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Mapping Employee Development in the AI Era: A Bibliometric Study on Digital Talent Agility and Technostress

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Abstract

This study explores the evolution of scholarly discourse on employee development in the context of artificial intelligence (AI), digital talent agility, and technostress. Employing a bibliometric methodology, the research analyzes 1,424 peer-reviewed articles published between 2010 and 2025, sourced from Scopus and Google Scholar. The data were processed using the PRISMA protocol and visualized through VOSviewer to produce network, overlay, density, and co-authorship maps. The keyword strategy"employee development" AND "digital talent agility" AND "technostress" ensured a thematic intersection of human resource development, psychological resilience, and digital capability.

The findings reveal six thematic clusters, showing that while employee development research traditionally emphasized performance and structured training, there has been a progressive shift toward digital agility, emotional sustainability, and stress management. Overlay and density visualizations demonstrate the increasing prominence of keywords such as "technostress," "psychological well-being," and "learning agility" after 2020. However, network and co-authorship analyses reveal a fragmented intellectual structure, indicating that the integration of psychological and technological approaches remains underdeveloped. This fragmentation highlights a critical research gap and validates the study's novelty.

The research contributes a novel conceptual synthesis by combining Dynamic Capabilities Theory and the Transactional Model of Stress and Coping, offering a comprehensive framework for understanding how organizations and individuals can

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adapt in AI-driven environments. The findings provide actionable insights for researchers, HR professionals, and policymakers to design employee development strategies that promote both technical competence and psychological resilience in the digital era.

Keywords : **Employee Development, Digital Talent Agility, Technostress, Artificial Intelligence, Bibliometric Analysis**

INTRODUCTION

The rapid evolution of artificial intelligence (AI), automation, and digital technologies has compelled organizations across diverse sectors to immerse themselves in transformative changes. These advancements have not only facilitated the automation of repetitive tasks but have also fundamentally altered work dynamics, organizational frameworks, and the competencies expected of employees. Consequently, employee development has transcended its traditional role as a supplementary activity, emerging as a strategic necessity. This paradigm shift requires organizations to embrace a continuous, dynamic model of employee development, leveraging technology to foster skills such as digital agility, adaptability, and resilience amidst a rapidly transforming work environment (Hunkenschroer & Luetge, 2022; , Sinulingga et al., 2024). As companies increasingly harness AI-driven tools and platforms, the necessity for workers to effectively interact, collaborate with, and adapt to intelligent systems becomes a pivotal factor influencing organizational prosperity (Wang, 2023), (Fan et al., 2023; .)

While AI promises significant advancements in efficiency and innovative potential, it concurrently introduces substantial challenges, particularly technostress. This term refers to the psychological pressure that employees experience due to difficulties in coping with or adapting to evolving technologies in their work environment. The prevalence of technostress is of growing concern, given its adverse effects on employee health, performance, and overall development (Piao et al., 2022). As digital transformation progresses, workers are frequently required to reskill and compete in high-pressure environments inundated with data. Such incessant demands can induce fatigue, fuel resistance to organizational changes, and diminish motivation for continued learning and career advancement "THE INFLUENCE OF PSYCHOLOGICAL EMPOWERMENT ON EMPLOYEE SATISFACTION IN IT INDUSTRY AT VADODARA", 2024), Wang et al., 2020). Thus, within the context of employee development, technostress is not solely a mental health issue but a significant obstacle to fostering sustainable talent development in an era increasingly dominated by digital innovation (Wang, 2023).

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Moreover, the notion of digital talent agility is emerging as a critical response to the evolving requirements of AI-influenced workplaces. Digital talent agility encompasses the ability of employees to swiftly acquire, adapt, and implement digital skills in response to fluctuating technological landscapes. Scholars and industry leaders converge on the perspective that fostering talent agility is vital for enhancing workforce resilience and a prerequisite for companies striving to remain competitive amidst disruptions Sinulingga et al., 2024), (Fan et al., 2023; . This dynamic relationship between digital talent agility and technostress creates a multifaceted challenge for organizations: while cultivating agile talent is essential for reaping the benefits of AI, inadequately managed digital transitions may exacerbate stress levels, thereby undermining development initiatives (Tanjung et al., 2021).

Despite the burgeoning academic discourse surrounding these subjects, there appears to be a fragmented understanding of employee development within the frameworks of AI, digital talent agility, and technostress. Existing studies have often isolated these themes, primarily utilizing qualitative case studies or quantitative analyses without providing a holistic perspective on their interplay. Though these studies present valuable insights, they typically overlook a comprehensive analysis of the research landscape, including identifying major contributors and thematic trends (Li & Xiao, 2023). Notably, literature reviews on employee development predominantly center on general training models and career trajectories, neglecting the profound impacts that AI and digitalization have on employee psychology and development initiatives (Yao et al., 2022). This fragmentation complicates the identification of research gaps and emerging topics, underscoring the pressing need for a bibliometric analysis that assembles the underlying intellectual, conceptual, and thematic frameworks governing employee development in the AI era (Hunkenschroer & Luetge, 2022; , Sinulingga et al., 2024).

A meticulous bibliometric study is thus warranted, one that maps the scientific literature related to employee development, digital talent agility, and technostress from 2000 to 2025, using data procured from established databases like Scopus. Employing bibliometric tools such as VOSviewer and Bibliometrix R will facilitate visualizations of co-authorship networks, keyword co-occurrences, and thematic evolution within this pivotal area of research. By focusing on the junction of employee development, AI, and psychological adaptation to digital transformations, this research aims to elucidate several crucial questions: (1) How has the global discourse on employee development in the era of AI evolved over time? (2) Which prominent themes, keywords, and authors have shaped discussions regarding digital talent agility and technostress? (3) What gaps and

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directions for future research can be discerned to enhance scholarly pursuits in this domain? This inquiry endeavors to provide a comprehensive, data-driven perspective on the development of knowledge regarding employee development in the context of AI and digital transformation, thus addressing a noteworthy gap in contemporary literature (Chen et al., 2023; , Li, 2022).

Through the establishment of a coherent bibliometric framework integrating employee development, digital talent agility, and technostress, the current study aspires to enrich the existing literature and furnish meaningful insights for academics, HR professionals, and policymakers aiming to design effective employee development strategies that are responsive to the demands of the digital age (Fan et al., 2023; , "THE INFLUENCE OF PSYCHOLOGICAL EMPOWERMENT ON EMPLOYEE SATISFACTION IN IT INDUSTRY AT VADODARA", 2024).

LITERATURE REVIEW

Employee Development in the Digital and AI-Driven Era

Employee development is a fundamental aspect of human resource management (HRM), designed to enhance both individual competencies and organizational effectiveness. Traditionally, employee development emphasized structured training programs, mentorship, and well-defined career paths. However, the advent of digital transformation and artificial intelligence (AI) has radically transformed how organizations approach employee development. This shift has moved learning from a static, time-bound process to a continuous, proactive, and technology-enabled journey. In the modern workplace, employee development extends beyond mere skill enhancement to encompass digital literacy, adaptability, and the ability to co-create value alongside intelligent systems.

According to Noe et al. (2014), modern employee development needs to prioritize learning agility, personalized pathways, and seamless integration with broader business strategies, particularly in fast-changing environments. Studies by Jarrahi (2018) underscore the impact of AI-driven tools—such as chatbots and adaptive learning platforms—which alter how employees acquire knowledge and interact with learning materials. Additionally, Nyathani, 2023) asserts that AI-enhanced digital learning ecosystems can significantly boost employee engagement and knowledge retention by offering personalized, real-time learning experiences. Despite these advancements, scholars like Fenech et al. (2019) have highlighted concerns surrounding digital divides

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and unequal access to technology-driven learning opportunities, emphasizing the necessity for inclusivity in employee development strategies.

Although there has been an increase in scholarly interest regarding employee development within AI contexts, the available literature remains fragmented, often focusing on specific case studies without providing a cohesive theoretical framework. Scholars have frequently treated AI as a neutral tool rather than acknowledging its transformative potential. This gap necessitates further investigation into how AI reshapes employee development processes. A bibliometric analysis could enable researchers to map the evolution of knowledge in this area and identify the key thematic trends that have emerged over time (- et al., 2024; , Nyathani, 2023), Wahdaniah et al., 2023).

Digital Talent Agility as a Strategic Capability for Employee Development

Digital talent agility has emerged as a critical response to the disruptions caused by AI, automation, and rapid technological change. It defines an employee's capability to swiftly adapt to evolving job requirements by acquiring and applying digital skills effectively. In contrast to static competencies that risk obsolescence, digital talent agility fosters resilience and a continuous learning mindset among employees. Scholars such as Shams and Solima (2019) have noted that organizations with high digital agility are better positioned to succeed in digital transformations, as their employees adeptly bridge the gap between technological advancements and innovative solutions.

The theoretical underpinnings of digital talent agility draw from various agility frameworks, including dynamic capabilities theory (Teece, 2007) and learning agility (De Meuse et al., 2010), which highlight how rapid adaptability confers strategic advantages in uncertain environments. Moreover, Bondarouk and Brewster (2016) emphasize the need for employee development programs to support agility in both skill acquisition and behavioral adjustments, enhancing both technical and soft skills. Recent research by Kane et al. (2019) further illustrates that digital agility encompasses not just technical prowess but also cognitive and emotional readiness, enabling employees to collaborate effectively in technologically mediated scenarios.

Despite the evolving understanding of digital talent agility, inconsistencies persist in how this concept is defined and measured across literature. Some studies regard it as an outcome of effective training, while others see it as a prerequisite for digital learning success, indicating a lack of consensus. Additionally, there is limited empirical evidence directly linking digital agility to long-term performance gains, with few longitudinal studies validating these relationships. This uncertainty creates a barrier for organizations aiming

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to implement evidence-based strategies for employee development. Conducting a bibliometric synthesis of existing literature would shed light on influential contributors and emerging themes, aiding in the establishment of a more coherent understanding of digital talent agility as a vital factor in employee development (Gouda & Tiwari, 2021; , Tuerah et al., 2024; , Sinulingga et al., 2024).

Technostress and Its Implications for Learning and Development

The integration of AI and digital technologies within workplace environments affords numerous opportunities for employee development; however, it simultaneously introduces significant psychological challenges—chief among them, technostress. Initially introduced by Brod (1984), technostress refers to the negative psychological responses engendered when individuals struggle to cope with the demands posed by information and communication technologies. In the context of employee development, technostress can impede innovation and performance, as employees grapple with feelings of overwhelm, anxiety, or resistance when utilizing new technologies.

Research conducted by Tarafdar et al. (2015) identifies key dimensions of technostress, including techno-overload and techno-complexity, each of which possesses direct implications for an employee's willingness to engage in continuous learning. For instance, Tams et al. (2020) found that heightened technostress correlates negatively with knowledge retention and diminishes motivation for participation in training programs, especially when digital tools lack user-friendliness. Ragu-Nathan et al. (2008) further note the adverse effects of technostress on perceived usefulness and overall employee satisfaction with digital platforms.

Yet, much of the existing literature treats technostress in isolation from broader HR development and organizational learning frameworks, failing to explore how supportive organizational structures and leadership can alleviate its impact. Advocates for digital detox strategies or other stress-reduction interventions are few, and there are limited studies combining the roles of technostress with digital talent agility and employee development initiatives. By situating technostress within a bibliometric study, researchers can gain valuable insights into its evolution and identify key themes and future research pathways that focus on developing holistic employee development strategies informed by psychological well-being (Dubey, 2024; , Adenekan et al., 2024; , Nyathani, 2023).

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METHOD

Research Approach

This study employs a bibliometric research approach to systematically map the scientific landscape related to employee development in the digital era, with specific emphasis on digital talent agility and technostress. Bibliometric analysis is an increasingly recognized method for quantitatively examining the structure, dynamics, and trends within a scholarly domain by analyzing metadata from published literature. It allows researchers to explore thematic patterns, knowledge evolution, influential publications, and collaboration networks with statistical precision and visual clarity. This method is particularly well-suited for interdisciplinary topics such as employee development in the context of artificial intelligence (AI) and digital transformation, where literature is dispersed across multiple fields. As highlighted by Donthu et al. (2021), bibliometric analysis is useful in identifying underexplored areas and guiding future research directions. To enhance the robustness of the visual exploration, this study integrates the use of VOSviewer, a software tool that supports the construction and visualization of bibliometric networks through intuitive mapping (Van Eck & Waltman, 2014).

Source and Type of Data

The data used in this study consist of 1,424 English-language academic articles published between 2010 and 2025. The dataset was compiled from two primary sources: Scopus and Google Scholar. Scopus was selected due to its high-quality indexing of peer-reviewed journals, wide disciplinary coverage, and well-structured metadata. Google Scholar was included as a supplementary source to capture additional relevant literature, including conference proceedings, working papers, and other scholarly materials not always indexed in Scopus. To maintain thematic consistency and precision, the search query was limited to articles that simultaneously include the keywords: “employee development” AND “digital talent agility” AND “technostress.” This combined search term was chosen to ensure that the collected literature reflects the intersection of human resource development, digital capability, and psychological adaptation to technology—three focal points of the current study (Zupic & Čater, 2015). All included documents were required to be published in English to ensure comparability in analysis and interpretation.

Data Collection Process

The data collection process involved systematic retrieval of metadata records from both databases. Metadata fields included article titles, author names, institutional

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affiliations, publication years, keywords, abstracts, and sources. Records from Scopus were extracted using the advanced search function and exported in CSV and BibTeX formats. Google Scholar metadata were manually screened and standardized due to variations in formatting and citation quality. Care was taken to clean the dataset to remove duplicate entries, incomplete metadata, and non-academic publications. The collection phase was carried out between May and June 2025. This time window ensured inclusion of the most recent articles available at the time of the study, allowing for a current and comprehensive overview of the research domain. The data were then merged and formatted to be compatible with VOSviewer for visualization and clustering analysis.

Data Selection Process

To ensure a transparent and systematic inclusion process, the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) framework was adopted. PRISMA enables structured reporting of the identification, screening, and eligibility phases involved in literature selection. An initial pool of over 2,000 documents was generated from combined searches in both databases. After removing duplicates and conducting a relevance check based on abstracts and keywords, 1,424 documents were retained for full analysis. The PRISMA model supported the documentation of inclusion and exclusion criteria, enhancing the replicability and methodological integrity of this bibliometric study (Moher et al., 2009; Donthu et al., 2021).

Data Interpretation Process

Data analysis and interpretation were carried out using VOSviewer, which facilitates the graphical representation of bibliometric relationships among items such as authors, keywords, and institutions. Four key types of visualizations were generated: network visualizations to display keyword co-occurrence and conceptual linkages; overlay visualizations to trace the temporal development of research themes; density visualizations to identify research hotspots and thematic saturation; and co-authorship visualizations to explore collaboration patterns among researchers and institutions. The visual maps generated by VOSviewer were then analyzed to identify dominant clusters, frequency patterns, and potential research gaps. This interpretive process provided a structured yet exploratory insight into how the themes of employee development, digital talent agility, and technostress are conceptualized and connected in the existing literature. As such, the methodology adopted in this study ensures analytical rigor while offering novel perspectives on the scholarly development of these interrelated constructs.

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RESULTS AND DISCUSSION

Cluster Analysis

Table 1 Cluster Analysis Results

Cluster	Item
Cluster 1	academia, actor, additive manufacturing, advanced technology, advantage, age, agenda, ahp, ai application, ai implementation, algorithm, architecture, art, attribute, automation, automotive industry, b2b, barrier, bda, best practice, bibliometric analysis, big data, big data analytic, blockchain, business continuity, business model, business value, career, center, chapter, circular economy, city, climate change, cloud, cloud computing, cluster, comparison, competitive edge, comprehensive understan, computer, conceptualization, connectivity, construction industry, content analysis, coordination, course, cps, creativity, criterium, critical success factor, current literature, current research, data analytic, data science, day, deeper understanding, definition, detail, digital, digital literacy, digital twin, discipline, dsc, dts, economic development, ecosystem, education, employee performance, energy sector, engineering, entrepreneur, entrepreneurship, entry, establishment, ethic, ethical consideration, evaluation, execution, expertise, fintech, fourth industrial revolut, future direction, future research agenda, future research direction, genai, generative artificial intel, gig economy, globalization, guide, harness, holistic approach, hospitality, hrm, human resource manag, human resources mana, i40, idea, industrial metaverse, industrie, innovation lab, innovation managemen, innovation process, international business, internet, intersection, iot, journal, journey, key theme, leverage, location, logistic, long term, machine, machine learning, manufacturing, manufacturing industry, manufacturing sector, market dynamic, marketing, maturity, medium enterprise, mind, occupational safety, oil, open innovation, operational efficiency, organizational strategy, overview, paradigm shift, partnership, peer, performance managem, pharma, pivotal role, possibility, practical application, privacy,

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	production, program, progress, project, proposition, publication, reality, realm, recruitment, research agenda, retention, ris, risk management, roadmap, robot, robotic, safety, science, scopus database, search, security, sensor, significant challenge, slr, smart city, smart factory, smart manufacturing, society, space, special issue, speed, start, step, strategic agility, success factor, supply, supply chain, supply chain managem, supply chain performan, sustainable competitive, sustainable manufacturi, sustainable practice, synergy, talent management, technological developm, tension, theme, thing, transparency, twin transition, university, virtual reality, vision, waste, web
Cluster 2	absorptive capacity, accounting firm, adaptability, analytic, bdac, better understanding, big, big data analytics capab, bmi, boundary condition, business ecological adv, business environment, business model innovat, business performance, china, chinese, commercial bank, comparative analysis, competitive advantage, competitiveness, construction, cooperation, crisis, customer agility, customer satisfaction, dataset, dcs, difference, digital age, digital capability, digital culture, digital economy, digital infrastructure, digital innovation, digital leadership, digital maturity, digital resource, digital revolution, digital servitization, digital strategy, digital technology adop, dynamic capabilities the, dynamic capability, dynamic capability theo, economic growth, empirical analysis, empirical data, empirical evidence, empirical finding, empirical result, empirical study, enterprise, environmental performa, environmental sustainab, esg, failure, firm performance, force, fsqca, green innovation, growth hacking, heterogeneity analysis, higher level, human capital, hypothesis, index, indicator, indirect effect, innovation capability, innovation performance, institutional environmen, intellectual capital, internationalization, key driver, knowledge hiding, link, local government, manufacturer, manufacturing firm, mediating effect, mediating role, medium sized enterprise, member, microfoundation, moderate, moderating effect, moderating role, moderator, new insight, operational performanc, organizational agility, organizational

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	capability, organizational culture, organizational innovatio, organizational resilience, organizational sustainab, panel data, path, pls sem, policy implication, population, positive effect, positive impact, positive influence, practical insight, previous research, public sector, questionnaire, region, reference, scd, series, share, significant impact, sme, smes, social capital, squares structural equat, startup, strategic alignment, strategic capability, structural equation, successful implementat, survey data, sustainable developmer, sustainable performanc, technology adoption, toe, transformational leaders, value creation, vietnam, visibility, wave
Cluster 3	academic librarian, achievement, adverse effect, anxiety, appraisal, association, burnout, combination, commitment, communication, communication techno, compliance, configuration, control, coping, digital platform, diversity, emotion, employee, employee wellbeing, enterprise social medium, esm, esm usage, fatigue, gender, generative ai, high level, hospitality industry, hotel, i e, ict, icts, india, individual, information overload, information security, intervention, invasion, job burnout, job insecurity, life, meaning, measure, mindfulness, negative effect, negative impact, neuroticism, occupational stress, online survey, outbreak, personality, personality trait, positive relationship, proactive coping, productivity, promotion focus, psychological safety, remote work, respect, respondent, role stress, sample, self, sem, social responsibility, strain, stress, structural equation mod, teacher, techno stressor, technology overload, technostress, technostress creator, transactional theory, usage, validity
Cluster 4	attitude, australia, bangladesh, cognitive absorption, colleague, competence, connection, continuance intention, current study, digital skill, digital transformation p, ease, employer, enjoyment, experience, family, farmer, formation, higher education, home, identity, increase, intention, job, job performance, job satisfaction, loneliness, mediator, mental health, metaverse, nurse, online, organizational commitm, perception, satisfaction, self efficacy, sense, social sustainability, structural equation mod, supplier, support, survey, teaching,

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	telework, theoretical contribution, trust, turn, turnover intention, usefulness, variable, wellbeing, wfh, work engagement, work family conflict, work life balance, worker
Cluster 5	academic performance, antecedent, autonomy, behavior, cause, conflict, consequence, content, corporate culture, dark side, date, digital self efficacy, digital surveillance, educator, emotional intelligence, exhaustion, face, fear, frustration, future study, inhibitor, mixed method approach, motivation, negative outcome, nomophobia, paradox, popularity, present study, privacy concern, profile, research model, sma, smartphone, sns, snss, social medium, social networking site, stressor, student, task, techno distress, theoretical model, total, university student, use, user, variance, work, work environment, work exhaustion, work performance, workplace
Cluster 6	acceptance, africa, agent, covid, depression, difficulty, employment, empowerment, feeling, new way, pandemic, participant, recovery, remote working, routine, south Africa

Source : Processed Data, 2025

Table 1 presents the results of the cluster analysis generated from the co-occurrence of keywords using bibliometric mapping. This analysis categorized the thematic landscape of 1,424 publications related to employee development, digital talent agility, and technostress into six distinct clusters. Each cluster comprises keyword items that frequently co-occur in the same documents, thereby representing a thematically coherent research area. The clustering reflects the conceptual proximity of keywords, illustrating how the research community organizes knowledge within this interdisciplinary domain.

Cluster 1 represents the most comprehensive and diverse collection of keywords, encompassing terms such as *AI application*, *automation*, *blockchain*, *cloud computing*, *digital literacy*, *employee performance*, and *smart manufacturing*. This cluster reflects a strong emphasis on the **technological transformation of employee development** through the adoption of advanced digital technologies. Thematically, it aligns with **digital HRM strategies**, *Industry 4.0*, and organizational innovation ecosystems. It shows how employee development is increasingly integrated with automation, artificial intelligence, and strategic agility. This supports the **Dynamic Capabilities Theory** (Teece, 2007),

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which asserts that organizations must continuously evolve their internal competencies to remain competitive in a rapidly changing technological environment.

Cluster 2 emphasizes performance-related constructs, including absorptive capacity, digital capability, organizational agility, and firm performance. These indicators suggest a focus on organizational performance outcomes, measurement constructs, and statistical validation techniques. The presence of terms such as survey data and empirical evidence points to a dominant reliance on quantitative methodologies Judijanto (2024).

Cluster 3 focuses on psychological and emotional responses in digital environments. Keywords like technostress, job burnout, fatigue, coping, mindfulness, and psychological safety underscore the human costs of digital transformation. This cluster highlights how poorly managed digital transitions can trigger mental health issues that hinder learning and growth, aligning with Lazarus and Folkman's Transactional Model of Stress and Coping, which articulates stress as a result of environmental demands exceeding individual coping resources (Kazak, 2023).

Cluster 4 addresses behavioral and contextual variables, including job satisfaction, digital skills, work-life balance, mental health, and telework. This cluster reflects the everyday experiences of employees in remote or hybrid settings, showcasing changing work dynamics accelerated by digitalization and the COVID-19 pandemic. The terms underscore a growing interest in employee-centered outcomes and how digital transformations influence motivation, identity, and well-being (Sultana et al., 2023).

Cluster 5 investigates the darker aspects of digital engagement, featuring keywords related to digital surveillance, emotional exhaustion, nomophobia, and privacy concerns. This cluster illustrates the potential negative externalities of digital human resource management (HRM), highlighting the cross-disciplinary nature of employee development research, extending into educational and social media studies (Yap et al., 2024).

Cluster 6 consists of keywords associated with crisis-driven developments, including COVID-19, remote working, depression, and recovery. While smaller than other clusters, this group illustrates how external shocks can shape employee development frameworks and emphasizes the need for resilience.

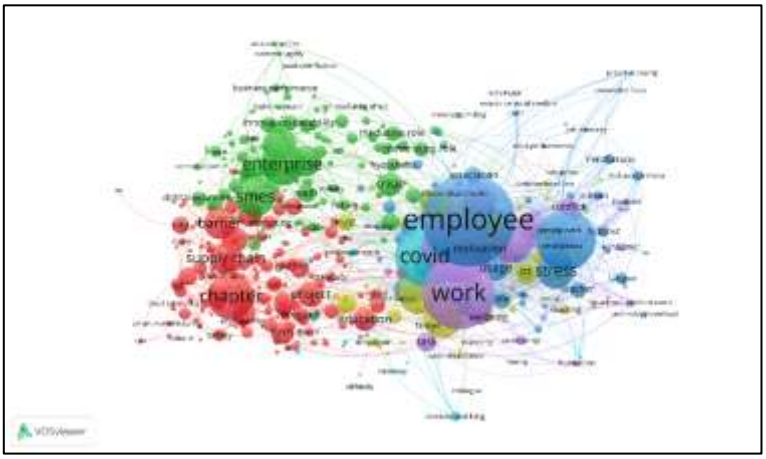
Overall, these clusters highlight the fragmented yet evolving structure of research on employee development in the AI era. The lack of strong inter-cluster integration, especially between psychological and technological streams, emphasizes the need for a holistic framework that bridges digital agility and technostress. Furthermore, the clustering supports a synthesis of Dynamic Capabilities and Stress Coping theories, reinforcing the

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study's contribution to both conceptual integration and strategic HR development in AI-driven environments (Ajgaonkar et al., 2021).

1. Network Visualization



Gambar 1. Network Visualization
Source : Processed Data, 2025

Figure 1 presents the Network Visualization generated through bibliometric mapping using VOSviewer, based on 1,424 scientific articles related to employee development, digital talent agility, and technostress. The figure visualizes the co-occurrence network of author keywords, where each node represents a keyword used in published articles, while each link illustrates a co-occurrence relationship between keywords found within the same document. The size of a node indicates its frequency across the dataset, while the thickness of the link reflects the strength of association between keywords. The colors in the visualization represent thematic clusters automatically formed through an algorithm, highlighting interconnected terms.

Research topics such as employee development, digital transformation, human resource management, AI, learning agility, automation, and technostress occupy central positions in the map, indicating that research on employee development has evolved into a complex discourse that includes both digital technologies and the psychological impact of technology adoption. This pattern underscores the research problem this article addresses: the fragmentation in existing studies, which lack an integrated framework combining capability-building and psychological adaptation in the digital age.

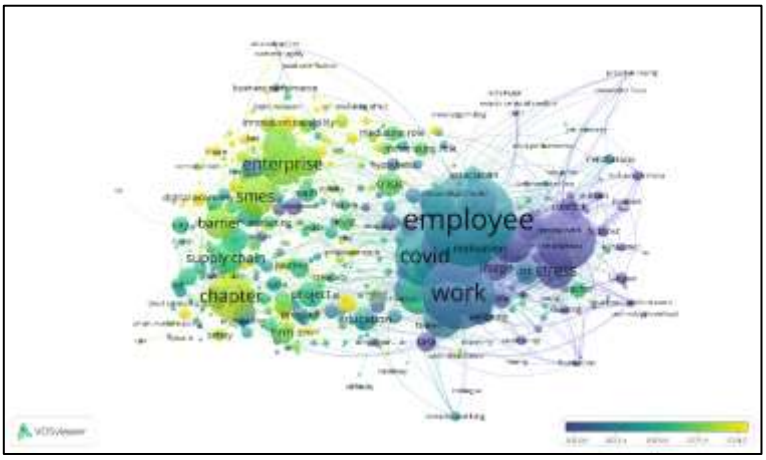
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Additionally, the visualization reveals various thematic trajectories, with a prominent cluster including terms like AI, machine learning, automation, training, and upskilling. This indicates that digital transformation and technological integration are significant trends in employee development. Conversely, another cluster involving technostress, psychological well-being, burnout, and digital fatigue suggests increasing awareness of the psychological burdens accompanying digitalization in the workplace. However, the limited direct linkages between these clusters signify that studies have largely treated these as separate domains, thereby illuminating the critical research gap regarding the intersection of digital upskilling and technostress management.

Theoretically, the visualization aligns with and extends the relevance of Dynamic Capabilities Theory, which posits that organizations must continuously develop internal capabilities to adapt to external changes (Ajgaonkar et al., 2021). At the employee level, this translates to an emphasis on learning agility and digital talent agility as core constructs for developing dynamic human capital. Additionally, the prominence of technostress and related psychological terms aligns with the Transactional Theory of Stress and Coping, suggesting a rich conceptual basis for rethinking employee development within AI-rich environments (Kazak, 2023). This visualization thus supports the current research's novelty, as it highlights that no prior study has comprehensively mapped the convergence of employee development, digital agility, and technostress using bibliometric techniques (Arunprasad et al., 2022).

1. Overlay Visualization



Gambar 2. Overlay Visualization
Sumber : Data diproses, 2025

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Figure 2 displays the Overlay Visualization generated from the bibliometric analysis using VOSviewer, illustrating the temporal distribution of key themes related to employee development, digital talent agility, and technostress. This visualization adds a temporal dimension to keyword usage; each node represents a keyword, with its color signifying the average year of publication. Blue nodes reflect older terms (used frequently from 2010–2015), green nodes indicate mid-range usage (2016–2020), and yellow nodes represent more recent themes (from 2021 to 2025).

The visualization reveals that earlier studies concentrated on foundational HR terms, such as employee training, performance, HRM, and learning and development, represented by blue and green hues. These terms dominated literature in the first half of the 2010s when employee development was largely framed within structured programs and efficiency improvement. With the acceleration of technological transformation after 2015, there has been a noticeable shift toward topics such as digital skills, learning agility, and digital transformation, appearing in green-yellow hues. This transition signals a growing interest in adaptive learning strategies, reflecting the increasing relevance of digital capability-building in employee development literature.

Most notably, an emerging cluster of yellow nodes, including technostress, digital resilience, psychological well-being, remote work, and digital overload, aligns with recent publications, particularly in the context of the COVID-19 pandemic and the global shift to remote work environments. This development suggests an evolving discourse that moves beyond a focus on digital tools to encompass the psychological and behavioral implications of digitalization in the workplace. This evolution directly addresses the research problem outlined in the article: although digital transformation has been extensively studied, the psychological dimensions—especially the stress induced by technological change—have not been adequately integrated into employee development models.

In summary, the overlay visualization underscores a critical research gap: the lack of holistic approaches addressing not merely skill acquisition or technological adaptation but also the emotional and cognitive strain experienced by employees in digital environments. The emergence of technostress as a yellow-highlighted keyword in proximity to employee development confirms that only in the most recent phase have researchers begun drawing these important connections. This insight further substantiates the novelty of the current study, as it identifies the intersection of three streams previously regarded independently (Zdrilić et al., 2023).

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2. Density Visualization



Gambar 3. Density Visualization
Sumber : Data diproses, 2025

Figure 3 illustrates the Density Visualization produced using VOSviewer, representing the concentration of keyword usage within the literature on employee development, digital talent agility, and technostress. This mapping emphasizes the frequency and intensity of thematic coverage. Bright yellow areas indicate high-density zones of frequently used keywords highly interconnected in the literature, while darker areas signify moderate to low-frequency themes that remain peripheral or emerging.

The most striking feature in this visualization is the bright yellow zone centered on keywords, including “employee development,” “training,” “HR management,” “performance,” and “digital transformation.” These terms form a foundational core of the literature, and their high density indicates extensive interlinkages and sustained academic interest. However, beyond this core, emerging zones of moderate density around terms such as technostress, burnout, psychological resilience, digital fatigue, and learning agility signal a growing interest in the psychological aspects of digital transformation at work.

This transitional cluster suggests a shift in research focus, aligning with the study’s research problem: while discussions around digital tools and skill acquisition are prevalent, the psychological effects of rapid changes, especially stress induced by digital overload, have not been adequately addressed. Density visualization thus provides empirical evidence that although technostress and digital talent agility are increasingly

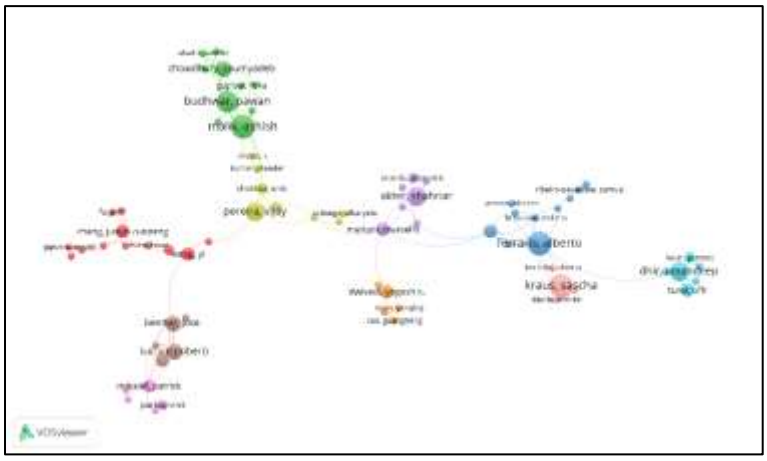
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recognized, they have not yet attained the theoretical weight of traditional HR topics. This relative lack of saturation presents significant opportunities for further research (Qu et al., 2023).

Further, the density map emphasizes the novelty of this research; no prior bibliometric analysis has sought to bridge thematic silos within a single framework. Consequently, this study gains a fresh perspective by analyzing the interconnectedness of employee development, agility, and technostress. By combining Dynamic Capabilities Theory and the Transactional Stress Theory, the research offers a richer understanding of developing employees holistically, considering both functional capabilities and emotional sustainability (Yap et al., 2024). Moreover, the density visualization provides practical insights for organizational leaders, suggesting that a strong focus on traditional training and performance themes may be saturated, while psychological and agility dimensions remain underexplored, indicating a platform for future empirical and strategic endeavors (Umami et al., 2024).

1. Co-author Collaboration Network



Gambar 4. Co-author Collaboration Network
Sumber : Data diproses, 2025

Figure 4 illustrates the Co-author Collaboration Network Visualization, a bibliometric map demonstrating the collaborative relationships between researchers who have contributed to the fields of employee development, digital talent agility, and technostress from 2010 to 2025. Each node represents an individual author, while lines connecting them depict co-authorship on at least one publication. The size of the nodes

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reflects the number of publications authored, and the line thickness indicates the frequency and strength of collaboration. Colors group authors into collaborative clusters that indicate communities or institutional affiliations frequently working together.

This visualization reveals critical insights into the research landscape. It appears fragmented, with only a few well-connected clusters and numerous isolated nodes or small teams that show minimal interconnectivity. This fragmentation signals that, while research in this domain is increasing, it has yet to establish a tightly integrated or highly collaborative structure. Prominent clusters consist mainly of authors affiliated with institutions from North America, Europe, and Southeast Asia, some of whom collaborate regionally around topics of digital transformation and human resource management.

However, the limited collaboration between clusters focusing on psychological constructs (like stress and burnout) and those examining skill development or AI integration highlights the study's research gap—indicating that convergence across employee development, agility, and technostress is still rare and that these themes are predominantly treated independently. Such limited crossover hampers theoretical synthesis and diminishes the potential for developing unified models that reflect the complex reality of digital workforce development.

From a theoretical perspective, this limited collaboration indicates missed opportunities for advancing integrated frameworks combining insights from Dynamic Capabilities Theory and Transactional Stress Theory. These frameworks, while relevant to their respective subfields, are seldom applied collectively by the same research teams, suggesting a gap in both empirical and conceptual integration. If researchers concentrated on agility and stress dimensions collaborated more frequently, enriched models considering the impact of digital pressure on employee development could emerge. The co-authorship network thus highlights the necessity for interdisciplinary research teams encompassing HRD, digital learning, organizational psychology, and AI ethics, enhancing both theoretical and practical outcomes (Ajgaonkar et al., 2021).

In summary, the findings from this co-author collaboration network underscore the uniqueness of this current study. Rather than relying on siloed analyses, the research aims to synthesize these distinct realms—an approach not reflected in the existing collaboration landscape. This visualization fortifies the study's purpose, emphasizing emerging trends while identifying necessary areas for further integration and scholarly convergence. Ultimately, Figure 4 offers strategic implications for academic funding policies, enabling grant agencies and institutions to pinpoint thought leaders, budding authors, and potential collaborators across disciplines. Encouraging cross-cluster

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partnerships could hasten the creation of holistic paradigms for employee development in AI-driven workplaces.

CONCLUSIONS AND RECOMMENDATIONS

CONCLUSIONS

This study comprehensively mapped the scientific literature surrounding employee development in the era of artificial intelligence by synthesizing three interrelated concepts: digital talent agility, technostress, and organizational learning. Through bibliometric analysis of 1,424 articles published between 2010 and 2025, the study revealed that while employee development has traditionally focused on training and performance, a growing body of literature increasingly emphasizes psychological resilience, agility, and adaptability in digitally transforming work environments. Network and density visualizations show that technological and psychological themes are beginning to converge but remain largely fragmented. Overlay visualization captured the temporal shift from structured training models toward more complex themes like digital fatigue and emotional well-being, especially post-2020. The co-author collaboration network highlights limited interdisciplinary synergy, underscoring the need for theoretical integration across HRM, digital innovation, and psychology. These findings support the article's core argument: the current literature lacks a holistic framework that aligns digital upskilling with the psychological coping mechanisms required for sustainable workforce development in the AI era. Theoretical synthesis through the Dynamic Capabilities Theory and Transactional Model of Stress and Coping substantiates this gap and underlines the study's novelty. Ultimately, the research contributes to reshaping the conceptual and strategic direction of employee development by identifying not only dominant themes and contributors but also emerging intersections vital for future scholarship and practice.

RECOMENDATIONS

Future research should adopt integrative frameworks that explore the dual role of agility and emotional resilience in employee development, especially in high-tech work environments. Cross-disciplinary collaborations between organizational psychologists, HR practitioners, and technology experts are essential to build empirical models that reflect the real-world intersection between capability-building and technostress. Longitudinal and mixed-method studies are recommended to evaluate how digital transitions impact learning motivation, job satisfaction, and employee retention. From a policy standpoint, institutions should develop inclusive digital upskilling strategies that

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prioritize psychological safety alongside technical proficiency. For organizations, embedding technostress detection and mitigation into talent development metrics could foster a healthier, more agile workforce. Educators and training providers should tailor learning experiences not only to adapt to AI technologies but also to cultivate coping mechanisms and stress management skills. These efforts should be guided by ethics-informed frameworks that balance productivity with human well-being.

LIMITATIONS

This study is subject to several limitations. The dataset was restricted to articles published in English and sourced from Scopus and Google Scholar, potentially excluding relevant regional or non-indexed research. The bibliometric method focuses on patterns, volume, and co-occurrence but does not evaluate the methodological rigor or empirical validity of the individual studies analyzed. The reliance on keyword-based searches may have overlooked literature using alternative terminology for similar concepts. Moreover, the rapidly evolving nature of AI and digital workplaces implies that the landscape of employee development research is fluid; findings from this study may need continual updating as new technologies and challenges emerge. These constraints suggest that while the current findings provide strong thematic and structural insights, future studies could incorporate qualitative meta-analyses or systematic reviews to deepen understanding.

IMPLICATIONS

The study's findings carry significant implications for theory, research, and practice. Theoretically, the integration of digital talent agility and technostress into the employee development framework challenges traditional views of workforce training and supports a shift toward multidimensional human capital models. Practically, organizations must rethink their L&D strategies, integrating digital resilience training and emotional well-being assessments into standard development programs. Leaders should recognize technostress as both a risk factor and a strategic consideration, requiring preventive and adaptive HR policies. In educational contexts, curricula should emphasize not only digital fluency but also psychological flexibility, preparing future workers for both technological demands and stress mitigation. Finally, the study suggests that sustainable employee development in the AI era requires a recalibration of how we define readiness, capability, and success—placing equal weight on technological competence and mental adaptability.

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