
Mapping Agile HRM and Organizational Resilience: A Bibliometric Review

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Abstract

Objective – This research aims to map scientific developments in Agile Human Resource Management (Agile HRM) and organizational resilience, and to identify intellectual structures, thematic clusters, and research evolution directions for the period 2010–2025.

Design/Methodology/Approach – A bibliometric approach was employed by analyzing 1,000 articles retrieved from the Crossref database via Publish or Perish using combined keywords related to Agile HRM and organizational resilience. The selection process followed the PRISMA protocol and produced 235 eligible articles for analysis. VOSviewer was used to conduct descriptive analysis and to generate network visualization, overlay visualization, and density mapping in order to capture conceptual relationships and temporal dynamics.

Findings – The results indicate a notable increase in publications since 2020 and reveal three dominant thematic clusters: (1) an agile methodology cluster, (2) a strategy and organizational systems cluster, and (3) an HR practice cluster emphasizing adaptability, collaboration, and employee engagement. Overlay visualization suggests an evolution of the research focus from a primarily technical orientation toward strategic integration and practical implementation of Agile HRM for strengthening organizational resilience.

Implications – The study concludes that Agile HRM contributes meaningfully to strengthening organizations' adaptive capabilities and long-term resilience. Theoretically, the findings extend Dynamic Capabilities, the Resource-Based View, and Contingency Theory by clarifying how HR agility mechanisms support resilience. Practically, the results offer guidance for organizations to develop agile HR practices as a foundation for sustained resilience.

Keywords: Agile HRM, Contingency Theory, Dynamic Capabilities, Organizational Resilience, Resource-Based View.



INTRODUCTION

In recent years, the employment landscape in Indonesia has experienced intense change pressure due to digitalization, hybrid work, and global economic uncertainty. The Indonesia Economic Prospects report shows that the Indonesian economy will continue to grow by around 5.03 percent in 2024 and is considered relatively resilient (BPS, 2025). However, the recovery is taking place amid structural disruptions that require organizations to be more agile and adaptive in managing their human resources.

On the other hand, various studies on digital and green employment confirm that the demand for flexibility, adaptability, and crisis preparedness is now part of the organization's strategic agenda, no longer just an operational issue. This makes the discourse on organizational resilience increasingly prominent in the Indonesian context, both at the level of large corporations and of SMEs, which are encouraged to strengthen their ability to survive, adapt, and recover after shocks.

Changes in work patterns and workforce expectations also pressure the HR function to transform more agilely. A 2024 survey shows that around 40 percent of professionals in Indonesia are already working in a hybrid scheme, 24 percent in a flexible hybrid pattern, and 43 percent are still working entirely in the office (Page, 2024). Hence, organizations need to design work policies that are agile, responsive, and able to maintain employee engagement.

The JobStreet by SEEK 2024 report notes that 97 percent of companies in Indonesia are hiring at least one employee in 2023, and many are still planning to increase recruitment, indicating the dynamics of an active and competitive labor market (SEEK, 2024). At the same time, the EY Work Reimagined 2023 survey reported that 46 percent of Indonesian employees plan to quit their jobs in the next 12 months, citing wellbeing programs, compensation, and career opportunities as the main reasons, which indicates a high risk of losing talent if organizations are unable to adapt agilely.

Various studies in the Indonesian context also show the acceleration of digital adoption in HRM, analytics, and artificial intelligence to improve HR administration processes, enhance decision quality, and support employee development, but at the same time face challenges such as low digital literacy and resistance to change (Bulut & Dinler, 2023; Evans-Uzosike & Okatta, 2020; Huynh Thi Thu et al., 2025; Mukhtar & Nurnaningsih, 2024; Wahdaniah et al., 2023). This condition underscores the need for Agile HRM and more structured organizational-level resilience capabilities.

Research on Agile Human Resource Management has made significant progress and has become a research domain in its own right. The latest literature confirms the existence of two main orientations in the development of Agile HRM: Agile for HR, which emphasizes the HR function operating more flexibly and responsively, and HR for Agile, which positions HR as the primary driver of agile transformation throughout the organization. Studies have also shown that Agile HRM practices contribute to greater adaptability, increased innovation, and stronger employee engagement, making this concept increasingly relevant for organizations operating in a volatile and uncertain business environment (Alviani et al., 2024; Apascaritei & Elvira, 2021; Ivana, 2025; Moh'd et al., 2024; Porkodi, 2024; Widjaja, 2023).

In the context of organizational resilience, several theoretical studies and literature reviews have sought to link HRM to an organization's ability to survive and recover from disruption. However, most research is still rooted in the perspective of strategic HRM in general and has not highlighted Agile HRM specifically as a key mechanism for building resilience. In addition, some studies have examined the relationship between HR agility and resilience, but generally focus on HR agility in general and have not explicitly examined the framework of Agile HRM practices currently under development, such as agile recruitment, agile learning systems, or agile performance management

(Athamneh & Jais, 2023; Mahmoud et al., 2025; Mollet & Kaudela-Baum, 2022). This condition indicates that research on the direct contribution of Agile HRM practices to the development of organizational resilience capabilities remains relatively limited, including in Indonesia, which is experiencing an acceleration of digital transformation.

Dynamic Capabilities Theory emphasizes that organizations need to develop sensing, seizing, and reconfiguring capabilities in order to adapt to rapid change (Alviani et al., 2024; Ikbal, 2025). In this context, Agile HRM serves as a mechanism that strengthens dynamic capabilities through agile recruitment, adaptive performance management, and a learning system that enables employees to respond quickly to challenges. These practices accelerate the identification of opportunities and threats, support more responsive decision-making, and enable organizations to reorganize work structures and processes in response to disruption (Awad & Martín-Rojas, 2024; Munteanu et al., 2020). Organizational resilience then emerges from the organization's ability to continuously update and adjust its internal capabilities in the face of uncertainty.

The Resource-Based View provides a complementary perspective by explaining that Agile HRM practices form a configuration of human resources that are valuable, scarce, difficult to replicate, and not easily replaceable (Coelho et al., 2024; Mahmoud et al., 2025). When an organization successfully develops a flexible, innovative, and adaptive workforce through Agile HRM practices, it gains strategic capital that sets it apart from competitors. Human resources with these characteristics strengthen the organization's ability to survive crises and take advantage of new opportunities that arise after disruptions (Achoki, 2023; Ajayi & Udeh, 2024; Apascaritei & Elvira, 2021). RBV underscores that resilience depends not only on structure or technology, but also on the quality of human and social capital built through agile HR policies.

Contingency Theory complements both theories by emphasizing that the effectiveness of Agile HRM is strongly influenced by its suitability to the environmental context (Pacheco-Cubillos et al., 2024; Seyadi & Elali, 2021). When organizations operate in dynamic, uncertain conditions, the need for agility and adaptability increases, making Agile HRM practices more impactful on resilience. In contrast, organizations that are in a stable environment may not feel the same urgency. Thus, Contingency Theory explains the variation in the influence of Agile HRM on resilience in various sectors and situations and emphasizes the importance of alignment between HR strategy and environmental characteristics (Asfahani, 2021; Yu et al., 2022).

These three theories together provide a more complete understanding of how and why Agile HRM can contribute to organizational resilience. Dynamic Capabilities Theory explains the process mechanism, the Resource-Based View emphasizes the strategic value of the human resources generated, and Contingency Theory provides a framework for understanding the conditions that strengthen or weaken those influences. This combination enables research to develop a robust, relevant conceptual model for the complexities of the modern world of work.

Based on the literature review, it is clear that significant research gaps remain. First, there has been no bibliometric study that systematically maps the evolution of themes, identifies concept clusters, and explicitly links the terms Agile HRM and HR agility to organizational resilience. Second, there has been no systematic review that integrates two major research streams, namely Agile HRM and organizational resilience, into one comprehensive analytical framework. Furthermore, no research has specifically examined how agile practices, such as agile recruitment, agile performance management, and agile learning and development, contribute to the development of organizational resilience capabilities. Therefore, this research offers a new contribution by systematically integrating the emerging Agile HRM literature with the domain of organizational resilience to build

a more targeted and evidence-based future research agenda, one that is relevant to the needs of organizations in Indonesia facing the pressures of work transformation and digitalization.

METHODS

This study uses a bibliometric approach to map the development and intellectual structure of research regarding Agile Human Resource Management and organizational resilience. The researcher collected data on scientific publications using the Publish or Perish software, which is connected to the Crossref database. The search process was carried out with the combined keywords "agile human resource management" OR "agile HR" OR "HR agility" OR "agile people management" AND "organizational resilience" OR "resilient organization" OR "resilience capability" OR "adaptive capability" OR "organizational adaptability". The publication year range is set from 2010 to 2025 to capture the dynamics of research in an era when agile concepts are beginning to be widely adopted outside the information technology domain. Based on these initial criteria, the researcher retrieved approximately 1000 articles from the Crossref database and exported citation data, titles, authors, year, journal, keywords, and abstracts into a format suitable for further processing.

All articles from the initial search results are then filtered using the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) protocol. The researcher first identifies and removes duplicate titles that appear from repeated search results. In the next stage, the researcher screens titles and abstracts to weed out publications that are not relevant to the focus of Agile HRM or organizational resilience, for example, articles that use the term agile only in a technical context, without any connection to HR functions. The researcher also applies inclusion criteria that limit the types of documents to journal articles and scientific proceedings that have undergone peer review, and excludes editorials, book reviews, and non-scientific documents. In the final stage, the researcher examines the full text of the article that passed the initial selection to ensure its fit with the research focus before including it in the bibliometric analysis corpus.

The filtered dataset is then analyzed using VOSviewer. The researcher conducted a descriptive bibliometric analysis to describe trends in publications by year, leading journals, authors, and the most productive countries. Furthermore, the researcher compiled a map of the science network using co-occurrence analysis and network visualization, overlay visualization, and density visualization. The results of this mapping allow the identification of key theme clusters, research collaboration patterns, and the most commonly cited theoretical foundations in Agile HRM and organizational resilience research. The bibliometric findings then served as the basis for a conceptual synthesis and a more targeted follow-up research agenda.

RESULTS AND DISCUSSION

The PRISMA diagram illustrates the systematic literature selection process, carried out in four main stages (Mhlanga & Dzingirai, 2024; Nguyen et al., 2025). At the identification stage, the researcher searched the Crossref database using combined keywords that included the concepts of Agile HRM and organizational resilience. The search yielded 1,000 initial documents that demonstrate the breadth of the literature on this topic. The next stage is screening, where the researcher applies inclusion criteria: the type of journal article, the publication year range 2010 to 2025, and the elimination of all duplicates. This screening process eliminated 743 documents that did not meet the criteria, leaving 257 articles for the eligibility assessment stage.

At the eligibility stage, the researcher examines the article's title and abstract in greater depth to ensure substantial relevance to the research focus. Some articles were excluded because their discussion was not directly related to Agile HRM or resilience in the context of management; for example, articles that discussed agile in the technical realm without any connection to HR functions, or resilience articles that focused on engineering and environment. After this assessment, 235 articles were deemed eligible for further analysis. These numbers indicate that only about a quarter of the initial documents are truly relevant, underscoring the importance of the PRISMA selection process in ensuring the literature pool analyzed is high-quality and relevant. These final results provide a solid basis for conducting a bibliometric analysis and compiling a thematic map of Agile HRM research and organizational resilience.

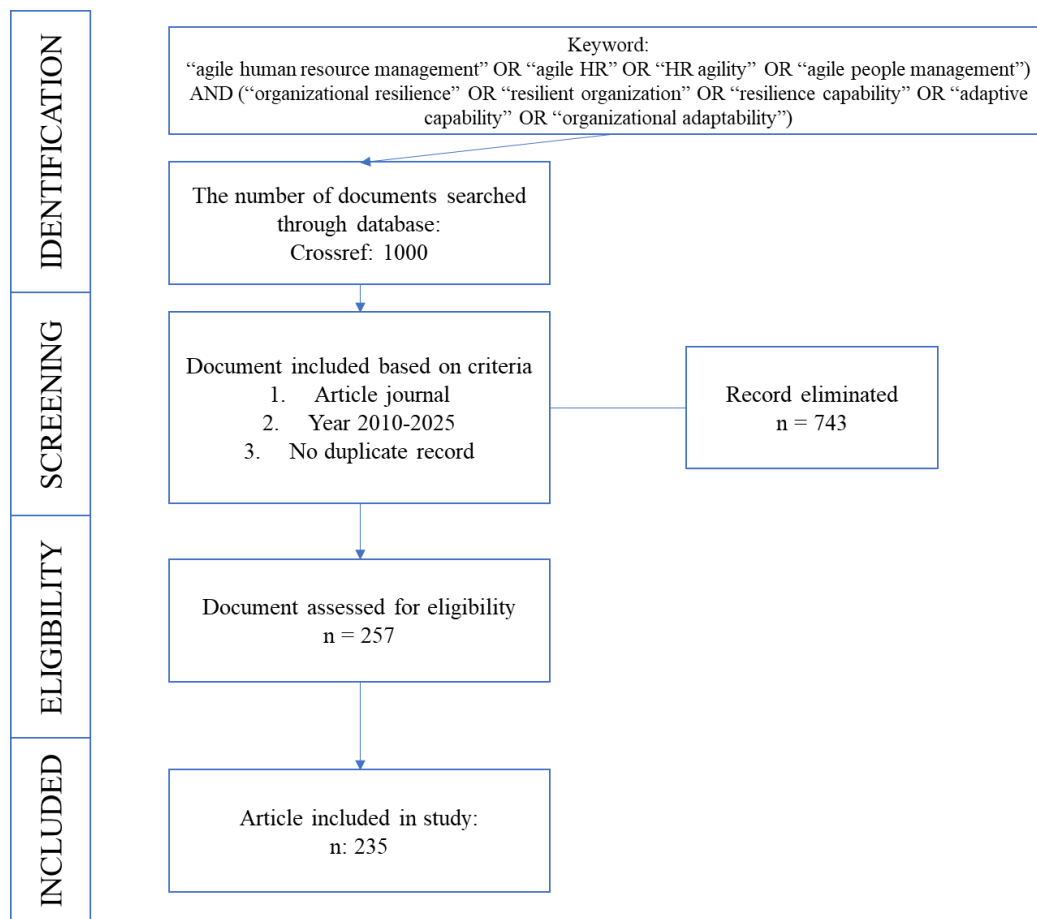


Figure 1. PRISMA analysis framework

Source: data processed (2025)

Figure 2 shows the strong growth in publication trends over 2010–2025. In the period 2010 to 2015, publications on Agile HRM and organizational resilience remained relatively low and grew gradually. The moderate increase in this range indicates that the concept of agile is beginning to be recognized in the context of human resource management, but has not yet become the primary research focus.

Starting in 2018, the number of publications began to increase more significantly. The post-2020 surge reflects the direct impact of the COVID-19 pandemic on academic attention to

organizational flexibility, crisis management, and the strategic role of HR in maintaining business sustainability. In 2021, the number of publications doubled from 2020, indicating that the issues of Agile HRM and resilience have entered the mainstream of management research.

The increase continues until it reaches 42 publications by 2025, which is the highest figure in the dataset. This pattern shows that research on human resource agility and organizational resilience is becoming increasingly relevant amid digital transformation, changing work patterns, and greater uncertainty in the business environment. Consistent growth also suggests that this topic is still evolving and has excellent opportunities for further academic exploration.

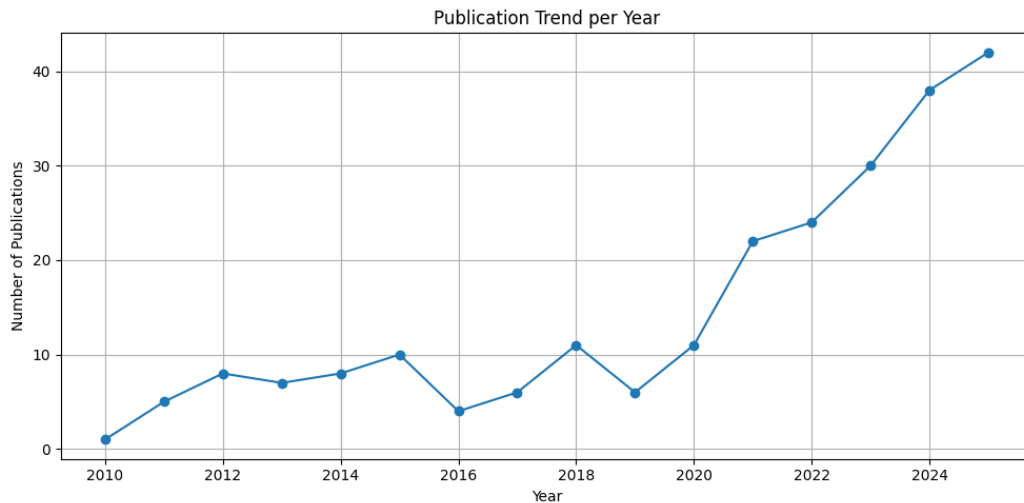


Figure 2. Publication Growth Trend from Year to Year
Source: Data processed (2025)

Table 1 shows the distribution of publications by journal and shows that research on Agile HRM and organizational resilience is concentrated in a few specific scientific outlets. The International Journal of Agile Systems and Management takes the top spot with 79 articles, a very dominant number compared to other journals. This dominance indicates that the journal is the primary forum for research on agile systems, including their application in human resource functions and their relationship to organizational resilience. The high number of publications also shows that the agile approach has developed into a stand-alone field of study and has an active research community.

Table 1. Top Ten Journals With a Theme of Agile HR and Organization Resilience

RANK	JOURNAL	TOTAL
1	International Journal of Agile Systems and Management	79
2	Human Resource Management Review	8
3	Human Resource Management	7
4	The International Journal of Human Resource Management	7
5	AGILE: GIScience Series	7
6	SSRN Electronic Journal	5
7	Academy of Management Proceedings	4
8	International Journal of Science and Research (IJSR)	3
9	Strategic HR Review	3
10	International Journal of Project Management	3

Source: Data processed (2025)

Outside of these journals, publications on this topic are more evenly distributed in leading human resource management journals such as Human Resource Management Review, Human Resource Management, and The International Journal of Human Resource Management. The three journals each contain seven to eight articles, reflecting that the issue of Agile HRM is beginning to be recognized as an important part of the contemporary HR discourse. The existence of the article in a high-reputation journal shows that research on the agility of the HR function and its relationship to organizational resilience is not just a technical or operational topic but has been positioned as a strategic discussion in the realm of global HR management.

In addition to HR journals, several other outlets, such as AGILE: GIScience Series, SSRN Electronic Journal, Academy of Management Proceedings, and the International Journal of Project Management, also contribute to the dissemination of literature. This shows that Agile HRM research is multidisciplinary and has gained attention from the wider academic community, including the fields of technology, information systems, and project management. Journals such as AGILE: GIScience Series affirm that agile concepts are relevant not only in human resource management but also across various organizational domains that require adaptability and rapid response to environmental changes.

Overall, the distribution pattern of this publication illustrates two important things. First, there is a core journal at the center of Agile HRM research activities, namely the International Journal of Agile Systems and Management, which serves as the primary channel for developing theory and practice. Second, there is consistent publication in mainstream human resource management journals, which signals that the topic of Agile HRM has been integrated into strategic HR discourse. The distribution of publications across various types of journals also shows that the issue of organizational agility and resilience is not only relevant to the HR function but also a concern in project management, information systems, and organizational management more broadly.

Table 2 presents the pattern of the author's contributions to research on Agile HRM and organizational resilience, highlighting a key group of researchers who consistently drive the development of this topic. Leandro Pereira holds the top position with five publications, demonstrating his role as a central figure in the development of agile discourse and organizational transformation. This high productivity usually reflects active involvement in collaborative research projects, theoretical work, and empirical publications on agility, digital transformation, and organizational capabilities. His status as the most prolific author also indicates that research on Agile HRM has a theoretical and methodological foundation that has developed through the contributions of researchers with a reputation in management and strategy.

Table 2. Top Ten Most Influential Authors in the Field of Agile HR and Organization Resilience

RANK	AUTHOR	TOTAL
1	Leandro Pereira	5
2	Frederico Batista	4
3	Sathiyaseelan Balasundaram	3
4	Ferry Jie	3
5	Anita Friis Sommer	3
6	Renato Lopes Da Costa	3
7	Clint Chadwick	3
8	Hossein Sayyadi Tooranloo	2
9	Miguel Mira Da Silva	2
10	N.A. João	2

Source: Data processed (2025)

Other contributors, such as Frederico Batista, Sathiyaseelan Balasundaram, Ferry Jie, Anita Friis Sommer, and Renato Lopes Da Costa, contributed 3 to 4 publications each, demonstrating the consistency of their involvement in this study. These authors generally come from research institutions active in agility, supply chain, project management, or HR management, so their perspectives are multidisciplinary. This pattern shows that Agile HRM research does not develop in isolation, but is at the intersection between strategic management, information systems, and organizational learning. The diversity of the researchers' scientific backgrounds enriched the theoretical discussion on how agile practices can be adopted and operationalized in HR functions to improve organizational resilience.

Other authors such as Clint Chadwick, Hossein Sayyadi Tooranloo, Miguel Mira Da Silva, and N.A. João has also made important contributions through two to three publications, demonstrating that research on Agile HRM is increasingly expanding across various academic networks. The relatively even distribution of contributions among these prolific authors suggests that the topic of Agile HRM has high potential for collaboration and attracts researchers from different countries and disciplines. Overall, the authors' productivity patterns indicate that Agile HRM research is in a consolidation phase, in which several key researchers are building theoretical foundations while expanding their empirical scope. This shows that the field has strong growth momentum and is likely to continue to grow in the coming years.

Figure 3 shows three main clusters that illustrate how research on Agile HRM and organizational resilience is distributed and interconnected. Each cluster represents a distinct yet complementary research focus, providing a comprehensive overview of the field's intellectual structure. The internode relationship pattern shows that Agile HRM research develops through the integration between systems approaches, agile project management practices, and the strategic orientation of HR functions to improve collaboration and adaptability within organizations.

The first cluster, which was dominated by red, contained keywords such as agile project management, system, agile transformation, design methodology approach, and agile leadership. This cluster reflects the conceptual roots of Agile HRM, which derive from agile approaches in project management and systems development. The presence of terms such as agile transformation and agile leadership indicates that the research in this cluster highlights how agile principles are applied at the organizational level, at a broad level, before being explicitly adapted to HR functions. This cluster shows that Agile HRM did not emerge in isolation, but evolved from agile methodologies that first developed in the world of technology and project management.

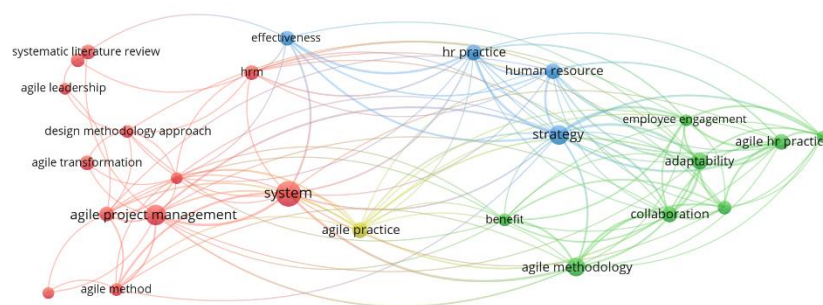


Figure 3. Network Visualization
Source: VOSviewer (2025)



The second cluster, shown in blue, focuses on the relationship between organizational strategy and HR practices. Keywords such as strategy, human resource, HR practice, effectiveness, and HRM indicate that the research in this cluster focuses on how HR practices relate to the organization's strategic direction. The strong connection between strategy and HR practice shows that the literature sees Agile HRM as an important part of strategic management. This cluster also connects research areas that discuss organizational effectiveness through alignment of strategies, HR policies, and environmental adaptation needs.

The third cluster, which is green, displays keywords that are more directly related to Agile HRM as a practice in the organization. Nodes such as agile HR practices, collaboration, adaptability, employee engagement, agile methodology, and benefits indicate a focus on internal processes that enable agility within HR functions. This cluster represents research on Agile HRM as a means to improve collaboration, develop employee adaptability, and strengthen workforce engagement. The close relationship between the nodes indicates that the research in this cluster tends to be applied and practice-oriented.

Overall, this keyword network visualization shows that Agile HRM research is at the intersection of systems-based agile approaches, organizational strategies, and adaptive HR practices. The red cluster provides a conceptual foundation, the blue cluster links Agile HRM with a strategic perspective, and the green cluster highlights the internal mechanisms that make agility relevant and effective in the context of HR management. Strong inter-cluster connectivity indicates that the development of Agile HRM requires a multidisciplinary understanding, as well as the integration of systems perspectives, strategies, and operational practices. These findings also confirm that Agile HRM research continues to evolve into an increasingly mature field, with a more explicit focus on adaptive capabilities and organizational resilience.

Figure 4 is an overlay visualization from VOSviewer that shows the temporal development of keywords in research on Agile HRM and organizational resilience. The color on each node represents the average year of occurrence based on the publication that contains that keyword. The color scale at the bottom depicts the time range from 2021 (dark blue) to 2024 (light yellow). Thus, this visualization shows how the focus of research evolves from initial topics to more cutting-edge issues.

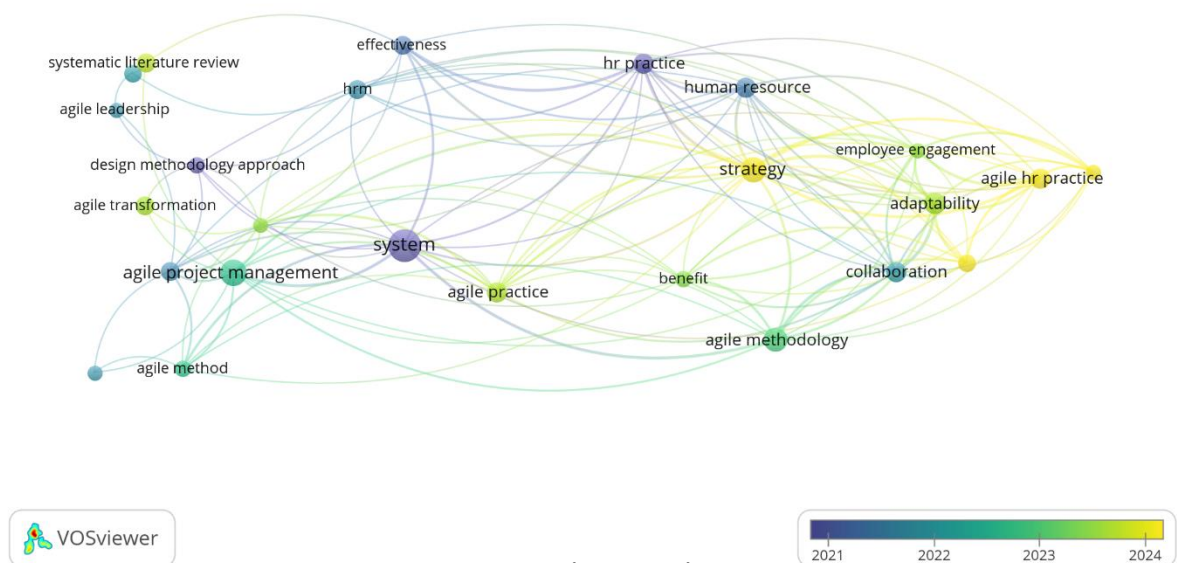


Figure 4. Overlay Visualization
Source: VOSviewer (2025)

Clusters in the blue-to-green spectrum, such as systems, agile project management, agile methodology, and design methodology approaches, indicate that initial research in the period around 2021–2022 is still strongly influenced by the roots of agile methodology. Research at this time focuses on system development, design methodologies, and agile project management, which initially originated in the domains of information technology and engineering. The presence of terms such as agile leadership and systematic literature review in blue indicates that conceptual approaches and methodological studies dominate the early phases of this literature development.

As the color range moves towards green and yellow, we see an increasingly substantial shift in research focus towards human resource management and organizational strategy. Keywords such as strategy, human resource, HR practice, and effectiveness appear in yellowish-green color, indicating that this issue is growing strongly in the 2022–2023 period. This shift signifies that agile concepts are beginning to be integrated into HR functions, not just in project and system management. The relationship between keywords in this area is also closer, indicating that research in this phase is relatively mature and builds an integrative understanding of how agile is implemented as part of organizational strategy.

The brightest colored nodes, such as agile HR practice, collaboration, adaptability, and employee engagement, show that the most up-to-date research focus is on aspects of HR behavior and practices that support organizational agility and resilience. This yellow keyword describes the period 2023–2024 and reflects a shift in the literature toward a more applicable, organization-based approach. For example, the link between agile HR practices and employee engagement has sparked renewed interest in researching how applying agile principles in HR can improve the employee experience and motivation. Similarly, nodes such as adaptability and collaboration emphasize that the issue now dominant in the latest publication is improving human capabilities and working relationships to build organizational resilience.

Overall, this picture shows the evolution of research from a technical and methodological orientation to a more strategic, human-centered approach. This aligns with the real trend in the industrial world, where the agile concept, initially developed in technology, is increasingly understood as a managerial approach that can strengthen adaptive capabilities and organizational resilience. The visualization overlay provides visual evidence that Agile HRM has been a rapidly growing research focus in recent years and continues to move towards more relevant themes in the context of modern organizational transformation.

Figure 5 is a VOSviewer density visualization that shows the frequency of keyword use in the literature on Agile HRM and organizational resilience. This visualization maps the areas most frequently discussed in the dataset, with color gradations from green to yellow indicating the frequency and intensity of conceptual interconnectedness. Yellow indicates high density or dominant research focus, while green indicates medium density, and purplish blue indicates low-intensity areas.

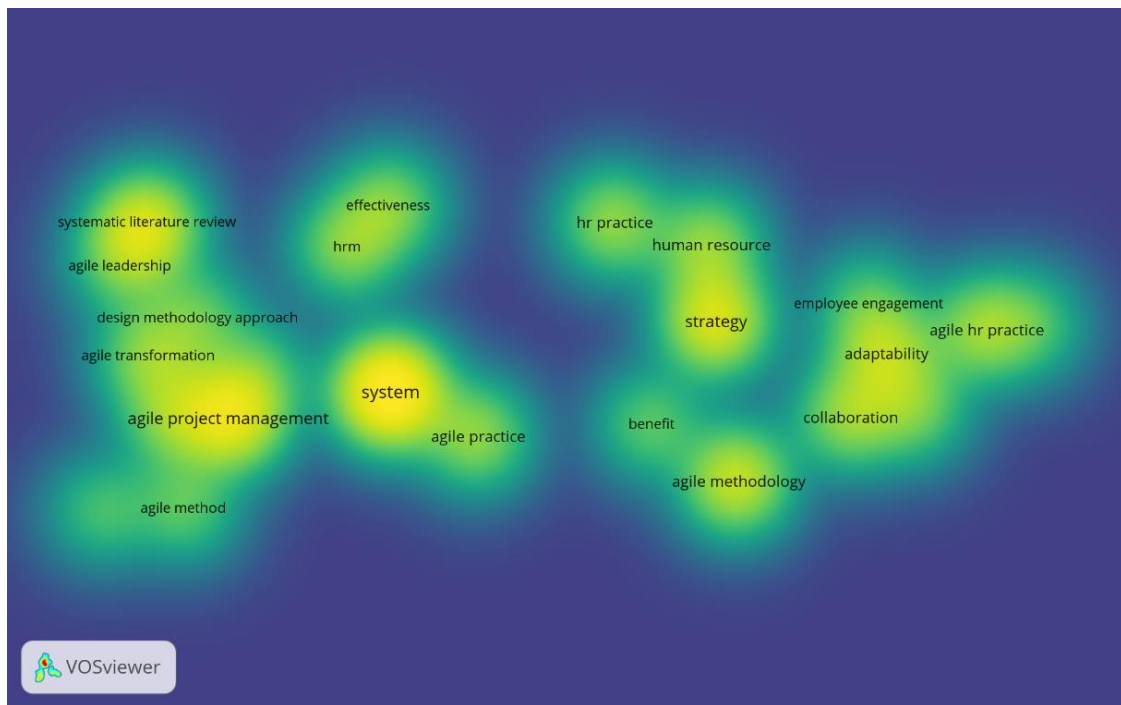


Figure 5 density visualization

Source: VOSviewer (2025)

On the left side of the map, it can be seen that terms such as agile project management, system, and design methodology approach have yellow to bright green areas. This shows that early research on Agile HRM has a strong foundation of agile methodological approaches derived from project management and systems development. Keywords such as agile transformation and agile leadership also look quite dense, indicating that the literature often links organizational and leadership change to the implementation of agile principles. The density in this region reflects the conceptual roots of Agile HRM, an adaptation of agile methodologies that initially developed in technology and software engineering.

In the middle of the visualization, high-density areas also appear around keywords such as system, strategy, and human resources. These keywords signal that strategic and systemic orientation are becoming important focuses in the more recent literature. The relationship between concepts in this region shows that agile implementation is not merely a technique or method, but a managerial approach closely linked to organizational strategy and the role of HR functions in supporting such transformation. The density around the keywords HRM, HR practice, and effectiveness reinforces the interpretation that agile is increasingly understood as a key element in improving the effectiveness of HR functions and achieving organizational strategic goals.

On the right side of the map, keywords such as agile HR practice, collaboration, adaptability, and employee engagement show significant density. This area signals a shift in research towards a more applicative and human-oriented focus. Researchers began to explore how agile HR practices can improve collaboration, employee engagement, and the adaptability of individuals and organizations. The presence of agile methodologies and benefits in a reasonably dense area shows that the literature also examines the practical advantages of implementing agile in the context of human resources.

Overall, this density visualization shows that research on Agile HRM moves from the methodological foundations of agile in project management to a strategic understanding, and finally to direct application in HR practice. The highest density is observed in three main groups: agile methodologies, organizational strategies and systems, and HR practices and adaptive capabilities. This illustrates an evolution of literature that increasingly brings together technical, organizational, and behavioral perspectives to explain how agile can improve the resilience and performance of modern organizations.

CONCLUSION

This study concludes that the literature on Agile HRM and organizational resilience has seen significant developments, especially since 2020, when organizations faced increasingly dynamic environmental pressures due to digitalization, changing work patterns, and global uncertainty. An analysis of publication trends shows a sharp increase from 2022 to 2025, indicating that academic interest in this topic continues to grow. The bibliometric mapping reveals three main clusters that make up the intellectual structure of this field: agile methodologies and project management; organizational strategy and systems; and HR practice clusters that emphasize collaboration, adaptability, and employee engagement. The evolution of keywords from a technical to a strategic and operational orientation shows that Agile HRM is increasingly seen as an important component in building organizational adaptive capabilities that support resilience.

Theoretically, this research makes an important contribution to the development of Dynamic Capabilities Theory, Resource-Based View, and Contingency Theory. The study's findings show that Agile HRM strengthens sensing, seizing, and reconfiguring capabilities, thereby supporting the Dynamic Capabilities view that organizations that adapt quickly are better prepared for disruption. From a Resource-Based View perspective, the practice of Agile HRM generates valuable, hard-to-replicate human resources by increasing engagement, collaboration, and adaptability, thereby strengthening the organization's position in the face of external pressures. Meanwhile, the visualization overlay findings support the basic principle of Contingency Theory: the effectiveness of Agile HRM depends on its suitability to environmental conditions. This topic is becoming increasingly relevant for organizations operating in high-uncertainty environments.

The practical contribution of this research lies in a more profound understanding that Agile HRM transformation is not just a procedural change, but a strategic change that affects an organization's ability to survive and recover from a crisis. Organizations that implement agile HR practices, such as agile performance management, cross-functional collaboration, and continuous learning, can strengthen employee engagement and build the adaptive capabilities that underpin organizational resilience. The findings of the keyword density visualization also suggest that strategic focus, adaptive organizational systems, and strengthening collaborative behavior should be prioritized by HR practitioners seeking to implement Agile HRM effectively.

Further research is suggested to expand the understanding of the relationship between Agile HRM and resilience through a multilevel empirical approach that observes its effects at the individual, team, and organizational levels. Cross-country and cross-industry studies are also needed to identify variations in the application of Agile HRM in different environmental contexts. In addition, developing a more comprehensive measurement instrument for Agile HRM practices is an important agenda, given that most research remains focused on conceptual approaches. Future research may also explore the roles of mediating and moderating mechanisms, such as psychological safety, organizational culture, and leadership, in strengthening the effects of Agile HRM on resilience.

Finally, integrating artificial intelligence and HR analytics into Agile HRM practices offers a significant opportunity to strengthen the organization's adaptive capabilities in the future.

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