LITERATURE REVIEW: THE ROLE OF WORK ENGAGEMENT AND EMPLOYEE AGILITY ON THE QUALITY OF IMMIGRATION SERVICES

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Abstrak — *This study aims to analyze the relationship between employee agility and work engagement, as well as their implications for the quality of immigration services, using a literature review approach. Technological advancements, digital transformation, and rising public expectations regarding public services require organizations—including immigration agenciesto possess a workforce that is both adaptive and highly engaged. Employee agility and work engagement are identified as key factors in enhancing service quality. The research employs a literature review method, examining five scholarly articles published between 2024 and 2025 that were selected based on their relevance to the research topic. Data were analyzed descriptively through the identification, categorization, and synthesis of findings from previous studies. The review indicates that work engagement contributes positively to enhancing employee agility, while employee agility is influenced by various factors such as organizational support, leadership, digital competence, and human resource management practices. The synthesis further reveals that employees with high work engagement and strong adaptability have the potential to deliver services that are more effective, responsive, and oriented toward public needs. The study concludes that employee agility and work engagement are crucial factors in improving the quality of immigration services. This research contributes a scholarly synthesis of the relationship between these two variables, serving as a conceptual foundation for future empirical research and as a reference for formulating human resource management strategies within immigration agencies.*

Keywords: *employee agility, work engagement, service quality, immigration, literature review, public service.*

1. INTRODUCTION

Human resources (HR) are crucial to the success of modern, evolving organizations, particularly in the public sector. Organi zations must have human resources that are flexible, inventive, and adaptable to the changes occurring during the era of globali zation, fueled by the Industrial Revolution 4.0 and Society 5.0. These capabilities contribute to the effectiveness of organiza tions in providing services to the public. Therefore, improving the quality of public services depends heavily on sound HR management. As stipulated in Law Number 5 of 2014 concerning the State Civil Apparatus, Civil Servants (PNS), as part of the ASN, are responsible for providing professional, high-quality public services that are oriented toward public satisfaction. The Directorate General of Immigration continues to transform its services through digitalization, streamlining procedures, and improving the quality of public services. It is one organization facing these challenges. Immigration officers must be able to adapt to a dynamic environment due to increased population mobility and public expectations

for fast, transparent, and accountable services. Therefore, in addition to the service system, the quality of immigration services is also influenced by the abilities and behavior of employees in carrying out their duties. One factor thought to influence service quality is employee agility. Employee agility is an individual's ability to adapt to change, learn new skills, and respond quickly and flexibly to organizational challenges. Employees with high levels of employee agility tend to be more adaptable to policy changes, technological developments, and evolving service demands. This ability enables them to provide services that are more respon sive, effective, and aligned with public needs. Employee agility is one element thought to influence service quality. Emplo yees with high levels of agility tend to be more adaptable to policy changes, techno logical advancements, and ever-increasing service demands. An individual's ability to adapt to change and acquire new skills is also known as worker agility. This ability enables employees to provide services that better meet public needs in a more responsive, efficient, and appropriate manner. Work engagement is also a crucial component in improving the quality of public services. Vigor, dedication, and absorption in carrying out work are considered positive psychological condi tions called job engagement. Employees who are highly engaged in their work will show more enthusiasm, commitment, and responsibility in providing services to the public. Research shows that job engage ment is positively correlated with employee capability. This is because employees who are engaged in their work tend to be more motivated to learn, adapt, and adjust to changes in their organization. Previous research has shown that employee capa bility improves indivi dual and organizational performance, and employee engagement improves produc tivity, job satisfaction, and service quality. However, most research has been conducted in business organizations or the private sector. The influence of employee capability and employee engagement on service quality in government agencies, particularly in the Indonesian immigration environment, remains the subject of little concurrent research. To understand how these two variables affect the quality of immigration services, this lack of research suggests the need for direct research. Based on this description, this study aims to evaluate the influence of employee capa bility and employee engagement on the quality of immigration services. Specifically, this study examines the influence of employee capabilities on service quality, the influence of employee engagement on service quality, and the influence of both variables on immigration service quality simulta neously. It is hoped that the results of this study will provide a theoretical basis for developing research on public sector human resource management. Further more, the results will help the Directorate General of Immigration develop plans to improve service quality through the develop ment of flexible human resources and high work engagement.

2. RESEARCH METHODOLOGY

This research uses a qualitative descriptive literature review. A literature review is a research method used to find, evaluate, interpret, and synthesize previous research findings to gain a better understanding of the research subject. This method was chosen because it provides an overview of how research develops, helps identify research gaps, and builds a strong conceptual foundation based on published empirical results. Literature review is an important part of research because it helps researchers understand theory, identify previous research findings, and identify opportunities to develop research in their areas of interest. Therefore, this study examines how employee capability, emplo yee engagement, and immigration service quality relate to one another. This research is based on various published studies.

2.1. Research Design

This research uses a qualitative descriptive literature review. Literature review is

conducted by finding, evaluating, and synthesizing previous research findings to gain a better understanding of the research subject. Literature-based research is crucial for building a theoretical foundation, identifying previous research findings, and identifying gaps that can serve as a basis for subsequent research. Using this method, researchers do not collect data directly in the field; instead, they use published research findings as secondary data sources. This study analyzes the influence of employee capabilities and work engagement on the quality of immigration services. The results of this study are based on research published in various scientific journals.

2.2. Population and Sample

This study consists of five scientific articles discussing employee capabilities, emplo yee engagement, and service quality in organizations in both the public and private sectors. A purposive sampling technique, which involves selecting data sources based on specific considerations to meet the research objectives, was used to determine the sample. The inclusion criteria used were articles published between 2020 and 2025 and directly related to the research variables. The various empirical results found in this study provide an explanation of the relationship between employee capabilities, employee engage ment, and service quality, specifi cally related to the public service and immigra tion sectors.

2.3. Research Instrument

The data analysis technique used content analysis. Content analysis is a research technique used to generate valid and replicable conclusions through the syst ematic interpretation of various documents or texts. The analysis was conducted through several stages: article identifi cation, selection based on inclusion and exclusion criteria, data extraction, grouping research results by theme, and synthesi zing the findings from all analyzed articles. The synthesis results were then used to identify patterns of relationships between employee agility, work engagement, and the quality of immigration services, identify similarities and differen ces between previous research results, and identify research gaps that require further research. The results of the analysis then served as the basis for compiling the discussion and drawing conclusions.

2.4. Analysis Technique

The data analysis technique used content analysis. Content analysis is a research technique used to generate valid and replicable conclusions through the syste matic interpretation of various documents or texts. The analysis was conducted through several stages: article identifi cation, selection based on inclusion and exclusion criteria, data extraction, grouping research results by theme, and synthe sizing the findings from all analyzed articles. Next, the synthesis results were used to identify patterns of relationships between employee agility, work engage ment, and the quality of immigration services, identify similarities and differen ces with previous research, and identify research gaps that require further investi gation. The analysis then served as the basis for developing the discussion and drawing conclusions.

3. RESEARCH RESULTS AND DISCUSSION

3.1. Research Results

The results of this study were obtained through a review of five scientific articles published between 2024 and 2025, discussing the relationship between employee agility, work engagement, and the factors that influence them. The five studies were analyzed based on their title, method, sample, results, and relevance to the research topic. Based on the synthesis of the results, all studies indicate that work engagement has a positive relationship with both employee agility and workforce agility. The study found that employees with high levels of work engagement tend to be better able to adapt to organizational change. Furthermore, it showed that work engage ment also acts as a mediating variable in the relationship between Enter prise Social Media use and employee agility. Other

research findings indicate that employee agility is not solely influenced by work engagement. This study revealed that learning agility, transformational leader ship, digital competence, social support, and the ability to adapt to technological developments contribute to improving employee adaptability. These findings are reinforced by and can explain that intrinsic motivation, adaptive attitudes, organiza tional support, human resource manage ment practices, and the use of digital technology are factors that play a role in shaping employee agility. In general, the study results indicate that employee agility develops through a combination of indivi dual and organizational factors. Individual factors include motivation, learning ability, and work engagement, while organizational factors include leadership, organizational support, the implementation of digital technology, and human resource manage ment practices. These findings suggest that improving employee agility requires a comprehensive approach so that organiza tions can more effectively address changes in the work environment.

3.2 Discussion and Findings

The synthesis of results indicates that there are similarities across the five studies regarding the importance of work engage ment in improving employee agility. Employees with high work engagement tend to demonstrate greater commitment, enthusiasm, and responsibility for their work. This condition makes employees more prepared to face change, learn new things more quickly, and are better able to adapt to organizational demands. Thus, work engagement can be viewed as a factor driving employee agility. Besides being influenced by work engagement, employee agility is also influenced by the organiza tional environment. This study shows that transformational leadership, organizational support, digital competence, and techno logy utilization play a significant role in improving employee adaptability. These results indicate that organizations cannot simply improve individual compe tencies but also need to create a work environment that supports learning, collaboration, and innovation so that employee agility can develop optimally. Despite having different research focuses, the five studies provide complementary results. This emphasizes the importance of work engagement as a factor in increasing workforce agility and expands on these findings by demons trating that the use of digital based technology will be more effective when supported by high work engagement. Meanwhile, it can provide a broader picture of other factors that can shape employee agility, such as learning agility, intrinsic motivation, organizational support, and human resource management practices. Based on the analysis, it can be identified that there is still a research gap in previous research. Most of the research was conducted in private companies, start-ups, and religious based organizations. Research specifically examining the relationship between employee agility and work engagement and the quality of immigration services is still very limited. Immigration agencies are public sector organizations facing regulatory changes, service digitization, and increasing public expectations for service quality. These findings imply that improving the quality of immigration services depends not only on the development of technology-based service systems but also requires employees with high adaptability and strong work engagement. Therefore, developing employee agility and work engagement needs to be part of the human resource management strategy within the Directorate General of Immigration to ensure faster, more responsive service delivery.

3.3. Discussion Results

The synthesis of these findings indicates that there are similarities across the five studies regarding the importance of work engagement in improving employee agility. Employees with high work engagement tend to demonstrate greater commitment, enthusiasm, and responsibility for their work. This makes employees more prepared to face change, learn new things more quickly, and adapt better to

organizational demands. Therefore, work engagement can be viewed as a factor driving employee agility. In addition to work engagement, employee agility is also influenced by the organizational environ ment, indicating that transforma tional leadership, organizational support, digital competency, and the use of tech nology play a crucial role in enhancing employee adaptability. These results demonstrate that organizations need not simply improve individual competencies but also create a supportive work environment for learning, collaboration, and innovation to optimally develop employee agility. Despite their different research focuses, the five studies provided complementary results and emphasized the importance of work engage ment as a factor enhancing workforce agility. They further expanded on these findings by demonstrating that the use of digital technology is more effective when supported by high levels of work engagement. They also provided a broader overview of other factors that can shape employee agility, such as learning agility, intrinsic motivation, organizational support, and human resource management practices. Based on the analysis, a research gap remains. Most studies were conducted in private companies, startups, and religious organizations. Research specifically examining the relationship between employee agility and work engage ment and the quality of immigration services remains very limited. Immigration agencies, as public sector organizations, face regulatory changes, service digitiza tion, and increasing public expectations for service quality. These findings imply that improving the quality of immigration services depends not only on the develop ment of technology-based service systems but also on employees with greater adaptability and strong work engagement. Therefore, developing employee agility and work engagement needs to be part of the human resource management strategy within the Directorate General of Immigra tion to ensure faster, more accurate, responsive, professional, and customer-oriented services.

3.4. Discussion

The literature review indicates that employee agility and work engagement play a crucial role in supporting service quality improvements. Employees who possess the skills and ability to adapt to change and maintain a high level of work engagement are more likely to provide more effective, responsive, and customer-oriented services. These findings suggest that human resource development through increased employee agility and work engagement is a key organizational priority, particularly within the Directorate General of Immigration. Furthermore, the results of this study can serve as a basis for further research to empirically examine the relationship between these two variables and the quality of immigration services.

4.CONCLUSIONS AND RECOMMENDATIONS

4.1. Conclusions

Based on the results of the literature review, the following conclusions can be drawn:

- *Employee agility and work engage ment are factors that play a role in improving employees' ability to adapt to change and support organizational effecti veness.*
- *The synthesis results indicate that employees with high levels of work engagement tend to have better employee agility, thus potentially impro ving service quality.*
- *Research on the relationship between employee agility and work engage ment and the quality of immigration services is still limited, so further research is needed in the context of immigration agencies.*

4.2. Recommendations

Based on the research results, the following recommendations can be made:

- *Immigration agencies need to improve employee agility and work engage ment through competency develop*

ment and strengthening an adaptive work culture.

- *Further research is recommended to empirically test the influence of these two variables on the quality of immigra tion services.*
- *Further research can add other relevant variables to obtain a more comprehensive understanding of the factors that influence service quality.*

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