






# A Bibliometric Perspective of Integrating Labor Flexibility in Workload Control

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**Abstract.** In an era assessed by quick technological advancement and shifting work paradigms, the integration of labor flexibility (LF) within Workload Control (WLC) systems presents a critical yet underexplored facet of industrial operation. This research embarks on a comprehensive bibliometric and systematic literature network analysis crossing a decade of studies from 2014 to 2024, uncovering pivotal contributions and identifying prevalent themes in LF and WLC. Although our inquiry reveals an intensifying interest in this field, particularly during the COVID-19 pandemic, it discloses a noticeable research shortfall in empirical explorations of LF's role within various order release methodologies. Addressing this gap, the study brings to light the growing importance of human dynamics, such as learning curves and worker heterogeneity, in optimizing WLC. Synthesizing the most significant scholarly works, the paper points out the urgency of adopting cross-disciplinary approaches to enrich future research attempts.

**Keywords:** Labor Flexibility · Workload Control · Bibliometric Analysis

## 1 Introduction

LF is essential in management and organizational studies. It means a company can adapt its workforce to changing business conditions, market demands, and technology. LF helps companies operate more efficiently, cut costs, and stay competitive in today's fast-paced business environment [1]. Integrating cyber-physical systems, IoT, and AI has transformed manufacturing processes in intelligent manufacturing. Smart factories manage interconnected operations in real time, enhancing productivity and adaptability. This shift requires a workforce capable of managing complex systems and adapting to new technologies. Continuous training programs and agile workforce planning are essential for labor management in intelligent manufacturing [2–6].

Modern industries require LF beyond task handling, including rapid skill acquisition and role adaptability. Broad-skilled workers can quickly adapt to new technologies and product changes, improving operational resilience and agility. Companies with a

broadly trained workforce are more flexible than those with highly specialized skills, which improves resource utilization, manufacturing times, and customer service. Japan's manufacturing sector found that LF is necessary for flexible manufacturing systems, emphasizing the need for multi-skilling in the workforce [7, 8]. However, a comprehensive bibliometric analysis that integrates various aspects of LF within WLC frameworks is lacking. The literature shows poorly integrated LF and WLC strategies to improve workforce allocation and production. This gap requires research highlighting the benefits of LF, such as increased adaptability, reduced production lead times, and improved operational performance, and explaining how to fully leverage these benefits [7–11].

Fundamental theories and models, such as the Theory of Constraints (TOC), WLC, and the Lancaster University Management School (LUMS) methodology, form the underpinnings for comprehending LF within WLC frameworks [11, 12]. These paradigms traditionally visualize LF with workflow and workload structuring but do not offer a comprehensive model that summarizes the dynamic interaction among LF, production planning, and WLC [2, 3, 12]. Furthermore, LF goes above just task handling; it captures the workforce's capacity for rapid skill acquisition and role adaptability, which is crucial in modern industries. Firms with broad-skilled workers can quickly respond to new technologies and product changes, underscoring the importance of LF for operational resilience and agility [13–15]. Historically, firms focusing on a broadly trained workforce have demonstrated greater flexibility than those with highly specialized skills [7]. This flexibility aids in efficient resource utilization, reduces manufacturing time, and improves customer service. Notable research from Japan's manufacturing sector indicates that LF is vital for the success of flexible manufacturing systems, highlighting the significance of multi-skilling in the workforce [8]. To put it in a nutshell, this study not only offers a foundational insight into the role of LF within WLC but also provides the first comprehensive overview of the state of the art literature on this analyzed topic, highlighting a significant research gap that needs addressing. There is a pressing need to create multidisciplinary frameworks that effectively implement LF. This approach is crucial to ensure that businesses are not just surviving but actively thriving in the dynamic and competitive arena of the manufacturing sector. [2, 3, 9, 12].

Moreover, to the best of the authors' knowledge, there is still a lack of a comprehensive overview in the literature concerning the initial stages of LF integration within WLC systems and a bibliometric review on this specific subject. Understanding the existing studies on LF in WLC, mainly focusing on the early stages of integrating LF strategies, could significantly contribute to two primary areas. Firstly, it allows for the organization and recognition of the main contributions, influential authors, journals, and countries in this research area. Secondly, it aids in identifying both current and emerging research trends within this realm, laying a solid foundation for future studies. Therefore, based on a Systematic Literature Network Analysis (SLNA), this paper presents a bibliometric review focused on LF in WLC. This review explores the critical themes, methodologies, and dialogues that have shaped the field from 2014 to 2024. The review aims to address these research questions (RQ):

*RQ1: Who are the most productive and influential countries, journals, and authors, and what are the pivotal contributions in the literature on LF within WLC?*

*RQ2: What are the primary themes and research streams driving the development of LF research within WLC?*

The goals of this paper are threefold. First, the existing literature on LF in WLC should be collected, emphasizing the initial phase of LF strategy implementation. Second, the key contributors in this field will be identified by analyzing publication and citation counts and proposing an innovative graphical descriptive tool. Lastly, the authors examine past and current research themes related to LF in WLC, focusing on author keywords and their co-occurrences. This study will provide descriptive metrics on the reviewed literature, offering an overview of the knowledge landscape in this area. The paper aims to set the stage for future research endeavors in this domain, equipping researchers with insights to identify potential gaps and suggest new study avenues. The paper is sorted out as follows: Sect. 2 outlines the theoretical background to understand this study. Specifically, it summarized the results of a preliminary SLNA, which confirms the literature gap addressed in the present study, thereby justifying how this work can contribute to the extant research. Section 3 provides the method for conducting the bibliometric review. Section 4 displays the results of the bibliometric review. Section 5 closes the paper with a discussion of the findings.

## 2 Theoretical Background

To confirm the literature gap addressed in this study, a preliminary SLNA was conducted to search for existing literature contributions, providing a comprehensive overview of the research on LF in WLC. The SLNA was conducted on March 2nd, 2024, by searching scientific contributions on the Scopus database, considered the best search engine for scientific journal coverage [18]. Initially, contributions including (in the title, abstract, or keywords) keywords related to LF were investigated utilizing the following search query:

*(TITLE-ABS-KEY (“labo\* allocation\*” OR “labo\* assignment\*” OR “work\* allocation\*” OR “work\* assignment\*” OR “flexible staffing” OR “staffing flexibility” OR “employee scheduling” OR “work scheduling” OR “shift assignment\*” OR “shift flexibility” OR “resource\* allocation\*” OR “allocation\* resource\*” OR “dynamic staffing” OR “dynamic labo\* allocation\*” OR “skill-based assignment\*” OR “skill-based allocation\*” OR “cross-training” OR “demand-driven staffing” OR “demand-driven labo\* allocation\*” OR “lab\* flexibility” OR “work force flexibility” OR “work\* flexibility” OR “manpower movement\*” OR “manpower movement\*” OR “flexible staff\*” OR “staff\* flexibility” OR “staff scheduling” OR “flexible employee” OR “employee flexibility” OR “work\* flexibility” OR “flexible work arrangements” OR “operational flexibility” OR “human resource flexibility” OR “multi-skilling” OR “labor adaptability” OR “rotational shifts” OR “adaptive staffing” OR “staff adaptability” OR “workforce adaptability” OR “rotating assignments”).*

This search query yielded 166,301 documents. To estimate better the studies offering literature reviews on LF, our second attempt was using the keywords related to the literature review using the following search query:

*AND ( TITLE-ABS-KEY (“Bibliographic Analysis” OR “systematic analysis” OR “Review” OR “Systematic literature Analysis” OR “Bibliometric Analysis”).*

This combination of search queries yielded 11,615 documents. Aiming to extract all existing contributions in the analyzed domain, no filter was used on the papers' publishing date, and the subject area was inserted. Then, only Articles, Conference Papers, and Reviews were included in the final Publication Stages, considering only English-written documents. In this way, 10,339 results were found. Finally, we used different queries related to WLC to exclude all the papers that were not related to LF in WLC (which is the topic of this research) using the following query:

*AND ( TITLE-ABS-KEY (“workload control” OR “workload-control” OR “workload control” OR “work load control” OR “workload balancing” OR “workload management” OR “material flow control” OR “task management” OR “capacity management” OR “load leveling” OR “load balancing”)).*

The papers that were filtered obtained 150 results. The number of first-sight contributions identified may appear high. However, by consulting the title, abstract, and keywords of these papers, it emerged that, in contrast to the integration of LF and WLC, few studies focused on a literature review. For example, Costa et al. [16] research primarily focuses on the efficiency of production control methods in hybrid MTO-MTS through simulation. It discusses bottleneck-based versus load-based release models without addressing LF or the integration of such flexibility within WLC frameworks. The paper's emphasis on mechanical aspects of production control, such as bottleneck management and load-based release models, does not align with the specific inquiry into LF, hence its exclusion. Bertolini et al. [17] investigate the performance of hybrid production planning systems using discrete event simulation but do not delve into labor aspects of integrating LF within these systems. The focus is strictly on the technical comparison of production systems, which diverges from the labor-centric analysis required for understanding LF within WLC.

Moreover, other research topics emerged using synonyms of main keywords unrelated to the topic of interest (e.g., load leveling, load balancing, workload management, workload balancing, material flow control, task management, and capacity management). Therefore, it was considered more appropriate to manually select the collected papers based on the consulted titles, abstracts, and keywords, thus removing the documents not concerning the topic of our interest. After the manual selection, 2 documents remained (excluding 148 papers), showing a greater interest of researchers in LF within WLC but not related to providing any literature review on this topic. Figure 1 summarizes the following screening process based on 3 exclusion criteria. This bibliometric analysis addresses the gaps in existing studies by expanding the scope beyond specific settings like Industry 4.0 and pure flow shops to include diverse manufacturing environments. It integrates theoretical insights and empirical applications to overview LF and WLC comprehensively. This approach enhances the accuracy of research findings and identifies under-researched areas and emerging trends. By utilizing bibliometric methods, this analysis ensures robust and reliable findings that bridge existing research gaps and guide future investigations into effectively integrating LF with WLC across various industrial contexts.

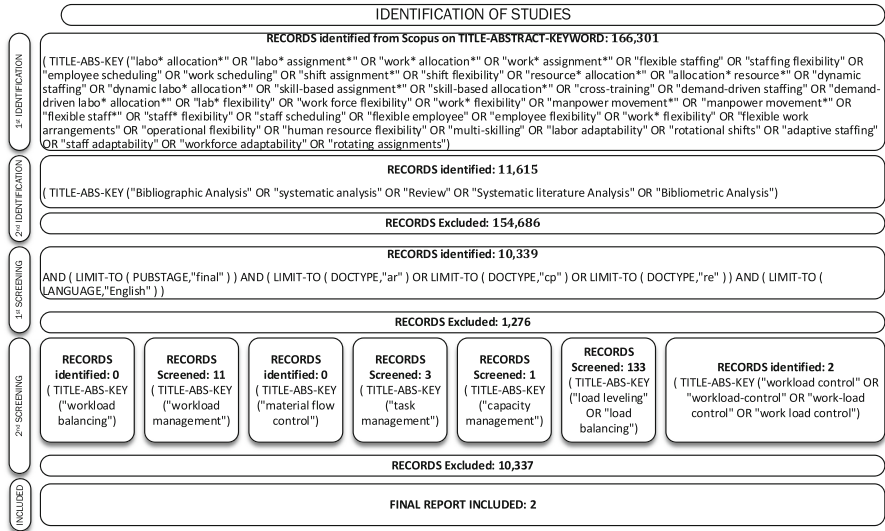


Fig. 1. Preliminary SLNA to justify the literature gap addressed in this study.

### 3 Methodology

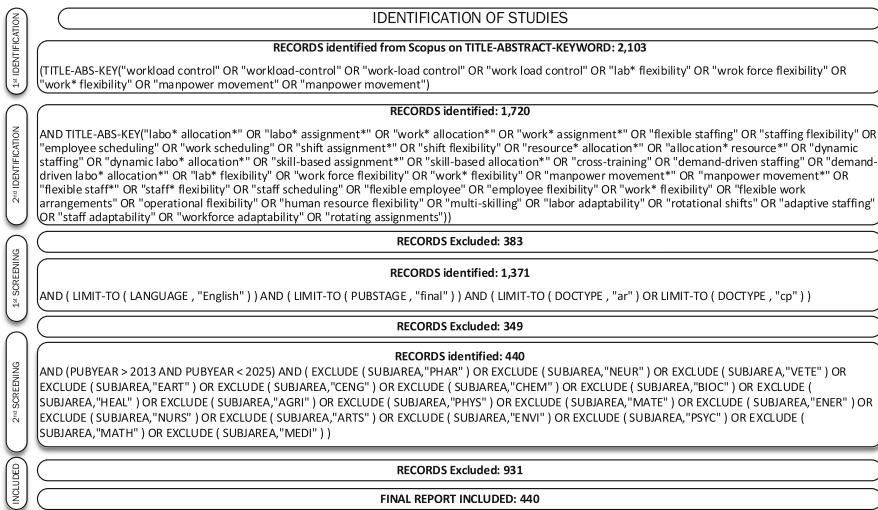
A systematic bibliometric analysis was performed to fill the WLC LF literature gap. Scopus, known for its extensive scientific journal coverage, was used for the systematic search on April 1st, 2024. A comprehensive WLC literature search started. [18]. The primary search query employed was:

*(TITLE-ABS-KEY("workload control" OR "workload-control" OR "work-load control" OR "work load control" OR "lab\* flexibility" OR "wrok force flexibility" OR "work\* flexibility" OR "manpower movement" OR "manpower movement"))*.

This extensive query captured all WLC-related documents for diverse terms. A staggering 2,103 documents were found in the initial search, indicating a large literature base. To target WLC LF, a refined search query was used:

*AND TITLE-ABS-KEY("labo\* allocation\*" OR "labo\* assignment\*" OR "work\* allocation\*" OR "work\* assignment\*" OR "flexible staffing" OR "staffing flexibility" OR "employee scheduling" OR "work scheduling" OR "shift assignment\*" OR "shift flexibility" OR "resource\* allocation\*" OR "allocation\* resource\*" OR "dynamic staffing" OR "dynamic labo\* allocation\*" OR "skill-based assignment\*" OR "skill-based allocation\*" OR "cross-training" OR "demand-driven staffing" OR "demand-driven labo\* allocation\*" OR "lab\* flexibility" OR "work force flexibility" OR "work\* flexibility" OR "manpower movement\*" OR "manpower movement\*" OR "flexible staff\*" OR "staff\* flexibility" OR "staff scheduling" OR "flexible employee" OR "employee flexibility" OR "work\* flexibility" OR "flexible work arrangements" OR "operational flexibility" OR "human resource flexibility" OR "multi-skilling" OR "labor adaptability" OR "rotational shifts" OR "adaptive staffing" OR "staff adaptability" OR "workforce adaptability" OR "rotating assignments"))*.

This tailored search yielded 1,371 documents, indicating significant LF in this domain. Pharmacology, Toxicology and Pharmaceuticals, Neuroscience, Veterinary, Earth and Planetary Sciences, Chemical Engineering, Chemistry, Biochemistry, Genetics and Molecular Biology, Health Professions, Agricultural and Biological Sciences, Physics and Astronomy, Materials Science, Energy, Nursing, Arts and Humanities, Environmental Science, Psychology, Mathematics, and Medicine were excluded. Publication dates from 2014 to 2024 were restricted to ensure relevance and focus. Articles and Conference Papers were included in the final publication stage, reviews were not considered, and English-language documents were considered. This reduced the entries to 440. This step was essential to align search results with LF and WLC, yielding 440 relevant documents (Fig. 2).



**Fig. 2.** SLNA to achieve the database analyzed in the bibliometric analysis.

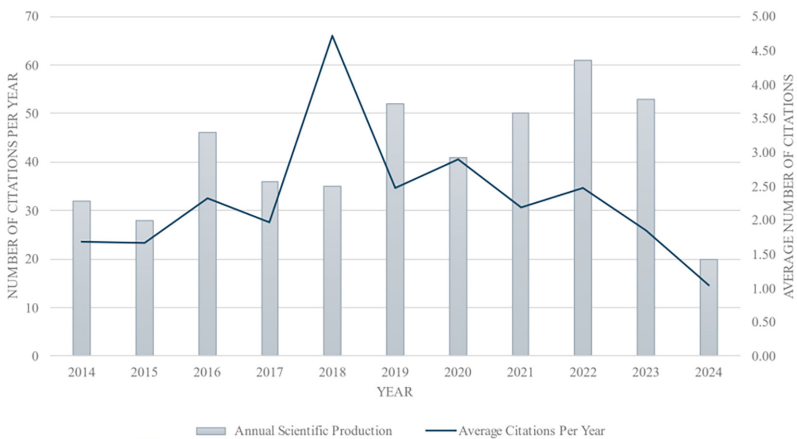
The authors collected WLC LF research for bibliometric analysis using this SLNA. The bibliometric analysis identified major themes, contributors, and research trends without searching for review-specific literature. This refined bibliometric analysis would lay the groundwork for a systematic and informed bibliographic literature review. This study used bibliometric network analysis to examine WLC LF trends and research areas. RQ1 was answered by examining article publication and citation rates. This showed us which countries, journals, and authors write most about this topic and are most influential [19]. The most productive ones have the most publications and are good starting points for learning about WLC LF. Other researchers frequently use and cite the most influential ones. The authors used Cantini et al.’s unique graphical tool, Qualitative Authors’ Relevance Assessment (QARA), to better understand these influential authors and their key papers [20]. The authors answered RQ2 with co-word network analysis [21]. This involved examining authors’ keywords and common word combinations. This clarifies

research themes and trends. The authors analyzed data using Microsoft Excel™, Bibliometrics (an R-tool), and VOSviewer. We utilized Microsoft Excel™ and Bibliometrics to gather publication and citation statistics for RQ1. VOSviewer and Bibliometrics examined authors' keywords, relationships, and research trends (RQ2).

## 4 Results

### 4.1 Outcome Related to RQ1: Productivity and Influence in LF and WLC

The database contains 440 articles (87% articles and 13% conference papers) by 1233 authors published in 316 journals between 2014 and 2024. The average paper contains 13.7 citations. Figure 3 shows the annual citation count (blue line) and publication temporal distribution (gray histogram), indicating that researchers have been aware of WLC and LF for a decade. Contrary to expectations, the literature on this topic is scarce, particularly now, with an annual growth rate of  $-4.59\%$ . After peaking in 2022 (nearly 60% of papers published), the publication trend has slowed over the last three years, indicating waning scientific interest. Since the search query was conducted in April, only 20 articles for 2024 have been displayed, indicating that more publications may appear by the end of the year. The citation curve peaked in 2018, indicating that significant contributions occurred that year.



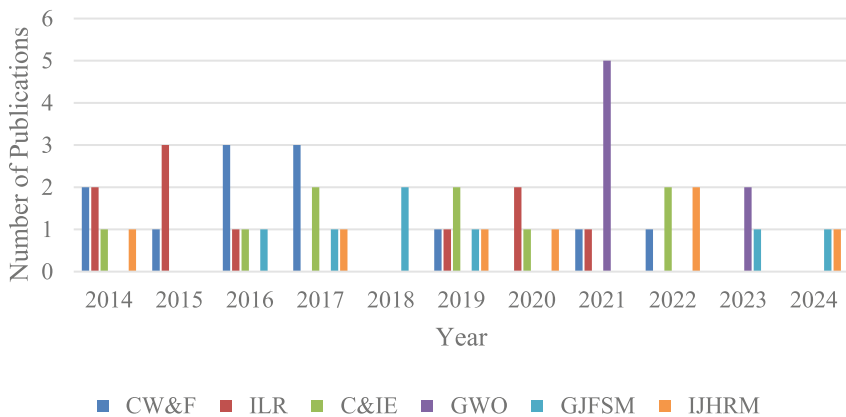
**Fig. 3.** Annual Scientific Production (gray) and Average Citations Per Year (blue).

RQ1 was answered by studying the geographical distribution of publications and citations to identify the most productive and influential countries. Figure 4 shows countries' productivity by WLC LF publications. The most productive countries, the USA, China, Italy, Australia, India, and the UK, have darker colors and 254, 121, 101, 99, 81, and 78 publications. Figure 3 shows that Eastern and Western countries published the analyzed field, while Africa contributed little to research development. However, the USA, UK, China, Italy, India, and the Netherlands are the most influential countries, with



Figure 5 demonstrates that Bradford's first zone (gray rectangle) contains the most productive journals (core sources): Community, Work, and Family (CW&F) (12 publications), International Labor Review (ILR) (10 publications), Computers and Industrial Engineering (C&IE) (9 publications), Gender, Work, and Organization (GWO) (7), Global Journal of Flexible Systems Management (GJFSM) (7), International Journal of Human Resource Management (IJHRM) (7), International Journal of Production Research (IJPR) (6), Economic and Industrial Democracy These core sources (63 out of 440 journals) account for one-seventh (14%) of the analyzed database. In a second analysis, after the most productive journals were published, the publication trend of the top six core sources was determined (Fig. 6). It shows no high-persistence journal with consistent publication over the years. However, CW&F, ILR, C&IE, and IJHRM confirmed their importance, indicating a significant interest in the analyzed topic over the last decade. In contrast, GWO demonstrated a more recent interest, producing only 7 papers in the last three years. Because Bradford's Law identifies the most productive journals but not the most influential ones, a third analysis was performed to determine the journal's average number of Citations Per Publication (CPP, Eq. 1).

$$CPP = \frac{\text{Total Number of Citations}}{\text{Total Number of Publications}} \quad (1)$$



**Fig. 6.** Publication trend of the top 6 core sources.

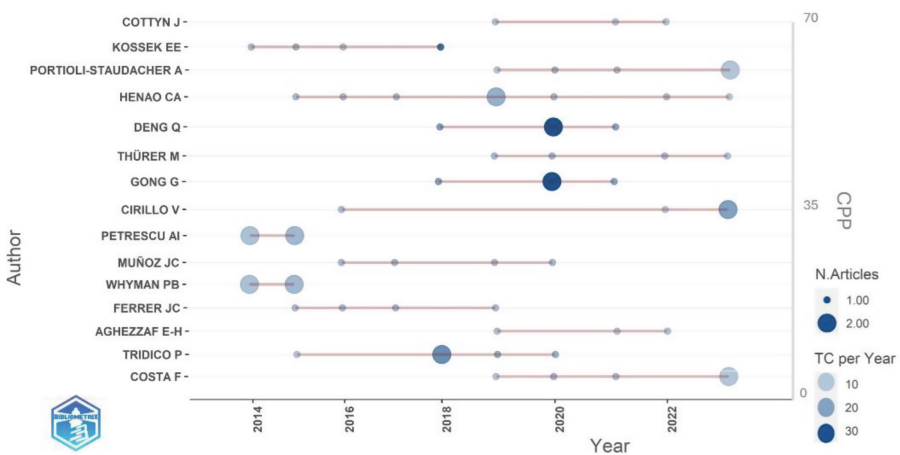
As a result, the top ten most influential sources were identified as having the highest CPP. According to Table 1, two aspects are worth noting. First, the CPP analysis allowed us to identify the field's most influential journals and papers. For example, EMJ's contribution was highlighted, with 199 citations over ten years, and the peak in citations was confirmed in Fig. 3 in 2018. Second, none of the journals listed in Table 1 appear in Figs. 4–5, demonstrating that the most significant literary contributions were not published in the core sources and emphasizing the distinction between the most productive and influential journals.

Finally, the most productive and influential authors were identified by considering their publications and CPPs and proposing the novel graphical descriptive tool QARA

**Table 1.** Most influential journals based on CPP.

Element	Number of citations	Number of publications	CPP
CW&F	247	12	21
C&IE	213	9	24
GJFSM	173	7	25
IJHRM	113	7	16
IJPR	168	6	28
ILR	119	10	12
EID	88	5	18
GWO	38	7	5
BJIR	50	3	17
EMJ	199	3	66

developed by Cantini et al. [20], which allows for summarizing key information on authors' productivity and influence. Figure 7 depicts the QARA based on the top 15 authors in terms of CPP. However, it could be extended to include all authors. In the QARA, a dot indicates the publications each author provides each year. Specifically, the dots' size can be small or large according to the number of annual documents published yearly by each author (in this case, 1 or 2 publications, respectively); the dots' color intensity follows a chromatic scale based on the total number of citations received yearly by each author (here, dark blue corresponds to 30 citations, while light blue corresponds to 10); and, finally, the authors' names are listed on the y-axis, placing the author's name at the top.



**Fig. 7.** Qualitative Authors' Relevance Assessment.

From the QARA (Fig. 7), four useful considerations emerge for answering RQ1. First, the most productive authors in the field appear based on the total number of publications (number and size of dots). In particular, the most productive author is Heno, with 8 publications. Secondly, the most influential authors are identified based on the highest CPPs, recognizing Cottyn and Kossek as the top 2 authors in the y-axis (with CPPs equal to 69 and 62, respectively). This result shows the difference between the most productive and influential authors. Thirdly, by looking at the dots' distribution and size, it is possible to check each author's temporal publication trend, observing the publication cadence and the date of the first publication. Finally, it is possible to identify the most influential papers in the existing literature on the analyzed topic.

#### 4.2 Outcome Related to RQ2: Primary Themes and Research Streams in LF and WLC

The co-occurrence of authors' keywords in VOSViewer was used to answer RQ2 about workplace, work, labor, worker, and workforce flexibility. Results in Fig. 8 show keywords with a minimum of two co-occurrences and their reciprocal links. The colors and keywords in Fig. 8 identified five major research themes related to the analyzed topic, which were confirmed by reviewing the database paper abstracts: Core concepts of flexibility relate to labor and overall flexibility; work environment and conditions relate to workplace and work flexibility; human resource and personnel management affects labor, worker, and workforce flexibility; and technical and organizational issues affect all types of flexibility. Workers and LF prioritize employee satisfaction and well-being. How companies plan and deploy their employees to meet changing demands, such as cross-training and dynamic team formation. (vii) Leadership and Cultural Impact: research on how supportive leadership and corporate culture affect flexible work arrangements and transformation. Labor laws, industry regulations, and economic policies affect how firms implement flexible work practices.

RQ2 was answered by creating a Thematic Map of author keywords[23] and using Bibliometrics. Figure 9 confirmed Fig. 8's findings and highlighted two driving (motor) themes that dominated the research: workplace flexibility, LF, overall flexibility, workforce flexibility, work flexibility, and employee flexibility. Motor themes are dense and central. They are well-developed and research-relevant. Figure 9 shows "flexibility," "gender," "COVID-19," "employment," and "productivity." Basic themes are central but sparse. Though less developed than motor themes, they are crucial to the field. Figure 9 shows the terms "workplace flexibility," "flexible work arrangements," "employee engagement," "labour flexibility," "occupations," "inequality," "working conditions," "future of work," "work flexibility," "labour market," "gig economy," "human resource management," or "remote working." Low centrality, high density for niche themes. These are well-developed but not field-tested, often representing specialized research. There are "workforce flexibility," "multiskilling," "labour productivity," "personnel scheduling," "europe," "retail services," "non-standard work," "panel data," "product innovation," and "childcare" in Fig. 9. Low centrality and density indicate new or declining themes that are underdeveloped or losing traction in the field. Figure 9 shows "job satisfaction," "work-life balance," "remote work," and "women". This perspective

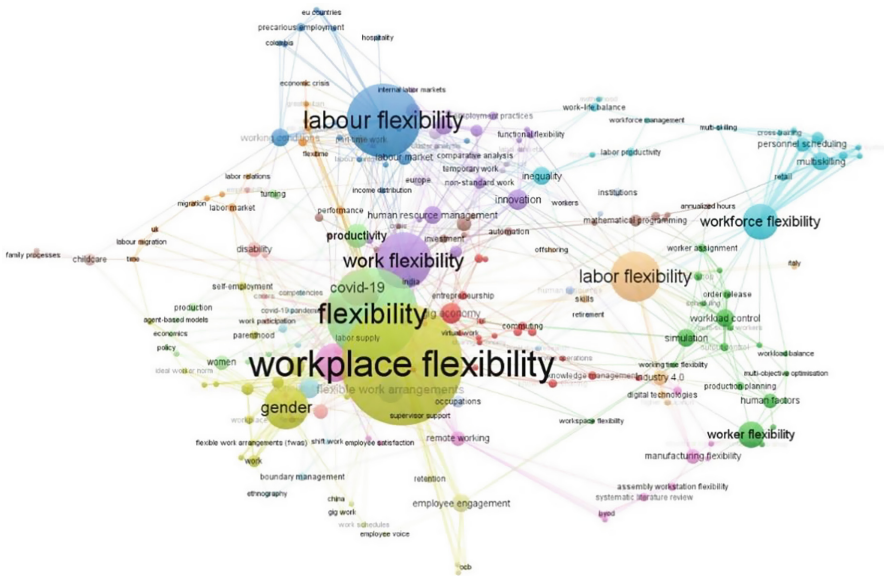


Fig. 8. Co-occurrence of authors' keywords.

emphasizes flexibility management human factors over operational logistics. It emphasizes employee well-being and job satisfaction while building an adaptable workforce that can handle changing workloads. This theme balances operational efficiency with employee needs, using technology to improve communication, scheduling, and personal development. It promotes cultural and organizational changes like workforce-focused leadership and policies. This approach is crucial in today's workplace, where employee well-being is increasingly valued for organizational success.

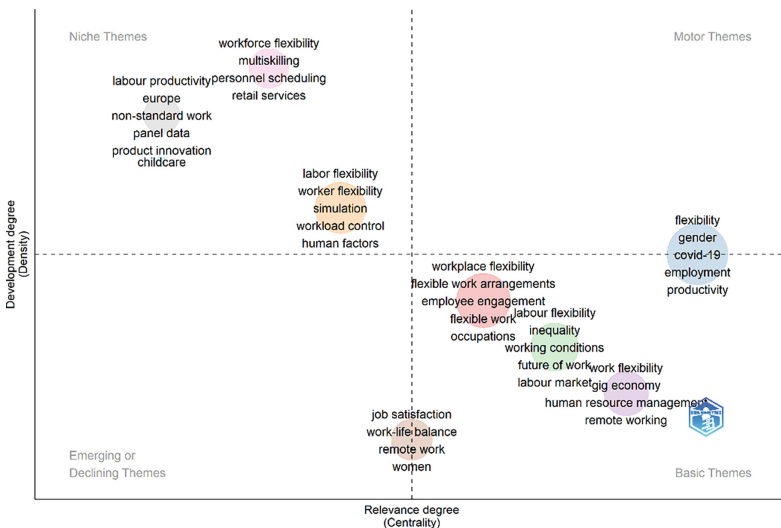


Fig. 9. Thematic Map of authors' keywords

## 5 Conclusions

This paper reviews the existing literature on LF in WLC. The field's most productive and influential countries, journals, and authors were identified using the number of publications and citations and the QARA graph. Following that, the main themes related to the analyzed domain were investigated using the authors' keywords and their co-occurrence, identifying the driving research streams that contribute the most to the research development in the considered topic.

The findings indicate that there is still room for improvement and development in this field's literature. However, following COVID-19, such a topic resurfaced in the scientific community, sparking a significant publication trend. The second takeaway from the findings is that researchers are particularly interested in eight specific themes related to the investigated topic. A thorough review of current research reveals a lack of comprehensive analyses on integrating LF with order release methods. Furthermore, existing models fail to account for human factors like learning curves and worker heterogeneity. These findings emphasize the importance of studies examining the complexities of human dynamics in WLC systems.

We examine fundamental concepts such as flexibility, work environment and conditions, human resource and personnel management, technical and organizational issues, employee well-being and satisfaction, workforce planning and development, leadership and cultural impact, and legal and policy frameworks in LF and WLC. Our research focuses on LF, workforce adaptation to changing tasks, and operational flexibility. Flexible work arrangements include remote work and adaptable job roles. Human resources and personnel management prioritize employee training, reskilling, and upskilling. Advanced scheduling algorithms and real-time data analytics enhance labor allocation and shift management. Technical and organizational issues are explored to determine how WLC systems can integrate technologies to improve efficiency and responsiveness. Flexible work arrangements and fewer repetitive tasks improve employee morale and satisfaction, resulting in more meaningful work. Workforce planning and development uses predictive analytics and flexible staffing models to form and reconfigure teams based on future skill needs quickly. Supportive leadership and a culture of continuous improvement and adaptability are required. Labor laws and industry regulations have an impact on flexible work arrangements. Our findings help to advance the integration of LF and WLC. Data analytics and flexible working arrangements improve decision-making, operational efficiency, and employee empowerment. Strategic workforce planning allows organizations to adapt to market and technological changes. These practical applications can help manufacturers improve operational efficiency, workforce management, and competitiveness by leveraging our review's findings.

The findings distinguish the most productive and influential countries, journals, and authors, implying that both are worth studying. The study's limitations stem from the manual screening of the dataset used to create the bibliometric review. This was necessary because the terms "load leveling" and "load balancing" and their synonyms or abbreviations had different semantic meanings, resulting in articles unrelated to the analyzed topic. Instead, this work aims to outline the characteristics of the current body of knowledge on the subject, which will allow researchers to identify existing gaps in the literature as well as future research challenges and opportunities. The subsequent

post-bibliometric analysis will include a thorough review of the bibliographic literature. As a result, the following bibliometric review aims to synthesize, critique, and discuss the existing research on LF within WLC. The literature review will also address the identified research gap by providing insights and recommendations for future research in this critical study area. The study's detailed, multi-step process aims to rigorously explore and map the landscape of LF within WLC, thereby filling a critical research gap in the existing literature.

Future research must develop innovative approaches to employee work distribution and empirical studies to validate these new methodologies in various manufacturing settings. Some significant developments will determine the future of LF and WLC. Advances in Industry 4.0 technologies, such as Artificial Intelligence (AI) and the Internet of Things (IoT), will be combined to improve decision-making efficiency through predictive workforce modeling and scheduling automation. A better understanding of human dynamics in workforce management will be required, particularly learning curves and worker heterogeneity. Innovative work distribution methods will emerge to accommodate flexible staffing and changing shift patterns. The value of empirical studies will increase as theoretical models are tested in various real-world settings to determine their practical implications. Cross-disciplinary frameworks will combine insights from multiple fields, resulting in a more comprehensive approach to LF and WLC. Organizational cultures will shift to prioritize flexibility, adaptability, and employee well-being, focusing on leadership styles that value workforce needs. Strategies will evolve to meet changing cultural, legal, and social contexts as the workforce becomes more universal and diverse. Finally, sustainability and ethical considerations will be integrated to ensure that workforce management practices are both socially responsible and environmentally sustainable. These advancements will boost operational efficiency, employee satisfaction, and organizational adaptability to changing work environments.

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