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## ANALYSIS OF RESEARCH IN HUMAN CAPITAL MANAGEMENT PRACTICES FOR WORKFORCE AGILITY AND KNOWLEDGE SHARING

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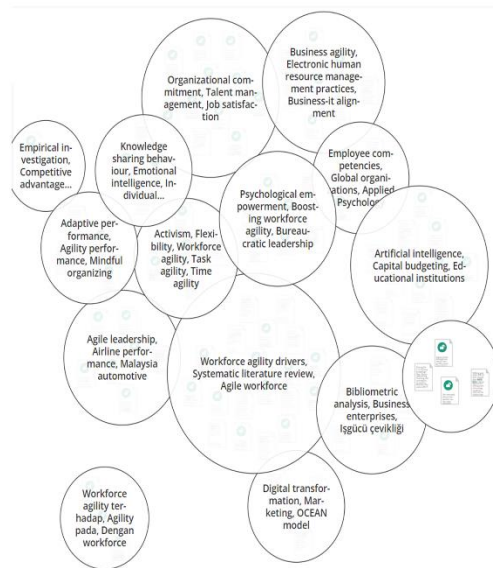
### ABSTRACT

*This study aims to analyze the development of research in the field of Human Capital Management (HCM) with a particular emphasis on the constructs of Workforce Agility and Knowledge Sharing. Using a literature review approach, this study synthesizes findings from 30 Scopus-indexed articles published between 2019 and 2024. The analysis reveals that workforce agility and knowledge sharing play versatile roles in research models, functioning as independent, dependent, and mediating variables in relation to organizational outcomes. The findings also indicate that both constructs are strongly interconnected, where workforce agility enhances adaptive responses to dynamic environments, while knowledge sharing facilitates collective learning and innovation. Together, these two variables contribute to strengthening organizational competitiveness, productivity, and sustainable performance. The study highlights that incorporating workforce agility and knowledge sharing as strategic references within HCM practices provides valuable guidance for organizations in addressing uncertain, complex, and rapidly changing business contexts. Furthermore, the implications suggest that future research should explore more diverse methodologies and contexts to deepen the theoretical and practical understanding of their impact on organizational growth.*

**Keywords:** Workforce Agility, Knowledge Sharing, Adaptability, Innovative, Human Capital Management



Agility, has succeeded in finding more specific topics. The following is a visualization of agility with the open knowledge platform:



**Figure 2. Agility Research Trends**

Based on this figure, workforce agility was the most researched agility research trend. Forbes Human Resources Council (2023) revealed that workforce agility in business processes in the industrial world has been implemented with a collaborative and flexible approach. This application has proven effective in achieving higher productivity and predictability. Workforce agility is a priority in 2024 amidst the prevailing economic uncertainty. Increasing agility in human resources is an investment for company leaders (Raconteur, 2024). The need for agility in human resources in companies is increasing (HCMAG, 2024). In addition to workforce agility, knowledge sharing is also closely associated with workforce agility (Setiyawan et al., 2025). The practice of knowledge sharing among employees can enhance workforce agility, enabling them to adapt more swiftly to organizational changes. Both workforce agility and knowledge sharing are essential for companies, particularly within the field of human resource management, as they support employees in addressing contemporary challenges. Consequently, further research on workforce agility and knowledge sharing is necessary to meet the needs of human resource management in responding to these challenges. This study will examine workforce agility and knowledge sharing comprehensively, drawing on a range of recent and relevant literature.

## LITERATURE REVIEW

### Workforce Agility

Workforce agility can be defined as employees' ability to adapt to environmental changes quickly (Latukismo et al., 2023; Storme et al., 2020). This also includes responding to changes in customer needs and market conditions and honing new skills and competencies (Cyfert et al., 2022). This definition is in line with Das (2023), who believes that workforce agility refers to the ability of employees to handle and respond effectively to changing conditions in the dynamic business environment. Employees must be able to adapt to existing changes by improving their skills and competencies according to their needs.

Raut (2022) stated that workforce agility refers to an organization's workforce's ease, flexibility, and speed in dealing with environmental changes and adapting to an unpredictable and uncertain environment. Apart from that, Workforce Agility also refers to proactive characteristics

and resilience in facing dynamic conditions (Abrishamkar et al., 2021). This concept emphasizes the ability of employees to respond effectively to changes and challenges in a competitive environment. This is also the view of Petermann & Zacher (2020), who define workforce agility in three behavioral dimensions: proactive behavior, adaptive behavior, and resilient behavior. Proactive behavior includes anticipating change-related problems and initiating activities that lead to solutions. Adaptive behavior includes the continuous learning of new skills and the ability to take on different roles across the team. Resilience behavior involves functioning effectively under stress and in changing environments, maintaining a positive attitude toward change and new ideas, and tolerating uncertainty and differences of opinion. Thayyib & Khan (2021) describe workforce agility as the capacity of workers to process information quickly, adapt in a turbulent work environment, and be motivated by opportunities for self-development.

Agile employee capabilities can overcome turbulent work environment conditions (Saeed et al., 2022). A friendly approach to learning, self-development, excellent problem-solving, easy adaptation to changes, creative ideas, and constant acceptance of new tasks characterize agile employees. The next opinion expressed by Junior & Saltorato (2021) is that workforce agility is defined as the ability of workers to adapt to a rapidly changing, flexible, and uncertain work environment through proactive and adaptive knowledge, skills, behavior, and attitudes. Azmy (2021) adds generative behavior to workforce agility. This ability is to find opportunities, overcome obstacles, and take advantage of change (Petermann & Zacher, 2022; Saptarini & Mustika, 2023; Vliet et al., 2019). An agile workforce can also be defined as the ability to adapt quickly to environmental changes, have an experimental mindset, work in an iterative mode, and make gradual and continuous progress towards goals (Mani & Mishra, 2020). These attributes are important for workers to improve work competence, react appropriately and flexibly to needs, and quickly adapt to changes. (Wahjunianto, 2022). Agile employees can result in higher productivity, better quality, and increased morale.

The final opinion regarding workforce agility refers to an employee's capacity to handle ambiguous situations, adapt to new circumstances, produce creative solutions, and possess certain competencies. (Hernawaty & Syahrani, 2022). Employees must be calm and focused in dealing with these conditions (Saputra et al., 2023). With their skills and competencies, employees can handle existing changes well. Based on the opinions that have been expressed, it can be synthesized that workforce agility is the ability to adapt to changing conditions, ambiguous situations, dynamic environments, and new circumstances. This adaptive capability can be achieved by increasing and developing existing needs-based competencies. Workforce agility has three dimensions: proactive behavior, adaptive behavior, and resilient behavior.

Proactive behavior can anticipate change-related problems and initiate activities that lead to solutions. Adaptive behavior can continuously improve and develop new competencies according to needs. Resilient behavior can include positive thinking, innovative new ideas, tolerance for uncertain conditions, and a dynamic environment.

### **Knowledge Sharing**

Knowledge sharing is widely acknowledged as an essential process in knowledge management and human resource practices, referring to the deliberate and proactive exchange of both tacit and explicit knowledge among individuals, groups, or organizations to achieve collective outcomes. According to Doronin et al. (2021), discussions of knowledge sharing should move beyond the sheer quantity of information transferred and emphasize the quality of the knowledge being exchanged, since inadequate or irrelevant knowledge may reduce its organizational impact.

From a broader standpoint, Anand and Dumazert (2022) highlighted through bibliometric analysis that trust, organizational culture, and leadership consistently emerge as critical determinants of knowledge-sharing behaviors. Similarly, organizational support has been identified as an important facilitator. Choi et al. (2022), for instance, demonstrated that perceived organizational support enhances knowledge sharing through affective commitment, while task

interdependence moderates this relationship. These findings underline that knowledge sharing effectiveness is highly dependent on contextual and structural factors embedded within organizations.

Network dynamics also play a role in shaping knowledge-sharing outcomes. Reus et al. (2023) revealed that social capital strengthens knowledge sharing within enterprise social networks and that employees in broker positions are more likely to improve the perceived quality of shared knowledge. Trust remains another central factor. Kmiecik (2021) differentiated between knowledge donating and knowledge collecting, showing that vertical and horizontal trust influence these behaviors differently. Notably, knowledge donating is strongly associated with innovative work behavior, stressing the proactive dimension of knowledge sharing in fostering innovation.

Within the public sector, Irawan and Mudrifah (2022) found that explicit knowledge sharing positively contributes to innovation capability and organizational performance, whereas tacit knowledge sharing demonstrates weaker effects. This suggests that the type of knowledge exchanged and the organizational setting significantly influence knowledge-sharing outcomes. Taken together, these studies highlight that knowledge sharing is a multifaceted process, shaped by quality, trust, organizational context, and network positioning, all of which collectively enhance adaptability, innovation, and organizational competitiveness.

## **METHODOLOGY**

The research method used is a literature review, which involves searching various references using a Scopus-indexed database. The primary references used are from 2019-2024. The keywords used in the database search are Agile Human Capital Management, Human Capital Management Agility, and Workforce Agility. Based on search results using a Scopus-indexed database, 30 Scopus-indexed journal articles were used as the main references in conducting this research.

## **RESULT AND DISCUSSION**

### **Workforce Agility**

The first research finding was from Cyfert (2022), who placed the workforce agility variable as the dependent variable. The research results reveal that the Responsible Leadership variable positively and significantly affects Workforce Agility. This shows that leaders who are ethical, accountable and committed to the welfare of employees and stakeholders in the company can increase Workforce Agility significantly. The Psychological Empowerment variable positively and significantly affects Workforce Agility, empowering employees by providing the resources, information and support needed to be agile and adapt to change effectively. The Responsible Leadership variable through Psychological Empowerment significantly affects Workforce Agility. These results highlight the synergistic effect of Responsible Leadership and Psychological Empowerment practices in fostering Workforce Agility in energy companies. The following research is Das (2023), who explains that the workforce agility variable, as an intervening variable that connects the transformational leadership, talent management, and company performance variables, has a positive and significant influence on the company. This shows that the company's ability to adapt quickly to market changes and technological advances through Workforce Agility is the primary mechanism with Leadership and Talent Management practices that have an impact on Company Performance.

Research conducted by Raut (2022) found that the workforce agility variable as an intervening variable connecting the higher administrative support and job characteristics variables to the crisis management variable had a positive and significant influence. This research shows that the existence of workforce agility is crucial to improving crisis management capabilities in

government departments in Odisha, India. Abrishamkar (2021) also researched manufacturing companies' high technology in Iran, which places the workforce agility variable as an independent variable. His research found that the workforce agility variable did not directly affect the likelihood variable of high-tech manufacturing firms becoming high-growth firms. However, an intervening variable, namely the likelihood of incremental new product innovation by high-tech manufacturing firms, has an influence. This shows that although workforce ability is important, the ability to innovate new products significantly increases the company's chances of achieving high growth. Thayyib & Khan (2021) place the workforce agility variable as the dependent variable. The results of his research in companies and public accounting firms in Bangalore, India, show that the variables are age and profession. Qualifications, employer type, service type, and job level are demographic factors that significantly influence workforce ability. This shows that younger, more qualified professionals and senior-level employees tend to show higher workforce ability.

Saeed (2022) places the workforce agility variable as an intervening variable. The results of his research at public sector institutions located in Peshawar, Pakistan, have shown that the workplace spirituality, job involvement, and workforce performance variables each significantly positively influence the workforce agility variable. The job involvement variable, as an intervening variable that connects the workplace spirituality variable to the workforce agility variable, has a positive influence. This research underscores the importance of creating flexible organizations with agile employees to succeed in a dynamic corporate environment, especially in the COVID-19 pandemic. Furthermore, Vliet (2019) places the workforce agility variable as an independent variable. The results of his research on company employees in the Netherlands show that the Self-Rated Adaptive and Workforce Proactive Agility variables significantly affect the use of the Portfolio Process variable. The results of this research mean that the participants experienced a significant increase in adaptive and proactive abilities to deal with changes in the work environment.

Petermann & Zacher (2022) place the workforce agility variable as an independent variable. The results of his research in manufacturing companies found a positive relationship between Workforce Agility variables and innovative performance. This shows a very important relationship for practitioners focusing on organizational restructuring to increase innovative capabilities. Apart from that, the workforce agility variable is negatively related to the exhausting variable and positively related to the job satisfaction variable. Although this relationship is weaker compared to the relationship with Innovative Performance. Regression analysis further supports these findings by showing the impact of workforce agility on outcomes such as innovative performance and highlighting its role in reducing exhaustion and increasing job satisfaction.

Munteanu (2020) places the workforce agility variable as the dependent variable. The research results explain the existence of a significant positive relationship between the perception of human resources as the most important organizational resource and the implementation of practices aimed at increasing workforce agility. This shows that assessing human resources is very important for implementing agility improvement practices in organizations. Wahjunianto (2022) places the workforce agility variable as an intervening variable. The research results show that the competitive work environment variable positively influences the workforce agility and employee performance variables. This shows that when employees are placed in a competitive environment, their ability to adapt and agility is increased, and their overall performance is improved. The workforce agility variable is proven to significantly impact the employee performance variable. This shows that Agility, which is characterized by adaptability, speed, and flexibility, is an important factor in determining how well employees perform in their roles. The Competitive Work Environment variable through the Workforce Agility variable positively affects the Employee Performance variable. This highlights the importance of creating an environment that challenges employees and supports the development of agility to achieve optimal performance results. The results of the next research from Saputra (2023) placed the Workforce Agility Variable as the Dependent Variable. The results of his research in construction services companies explain that

the teamwork and leadership empowerment variables each have a significant positive influence on the workforce agility variable. This indicates that these factors are urgent in increasing employees' adaptability and responsiveness to changes and challenges. Then, of the two factors that have more impact on workforce agility, one is teamwork. These findings indicate growth in horizontal teamwork culture across construction service companies is more effective in increasing workforce agility compared to vertical leadership empowerment development.

Saptarini & Mustika (2023) places the workforce agility variable as an independent variable. The results of his research on state apparatus and government institutions show that there is a significant positive relationship between workforce agility and adaptive performance. Apart from that, there is also the work engagement variable as an intervening variable between workforce agility and adaptive performance, the results of which are positive and significant. Based on these findings, it can be explained that employees who have a high level of agility and are more involved in work tend to show better adaptive abilities when facing change. Azmy (2021) places the workforce agility variable as the dependent variable. The results of his research found that the employee engagement and job satisfaction variables significantly influenced talent management, which in turn also influenced workforce agility in public transportation companies. This finding means that if companies can increase employee engagement and job satisfaction, then they can contribute significantly to workforce agility by optimizing talent management. Hernawaty & Syahrani's research (2022) places the workforce agility variable as the dependent variable. The results of the research show that there is a significant positive influence between the bureaucratic leadership variable and workforce agility. Likewise, the organizational culture variable significantly positively influences workforce agility in public service organizations in East Kalimantan. This provides findings that the way leadership is carried out and the culture that applies in the organization have an important role in increasing workforce agility.

Finally, Latukismo (2023) places the workforce agility variable as the dependent variable. His research on employees at four logistics and forwarding companies showed a significant positive influence between the psychological empowerment and organizational learning variables partially on the workforce agility variable. Then the organizational learning variable as a variable intervening significantly influences the psychological empowerment variable on workforce agility. This research highlights the importance of organizations prioritizing psychological empowerment, and organizational learning is one of the main strategies for developing workforce agility and surviving change and uncertainty.

Based on this, the workforce agility variable can be used as a dependent, independent, and intervening variable. Several factors influence workforce agility as a dependent variable positively and significantly, namely responsible leadership, psychological empowerment, demographics, workplace spirituality, job involvement, organizational practices, developing a sustainable, competitive business, teamwork, empowering leadership, employee engagement, job satisfaction, talent management, organizational culture, bureaucratic leadership, and organizational learning. Several of these factors are of significant urgency in increasing workforce agility. Apart from that, workforce agility as an independent variable can also influence other factors such as using the portfolio process, innovative performance, task performance, organizational citizenship, exhaustion, job satisfaction, work engagement, and adaptive performance. The final finding is that workforce agility as an intervening variable can be a mediator for other factors, such as talent management and transformational leadership on corporate reputation, job characteristics, and higher administrative support on crisis management, workplace spirituality, and job involvement on workforce performance and competitive work environment on employee performance.

### **Knowledge Sharing**

The first research finding related to knowledge sharing was presented by Islam et al. (2024), who positioned knowledge sharing as a mediating variable between entrepreneurial leadership and innovative work behavior. Their study found that leaders who encourage experimentation, support

learning, and provide opportunities for collaboration can significantly enhance employees' willingness to share knowledge. This knowledge exchange, in turn, fosters innovative work behavior and improves organizational adaptability in uncertain environments. These results highlight that leadership practices and knowledge-sharing processes are closely interconnected in promoting creativity and agility among employees.

Further evidence is provided by Rihayana and Aristana (2024), who examined the mediating role of knowledge sharing between transformational leadership and innovative work behavior. Their findings indicate that transformational leaders, who provide vision, intellectual stimulation, and individualized support, can strengthen innovative employee behavior through effective knowledge-sharing practices. This demonstrates that leadership not only has a direct impact on innovation but also indirectly strengthens workforce agility by creating a culture of openness and trust that facilitates knowledge exchange.

Another perspective comes from Nilawati et al. (2023), who investigated small and medium enterprises (SMEs). The research shows that transformational leadership has a significant effect on innovative behavior, with knowledge sharing acting as a central mechanism. Employees in SMEs who actively exchange knowledge are more likely to develop innovative solutions to challenges, thereby increasing organizational resilience and agility. These findings confirm that even in resource-constrained environments, knowledge sharing is a vital enabler of innovation and adaptive capacity.

Furthermore, Wicaksana and Isfania (2022) highlighted the role of organizational culture in moderating the relationship between knowledge sharing and organizational agility. Their study demonstrates that when an organization builds a supportive culture, knowledge-sharing practices are more effective in enhancing agility. Employees become more adaptive to changes, proactive in problem-solving, and resilient in facing uncertainty. This finding illustrates that cultural reinforcement is essential to ensure that knowledge sharing translates into sustainable workforce agility.

In line with this, Hamdani et al. (2021) argue that active engagement in knowledge sharing increases employees' resilience and ability to recognize opportunities for innovation. Their research found that workers who frequently exchange both tacit and explicit knowledge are better equipped to respond to rapid organizational shifts. This implies that knowledge sharing not only strengthens innovation capacity but also provides a critical foundation for workforce agility in dynamic environments.

Similarly, Al-Kurdi et al. (2020) emphasized that knowledge sharing significantly enhances organizational performance by encouraging collaboration and innovative problem-solving. Their study showed that transformational leadership fosters an environment that motivates employees to share expertise, thereby accelerating innovation. This suggests that leadership behaviors and knowledge-sharing mechanisms jointly strengthen workforce agility and innovative work behavior.

Additionally, Pham et al. (2021) highlighted that continuous knowledge sharing contributes to the development of a learning-oriented culture. Such a culture promotes experimentation, risk-taking, and rapid adaptation, which are essential dimensions of workforce agility. Organizations with stronger knowledge-sharing practices tend to be more competitive, innovative, and resilient when facing environmental uncertainty.

Based on these findings, it can be synthesized that knowledge sharing plays a crucial role as both a mediator and driver of workforce agility and innovative work behavior. Transformational and entrepreneurial leadership styles encourage knowledge sharing, which in turn promotes innovation and adaptability. Moreover, organizational culture and empowerment mechanisms act as important reinforcers, ensuring that knowledge sharing leads to tangible improvements in workforce agility.

## **CONCLUSION**

This study concludes that workforce agility contributes to human capital management. The main findings in this study emphasize that the workforce agility variable can be used as a dependent, independent, and intervening variable. Several factors influence workforce agility as a dependent variable positively and significantly, namely responsible leadership, psychological empowerment, demographics, workplace spirituality, job involvement, organizational practices, developing a sustainable, competitive business, teamwork, empowering leadership, employee engagement, job satisfaction, talent management, organizational culture, bureaucratic leadership, and organizational learning. Several of these factors are of significant urgency in increasing workforce agility. Apart from that, workforce agility as an independent variable can also influence other factors such as using the portfolio process, innovative performance, task performance, organizational citizenship, exhaustion, job satisfaction, work engagement, and adaptive performance. The final finding is that workforce agility as an intervening variable can be a mediator for other factors, such as talent. Management and transformational leadership on corporate reputation, job characteristics and higher administrative support on crisis management, workplace spirituality and job involvement on workforce performance, and competitive work environment on employee performance.

The findings emphasize that knowledge sharing can act as a dependent, independent, and mediating variable across different organizational contexts. As a dependent variable, knowledge sharing is positively and significantly influenced by factors such as transformational leadership, entrepreneurial leadership, organizational culture, employee empowerment, and workplace trust. These drivers demonstrate the importance of leadership practices and cultural reinforcement in shaping knowledge-sharing behavior within organizations. When positioned as an independent variable, knowledge sharing contributes to several critical organizational outcomes, including innovative work behavior, workforce agility, organizational resilience, and firm performance. The consistent exchange of knowledge encourages employees to engage in experimentation, develop creative solutions, and adapt quickly to environmental changes. This indicates that knowledge sharing not only facilitates innovation but also acts as a foundation for building agile and adaptive human capital. Furthermore, knowledge sharing serves as a mediating mechanism linking leadership styles, organizational practices, and employee performance outcomes. For example, transformational and entrepreneurial leadership enhance innovative work behavior through effective knowledge sharing, while organizational culture strengthens the connection between knowledge sharing and workforce agility. These findings highlight the centrality of knowledge sharing as both a direct enabler and an indirect mediator in improving adaptability, innovation, and performance in dynamic business environments.

Overall, the synthesis of findings on workforce agility and knowledge sharing reveals that these two dimensions operate in a reciprocal and complementary manner to strengthen organizational adaptability and innovation. Workforce agility equips employees with the capability to respond effectively to uncertainty and rapid changes, while knowledge sharing ensures the continuous circulation of insights, experiences, and expertise that sustain such adaptability. The interaction between these constructs establishes a reinforcing cycle in which agile employees are more inclined to exchange knowledge, and ongoing knowledge sharing further enhances their adaptive capacity. Consequently, workforce agility and knowledge sharing can be regarded as dual pillars within human capital management, enabling organizations to remain resilient, innovative, and competitive in volatile and complex business environments.

## **IMPLICATIONS FOR HCM PRACTICES**

The integration of workforce agility and knowledge sharing carries important implications for human capital management (HCM) practices. Workforce agility provides employees with the

capacity to adapt, respond, and perform effectively in uncertain and rapidly changing conditions, while knowledge sharing ensures that critical information, skills, and experiences circulate across teams to strengthen adaptability and innovation. When these two elements are combined, organizations are better positioned to maintain resilience, sustain productivity, and foster long-term competitiveness. From an HCM perspective, fostering workforce agility and knowledge sharing should be considered a strategic priority. Human resource policies can be designed to promote leadership styles that encourage open communication, collaboration, and empowerment, as these practices strengthen knowledge exchange and enhance agility. Training and development programs should also focus not only on technical competencies but also on cultivating adaptive behavior, resilience, and proactive learning, which are critical for leveraging knowledge sharing into organizational agility. Moreover, companies that succeed in embedding both workforce agility and knowledge sharing into their human capital practices are more capable of sustaining consistent performance despite facing ambiguous situations, dynamic environments, and disruptive changes. By institutionalizing these practices, organizations can create a workforce that is not only innovative but also resilient, ensuring that productivity, profitability, and growth remain achievable in the face of continuous transformation.

### **CHALLENGES AND RECOMMENDATIONS**

Although workforce agility and knowledge sharing have been shown to significantly contribute to organizational adaptability and innovation, several challenges remain in fully integrating these concepts into human capital management practices. One key challenge lies in the measurement of both constructs, as existing instruments may not fully capture the dynamic and contextual nature of workforce agility and the informal, tacit aspects of knowledge sharing. Future research should focus on developing more comprehensive and context-sensitive measurement tools to better understand their practical impact. Another challenge is the influence of organizational culture and leadership styles, which often vary across industries and regions. Knowledge sharing and agility may be strongly supported in open, collaborative cultures but face resistance in hierarchical or bureaucratic settings. Future studies could investigate the role of cultural and contextual moderators, including digital transformation, remote work, and cross-cultural management, to determine how these factors affect the interplay between knowledge sharing and workforce agility. In addition, while current research has established their individual and mediating roles, limited studies explore how workforce agility and knowledge sharing interact as dual constructs over time. Longitudinal and mixed-method studies are recommended to examine how these two variables reinforce one another in different organizational contexts. Future research can also extend the investigation to emerging issues such as artificial intelligence adoption, sustainability practices, and crisis management to determine how knowledge sharing and workforce agility jointly shape long-term organizational resilience and innovation.

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