

Redesigning the Digital Organization: A Systematic Literature Review on the Role of HRM in Orchestrating Agile and Hybrid Transformations

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Received: 01/07/2025; **Accepted:** 03/07/2025; **Published:** 05/07/2025

Abstract: Amidst the dual pressures of the digital revolution and the normalization of hybrid work, organizations are compelled to undergo fundamental redesign. However, the literature discussing agile transformation, hybrid work management, and strategic Human Resource Management (HRM) often proceeds in separate silos. This research aims to fill this gap by synthesizing the existing literature to build an integrated conceptual framework that explains the strategic role of HRM in facilitating an agile organizational transformation within the context of a hybrid work culture. To achieve this objective, the study employs a Systematic Literature Review (SLR) methodology on 42 peer-reviewed journal articles (2015-2025). Thematic analysis is guided by a multi-layered conceptual framework based on Dynamic Capabilities Theory and the AMO Model. Key findings indicate a fundamental shift in the role of HRM from an administrative function to that of a strategic capability architect. The success of this transformation hinges on the redesign of core HR practices to support the demands of agility and flexibility. Furthermore, it is identified that a key managerial challenge is managing the cultural paradox between providing flexible autonomy and maintaining social connectivity for innovation. The main contribution of this study is the presentation of an integrated conceptual model that bridges three previously separate literature streams, thereby providing a coherent guide for leaders and practitioners to navigate the organizational redesign process effectively in the digital era.

Keywords: *Organizational Development, Strategic Human Resource Management, Agile Transformation, Hybrid Work, Dynamic Capabilities*

1. Introduction

The contemporary organizational landscape is undergoing a tectonic shift, arguably the most fundamental inflection point in a century. The unrelenting acceleration of the digital revolution, dramatically compounded by the disruption of the global pandemic, has dismantled long-held assumptions about work, collaboration, and value creation. This new reality demands more than mere incremental adjustments; it necessitates a fundamental organizational redesign. For leaders and scholars alike, the challenge is no longer if organizations must change, but how to design an entity capable of thriving amidst the complexity and uncertainty that has become the norm (Moşteanu, 2024).

Within this new landscape, two inescapable strategic imperatives have emerged as principal pillars: organizational agility and a hybrid work culture. Agility, defined as the organizational capacity to rapidly and effectively sense and respond to environmental changes, has become a prerequisite for survival (Teece, 2007). Concurrently, the hybrid work model, which combines remote and in-office work, has solidified into a permanent expectation that is reshaping talent dynamics, collaboration, and corporate culture on a global scale (Mahajan, et al. 2024).

However, the simultaneous pursuit of becoming both agile and hybrid creates a managerial challenge of significant complexity. Traditional management structures and processes hierarchical, siloed, and designed for stability are fundamentally misaligned with the speed demanded by agility and the flexibility required by the hybrid model. At the nexus of this incongruence lies the Human Resource Management (HRM) function. Conventional HRM practices, from annual performance reviews to rigid job designs, often act as inhibitors, rather than enablers, of the necessary transformation (Ulrich, 1997).

Nevertheless, the existing literature tends to address these domains in separate, parallel streams. While there is extensive research on agile transformation, a burgeoning body of work on hybrid work, and a well-established stream on strategic HRM, a coherent understanding of how HRM practices can be designed to simultaneously address the efficiency demands of agile transformation AND the socio-cultural challenges of hybrid work remains highly limited and fragmented. A critical gap exists in the literature for providing an integrated perspective.

Therefore, through a Systematic Literature Review, this study aims to address this gap. The research not only maps and synthesizes the existing scholarly landscape but also pursues a higher objective: to propose an integrated

conceptual framework. This framework articulates how HRM, through its evolving role as an architect of organizational capabilities, can effectively design practices that build the ability, motivation, and opportunity for the workforce to succeed in agile and hybrid organizations. As such, this study is expected to provide significant theoretical contributions and relevant practical guidance for leaders navigating the future of work.

2. Theoretical Framework for Analysis

2.1. An Integrated, Multi-Level Analytical Framework

To systematically analyze the complex and fragmented literature on organizational redesign in the digital era, a multi-level analytical framework was developed and employed. This framework does not function as a list of theories to be reviewed, but rather as a set of integrated intellectual lenses that guided the data extraction and synthesis process. To capture the multifaceted nature of the research problem, this framework integrates theories at the macro (strategic), meso (functional), and micro (operational/cultural) levels. The selection of each component was predicated on its explanatory power regarding different facets of the research questions. As demonstrated in the findings, this structured framework enabled the coherent identification of the key themes presented in Chapter 4.

2.2. Macro-Level Lens: The Dynamic Capabilities Framework

The central theory grounding this analysis is the Dynamic Capabilities Framework (Teece, Pisano, & Shuen, 1997; Teece, 2007). This theory was selected for its superior power in explaining how organizations achieve sustained competitive advantage in turbulent environments, not by possessing static resources, but by developing the capacity to adapt.

The framework provides three core capabilities that served as macro-level analytical lenses:

- Sensing: The capacity to identify and assess external opportunities and threats.
- Seizing: The capacity to mobilize resources to capture identified opportunities.
- Transforming: The capacity for continuous renewal and reconfiguration of the organization's asset base.

This framework proved essential for dissecting the strategic-level phenomena found in the literature, a process which ultimately led to the formulation of Theme 1: The New Role of HRM: From Process Guardian to Agile Capability Architect. This lens allowed the analysis to interpret HRM activities not merely as support functions, but as integral components of the organization's sensing, seizing, and transforming processes.

2.3. Meso-Level Lens: The AMO Model of Strategic HRM

To dissect the specific contributions of the HRM function at the practice level, the AMO Model (Appelbaum et al., 2000) was employed as the primary meso-level analytical lens. This model posits that superior organizational performance results from a work system that enhances employees' Ability (skills and knowledge), Motivation (willingness to exert effort), and Opportunity to contribute.

The use of the AMO model enabled a systematic classification of the diverse HRM practices from training and performance management to job design discussed in the literature. This structured approach directly formed the basis for the formulation of Theme 2: Redesigning Core HRM Practices through the AMO Lens, providing a coherent structure to categorize how each practice is being redesigned to build a capable, motivated, and empowered workforce for the new context.

2.4. Micro-Level Lenses: Dimensions of Agility and Hybrid Work

To analyze the challenges at the operational and cultural levels, two sets of key concepts were used as micro-level lenses.

First, Organizational Agility was operationalized into functional dimensions based on the Agile Manifesto (Beck et al., 2001) and subsequent literature (Wibowo, 2023), including Responsiveness, Operational Flexibility, Intensive Collaboration, and Iterative Learning.

Second, the Hybrid Work model was analyzed through key parameters identified in recent literature (Parker et al., 2023), including Spatial & Temporal Flexibility, Technological Intensity, and Adaptive Leadership.

These micro-level concepts were critical for deconstructing and understanding the various practical challenges and solutions faced by organizations. The analysis through these combined lenses directly guided the identification of Theme 3: Navigating the Cultural Paradox of Flexibility versus Connectivity, by enabling a clear mapping of which specific aspect of agility or hybrid work was being addressed in each study.

In concert, the integration of these four lenses from the macro (Dynamic Capabilities) to the micro (Dimensions of Agility/Hybrid Work) created a robust and coherent framework that not only guided but also shaped the final outcomes of this systematic literature review.

3. Research Methods

This chapter details the methodology employed in this study. This revised version provides specific details on the search strategy and data analysis, enhanced by an AI-assisted workflow, to ensure full alignment with the findings presented in Chapter 4 and the highest standards of systematicity and replicability.

3.1. Research Design

This study employs a Systematic Literature Review (SLR) design. This approach was chosen for its capacity to identify, critically appraise, and synthesize findings from all relevant available studies on the research topic (Tranfield, Denyer, & Smart, 2003). Unlike traditional literature reviews, an SLR adheres to a pre-defined protocol designed to minimize selection bias. To enhance the rigor and efficiency of this process, the SLR was conducted using an AI-assisted approach, where specific computational tools were leveraged at each stage while maintaining full human oversight and final decision-making.

3.2. Data Sources

The primary literature search was conducted across several high-reputation academic databases with comprehensive coverage in management, business, and social sciences. The selected databases include: Emerald Insight, Sage Journals, Wiley Online Library, Taylor & Francis Online, Google Scholar, Semantic Scholar, and ScienceDirect.

3.3. Search Strategy

The search strategy was systematically designed to maximize the retrieval of relevant literature.

4.2.1. Exploratory Phase & Keyword Refinement

Prior to executing the formal search, an initial exploratory phase was conducted using AI-powered research discovery tools, namely Connected Papers and Litmaps. This involved inputting seminal articles on the topic to visually map the citation network, identify influential research clusters, and refine the final keyword list presented in Table 1. This step ensured the comprehensiveness of the search strategy beyond simple keyword matching.

4.2.2. Formal Search

The formal search used a structured search string combining keywords from the concepts below.

Table 1. Search Keywords

<i>Core Concept</i>	<i>Keywords</i>
Organizational Redesign	"organizational redesign", "organizational transformation", "change management", "organizational development"
Agility	"organizational agility", "agile transformation", "business agility", "agile HR", "agile mindset"
Hybrid & Digital Work	"hybrid work", "remote work", "flexible work arrangement", "digital workplace", "virtual collaboration"

A sample search string, adapted for each database's syntax, was:

("organizational redesign" OR "organizational transformation") AND ("organizational agility" OR "agile transformation") AND ("hybrid work" OR "remote work") AND ("human resource management" OR "HRM")

3.4. Selection Criteria

Clear inclusion and exclusion criteria were established to ensure the focus and quality of the selected studies.

Table 2. Inclusion and Exclusion Criteria

<i>Criteria</i>	<i>Inclusion</i>	<i>Exclusion</i>
Timeframe	Articles published between January 2015 - July 2025.	Articles outside this timeframe.
Language	Articles written in English.	Articles in languages other than English.
Publication Type	Peer-reviewed journal articles (empirical and conceptual).	Book reviews, editorials, opinion pieces, conference proceedings, dissertations.
Study Focus	Studies that analyze the strategic role and practices of HRM within the context of organizational transformations involving agility and/or hybrid work models.	Studies discussing only one concept in isolation or mentioning the topics only tangentially.

Source: Huda, 2025

3.5. Study Selection Procedure

The selection process strictly followed the PRISMA 2020 framework. The flow, which resulted in the 42 final studies reported in Chapter 4, is detailed as follows:

- The process commenced with an initial identification of 980 articles from the selected academic databases.
- Following compilation, 210 duplicate entries were removed, resulting in a pool of 770 unique articles for screening.
- The titles and abstracts of these 770 articles were then screened, a process facilitated by the Rayyan.ai platform for a blinded and systematic review. Based on this screening against the selection criteria, 695 articles were excluded.
- The full text of the remaining 75 articles was retrieved and thoroughly assessed for eligibility, which led to the further exclusion of 33 studies that did not fully meet the focus criteria.
- This systematic procedure resulted in a final sample of 42 studies that were included in the thematic synthesis.

The entire procedure is documented and visualized in a PRISMA flow diagram.

3.6. Data Analysis Technique

The data were synthesized using Thematic Analysis (Braun & Clarke, 2006). The process was an abductive one, actively using the conceptual framework from Chapter 2 as an analytical lens to interpret the data. AI tools were used to assist in data management and initial synthesis.

- Familiarization with Data: This phase was expedited by using SciSummary to generate concise, structured abstracts of the 42 articles. This was followed by an in-depth reading of each full paper by the researcher.
- Initial Coding & Data Extraction: Elicit was utilized to systematically extract key information (methodology, key findings, definitions) from the articles into a structured matrix. This facilitated a more efficient and consistent initial coding process for labeling relevant text segments.
- Searching for Themes: This core intellectual stage was conducted by the researcher. The codes generated were grouped into potential themes, guided explicitly by the analytical framework from Chapter 2 (Dynamic Capabilities, AMO Model, etc.).

- Reviewing Themes: The potential themes were reviewed and refined to ensure internal coherence and external distinction.
- Defining and Naming Themes: Final names and clear definitions were assigned to the three core themes presented in Chapter 4.
- Producing the Report: The analysis was written up as a narrative, integrating the synthesized findings from various studies under each theme, supported by evidence from the literature.

4. Findings and Discussion

This chapter elucidates the findings from the rigorous systematic literature review process, as detailed in the AI-assisted methodology in Chapter 3. The first section provides a descriptive profile of the selected corpus of studies. The second section, which forms the core of this chapter, presents the thematic analysis and synthesis of the literature. The third section discusses the findings in aggregate, and the final section identifies critical research gaps that emerged from this systematic analysis.

4.1. Descriptive Profile of the Selected Studies

Following a comprehensive and systematic PRISMA selection process, a total of 42 journal articles met the inclusion criteria and were included in the final analysis. A significant upward publication trend was observed, with over 70% of the articles ($n = 30$) published between 2020 and mid-2025. This underscores the profound impact of the COVID-19 pandemic in accelerating research in this domain. Geographically, the research is dominated by institutions in the United States, the United Kingdom, Australia, and the Netherlands. The most prevalent research methods were qualitative case studies ($n = 19$) and conceptual/theoretical papers ($n = 14$), indicating that the topic is still in an exploratory and theory-building phase. Only a minority of studies employed quantitative methods such as surveys ($n = 9$).

4.2. Thematic Analysis and Synthesis

The abductive and structured thematic analysis of the 42 selected studies, guided by the established conceptual framework, yielded three major, interconnected themes. These themes illustrate the multifaceted and central role of HRM in the redesign of organizations in the digital era.

4.2.1. Theme 1: The New Role of HRM: From Process Guardian to Agile Capability Architect

A primary theme recurring throughout the literature is the fundamental shift in the role of HRM. The findings reveal a decisive move away from HRM's traditional role as a "process guardian" focused on compliance and administration, towards a strategic role as an "organizational capability architect" (Nijssen, & Paauwe, 2012). As an architect, the HRM function no longer merely executes policy but proactively designs and builds the foundational elements that enable organizational agility.

The synthesis of various studies shows this architect role manifests in several key activities. First, HR leaders are increasingly involved in executive-level discussions to map future capability needs and translate them into talent strategy (Hunt Scanlon, 2024). Second, the HRM function itself is beginning to adopt agile principles, such as forming "scrum" teams for HR projects and using rapid iterations to develop new policies (D'Souza, 2024). However, case studies also highlight significant transitional challenges; many HR practitioners remain burdened by administrative tasks and lack skills in data analytics and strategic design thinking, hindering their ability to act as true business partners (Lussier & Hendon, 2025).

4.2.2. Theme 2: Redesigning Core HRM Practices through the AMO Lens

The second theme focuses on how core HRM practices are being redesigned to support the dual demands of agility and hybrid work. Using the AMO model as an analytical lens, the literature synthesis points to the following systemic changes:

- **Ability:** A strong consensus emerged that the focus of talent development is shifting from role-based training to building dynamic capabilities. Studies highlight the importance of continuous upskilling and reskilling programs in digital literacy, emotional intelligence, and virtual collaboration competencies (Subrahmanyam, 2025). Several studies also emphasize HRM's role in facilitating "learning in the flow of work" over separate, formal training sessions.
- **Motivation:** The literature extensively discusses the overhaul of performance management systems. There is a clear shift from annual review cycles to continuous feedback systems aligned with the rhythm of agile teamwork (Orozco, 2025). The most significant challenge identified is designing compensation and incentive systems that can balance individual contributions with team-based success, especially in a hybrid context where performance visibility is more complex.
- **Opportunity:** HR practices are shown to be pivotal in creating opportunities for employees to contribute autonomously. This includes more flexible job design, the promotion of empowered cross-functional teams, and the creation of "internal talent marketplaces" where employees can take on different projects or roles to develop their skills (Denuzzo, 2024).

4.2.3. *Theme 3: Navigating the Cultural Paradox: Balancing Flexibility and Connectivity*

The third and most complex theme is the role of HRM in navigating the cultural paradoxes that arise in the hybrid-agile work environment. The primary paradox lies in balancing the provision of maximum flexibility to employees (which enhances autonomy and well-being) with the need to maintain social and cultural connectivity (which is crucial for innovation, spontaneous collaboration, and a sense of belonging).

The literature identifies several strategies HRM employs to manage this paradox. The first is the concept of "intentional collaboration," where time in the office is specifically scheduled for brainstorming, innovation, and team-building sessions rather than individual work (Battan & Kalbach, 2023). Second, many studies discuss the importance of training managers to lead with empathy and trust, focusing on outcomes rather than monitoring activity. Third, technology is used to foster "virtual encounters" (such as virtual water coolers) to mimic lost informal interactions. However, several studies also warn of the risk of creating a "two-tier culture," where employees with more physical presence are unconsciously favored, presenting a new equity challenge for HRM.

4.3. General Discussion

The synthesis of these three themes portrays the HRM profession at a critical juncture. The identified themes are deeply interconnected. The new role of HRM as a "Capability Architect" (Theme 1) can only be realized if it successfully redesigns its core practices through the AMO lens (Theme 2) to build a capable and motivated workforce. The success of both, in turn, hinges on HRM's ability to skillfully manage the cultural paradoxes inherent in the new work model (Theme 3).

Relating these findings back to the Dynamic Capabilities Framework (Teece, 2007), this synthesis demonstrates that strategic HRM is a primary engine behind these capabilities. The Sensing function is manifested as HRM identifies the need for agile capabilities and the challenges of the hybrid model. The Seizing function is executed through the redesign of HR practices to capture the opportunities of new work models. Finally, the Transforming function is reflected in the long-term efforts to embed a balanced culture of flexibility and connectivity. This finding corroborates the view that organizational redesign in the digital era is not merely a technological or structural project, but a human-centric, socio-technical change initiative in which HRM plays a central role.

4.4. Directions for Future Research

This systematic analysis of the literature corpus not only identified dominant themes but also clearly illuminated several critical research gaps that warrant future investigation:

- **Performance Measurement Gap:** There is a notable scarcity of quantitative studies that rigorously measure the impact of agile HR practices on firm financial performance or innovation metrics. The majority of evidence remains qualitative and anecdotal.

- **Longitudinal Study Gap:** Nearly all studies are cross-sectional or short-term case studies. Longitudinal research is needed to track the success and failure of these transformations over several years to understand their long-term effects on culture and sustainability.
- **Inclusivity and Equity Gap:** The existing research tends to focus on knowledge workers. There is a significant lack of research examining how hybrid-agile models affect frontline workers or the potential for creating new inequities between different employee groups.
- **Leadership Development Gap:** While many studies call for adaptive leadership, there is a dearth of research that specifically tests and compares the effectiveness of different methods for developing middle managers to lead effectively in the complex hybrid-agile environment. Exploring this represents a pressing research imperative.

5. Concluding Discussion

This chapter summarizes the study's key findings, articulates its principal contributions, and discusses its theoretical and practical implications. It concludes by acknowledging the study's limitations and proposing concrete directions for future research.

5.1 Summary of Findings and Core Contribution

This research set out to answer the question: How can the role and practices of Human Resource Management (HRM) effectively facilitate the redesign of agile organizations within a hybrid work context? Through a rigorous, AI-assisted Systematic Literature Review, this study successfully synthesized a fragmented body of literature, yielding three core findings. First, the role of HRM is undergoing a fundamental shift from an administrative process guardian to a proactive, strategic capability architect. Second, this role transformation necessitates a systemic redesign of core HR practices, guided by the AMO (Ability, Motivation, Opportunity) model, to support the dual demands of agility and flexibility. Third, a primary challenge for HRM in this new era is managing the cultural paradox between ensuring employee flexibility and maintaining organizational connectivity.

Overall, the principal contribution of this study is the articulation of an integrated conceptual framework. This framework demonstrates that strategic HRM functions as the primary engine behind an organization's dynamic capabilities, positioning the function not as a mere support system, but as central to corporate adaptation strategy in the digital age.

5.2 Theoretical Contributions

This study offers several contributions to management theory:

- **Enriching Dynamic Capabilities Theory:** It provides evidence from the literature that operationalizes the role of HRM as a key micro-foundation for the dynamic capabilities of sensing, seizing, and transforming an area previously undertheorized. It shows how specific HR practices are the mechanisms through which these capabilities are built.
- **Contextualizing Strategic HRM Theory:** The study extends Strategic HRM (SHRM) literature by demonstrating how theoretical models like AMO must be specifically adapted to address the combined challenges of agility and hybrid work, moving beyond generic application.
- **Synthesizing Disparate Research Streams:** It makes a significant contribution by bridging three often-siloed streams of research agile transformation, remote/hybrid work, and strategic HRM within a single, coherent framework.

5.3 Practical and Managerial Implications

The findings yield actionable insights for organizational leaders and practitioners:

- **For HR Leaders:** The imperative is to reposition the HRM function as a strategic partner focused on capability-building. This requires investing in the upskilling of HR teams themselves, particularly in data analytics, design thinking, and change management.

- For Line Managers: Organizations must seriously invest in retraining middle managers. They need to be equipped with adaptive leadership skills, the ability to manage based on outcomes rather than presence, and the emotional intelligence to lead distributed teams effectively and equitably.
- For Organizations at Large: The findings suggest the need for conducting cultural audits to understand the tension points between flexibility and connectivity. The hybrid model should not be left to evolve organically; instead, organizations should design intentional "collaboration rituals" and communication rhythms to maintain the pulse of innovation and social cohesion.

5.4 Limitations and Directions for Future Research

While this study offers a comprehensive synthesis, its limitations pave the way for promising future research avenues.

First, as an SLR, its findings are contingent on the existing published literature, which may be subject to publication bias towards successful transformations. Future research could address this by conducting in-depth case studies of failed or struggling transformations to provide a more balanced understanding.

Second, the review revealed a dominance of cross-sectional and qualitative studies. This highlights a critical need for quantitative and longitudinal research. Future studies should aim to quantitatively test the causal links between specific agile HR practices and firm performance metrics (profitability, innovation speed). Longitudinal designs are essential to track the long-term evolution of culture and the sustainability of hybrid-agile models over several years.

Third, the reviewed literature is heavily concentrated on knowledge workers in Western, developed economies. This points to a significant gap concerning inclusivity and context. Future research should urgently investigate the impact of these new work models on frontline workers and other employee segments, as well as their applicability and adaptation in non-Western contexts.

Finally, while many studies call for adaptive leadership, they offer little empirical evidence on how to cultivate it. This identifies a pressing research imperative: to conduct comparative studies that test the effectiveness of different leadership development programs designed specifically for the complexities of the hybrid-agile environment

Acknowledgment

The author wishes to express sincere gratitude to the various parties who provided invaluable contributions to the completion of this research. This research was supported by PT Bygates ChainWorks Lab, whose support is gratefully acknowledged. The author also extends thanks to the entire academic community of the Management Study Program, Faculty of Economics and Business, Universitas Timor, for providing a supportive and conducive academic environment.

AI Acknowledgment

In the spirit of transparency and academic integrity, the author declares that several AI-powered tools were utilized to enhance the efficiency and rigor of this systematic literature review process. The use of AI at each stage was conducted with full oversight and final validation by the human author.

The role of AI in this research was as follows:

- Literature Discovery and Scoping: In the exploratory phase, Connected Papers and Litmaps were used to visualize the citation networks of key articles, which helped in identifying relevant research clusters and refining search keywords.
- Title and Abstract Screening: The screening process was facilitated by Rayyan.ai. This platform assisted in systematically managing the review workflow and accelerating the elimination of irrelevant studies.
- Data Extraction and Initial Synthesis: Elicit was employed to assist in systematically extracting key information (methodology, sample size, main findings) from the selected articles into a structured matrix. SciSummary was used to generate initial summaries to expedite the data familiarization phase.

- Writing and Translation Assistance: A Large Language Model (LLM) from Google (Gemini) was used as a writing assistant for the purposes of refining sentence structure, paraphrasing, checking for clarity of arguments, and translating the manuscript from Indonesian to academic English.

The author confirms that all substantive analysis, interpretation of findings, conceptual synthesis, and the final conclusions presented in this study are purely the intellectual work of the human author. Full responsibility for the content and accuracy of this manuscript rests solely with the author.

Informed Consent

The authors declare that informed consent was not required as there were no human participants involved.

Conflict of Interest

The authors declare that there is no conflict of interest.

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