

A Conceptual Framework for Agile as HR Operational Strategy

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Abstract

Purpose : This paper examined Agile human resource (HR) as an operational strategy, emphasizing the relationships between operational, HR, and organizational strategies. It develops a collaborative culture, establishes learning organizations, supports agile team design, and improves agile strategic behavior. Agile HR has been underutilized in academic literature despite its potential, highlighting the disconnect between practitioner objectives and HR research.

Methodology : A conceptual framework for Agile HR was developed using qualitative secondary research methods. Secondary sources included books, journal articles, research papers, reports, and whitepapers. A thematic analysis was used to code the data and identify themes relevant to Agile HR, and concept mapping was used to illustrate the relationships between the key concepts.

Findings : A conceptual framework for Agile HR strategies was developed to foster an agile organizational culture and equip employees with agile strategic behaviors. Organizations will be able to establish and preserve a durable competitive edge in quickly changing marketplaces by using these tactics.

Practical Implications : This paper provided insights into implementing agile HR operational strategies. Continuous iteration was used to enhance processes, boost employee experiences, and improve organizational agility to implement these strategies.

Originality : While existing literature explored the relationship between organizational agility and dynamic capabilities, it largely overlooked the concept of agile behavior. This research addressed this gap by proposing a framework for flexible adjustments to human and organizational capabilities. It was a targeted approach for agile management aligned with organizational, HR, and agile strategies, emphasizing scalability.

Keywords : Agile HR, operational strategy, agile HR methodologies, strategic human resource management (SHRM)

JEL Classification Codes : M12, M54, O15

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Agile business practices transcend their origins in software development and have become a key operational strategy for all organizational functions, including human resources (HR). In selected organizations, HR departments have adopted Agile methodologies in order to improve operational efficiency and effectiveness. Iterative progress, flexibility, and responsiveness to change are at the heart of the Agile method (Dank & Hellström, 2020). A paradigm shift has been triggered by the need for organizations to remain competitive in a fast-paced, unpredictable environment; in other words, in a volatile, uncertain, complex, and ambiguous (VUCA) environment (Jengwa & Pellissier, 2022). Adaptability and innovation are essential for businesses in light of the continuous changes in technology, workforce dynamics, and market demands. Achieving organizational agility and sustaining competitive advantage requires an Agile approach to human capital management that is adaptive, proactive, and employee-centered (Christofi et al., 2024). Strategically managing human resources (HRM) is essential in today's fast-paced and dynamic workplace (Giri & Chatterjee, 2020). The modern workplace requires HRM to be more flexible and responsive than ever, presenting a unique challenge to maintaining team productivity and cohesion (Junita, 2021). Agile HR practices contribute to the overall success of an organization by supporting its employees. HR departments can improve their efficiency and effectiveness by implementing Agile performance management features. It is possible to quickly measure performance, track progress, and continuously improve results by utilizing these features (Jooss et al., 2024). As a result, the amount of time required to manage employees will be reduced, and employee satisfaction and engagement will increase, contributing to the success of the organization.

There is a sizable empirical knowledge vacuum regarding the systematic integration of Agile approaches into HR operations, despite the increasing interest in HR and anecdotal evidence highlighting the advantages of Agile procedures in HR. In contrast to traditional HR practices characterized by rigidity and top-down approaches, Agile methods are highly dynamic and collaborative (Harney & Collings, 2021). Consequently, organizations face several challenges in implementing Agile HR, including resistance to change, a lack of training, and misalignment of Agile principles with existing HR practices (Ajgaonkar et al., 2022). Moreover, limited scholarly research examines how Agile practices can be operationalized within HR departments. Thus, it is observed that there exists a dearth of research on Agile HR practices, making it difficult for organizations to develop an intelligible framework for developing its implementation.

The prevailing literature on Agile methodologies focuses mostly on their application in software development and overall management of projects. While some research has looked at the potential advantages of agility in larger corporate contexts, there is a shortage of thorough studies that specifically explore how Agile methods might be integrated into HR activities. Most existing studies focus on theoretical insights or case studies with partial generalization. More empirical studies are needed to investigate the practical aspects of implementing Agile HR in organizations, including identifying best practices, assessing challenges and barriers, and evaluating results. This study leads to developing a conceptual framework that gives an overview of processes and mechanisms for adopting Agile methodologies in HR operations, letting organizations enhance their HR agility systematically and structurally.

This study is anticipated to make a substantial contribution to the body of knowledge in academia and real-world management applications, especially in HR management. The primary objective of this study is to develop a theoretical framework that integrates Agile principles into HR practices, extending the applications of Agile methods beyond the traditional domains. The study will aid practitioners in understanding common pitfalls and anticipating and addressing these challenges more effectively by finding barriers and major issues. This research will evaluate the effectiveness of Agile HR practices to provide empirical evidence that these practices can enhance organizational performance and improve employee satisfaction, which will justify investments in Agile transformations. The suggested best practices and recommendations, which are founded on empirical research and real-world experiences, will also be beneficial to HR professionals, guaranteeing their applicability and

relevance. This study aims to bridge the gap between theory and practice by presenting a framework that supports the integration of Agile methodologies into HR operations and contributes to a broader discourse on organizational agility and innovation. This research addresses a comprehensive conceptual framework and research gaps, which will facilitate the successful integration of Agile practices into HR management, contributing to the ongoing evaluation of the field.

The research examines the potential benefits of institutional and strategic HR frameworks for improving organizational performance and agility. This conceptual paper introduces three novel concepts. First and foremost, Agile HR offers a practical approach to human resource management that addresses the theoretical challenges scholars and practitioners face (Jooss et al., 2024). The second aspect is to establish the position of Agile HR within this context by analyzing HR operational models from prior and current strategic human resource management (SHRM) perspectives (Petermann & Zacher, 2020). Finally, the study shows how Agile HR can advance research and practice by reintegrating HR's operational strategies into HR practices (Zhang-Zhang et al., 2022). As a strategy for HR operations, Agile HR is becoming progressively popular in SHRM research and implementation.

The key research questions (RQs) of the study are as follows:

- ✦ **RQ1** : What are the key principles and practices of Agile methodologies that can be applied to HRM?
- ✦ **RQ2** : What are the benefits of implementing an Agile HR framework for organizational learning and individual development?
- ✦ **RQ3** : How does developing these individual and organizational capabilities contribute to operational strategy effectiveness?
- ✦ **RQ4** : How can Agile strategic behavior catalyze to enhance organizational agility?

Literature Review

The Evolution of Strategic Human Resource Management (HRM)

HRM has undergone significant changes over the past few decades, evolving from administrative and transactional functions to strategic partner roles. As noted by Wright et al. (2014), the trend indicates a rising understanding of the crucial role human capital plays in a company's capacity to gain a competitive edge and achieve organizational success.

Historical Development of HRM

HRM initially focused on personnel management and administrative tasks, such as hiring, payroll, and compliance with labor laws (Anwar & Abdullah, 2021). Several of these functions were reactive because they were intended to maintain order and efficiency in the workplace. However, as globalization and technological advancements increased in the late 20th century, HR became more strategically involved in business operations (Chatterjee, 2022).

Transition to Strategic HRM

Organizations realized how important it was to match HR procedures with business goals, which led to a shift toward SHRM in the 1980s. An alignment of these goals was considered necessary for improving organizational

performance and achieving long-term goals (Hongal & Kinange, 2020; Tripathi et al., 2020). The SHRM promotes proactive and strategic management of HR, focusing on talent development, leadership, and organizational culture as critical factors affecting business success (Altındağ & Aktürk, 2020).

Agile HR : Concepts and Principles

An Agile HR approach emphasizes flexibility, collaboration, and responsiveness to change. Agile HR, which was initially created for software development, modifies these ideas to enhance HR functions and match them with a changing business environment (Al Jafa et al., 2021). This initiative aims to establish a culture that supports continuous improvement and rapid iteration so that the organization can become more flexible and resilient.

Definition and Core Principles of Agile HR

Agile HR is understood as a set of practices that apply Agile methodologies to HRM practices to improve efficiency, employee engagement, and organizational flexibility. A number of basic and essential principles are addressed, including teamwork and cross-functional collaboration in order to foster novelty and innovation (Anand et al., 2021), iterative processes, incessant feedback to progress HR practices (Denning, 2020), responsiveness and flexibility to adapt to changing business needs (Gothelf, 2017), empowerment and sovereignty to enhance engagement and output (Wilson & Balasundaram, 2024c) and a customer-centric approach that promotes on delivering value to employees by adjusting HR services to meet their needs (Gandhi & Paik, 2019).

Role of Agile HR in Modern Organizations

Agile HR plays a decisive role in modern organizations by driving strategic initiatives and improving their agility simultaneously. This process promotes a culture of continuous feedback and collaboration, which develops employee engagement and job satisfaction and leads to higher employee retention rates (Walsh & Volini, 2017). In addition, Agile HR practices contribute to the performance of an organization by positioning HR strategies with business objectives and answering swiftly to deviations (McMackin & Heffernan, 2021). Agile HR is also allied with innovation and proactive change management, enabling organizations to circumnavigate interruptions and capitalize on opportunities (Rigby et al., 2020; Vatsa & Bhatnagar, 2021). The iterative processes and data analytics can enable HR to enhance decision-making and resource utilization and improve efficiency and effectiveness (Almagharbeh, 2024).

Enhancing Organizational Capability Through Agile HR

Agile HR is gaining significant attention as most progressive companies seek to enhance performance in a rapidly changing business environment. In other words, Agile HR refers to applying Agile principles to managing human resources. Though Agile principles were originally developed for software development, they are now used in the service industry to manage human resources. By applying these principles, HR can respond to organizational needs and support organizational objectives through teamwork, customer-centricity, and flexibility (Battour et al., 2021).

Impact on Organizational Performance and Flexibility

Studies show that Agile HR practices significantly enhance the performance and flexibility of an organization. A study by Bianchi et al. (2020) indicated that organizations implementing Agile HR approaches reported higher employee engagement, productivity, and business performance levels. Agile methodologies enable faster decision-making and more effective placement of HR initiatives with business objectives (Chakraborty et al., 2019). Cappelli and Tavis (2018) noted that Agile HR fostered continuous improvement, innovation, talent development, and a collaborative work environment in an organization. Furthermore, Balog (2020) stated that Agile HR allowed organizations to adapt rapidly to marketplace changes and internal dynamics evolutions, allowing them to create a flexible workforce capable of quickly adapting to changing business environments.

Strategies for Building Agility within HR Practices

Several key strategies can be employed to build agility within HR practices. Rigby et al. (2022) emphasized the importance of cross-functional teams for facilitating holistic and integrated problem-solving and decision-making. According to Jadoul et al. (2021), continuous learning is essential for HR professionals to implement Agile methodologies proficiently and efficiently. An Agile performance management process is characterized by regular feedback and iterative reviews that constantly facilitate continuous system improvement (Lee, 2015). Brosseau et al. (2019) emphasized the importance of incorporating decision-making HR technologies into organizational processes, enhancing communication, and improving data-driven decision-making to improve organizational agility.

Agile HR Strategy for Organizational Agility

Adopting Agile HR strategies has become essential for improving organizational agility and ensuring HR practices are allied with the growing demands of modern businesses. Agile HR's emphasis on flexibility, continuous feedback, and rapid iteration allows organizations to respond quickly to market changes and customer demands (Darino et al., 2019). By fostering cross-functional collaboration and empowering self-organizing teams, Agile HR improves employee engagement and innovation, which are critical for sustaining an organization's competitive advantage (Chakraborty & Biswas, 2020; Junita, 2021). Iterative Agile HR practices help to ensure processes and policies continue to be relevant and helpful in achieving organizational objectives (Denning, 2016). A further benefit of Agile HR is that it promotes a learning culture that enables employees to constantly improve and upskill themselves to adapt to new challenges and opportunities (Janssen & van der Voort, 2020). Several studies have highlighted that organizations that adopt Agile HR are more effective due to a better alignment between HR strategies and business goals and an improved ability to adapt to external changes (McMackin & Heffernan, 2021). In the existing literature, it is also observed that data analytics within Agile HR frameworks facilitate improved decision-making and resource allocation, contributing to the organization's overall operational efficiency (Mergel et al., 2021). Organizations can manage talent and organizational capacities more effectively in a dynamic business environment by integrating Agile approaches into HR (Miles, 2013).

The authors' primary objective of this study is to develop a conceptual framework for incorporating Agile methodologies into HR operations. This framework will assist as a strategic guide for HR professionals, organizational leaders and administrators to adopt Agile practices within their HR departments. The specific objectives of the research are listed as follows:

- ✦ To understand the key principles and practices of Agile methodologies relevant to HR management.
- ✦ To analyze the significance and relevance of Agile HR operational strategies in fostering organizational agility.
- ✦ Investigating the effects of Agile HR operational approaches that incorporate organizational learning and development.
- ✦ To develop a conceptual framework that elucidates the relationship between HR, organizational, and Agile operational strategies.

Methodology

The methodology adopted in this study is qualitative secondary research to construct a conceptual framework for Agile HR as an operational strategy. This methodology facilitates an exhaustive examination and amalgamation of the extant corpus to cultivate a holistic comprehension of the subject matter.

Research Design

The authors conducted an extensive and comprehensive literature review to collect data, insights, and information from a range of credible sources, including academic journals, books, government reports, industry reports, whitepapers, statistical databases, and websites. This was followed by a detailed inquiry that included a complete systematic analysis.

Sampling Technique

Purposive sampling ensured that only the most relevant and credible sources, such as peer-reviewed academic articles, recognized books, reputable industry reports, whitepapers, and government and institutional reports, were included in the study.

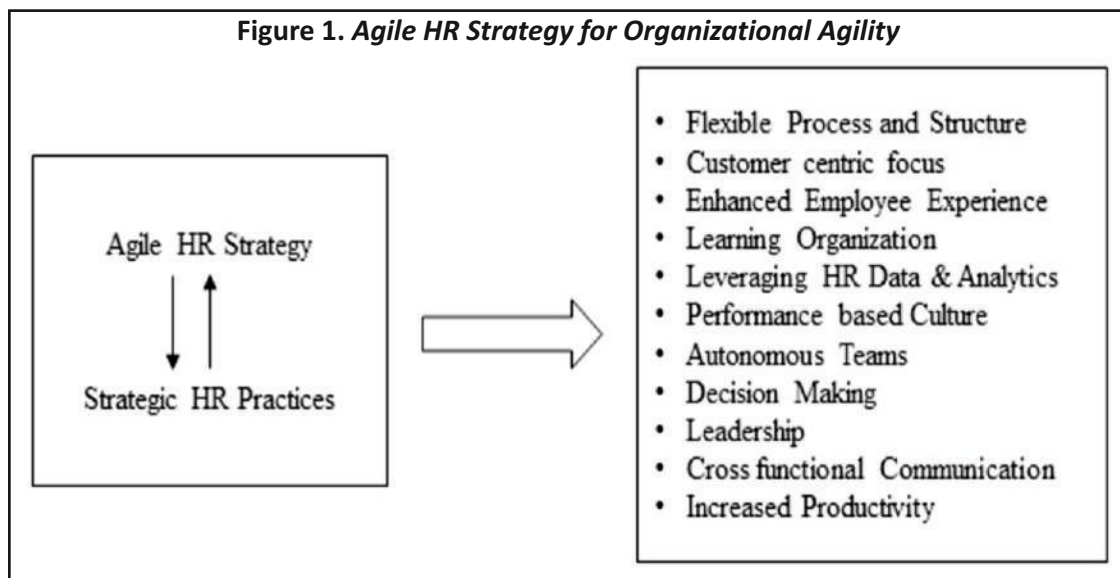
Data Collection and Analysis

Data collection and analysis involved identifying and collecting literature through keyword searches in academic databases such as Scopus, JSTOR, and Google Scholar. The references and citations in relevant articles were used to identify additional sources, focusing on literature discussing Agile HR, SHRM, HR operational strategy, and organizational performance. A comprehensive literature review was conducted to summarize the collected literature, understand the current knowledge in the field, identify gaps in existing research, and highlight areas in which further research is required. Qualitative methods were utilized to identify influential studies and trends, thematic analysis for coding data and identifying themes relevant to Agile HR, and concept mapping to illustrate relationships between key concepts. The overarching themes are analyzed, and the number of papers reviewed from the databases is presented in Table 1.

A conceptual framework was developed after identifying key ideas, variables, and their relationships in the literature. Using early models from SHRM research as a foundation for positioning Agile HR as an operational strategy, this framework examined the relationship among organizational strategy, HRM strategy, and Agile operational strategy. To find inconsistencies and alignments between academic research and real-world HR practices, researchers examined academic models of Agile HR with practical applications. They then made recommendations for how to bring these models into line. With the help of the literature, we created a conceptual framework for Agile HR as an operational strategy based on McMackin and Heffernan's (2021) study.

Table 1. Literature Obtained from Databases According to Variables

	Themes	Scopus/WS	Google Scholar	JSTOR	Others	Total
Overall Performance	Organizational Strategy	12	17	7	15	51
	HR Strategy	15	21	10	16	62
	Agile as HR Operating Strategy	3	8	2	5	18
	Organizational, Individual Capability	9	18	7	11	45
	Organizational Learning	12	24	9	14	59
	Agile Strategic Behavior	3	7	1	3	14
	Organizational Agility	8	15	8	5	36



Senior leaders assign significant value to organizational agility to facilitate ongoing adaptability in response to a dynamic environment. The significance of HR is paramount in fostering the growth and adaptability of an Agile organization. Figure 1 elucidates the significance of an Agile HR strategy in cultivating Agile organizations.

There are five levers that HR can utilize to facilitate the advancement of organizational agility:

- ✦ Exploring novel approaches to organizational design and implementing Agile human resources practices.
- ✦ Cultivating agile leadership competencies.
- ✦ Promoting and cultivating behaviors that facilitate the adoption and implementation of agile practices.
- ✦ Focusing on the value of employees within the organization.
- ✦ Recognizing the strategic partnership between the organization and the HR.

Conceptual Framework

Agile HR Strategy

The current corpus of HR research has not done a great job of examining the idea of agile HR, which entails

applying Agile principles within HR. According to the fundamental principles of Agile strategy, organizational strategies must possess the following fundamental tenets:

- ✦ Individual-focused: Organizations, markets, and ecosystems are composed of individuals. Organizations must consider the needs of their employees, leaders, clients, and collaborators to succeed.
- ✦ Purpose-driven and evidence-based: Organizations' primary objective should be to achieve specific customer or business outcomes.

A number of empirical studies have demonstrated a strong correlation between the success of businesses, particularly in terms of labor productivity, and their investment in human resources. Therefore, strategic HRM should focus more on this area (Mukherjee & Chandra, 2018; Zavyalova et al., 2020). In order to contextualize agility within HR, the historical development of the interaction between organizational strategy, HR strategy, and operational strategy has been examined in four distinct waves since the 1950s. There are several paradigms of strategic management, including planning (1950–1970), positioning (1970–1990), resource-based management (1990–2010), and agile management (2010–2020) (Armstrong, 2020; Tennent, 2020). Organizations have been focusing their strategic efforts on adaptability and agility during the Agile wave, primarily by implementing lean Agile methodologies and network structures to achieve mass customization. The HR strategy emphasizes assessing the HR department's ability to implement strategic initiatives effectively (Ragas & Ragas, 2021). The primary objective of HR operational strategy is to prioritize Agile HR functions so that organizations can easily navigate uncertain environments (Wilson & Balasundaram, 2024a).

According to Revutska and Maršíková (2021), contemporary HR is concerned principally with how effectively the HR department can address the challenges associated with implementing strategic initiatives rather than the debate over the function's status. A fundamental change in HR's operating model and a re-evaluation of its value proposition are necessary. Consequently, the question arises as to whether HR functions are evolving satisfactorily to meet these advancements. As Muduli (2016) asserted, a function's effectiveness and influence depend on its ability to aid other divisions in dealing with ambiguity. The HR function must transform toward agility to facilitate overall organizational agility (Mollet & Kaudela-Baum, 2023). In a dynamic and continuously evolving environment, implementing an Agile model in HR operations is essential to identify strategies that will add value to the organization. The HR department can significantly improve its value to end users, employers, and customers by embracing Agile philosophical and foundational principles (Hemavathi, 2023). Adopting agility as an operational approach in HR has been driven primarily by practical considerations. However, it is essential to recognize the sound theoretical foundations that underpin this concept. Moh'd et al. (2024) define operations strategy as a comprehensive set of strategic choices defining an operation's long-term capabilities and overall strategic contribution, aligning market needs with the resources within operations departments.

According to Heilmann et al. (2020), the primary goal of an operations strategy is to develop a comprehensive plan for the operation function, thereby optimizing the use of resources. Storme et al. (2020) indicated that Agile operating models allow organizations to quickly and effectively adapt strategies, frameworks, processes, personnel, and technology to maximize and protect the value they generate. Agile HR can be conceptualized as an operational approach to human resources that incorporates a variety of perspectives. Strategically, Agile HR aims to minimize inefficiencies and maximize customer value. To achieve this goal, HR is organized into empowered, multi-skilled teams that can adapt to future business needs through transparent communication and operate within a short timeframe (Das et al., 2024). In all aspects of this approach, Agile principles are evident.

Agile HR Operating Models

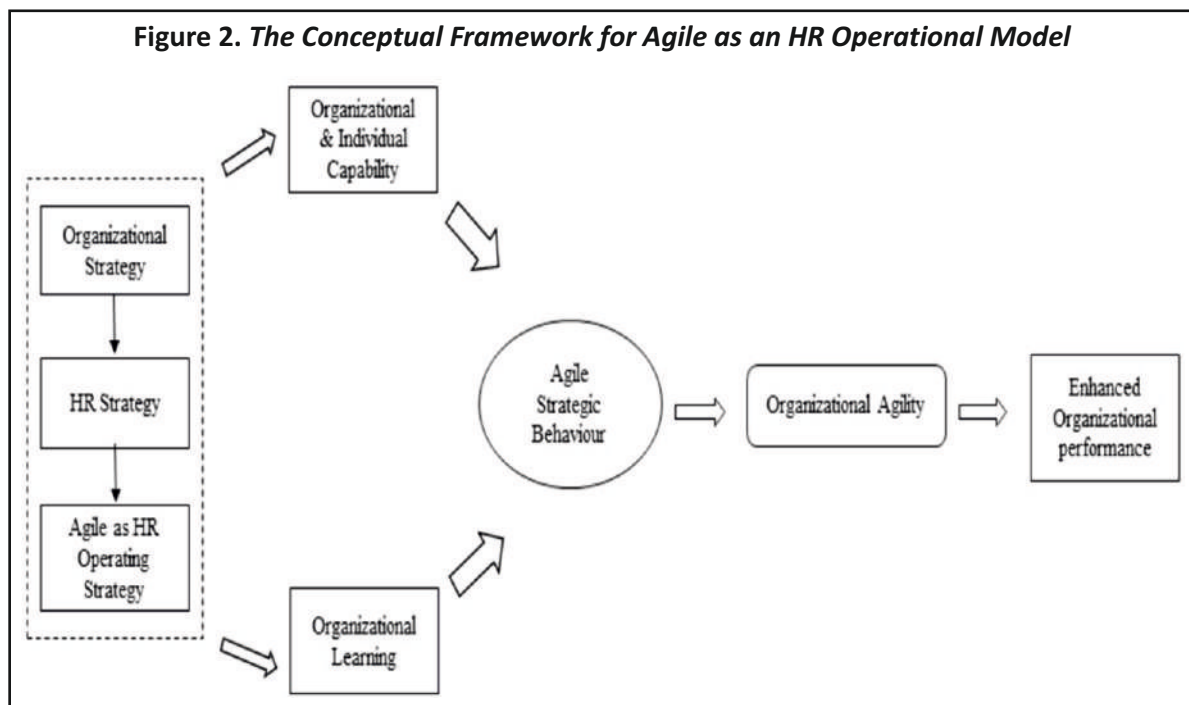
Today's business environment is uncertain and complex, resulting in rapid and profound organizational changes.

Literature on HRM has traditionally focused on organizations operating within stable business environments, assuming continuous growth and prosperity (Arora & Pratibha, 2022). In the past two decades, many nations have experienced sudden disruptions due to external forces, such as the financial crisis in the United States in 2007, which affected Europe and Asia in 2008. This crisis led to widespread business failures, a sharp rise in unemployment, and increased personal and governmental debt. Additionally, sudden catastrophic events, such as earthquakes and hurricanes, negatively affect HRM by causing talent shortages, affecting employee well-being, and increasing unemployment rates (Edvardsson & Durst, 2021). The use of hybrid working methods has accelerated due to COVID-19 and the rapid improvements in workplace technology. This has created new obstacles for monitoring employee behavior. The millennial generation is dominating the workforce, and employee preferences are also changing, requiring HR to proactively adapt and manage these changes (Chopra & Bhilare, 2020).

This study arrives at a conceptual model where organizational strategy is cascaded to HR operating models based on SHRM, which focuses on organizational and individual capability and learning, thereby enhancing Agile strategic behavior and improving organizational agility and performance, as shown in Figure 2.

The following points highlighted how Agile HR enhances employee satisfaction and efficiency by leveraging innovation:

- ✧ Agile techniques provide priority to HR's capability and promptly reallocate resources as necessary, facilitating speedier change for the company, its workers, and the workplace.
- ✧ They demonstrate exceptional performance in enhancing employee experience and fostering employee well-being to succeed in the competitive talent landscape of attrition.
- ✧ They retain decision-making authority with frontline company executives and encourage human-centered interactions.
- ✧ They provide personalized HR services in response to escalating demands.



- ✧ These services are wholly owned by the HR and product management departments, which “productize” them to satisfy business demands.
- ✧ To effectively meet strategic HR objectives, a cohesive framework that integrates structure, delivery, and end-to-end accountability is essential.
- ✧ It transitions from focusing on process excellence to emphasizing data excellence entails utilizing machine learning (ML) and artificial intelligence (AI) to enhance decision-making.
- ✧ It automates HR solutions to take advantage of digitalization and maximize efficiency.

These innovative movements transform HR operating models, but their impact varies from organization to organization.

Agile Strategic Behavior

Ajayi and Udeh (2024) indicated that professional behavior is necessary for developing strategic initiatives and promoting a flexible organizational framework. However, the emergence of agile behavior among employees is not spontaneous. A person's behavior can be seen as a reaction to whether they are satisfied or dissatisfied with various HR policies or practices implemented by the HR department of an organization. The HRM system is a critical component of any organization, as it serves as a primary means of communicating information about roles, facilitating desired behaviors, and evaluating performance within those roles (Pandita & Bedarkar, 2015). Individual perspectives, management ideas, and social conventions or values influence agility characteristics' perceived relevance (Motwani & Katatria, 2024). An effective role information distribution program involves communicating job expectations consistently within the organization and aligning performance evaluations with key organizational factors such as business strategy (Patil et al., 2023). Efficient HRM is crucial to meet the diverse demands of organizational stakeholders, including managers, co-workers, subordinates, and external entities, such as customers, families, and societies. The role behavior of every employee is influenced by the behavioral demands of each stakeholder involved in their position (Tripp et al., 2016).

Agile workforces exhibit many different types of behaviors, such as:

- ✧ A robust business orientation involves aligning business values, acquiring a comprehensive knowledge of business operations, understanding the environment, and identifying future business priorities.
- ✧ Exceptional resilience in the face of various forms of change, novel ideas, technological advances, and a disposition to accept ambiguous situations.
- ✧ Remarkable adeptness at adjusting to various individuals, cultures, tasks, and responsibilities.
- ✧ Taking the initiative to anticipate difficulties that might arise due to a certain change.
- ✧ Self-awareness, persistent drive for personal growth and advancement, and eagerness to effectively adapt to changes in the business climate (Tötterman, 2023).

Discussion and Conclusion

The findings of this study have significant implications for human resources professionals, emphasizing the necessity for an adaptive approach to HR to maintain a competitive edge in a constantly changing environment. Implementing an Agile HR strategy, which benefits Agile individuals within dynamic contexts, requires establishing Agile HR functions and systems. To cultivate an Agile workforce, managers must enhance HR

departments and systems. The purpose of this article is to clarify the theoretical and practical aspects of Agile HR operational strategy. In our view, incorporating an Agile HR operational strategy represents a logical progression within the broader context of organizational strategy and strategic HRM that has evolved since the 1950s. Taking this point of view, Agile HR should not be viewed as a transient trend but rather as a natural advancement in the development of HR operational strategies, aligning with concurrent advancements in organizational strategy and strategic human resource management.

Agile HR will soon become an essential strategic concern for HR professionals and researchers. It necessitates a paradigm shift, recognizing Agile HR as the next evolutionary phase in the HR operating model rather than a fad. Therefore, it is necessary to re-examine current HR operational models. Traditional HR strategies, such as division-level HR business partners, tend to reinforce corporate hierarchies, whereas agility demands talent mobility and rapid redeployment across organizational boundaries, conflicting with overall effectiveness. These challenges require HR operating models to become more flexible and adaptable. In addition, Agile HR involves the development of new HR capabilities. There is an increasing need for HR professionals to possess data analytics, technology, and AI skills to deliver strategic value to the organization. However, HR professionals must also acquire Agile capabilities to realize the value-added potential of these technical skills fully.

Finally, transitioning to Agile HR requires HR professionals to make critical decisions. As a change management strategy, this transition provides opportunities for skills development, validation of new practices, and cultural shifts that can facilitate the organizational changes necessary to sustain Agile HR.

Managerial and Theoretical Implications

A conceptual framework for implementing agility as an HR operational strategy provides managerial, theoretical, and policy implications. From a management perspective, this framework offers industry practitioners, managers, marketers, and other stakeholders enhanced tools for fostering organizational adaptability and responsiveness (Subramanian & Suresh, 2022; Wilson & Balasundaram, 2024c). By incorporating Agile principles, companies can increase employee engagement, optimize operations, and gain competitive advantage (Wilson & Balasundaram, 2024b). The study contributes to the literature by providing improved scales for measuring HR agility and identifying key models that integrate HR agility with strategic HR management. This framework criticizes existing static models and recommends a dynamic approach that is in line with contemporary corporate contexts. By relating its findings to other research, the study adds to the body of knowledge by illuminating how Agile HR strategies can close theoretical gaps and improve organizational performance.

Limitations of the Study and Future Research Directions

In order to validate these findings, future research should expand the sample size across various industries and geographic regions. While the current framework was based on organizational-level literature reviews, subsequent studies could be conducted by individuals or teams within organizations to gain more nuanced insights. As this study focused on a conceptual framework, empirical longitudinal studies could further substantiate the proposed model pathways. Consequently, future research on organizational agility models could encompass a broader range of industries and business contexts to enhance generalizability and applicability.

Authors' Contribution

Mr. Wilson C. D. conceived the initial idea, developed the concept and qualitative design to undertake the

empirical study, and conducted a comprehensive literature review. Dr. Sathiyaseelan Balasundaram formulated the conceptual framework in alignment with the research questions and objectives and meticulously proofread the manuscript to correct grammatical errors. Dr. Jain Mathew critically reviewed and revised multiple drafts to ensure the content was relevant and met scholarly standards. Mr. Wilson C. D. wrote the manuscript in consultation with both the authors.

Conflict of Interest

The authors certify that they have no affiliations with or involvement in any organization or entity with any financial interest or non-financial interest in the subject matter or materials discussed in this manuscript.

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