" and "risk management" highlight the need for deeper inquiry into behavioral and cultural challenges that shape the success of agile HR initiatives. Based on this mapping, future studies can strengthen the theoretical foundation of Agile HR by bridging technological adoption with human-centered transformation strategies.

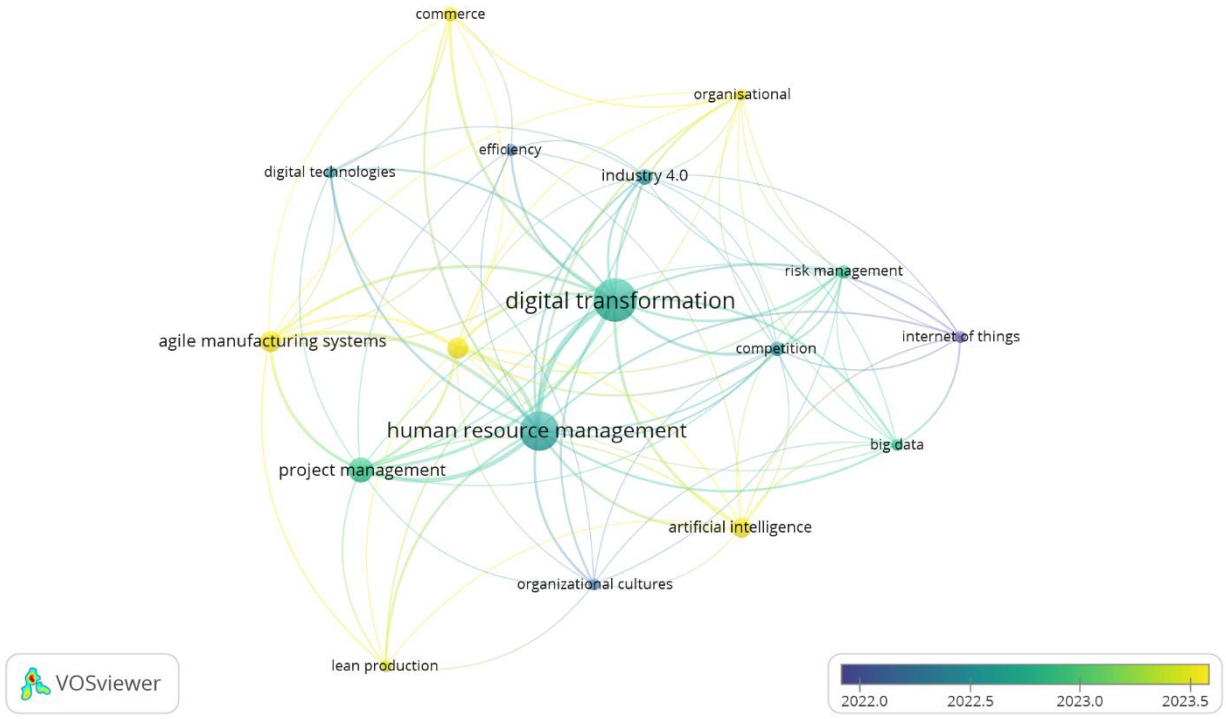

Figure 5. Overlay Visualization
Source: Data Analysis

Figure 5 highlights a temporal transition in research priorities, moving from operational and production-oriented themes toward technology-enabled strategic transformation. Earlier studies (indicated by blue tones from 2022) focused on keywords like "organizational cultures," "risk management," and "project management," suggesting an initial emphasis on preparing internal structures and workforce readiness as a prerequisite for digital transformation. As research progressed into 2023 (green shading), attention shifted toward integrating digital capabilities, reflected in the prominence of "artificial intelligence," "big data," and the "internet of things." This indicates a growing interest in how intelligent systems and data-based tools can support HR functions and drive transformation outcomes.

Recent keywords shown in yellow shades, such as "agile manufacturing systems," "lean production," and "commerce," point to emerging intersections where traditional operational strategies are being revisited through a digital lens. The appearance of "agile manufacturing systems" near the 2023.5 color range indicates that agility is becoming a newly emergent research pathway, particularly in relation to HR responsiveness and organizational adaptability. This pattern signals a shift from viewing Agile HR purely as a managerial philosophy to recognizing it as a mechanism for orchestrating technology adoption, cross-functional integration, and continuous improvement during digital transformation. The convergence of central nodes like "digital transformation" and "human resource management," which sit between early and recent color gradients, confirms that HR is structurally embedded in transformation processes and not merely an administrative support function. This temporal distribution suggests future research will likely deepen the exploration of HR's role in scaling technologies such as AI and IoT, especially in talent development, workforce planning, and organizational learning.

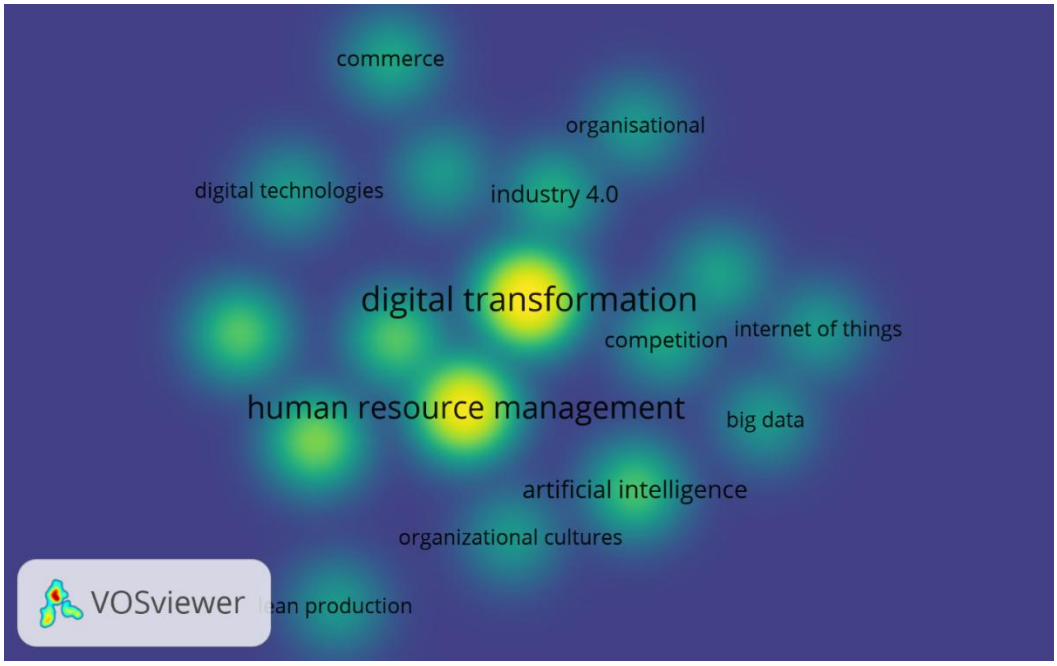

Figure 6. Density Visualization
Source: Data Analysis

Last figure here highlights "digital transformation" and "human resource management" as the most intensive research hotspots, as shown by the bright yellow centers. This indicates that scholarly attention is heavily concentrated on examining how HR functions align with or drive digital transformation agendas within organizations. Surrounding these hubs, terms like "artificial intelligence," "big data," "internet of things," and "digital technologies" appear in green zones, reflecting ongoing but slightly less saturated research interest. Their proximity to the central keywords suggests that these emerging technologies are increasingly being studied as enablers of HR modernization, capability building, and talent ecosystem redesign in support of transformation efforts.

The cooler green and blue areas, including "organizational cultures," "lean production," "competition," and "industry 4.0," represent peripheral yet developing themes that connect cultural adaptation and operational strategies with digital change. These regions imply that while the influence of culture, competition, and industrial systems is recognized, they are not yet as extensively explored within the Agile HR research landscape. The distribution pattern suggests a research field still in consolidation, where technological and managerial dimensions are more advanced than contextual and behavioral analyses. Future research opportunities lie in integrating these underexplored areas to create a more holistic understanding of how agile HR practices operate across technological, cultural, and strategic layers of digital transformation.

Discussion

Practical Implications

The findings of this bibliometric analysis show that digital transformation and human resource management sit at the core of the knowledge structure, while terms such as artificial intelligence, big data, internet of things, agile/lean production, and project management form the surrounding clusters. For practitioners, this pattern underlines that HR cannot stay at the periphery of technology projects. HR leaders need to be involved from the earliest stages of digital initiatives, shaping job design, competency frameworks, and learning pathways that allow employees to work with data-driven systems and

automation. In practical terms, Agile HR should focus on building cross-functional teams that bring together HR specialists, IT staff, and line managers to iteratively prototype new roles, performance metrics, and reward systems that fit digital workflows.

The strong co-authorship and institutional collaboration networks, concentrated in a few countries and universities, suggest that capability building in Agile HR benefits from partnerships rather than isolated efforts. For organizations, this implies that engaging in consortia, professional networks, and university–industry collaborations can accelerate learning about agile methods, analytics in HR, and change management. HR departments can use the identified hotspots (digital transformation, human resource management, artificial intelligence, organizational culture) as a roadmap for prioritizing training content, recruitment profiles, and internal research projects.

The country collaboration map shows that the United States, United Kingdom, China, and a group of European countries act as central hubs, while emerging economies like India, Brazil, Saudi Arabia, and Pakistan are increasingly connected but still less central. For policymakers and professional bodies in these emerging contexts, the message is twofold: first, there is already an accessible global knowledge base to learn from; second, there is room to develop context-sensitive practices that address local institutional settings, labour markets, and regulatory frameworks. Strengthening international collaboration, sponsoring joint research, and creating regional communities of practice around Agile HR and digital transformation can help close this gap.

Theoretical Contribution

Conceptually, this study clarifies the intellectual structure of research that links Agile HR with digital transformation. The keyword networks show three interrelated but previously fragmented streams: (1) a technology-centric stream focused on digital transformation, industry 4.0, and digital technologies; (2) an HR-centric stream around human resource management, project management, and agile/lean systems; and (3) a data and intelligence stream that includes big data, artificial intelligence, and the internet of things. By mapping these clusters in a single framework, the study helps to integrate literatures that have often developed in parallel (strategic HRM, operations/lean, and digital innovation) into a more coherent conversation about Agile HR as a socio-technical mediator. The overlay visualization and heatmap add a temporal perspective, suggesting an evolution from early work on organizational culture, risk management, and project management toward more recent interest in AI, big data, and agile systems. This trajectory supports the argument that Agile HR is moving from a primarily behavioural and cultural concern (how to prepare people for change) to a role that also encompasses the design of data-informed HR architectures (analytics-driven talent management, algorithm-supported decision making). Theoretically, this invites a view of Agile HR not only as a set of practices but as an organizational capability that connects human, digital, and structural elements of transformation.

Furthermore, by identifying central authors, institutions, and countries, the study outlines the epistemic communities that drive this field. This offers a basis for future theory building that is more attentive to geographical and institutional context for example, contrasting how Agile HR is conceptualized in North American versus European or Asian settings, or how public-sector and private-sector organizations frame the HR–technology nexus. The network perspective also points to the value of multi-level theorizing that links micro-level employee experience, meso-level team agility, and macro-level digital transformation outcomes.

Limitation of the Study

As with most bibliometric work, this study has several limitations that should be acknowledged. First, the analysis relies on publications indexed in a single major database and on a specific search string related to Agile HR, HRM, and digital transformation. Relevant studies published in non-indexed journals, books, conference proceedings, or under alternative terminology may be under-represented. This is especially likely for practice-oriented work or research from emerging economies that may appear in local outlets or in languages other than English. Second, the construction of co-authorship, institutional, country, and keyword networks depends on parameter choices in VOSviewer, such as thresholds for minimum number of documents or co-occurrences and the treatment of author and institution name variants. Different thresholds or disambiguation strategies could slightly change the shape of the networks and the prominence of certain nodes. The study therefore provides an informed but not exhaustive representation of the field.

4. Conclusion

This bibliometric study maps the intellectual and collaborative landscape of research on Agile HR in the context of digital transformation and shows that the field is structured around two tightly connected cores (*digital transformation* and *human resource management*) that are surrounded by clusters on advanced digital technologies, agile/lean systems, and organizational culture. The co-authorship, institutional, and country networks reveal that knowledge production is driven by a relatively concentrated group of authors and institutions in a handful of leading economies, while emerging countries are gradually integrating into these networks. The keyword, overlay, and density visualizations indicate an evolutionary shift from early work on culture, risk, and project management toward more recent interest in artificial intelligence, big data, and agile production systems, suggesting that Agile HR is increasingly conceptualized as a socio-technical capability that links people, processes, and digital tools. While the results are shaped by database coverage and parameter choices, the study provides a structured baseline for understanding how this domain has developed, clarifies where conceptual and empirical work is clustered, and highlights promising avenues for future research on the design and implementation of Agile HR in diverse digital transformation contexts.

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