

# Strategic Workforce Planning and Organizational Agility: A Bibliometric

Loso Judijanto

IPOSS Jakarta, Indonesia and [losojudijantobumn@gmail.com](mailto:losojudijantobumn@gmail.com)

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## ABSTRACT

This study performs a bibliometric analysis to delineate the global research environment concerning strategic workforce planning and organizational agility. This study analyzes publishing patterns, prominent authors, keyword clusters, organizational affiliations, and country-level collaboration networks using data sourced from the Scopus database and processed with VOSviewer and the Bibliometrix R-package. The results indicate that research in this domain is predominantly based on organizational management, leadership, human resource planning, and innovation-related topics. Keywords like “organization and management,” “workforce,” and “leadership” underscore the significance of human capital initiatives for organizational performance and agility. Collaboration assessments identify the United States as the foremost contributor and worldwide research center, succeeded by robust networks in Europe, Australia, and burgeoning contributions from Asia and Africa. The study's findings highlight the growing convergence of strategic workforce planning and organizational agility frameworks, especially in healthcare and public-sector environments. This study delineates theme trends and research deficiencies, offering a basic framework for subsequent empirical and theoretical endeavors focused on improving organizational resilience and talent preparedness in dynamic settings.

**Keywords:** *Strategic Workforce Planning, Organizational Agility, Bibliometric Analysis, Human Resource Management, Organizational Innovation, Workforce Strategy, Vosviewer, Scopus, Dynamic Capabilities, Global Collaboration.*

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## 1. INTRODUCTION

Strategic personnel planning has become an essential competency for firms operating in more volatile and unpredictable business landscapes. The transition to digital transformation, swift technical advancements, and escalating global competitiveness have heightened the necessity for enterprises to foresee future workforce needs and synchronize talent strategies with long-term strategic goals [1], [2]. This evolution signifies a shift from conventional headcount forecasting to a more comprehensive, analytics-oriented approach that includes scenario modeling, skill forecasting, and dynamic talent allocation [3]. Organizations currently encounter issues such workforce automation, talent shortages, demographic shifts, and evolving competency requirements, rendering strategic workforce planning crucial for organizational resilience and success [4], [5].

Concurrently, organizational agility has become a prevailing framework for attaining competitiveness in dynamic and rapidly evolving markets. Agility denotes an organization's capacity to detect environmental changes, respond swiftly, and reorganize internal resources to maintain performance [6], [7]. Studies indicate that agile firms surpass their competition in innovation, adaptation, and crisis recovery. The growing utilization of digital tools, remote work frameworks, and adaptable operational models has heightened the demand for agility-focused human capital approaches. Employees with adaptive, cross-functional, and digital skills are essential for facilitating agile transformation [8], [9].

The intersection of strategic workforce planning and organizational agility has garnered significant research interest, as both elements facilitate the development of dynamic capabilities. Dynamic capability theory posits that an organization's capacity to integrate, develop, and

reconfigure both internal and external resources, including human capital, is crucial for fostering agility in volatile contexts [10], [11]. Workforce planning enhances agility by guaranteeing that businesses possess the appropriate capabilities in suitable jobs at optimal times, facilitating swift configuration and reallocation of talent as strategic requirements change [3], [12]. The integration of workforce analytics, scenario forecasting, and agile approaches enhances an organization's ability to adapt and seize emerging opportunities [4].

Nonetheless, investigations into strategic labor planning and organizational agility continue to be markedly dispersed and transdisciplinary. Researchers in human resource management, organizational behavior, strategic management, and digital transformation have examined the subject from many viewpoints, resulting in varied conceptualizations and methodologies [13], [14]. This fragmentation complicates the development of a cohesive understanding of the relationship between workforce planning and agility, the conceptual interaction of these variables, and the identification of significant knowledge gaps [15]. Despite previous research emphasizing aspects like reskilling, talent analytics, agile leadership, and workforce flexibility, there is a paucity of synthesis that integrates these contributions into a comprehensive intellectual framework [3], [4].

Bibliometric analysis provides a methodical technique to identifying these gaps by carefully charting the scientific terrain of a study field. In contrast to narrative reviews, bibliometric methods provide quantitative examination of publication trends, prominent authors, intellectual networks, and subject clusters [16]. Researchers can utilize techniques such as co-citation analysis, keyword co-occurrence mapping, and bibliographic coupling to trace the evolution of knowledge and identify emerging research frontiers [17]. A bibliometric review offers essential insights into the structure of scholarly discourse and the interconnection of key themes within the rapidly evolving domain influenced by digital transformation, AI-driven HR analytics, agile talent ecosystems, and future-of-work dynamics [15], [16]. A bibliometric approach is crucial for delineating intellectual boundaries, unifying fragmented knowledge, and directing future theoretical and empirical advancements.

Despite increasing interest in strategic workforce planning and organizational agility, the literature remains fragmented, diverse, and deficient in a complete mapping of its conceptual structure. As of now, no bibliometric analysis has comprehensively investigated the evolution of scholarly research in this field, the prevailing topics in the discourse, the most significant contributors, or the existing theoretical and methodological gaps. This deficiency restricts researchers' capacity to integrate ideas, discern trends, or comprehend the degree to which strategic workforce planning enhances organizational agility in diverse circumstances.

This study intends to provide a thorough bibliometric assessment to examine the global scientific landscape of strategic workforce planning and organizational agility research. The specific objectives are: (1) to analyze publication trends and the temporal evolution of research; (2) to identify the most influential authors, journals, institutions, and countries; (3) to map intellectual connections through co-citation, co-authorship, and keyword co-occurrence networks; (4) to identify prevailing thematic clusters and emerging research frontiers; and (5) to propose future research directions that enhance theoretical integration, methodological rigor, and practical relevance in the field.

## 2. METHODS

This study utilized a bibliometric methodology to systematically delineate the intellectual evolution and scientific framework of research pertaining to strategic workforce planning and organizational agility. Bibliometric analysis is extensively employed in management and

organizational studies for its capacity to deliver transparent, replicable, and quantitative insights into extensive literature [16], [18]. In contrast to conventional narrative reviews, bibliometric methods mitigate subjective bias by utilizing data-driven metrics, including co-citation patterns, keyword networks, and publication trends. This study included two complimentary bibliometric methods: performance analysis to assess productivity and citation impact, and science mapping to investigate the relationships among authors, documents, and conceptual themes [17]. Collectively, these methodologies provide a comprehensive evaluation of the conceptual and empirical evolution of workforce planning and organizational agility.

Data were entirely sourced from Scopus, a comprehensive citation database for peer-reviewed literature in management, human resources, strategy, and organizational studies. Scopus was chosen for its extensive disciplinary coverage, high indexing precision, and appropriateness for bibliometric analyses [19]. The search approach employed Boolean operators and focused on terms including “strategic workforce planning,” “human resource planning,” “organizational agility,” and “agile organization.” The search was confined to English-language journal articles, conference papers, and review articles to guarantee quality and comparability. A PRISMA-based screening procedure was employed to eliminate duplicates, non-academic items, and irrelevant documents (Page et al., 2021). The final dataset, exported in RIS and CSV formats, encapsulated the essential scientific contributions at the nexus of workforce planning and agility research.

The bibliometric analysis was performed utilizing VOSviewer (version 1.6.x) and the Bibliometrix R package. VOSviewer was employed to generate and visualize co-authorship networks, co-citation relationships, and keyword co-occurrence maps, as it is optimized for extensive bibliometric network visualization [20]. Bibliometrix is an extensive R library for scientific mapping that facilitates statistical analysis, theme evolution mapping, and structural topic identification [17]. The analytical procedure comprised three primary stages: (1) performance indicators, including annual publications and citations; (2) science mapping indicators, such as co-citation networks, bibliographic coupling, and conceptual clustering; and (3) thematic mapping to delineate fundamental, motor, emerging, and niche themes. These integrated tools facilitated a profound comprehension of the intellectual underpinnings, conceptual frameworks, and nascent research trajectories pertinent to strategic workforce planning and organizational agility.

### 3. RESULTS AND DISCUSSION

#### 3.1 Network Visualization

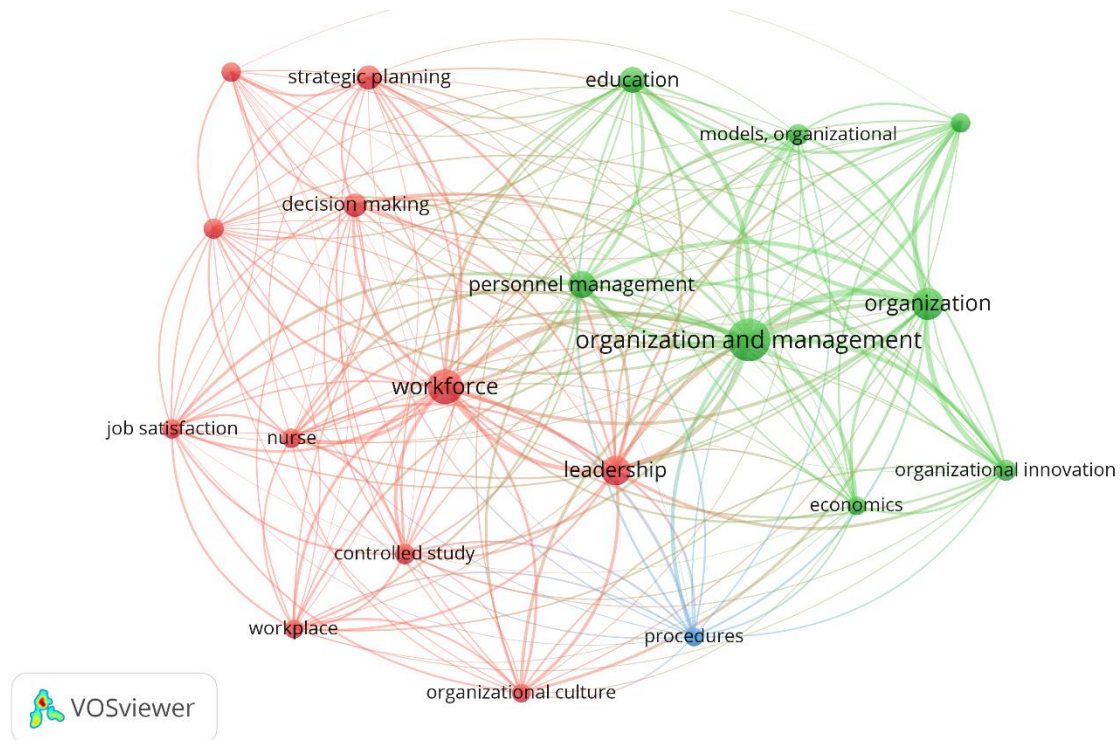


Figure 1. Network Visualization

Source: Data Analysis Result, 2025

The VOSviewer map The VOSviewer network visualization depicts the intellectual landscape of publications concerning strategic workforce planning, organizational management, and themes associated with agility. The map illustrates multiple interwoven clusters, each signifying a thematic focus based on term co-occurrence patterns. The dimensions of each node indicate the frequency of a keyword's occurrence in the dataset, whereas the thickness of the connecting lines signifies the strength of co-occurrence across terms. The central placement of terminology like "organization and management," "workforce," "leadership," and "personnel management" signifies that these notions constitute the foundational framework of the profession. The existence of robust connections among clusters indicates that labor planning debates are intricately intertwined with overarching management and organizational dynamics.

The red cluster focuses on keywords such "workforce," "strategic planning," "decision making," "job satisfaction," "leadership," and "workplace." This classification demonstrates a significant thematic emphasis on human resource dynamics, managerial decision-making processes, and employee-related consequences. The relationship between "workforce" and "strategic planning" suggests that research often explores the integration of human capital factors with organizational strategy. The inclusion of phrases such as "job satisfaction" and "nurse" indicates that a considerable proportion of studies stem from labor-intensive and healthcare environments, where workforce planning is essential for service provision. This cluster emphasizes that conversations regarding workforce planning are predominantly focused on operational decision-making, employee welfare, and role-specific workforce issues.

The green cluster—among the most notable—includes keywords such as "organization and management," "organizational innovation," "organizational models," "organization," and "economics." These phrases signify a robust conceptual focus on organizational design, innovation capacity, and strategic management frameworks. The strong connections between "organization and management" and "organizational innovation" indicate that research on agility is closely linked to initiatives aimed at restructuring organizational frameworks and procedures. The phrase "models, organizational" emphasizes that numerous studies concentrate on theoretical frameworks or

structural models to comprehend and enhance organizational performance. This cluster illustrates the macro-level focus of the discipline, highlighting the relationship between strategic workforce planning and organizational transformation, as well as long-term competitiveness.

A smaller yet distinct blue cluster orbits around "procedures" and is interconnected with organizational culture and administrative practices. While not as predominant as the red and green clusters, its existence indicates a subset of research focused on the procedural and cultural mechanisms that facilitate workforce planning and adaptability. The correlation among "procedures," "organizational culture," and "leadership" emphasizes that agility encompasses not just structural reconfiguration but also the development of supportive routines, norms, and behavioral expectations within organizations. This cluster indicates that successful workforce planning relies on the procedural alignment of organizational operations, emphasizing the micro-level procedures that influence agile capabilities.

The intricate links among clusters indicate a thoroughly integrated study domain. Robust connections between organizational management themes (green cluster) and workforce/leadership topics (red cluster) indicate that scholars are progressively perceiving strategic workforce planning as integral to overarching organizational agility and innovation efforts. The network illustrates that workforce planning research transcends conventional HR domains, encompassing healthcare, education, economics, and strategic decision-making. The interaction among strategic planning, innovation, leadership, and workforce management demonstrates a multidisciplinary convergence, suggesting that future study will likely concentrate on how firms can synchronize human capital strategies with emerging organizational models to improve agility.

### 3.2 Overlay Visualization

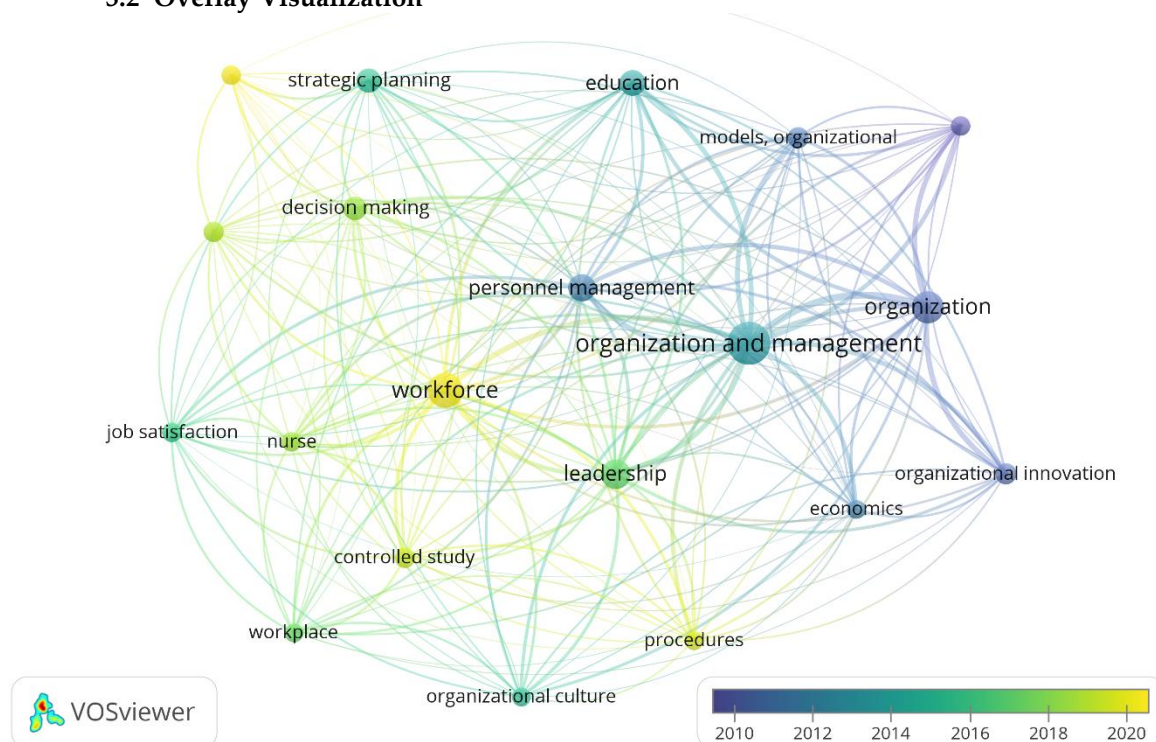


Figure 2. Overlay Visualization

Source: Data Analysis Result, 2025

The overlay visualization illustrates the progression of research themes in strategic workforce planning and organizational agility across time, shown by a color gradient from dark blue (earlier studies circa 2010–2012) to bright yellow (more recent studies circa 2018–2020). The darker blue nodes—specifically "organization," "organizational innovation,"



“organizational models,” and “economics”—signify core topics that prevailed in previous academic discourse. These notions represent the foundational theoretical framework of the area, highlighting macro-level organizational structures, innovation systems, and economic factors. Their initial emergence indicates that the domain was primarily influenced by overarching organizational theory and strategic management paradigms before transitioning to more human-centric workforce issues.

The image indicates a gradual thematic transition between 2014 and 2017 towards workforce- and management-centric topics, including “leadership,” “workforce,” “personnel management,” “workplace,” and “decision making.” This transition signifies an increasing acknowledgment of the importance of human capital in facilitating organizational responsiveness and agility. The heightened prevalence of terminology such as “leadership” and “decision making” signifies a shift in study towards managerial practices, competency enhancement, and talent-driven initiatives that facilitate agility. The terms “nurse,” “job satisfaction,” and “controlled study” indicate that applied research, especially in healthcare and public-sector domains, significantly contributed to the field's expansion throughout this era.

The most luminous yellow nodes—such as “strategic planning,” “workforce,” and “controlled study”—indicate the latest research goals in the dataset, reflecting a transition towards empirical, evidence-based analyses of workforce planning efficacy. The recent themes underscore the heightened academic focus on the integration of strategic personnel planning with performance evaluation, worker satisfaction, and workforce optimization. The new emphasis on “strategic planning” suggests that contemporary research perceives workforce planning as a strategic competency rather than merely an administrative activity. The overlay graphic illustrates a distinct progression: the discipline has evolved from macro-level organizational frameworks to more detailed, human-centered research emphasizing strategic talent initiatives, leadership dynamics, and workforce-oriented performance outcomes.

### 3.3 Citation Analysis

The table below displays the most significant publications in the dataset according to total citation counts, emphasizing the foundational and high-impact works that have influenced scholarly discourse on strategic workforce planning, organizational management, healthcare workforce dynamics, and decision-making. These extensively referenced works encompass various fields, including strategic management, human resource systems, healthcare workforce forecasting, organizational transformation, and digital manufacturing, demonstrating the multidisciplinary character of workforce-related research. The table analyzes citation patterns to identify seminal contributions that maintain significant intellectual influence, elucidating the evolution of theoretical frameworks, empirical data, and contextual priorities across many industries. These writings constitute the foundational intellectual framework upon which contemporary studies develop their arguments, ideas, and methodologies.

Table 1. The Most Impactful Literatures

Citations	Authors and year	Title
743	Kaplan, R.S., Norton, D.P. (2000)	Having trouble with your strategy? Then map it.
615	Søvold, L.E., Naslund, J.A., Kousoulis, A.A., ... Grobler, C., Münter, L. (2021)	Prioritizing the Mental Health and Well-Being of Healthcare Workers: An Urgent Global Public Health Priority
374	Ghobakhloo, M., Fathi, M. (2020)	Corporate survival in Industry 4.0 era: the enabling role of lean-digitized manufacturing

Citations	Authors and year	Title
328	Elwyn, G., Frosch, D.L., Kobrin, S. (2016)	Implementing shared decision-making: Consider all the consequences
313	<u>DeLong, D.W.</u> (2007)	Lost Knowledge: Confronting the Threat of an Aging Workforce
300	Aziz, S., Arabi, Y.M., Alhazzani, W., ... Bin, D., Christian, M.D. (2020)	Managing ICU surge during the COVID-19 crisis: rapid guidelines
296	Sermeus, W., Aiken, L.H., Van den Heede, K., ... Schoonhoven, L., Zikos, D. (2011)	Nurse forecasting in Europe (RN4CAST): Rationale, design and methodology
276	Shaw, J.D., Gupta, N., Delery, J.E. (2002)	Pay dispersion and workforce performance: Moderating effects of incentives and interdependence
261	Greenhalgh, T., Humphrey, C., Hughes, J., ... Butler, C., Pawson, R. (2009)	How Do You Modernize a Health Service? A Realist Evaluation of Whole-Scale Transformation in London
255	Mullan, F., Chen, C., Petterson, S., Kolsky, G., Spagnola, M. (2010)	The social mission of medical education: Ranking the schools

Source: Scopus, 2025

The citation patterns illustrated in the table disclose several significant conceptual insights. Initially, strategic management scholarship—exemplified by [21]research on strategy mapping—retains significant influence, suggesting that workforce planning is still framed within extensive organizational strategy paradigms. The significance of research on healthcare workforce well-being, surge capacity, and nurse forecasting underscores the essential nature of human capital planning in health systems, particularly during crises like the COVID-19 pandemic [22], [23], [24]. The incorporation of studies on knowledge retention and the hazards associated with an aging workforce [25] underscores increasing apprehensions around demographic changes and the erosion of organizational memory. Furthermore, studies related to Industry 4.0 highlight the mounting pressure on firms to implement digitalized and streamlined workforce models for survival in technologically changing settings [26]. These significant studies collectively demonstrate how workforce-related research amalgamates strategic, operational, technological, and human-centered viewpoints, underscoring the necessity for adaptable and future-oriented workforce planning across many industries.

### 3.4 Density Visualization

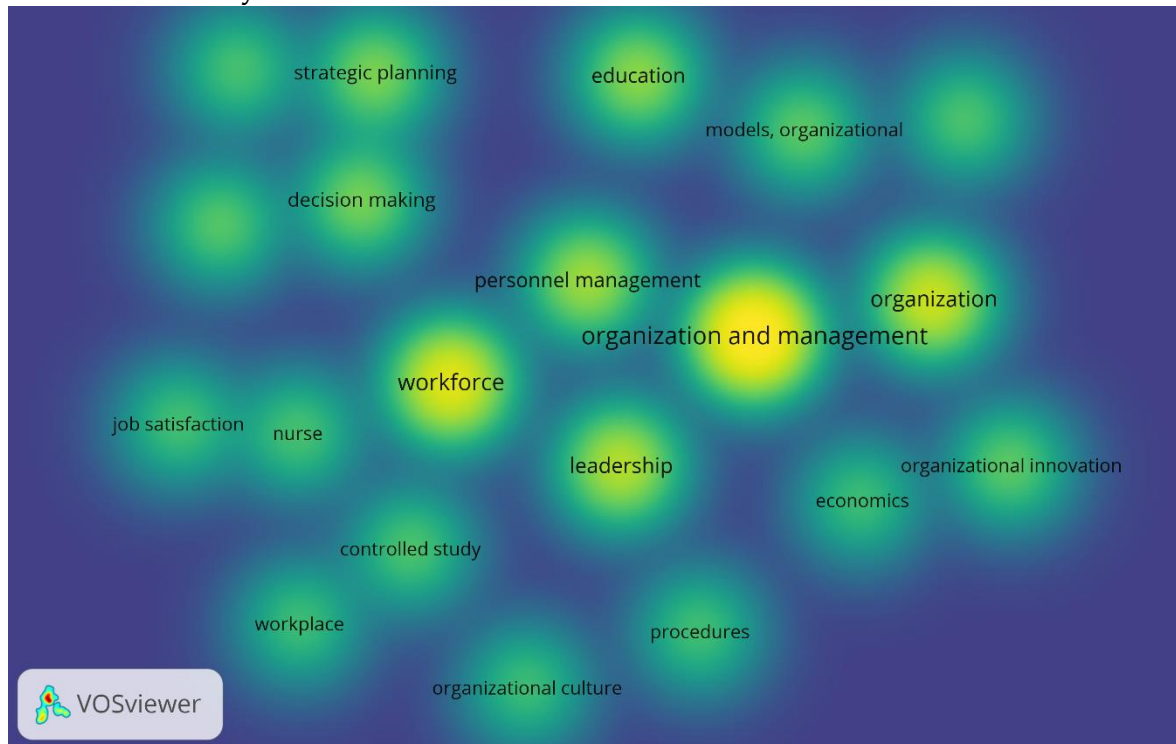


Figure 3. Density Visualization

Source: Data Analysis Result, 2025

The density graphic illustrates density visualization emphasizes the concentration of academic activity in the field by depicting the frequency of co-occurrence of terms in the literature. The most luminous yellow spots signify the regions of maximum density, denoting phrases that prevail in the study landscape. In this map, "organization and management" and "workforce" emerge as the predominant and most recurrent concepts. Their prominence indicates that research on strategic workforce planning is rooted in extensive organizational and management contexts, demonstrating significant interest in the alignment of workforce plans with overall organizational operations. The prevalent phrases "personnel management," "leadership," and "organization" indicate that the field is significantly influenced by discourse on human capital systems, managerial frameworks, and governance mechanisms. These relationships affirm that strategic workforce planning is seen as a fundamental element of organizational design and managerial decision-making.

The green and lighter blue zones signify relatively dense yet substantial theme regions that enhance the intellectual scope of the field. Terms such as "strategic planning," "education," "organizational innovation," "economics," and "organizational culture" emerge in these areas, indicating that while they may not be as prevalent as the primary terms, they signify essential complementary themes, especially related to organizational adaptability, capability enhancement, and innovation processes. The occurrence of terms like "job satisfaction," "nurse," and "workplace" in areas of lesser density underscores the relevance of workforce planning studies in specific sectors, particularly in healthcare and service settings. The graphic indicates that the discipline is firmly rooted in organizational and managerial principles, however it is diversifying into applied and developing areas, demonstrating increased multidisciplinary integration and evolving workforce concerns.



### 3.5 Co-Authorship Network

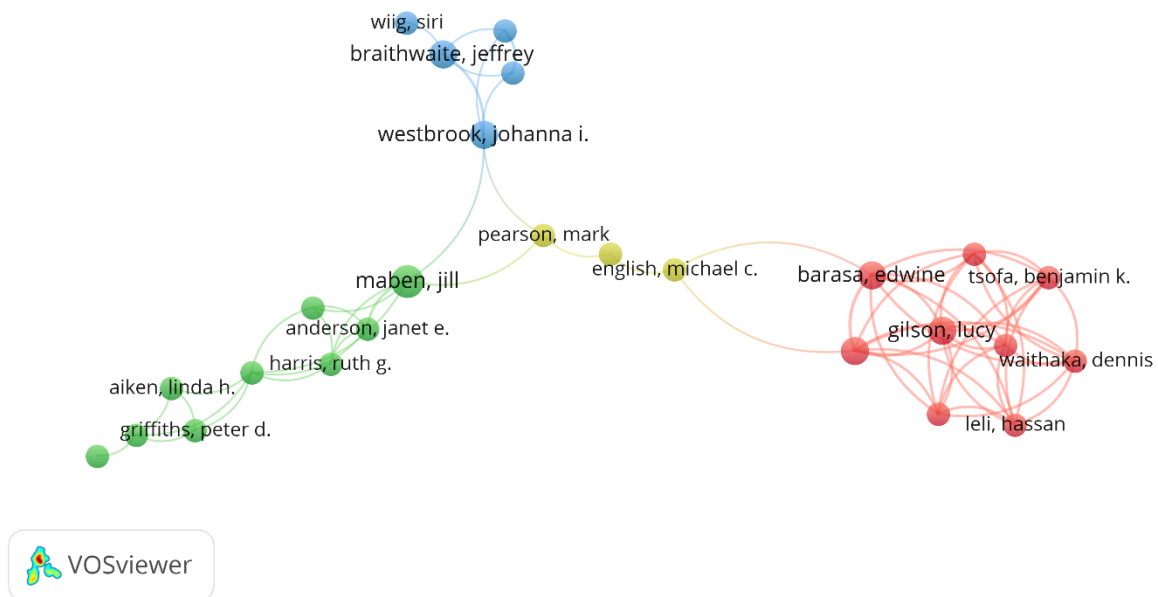


Figure 4. Author Visualization

Source: Data Analysis Result, 2025

The VOSviewer co-authorship network visualization illustrates a domain marked by multiple separate yet interconnected research communities. The red cluster, spearheaded by scholars including Lucy Gilson, Edwine Barasa, Hassan Leli, and Dennis Waithaka, exemplifies a highly collaborative cohort with robust internal connections, indicating a concentrated research agenda—presumably centered on health systems, workforce challenges, and organizational capacity in low- and middle-income contexts. Conversely, the green cluster, led by writers such as Linda H. Aiken, Peter Griffiths, Ruth Harris, Janet Anderson, and Jill Maben, represents a robust network engaged in substantial research on nurse workforce matters, staffing frameworks, and hospital quality outcomes. The blue cluster, based around Jeffrey Braithwaite, Siri Wiig, and Johanna Westbrook, represents a collaborative framework emphasizing patient safety, organizational learning, and enhancements in clinical systems. The yellow transitional nodes—specifically Mark Pearson and Michael C. English—function as intellectual connectors between these significant clusters, highlighting their contributions to interdisciplinary research that integrates organizational management, healthcare workforce dynamics, and health system innovation. The map illustrates that strategic workforce research is fundamentally embedded in healthcare sectors, with clusters symbolizing specialist groups that offer distinct yet interrelated viewpoints to the wider domain.

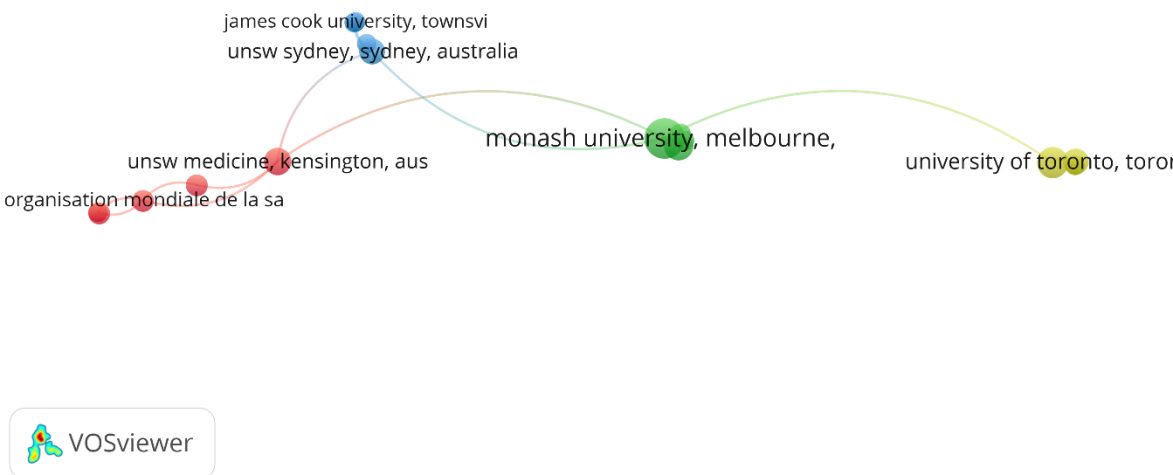


Figure 5. Affiliation Visualization  
*Source: Data Analysis Result, 2025*

In this map, "organization and management" and "workforce" emerge as the predominant and most recurrent concepts. Their prominence indicates that research on strategic workforce planning is rooted in extensive organizational and management contexts, demonstrating significant interest in the alignment of workforce plans with overall organizational operations. The prevalent phrases "personnel management," "leadership," and "organization" indicate that the field is significantly influenced by discourse on human capital systems, managerial frameworks, and governance mechanisms. These relationships affirm that strategic workforce planning is seen as a fundamental element of organizational design and managerial decision-making

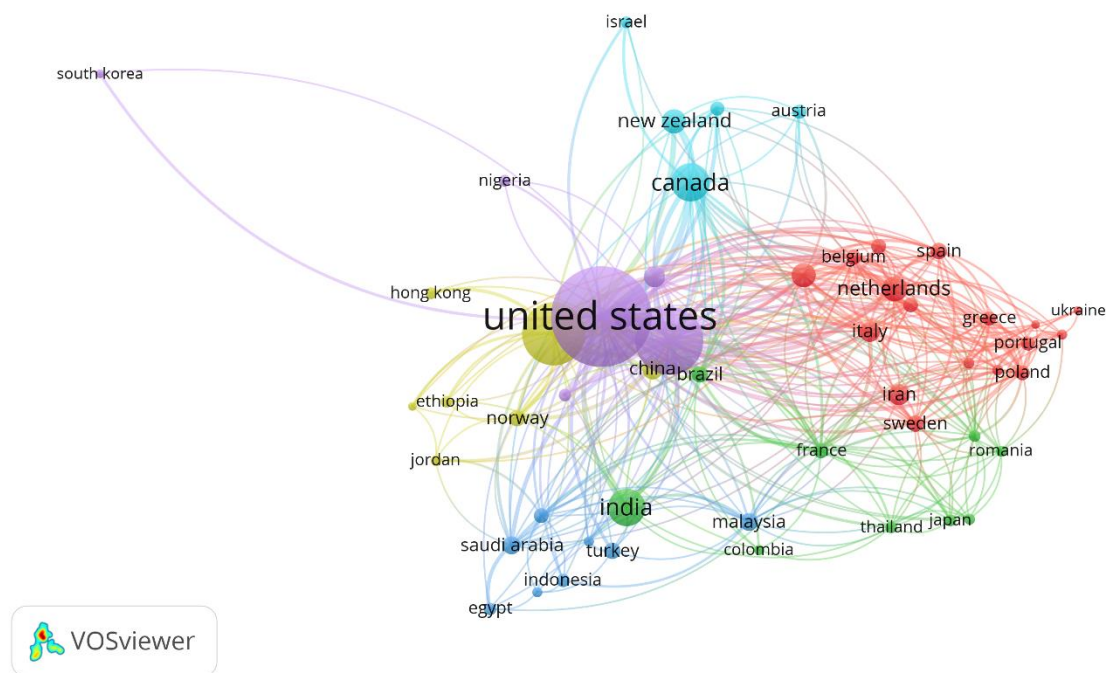


Figure 6. Country Visualization

Source: Data Analysis Result, 2025

The VOSviewer co-country network illustrates a profoundly interwoven global research environment, with the United States emerging as the preeminent center of scientific production and international collaboration. The substantial node size and intricate network of connections suggest that U.S.-based scholars engage in widespread collaboration across continents, shaping the trajectory and prominence of research in workforce planning, organizational management, and associated disciplines. Adjacent to the U.S., countries including Canada, the Netherlands, Italy, Spain, and the United Kingdom constitute robust secondary clusters, indicative of dynamic research collaborations between Europe and North America. The Netherlands notably functions as a vital European connector, linking several countries and facilitating cross-regional collaboration. Simultaneously, nations such as India, Malaysia, China, and Saudi Arabia exhibit increasing involvement, establishing emergent centers within Asia's burgeoning research network. Smaller yet active contributors like Ethiopia, Jordan, and Turkey exhibit growing participation in global academic collaborations, especially in health systems and workforce-related research. The image demonstrates that research in this domain is enhanced by a robust international network of collaboration, propelled by significant transatlantic alliances and increasing involvement from Asian and Middle Eastern entities.

### Practical Implications

This bibliometric study's findings offer several practical implications for companies, legislators, and human resource professionals. The prevalence of themes like workforce management, leadership, and organizational innovation indicates that firms should incorporate strategic workforce planning into comprehensive organizational transformation initiatives rather than considering it a separate HR role. This underscores the necessity for evidence-based talent forecasting, competence mapping, and adaptive leadership development to enhance organizational resilience. The significant prevalence of healthcare-related research indicates that sectors experiencing workforce shortages or high-pressure conditions—such as hospitals, public institutions, and essential services—can implement established planning models, including workforce analytics, nurse forecasting

tools, and surge-capacity frameworks, to improve operational readiness. Third, the international collaboration patterns highlight the value of global benchmarking: organizations can learn from cross-country best practices, particularly from leading hubs such as the United States, Canada, Australia, and the Netherlands, where advanced workforce strategies and organizational agility frameworks are widely developed. Practitioners are urged to use adaptive, data-driven, and collaborative methodologies in workforce planning to maintain competitiveness in increasingly volatile situations.

### **Theoretical Contributions**

This study advances the theoretical framework of strategic workforce planning and organizational agility by methodically delineating the intellectual architecture of the domain and elucidating the conceptual interconnections that support it. The study demonstrates, using network, overlay, and density studies, that workforce planning transcends conventional administrative or operational functions, being integrated into broader theoretical constructs such as dynamic capacities, organizational innovation, and strategic management. The aggregation of phrases such as “leadership,” “organizational culture,” and “organizational innovation” under workforce-related themes substantiates the theoretical assertion that human capital systems are crucial facilitators of organizational agility. The identification of bridge authors and institutions underscores the interdisciplinary character of the topic, illustrating the convergence of theories from healthcare management, public administration, and operations research with HR and strategy literature. The study elucidates thematic evolution and co-citation patterns, offering a theoretical framework for scholars aiming to merge micro-level HR practices with macro-level organizational agility ideas, thereby bridging current conceptual gaps.

### **Limitations**

This study, despite its thorough methodology, has some drawbacks that warrant acknowledgment. The analysis relies exclusively on the Scopus database, which, while comprehensive, may exclude pertinent publications indexed in alternative repositories such as Web of Science, PubMed, or Google Scholar. This constraint may result in incomplete representation of specific regions or disciplines, especially in developing economies or niche subfields. Secondly, bibliometric methodologies depend on citation patterns, which may indicate popularity rather than theoretical significance, thereby skewing results in favor of widely cited or older publications while neglecting fresh novel contributions that have not yet garnered citations. Third, keyword-based clustering relies on the quality and consistency of keywords supplied by authors; changes in language may hide subtle conceptual differences. Ultimately, bibliometric analysis fails to encapsulate the profundity of theoretical discourse or methodological robustness in individual studies, necessitating the integration of qualitative insights with systematic literature evaluations for a more comprehensive understanding. These constraints create avenues for future study to integrate multi-database comparisons, qualitative synthesis, and domain-specific studies to expand the field's conceptual and methodological scope.

### **CONCLUSION**

This bibliometric study presents a thorough examination of the intellectual terrain related to strategic workforce planning and organizational agility, yielding significant insights into the evolution of this multidisciplinary domain throughout time. The study demonstrates that scholarship in this field is fundamentally rooted in organizational management, human resource planning, and healthcare workforce research through the examination of publishing patterns, co-authorship networks, keyword clusters, and collaborations at both institutional and national levels. Central topics include “organization and management,” “workforce,” “leadership,” and “organizational innovation” constitute the conceptual core, illustrating the interconnectedness of

strategic workforce practices and organizational adaptability in dynamic situations. The density and network visualizations illustrate that the discipline has progressively transitioned from macro-level organizational theory to more practical subjects, especially in healthcare, public sector performance, and crisis workforce management—emphasized by significant studies on nurse forecasting, aging workforce issues, and decision-making under duress. The findings highlight the crucial importance of international collaboration, with the United States positioned as the preeminent center of global research output and alliances. Countries including Canada, the Netherlands, Australia, and the United Kingdom constitute robust secondary clusters, exemplifying the global character of scholarly involvement in organizational and workforce research. Moreover, recent contributions from India, Malaysia, Turkey, and many African nations signify an increasing diversity in study contexts and viewpoints. The author network analysis underscores the role of particular research communities, particularly those centered on healthcare workforce systems, as significant intellectual catalysts that enhance empirical depth and methodological rigor in the field. The findings collectively underscore that strategic workforce planning should not be regarded merely as an administrative HR function, but rather as an essential organizational competency intricately linked to agility, innovation, and overall performance. The research enhances theoretical understanding by delineating the intersection of workforce planning with dynamic capacity theory, corporate culture, leadership models, and innovation frameworks. The bibliometric approach offers a comprehensive structural overview; however, subsequent study should augment these findings with qualitative and mixed-method studies to investigate the lived experiences, contextual intricacies, and implementation obstacles encountered by businesses in various sectors. This study establishes a robust basis for scholars and practitioners aiming to enhance research and practice in strategic workforce planning, aiding firms in developing agile, resilient, and future-ready talent systems.

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