WORKPLACE FLEXIBILITY A BIBLIOMETRIC ANALYSIS

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ABSTRACT

This research aims to further understand the effect of employee involvement and fairness in an organization that is perceived to have a positive workplace atmosphere. The mediating role of employee involvement in linking workplace flexibility with the behavior of co-workers, of course, the perception of fairness for every worker must absolutely be obtained in the work environment. Therefore, the aim of this research is to provide a reference for an extensive bibliometric study of the relationship between employees and the work environment. After managing the article data base compiled from Scopus from 55 articles found that were run from 2018-2020 there were 20 articles analyzed in this study. and analyzed managing with VOSviewer software to analyze co-authorship, co-accurance, and citation. Overall, this literature study provides an appropriate reference point for further research on the topic of Workplace Flexibility.

Keywords: Bibliometric Analysis; work culture; workplace culture; IHRM.

Introduction

A good or professional work environment has changed over time by requiring employees to be physically present at the office during working hours (Gonsalves, 2020), to reduce physical interactions between employees (Kossek and Lee, 2005). The idea of work flexibility has allowed employees to complete their work without having to physically attend or come to the office even in working hours can be done in a flexible place and use flexible time (Idris, 2014). Workplace flexibility is usually assessed in the form of work-life policies, such as providing support to employees, especially people who have long served their place of work, by giving them their own time schedule (Anderson et al., 2002 Lapierre and Allen, 2006). Researchers have found that providing flexible work arrangements benefits group processes (Chiu and Ng, 2001; Van Dyne et al., 2007), increases job satisfaction (Clark, 2001), results in a good and harmonious relationship between employees and managers (Anand et al., 2010). Then it also benefits the organization in terms of safety compliance (Hu et al., 2021), organizational performance, and behavior among organizational employees.

The concept of organizational culture is currently higher in an organizational culture, because structural changes have been deemed ineligible by themselves which have led to the need for significant changes in the context of organizational culture (Jorritsama and Wilderom 2012). Some theories consider a real collective culture that can be created and can also be changed in the near term or in the short term to increase social cohesion and integration, thereby increasing organizational effectiveness.

Researchers also view culture as belonging to management and perceive culture as homogeneous, created at the highest levels of the organization and spread from top to bottom from management to
employees. As a norm internalized by the organization. However, there are also anthropologists who see organizational culture as emerging from the social collective. This study aims to provide a broad overview of the topic of Workplace Flexibility:

**Method**

The bibliometric literature study uses a systematic and very detailed method (Caputo et al., 2018), which is a method that uses new thinking patterns that focus on the boundaries of knowledge (Tranfield et al., 2003). In this study, a five-stage method was used which the researchers adopted from the findings of Setyaningsih et al (2018) and Tranfield et al. (2003). As in the picture (Churiyah et al., 2022).

1. **Determine Search Keywords**
   The keywords in this study, which are used in compiling articles, are "work culture" OR "workplace culture" OR "IHRM". The search was conducted in December 2021 on the Scopus database which is a reliable and accurate quality reference source in the topic area of this research (Basińska-Zych & Springer, 2021).

2. **Initial Search Results**
   The search for articles that the researcher did specifically for "journal" and "proceedings", only "title words" and the year "2018-2022". A total of 55 articles were found in the initial search. The results are combined and processed in CSV format to include all important article information such as title, author name and affiliation, abstract, keywords, and references (Gomez-Jauregui et al., 2014).

3. **Refinement of Search Results**
   The appropriate articles indexed in the Scopus database are filtered first, this is done to find articles only from "journals" and "proceedings". Furthermore, to make improvements according to the existing theme, any data based on supporting articles is followed up more in an excel file which is then reworked and "saved as" in a CSV file to be used for further detailed and thorough data analysis.

4. **Compile Preliminary Data Statistics**
   The collected data is stored in CSV format. In the initial stage, the components of journal articles and complete proceedings (year of publication, volume, number, pages, etc.) are checked and the researcher adds the necessary information if incomplete data is found. Data analysis is carried out so that articles can be classified based on the year and source of publication and publisher.

5. **Data Analysis**
   Analysis of bibliometric literature studies to analyze and visualize the bibliometric network in this study using VOSviewer software. VOSviewer is used because of
its ability to work quickly with large data presentations and the availability of a variety of interesting visuals, analysis, and investigations. VOSviewer can also create publication maps, author maps, or journal maps based on network shared citations or to build keyword maps based on shared networks (Effendi et al., 2021).

Results and Discussion
This study aims to analyze literature sources related to the keywords "work culture" OR "workplace culture" OR "IHRM". This discussion was obtained from the publications of journals and proceedings indexed by Scopus during the period 2018-2022 in English. There are three aspects that very discussed and also to be analyzed, namely (Kujawa et al., 2022) co-authorship, co-accurence, and citation. By using the bibliometric method of discussion studies that have been carried out using the VOSviewer software, the results are as described in the points below. Each presentation of meta data co-authorship, co-accurence, and citation, the researcher uses the minimum number of occurrences of 1, due to the lack of literature sources obtained in the research area of use.

1. Research result
a. Co-Authorship

Based on Figure 2, it can be seen that there are several authors on the research topics analyzed. Each writer has a connected network, which means that each writer has a fairly good and significant relationship with one another in conducting research on the topic of Work Place Flexibility.
Based on Figure 3, it can be seen that the majority of authors on the topic of Work Place Flexibility are from the United Kingdom, United States, Germany and other European countries. Where most of these countries are from the European continent, where the quality of their human resources is very good.

b. Co-Accurance

The keywords on the research topic of Work Place Flexibility are very diverse. In this analysis, there are also many clusters that can be seen and are very possible to be developed, meaning that researchers in the future can relate the topic of Work Place Flexibility in more detail.

c. Citation

The analysis of the most citations in the research topic using Work Place Flexibility is to find out which articles have a lot of influence
on the development of knowledge in the field in question. It can also be seen that the number of authors in the previous analysis was produced from several countries on the European continent. This can be used as a reflection for researchers from other countries, in order to produce articles that are more likely to contribute to the development of scientific repertoire.

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<td>Coping and laughing in the face of broken promises: implications for creative behavior</td>
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<td>2017</td>
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<td>Bouncing back from Workplace Stress: From HRD’s Individual Employee’s Developmental Focus to Multi-faceted Collective</td>
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2. Research Discussion

Research on Work Place Flexibility is generally very much found in European countries, basically activities like this are often carried out, especially in developed countries such as the United Kingdom, Italy, Finland and many other developed countries. The positive side of carrying out activities like this is that individuals or employees do not have to be physically present at their workplace, they can carry out activities or work anywhere at any time and this can save time.

This Work Place Flexibility activity is a good thing to be imitated by other
developing countries, especially in the Asian continent itself, we also know that in the Asian continent, human resources are still too far from the European continent itself. The importance of Workplace Flexibility activities requires cross-country collaboration carried out by researchers. It is hoped that through these findings, researchers can link keywords in more detail to one another to reproduce findings that have an empirical impact (Khan & Gupta, 2021).

Articles with the highest number of citations or the highest number of contributors to this research can be used as the main reference source by researchers and academics in studying and making new efforts and findings. This finding can have implications for other authors who have an interest in this matter, so that they can use this as lecture material or something else.

Conclusion

Bibliometric analysis research on 55 articles indexed by Scopus for approximately the period 2018-2020 provides an overview of the development of research on the topic of Workplace flexibility. This analysis is related to the keywords "bibliometric analysis" OR "work culture" OR "workplace culture" OR "IHRM" This can provide an overview or reference for researchers and can then be used as further research on related topics.

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