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Conceptual Model Development of Nexus Between Agile Human Resource Management Practices and Employee's Empowerment: Contemporary Perception

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ABSTRACT

The current paper explores the scholar's conclusions related to agile human resource management practices and employee's empowerment as critical variables needed urgently in the current technological revolution. This research carries both theoretical and structural aspects, gathering literature with different findings and aspects about Agile Human Resource Practices and employee's empowerment. The researchers attempt to develop a model of these two factors to be examined in the future research. Concluding there existed nexus between agile HRM practices and employee's empowerment. in addition, there are variety of dimensions for both variables could affect the results of the research due to the different measurement of each. Agile HRM practices including cross functional collaboration, real time appraisal, teamwork creation and feedback development loop could affect the employee's empowerment in structural aspect including access to resources, information, support and opportunities as well as the psychological aspect such as intrinsic motivation, self-determination, competence and self-impact. The future researchers recommended to conduct empirical research examining the nexus between the dimension of both variables to figure out the statistical effect size in each study.

الملخص

يستكشف البحث الحالي الإستنتاجات المتعلقة بممارسات إدارة الموارد البشرية الرشيقة وتمكين الموظفين كمتغيرات حاسمة مطلوبة بشكل عاجل في الثورة التكنولوجية الحالية. يحمل هذا البحث جوانب نظرية وهيكلية، ويجمع الأدبيات مع نتائج وجوانب مختلفة حول ممارسات الموارد البشرية الرشيقة وتمكين الموظفين. يحاول الباحثون تطوير نموذج لهذين العاملين لفحصه في الأبحاث

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المستقبلية. وخلص إلى وجود علاقة بين ممارسات إدارة الموارد البشرية الرشيقة وتمكين الموظفين. بالإضافة إلى ذلك، هناك مجموعة متنوعة من الأبعاد لكلا المتغيرين يمكن أن تؤثر على نتائج البحث بسبب اختلاف قياس كل منهما. يمكن أن تؤثر ممارسات إدارة الموارد البشرية الرشيقة بما في ذلك التعاون بين الوظائف والتقييم في الوقت الفعلي وإنشاء العمل الجماعي وحلقة تطوير الملاحظات على تمكين الموظف في الجانب الهيكلي بما في ذلك الوصول إلى الموارد والمعلومات والدعم والفرص بالإضافة إلى الجانب النفسي مثل الدافع الجوهري وتقرير المصير والكفاءة والتأثير الذاتي. وأوصى الباحثون بإجراء بحث تجريبي يبحث العلاقة بين أبعاد المتغيرين لمعرفة حجم التأثير الإحصائي في كل دراسة.

الكلمات الداله:
الرشاقة، إدارة الموارد البشرية، الموظفين، التمكين.

JEL Classification: *M12, M54, M53, O33, & L29.*

1. Introduction

In today's rapidly evolving business environment, organizations are increasingly turning to agile methodologies to enhance adaptability, responsiveness, and innovation. Among these transformations, Agile Human Resource Management (Agile HRM) has emerged as a progressive approach that redefines traditional HR practices to align with dynamic organizational needs. Agile HRM emphasizes flexibility, collaboration, continuous feedback, and a people-centered culture—principles that not only drive performance but also foster an environment conducive to employee empowerment (Kadhim, et al., 2023).

Employee empowerment, characterized by increased autonomy, participation in decision-making, and a sense of ownership, is widely recognized as a critical factor for enhancing motivation, job satisfaction, and organizational commitment. As organizations strive to remain competitive, the interplay between agile HR strategies and empowerment practices becomes increasingly relevant. Yet, the contemporary perception of how Agile HRM influences, supports, or even challenges empowerment initiatives remains underexplored in empirical and conceptual research (Ibrahim, et al., 2023). This paper seeks to examine the nexus between Agile Human Resource Management and employee empowerment, analyzing how agile practices influence the empowerment of employees within contemporary organizational settings. By shedding light on current perceptions, this study aims to contribute to the evolving discourse on agile transformation and its human-centric outcomes, offering valuable insights for HR practitioners, organizational leaders, and scholars (Ibrahim, & Eitah, 2025).

2. Literature Review

2.1 Employee Empowerment

Employee empowerment has been extensively studied across disciplines such as organizational behavior, human resource management, and psychology. Broadly defined, empowerment refers to the process of enabling employees to take initiative, make decisions, and exert control over their work (Almadaat, & Ibrahim, 2021). It is both a managerial philosophy and a set of practices aimed at fostering autonomy, accountability, and motivation among employees.

Two predominant perspectives dominate the literature on empowerment: structural empowerment and psychological empowerment. Structural empowerment, as discussed by (Ibrahim, & Ali, 2021), focuses on

the organizational conditions that provide employees with access to resources, information, support, and opportunities. Psychological empowerment, on the other hand, centers on employees' intrinsic motivation and perceptions of meaning, competence, self-determination, and impact (Ibrahim, 2021; Al-Zaqeba, et al., 2025). These perspectives are complementary, as structural mechanisms often serve as precursors to psychological outcomes.

Research consistently links empowerment to a range of positive organizational outcomes. Empowered employees tend to exhibit higher levels of job satisfaction, organizational commitment, and performance (Thomas & Velthouse, 1990; Seibert, Wang, & Courtright, 2011; Mansour, et al., 2024). Empowerment is also associated with increased innovation, adaptability, and proactive behavior—traits that are especially crucial in contemporary, fast-paced work environments. Furthermore, studies suggest that empowerment fosters a sense of ownership and accountability, which in turn reduces turnover intentions and enhances customer service quality (Liden, Wayne, & Sparrowe, 2000).

Despite its advantages, employee empowerment is not without challenges. The effectiveness of empowerment initiatives depends on organizational culture, leadership style, and employee readiness (Vecchio, Justin, & Pearce, 2010). For instance, employees in highly hierarchical or bureaucratic organizations may resist empowerment efforts due to perceived risk or lack of trust. Moreover, without adequate support, training, or alignment with broader strategic goals, empowerment can lead to confusion, role ambiguity, or decision-making overload (Arnold et al., 2000).

Recent studies highlight the importance of aligning empowerment practices with agile and digital transformations in organizations. As work environments become increasingly decentralized and team-based, traditional control-oriented models are giving way to empowerment-based approaches that emphasize collaboration, continuous learning, and employee voice (Biron & Bamberger, 2010). Agile HRM practices, such as iterative feedback, cross-functional teamwork, and transparency, are increasingly seen as enablers of empowerment in dynamic settings.

2.2 Agile Human Resource Management Practices

In response to the increasing pace of change in business environments, organizations are rethinking traditional Human Resource Management (HRM) practices in favour of more adaptive, flexible, and employee-cantered approaches. Agile Human Resource Management (Agile HRM) has emerged as a contemporary paradigm that integrates the principles of agility—originally rooted in software development—into the domain of people management (Denning, 2017; Ibrahim, & Alzubi, 2024). The primary aim of Agile HRM is to foster responsiveness, innovation, and collaboration through iterative processes, decentralized decision-making, and continuous feedback.

Agile HRM is underpinned by values such as customer-centricity, flexibility, autonomy, and trust. The Agile Manifesto (Beck et al., 2001) inspires HR teams to adopt a mindset that favours "individuals and interactions over processes and tools" and "responding to change over following a plan." In the HR context, this translates into more dynamic and people-focused practices across recruitment, performance management, learning and development, and employee engagement (Cappelli & Tavis, 2018).

Key practices of Agile HRM include cross-functional collaboration: HR professionals work closely with business units and teams to co-create solutions. Continuous feedback and performance reviews: Traditional annual appraisals are replaced with real-time, developmental feedback loops (Aloqaily, & Al-Zaqeba, 2024). Flexible talent management: Organizations move away from rigid job descriptions toward skill-based, project-oriented work structures. Employee-centric design: HR processes are designed through the lens of employee experience, often using design thinking and journey mapping (Aloqaily, et al., 2024).

The literature highlights several organizational and employee-level benefits of Agile HRM. Agile practices have been associated with: Faster decision-making and adaptability (Denning, 2017; Qahman, et

al., 2025), higher employee engagement and satisfaction (Bersin, 2018; Al-Taani, et al., 2025), improved talent acquisition and retention (Cappelli & Tavis, 2018), increased innovation through empowered, autonomous teams (Rigby, Sutherland, & Noble, 2018). By emphasizing co-creation and ongoing dialogue between HR and employees, Agile HRM contributes to a more responsive and resilient organizational culture.

Despite its advantages, implementing Agile HRM is not without obstacles. Traditional hierarchical structures, resistance to change, lack of HR capabilities in agile methods, and unclear role definitions can hinder agile adoption (Dikert, Paasivaara, & Lassenius, 2016). Moreover, organizations may struggle with balancing agility and compliance, particularly in regulated industries. Another key challenge lies in aligning agile HR practices with broader strategic goals. Without a clear change management strategy, agile HR initiatives risk being fragmented or superficial (Serrat, 2023).

Agile HRM is increasingly viewed as a strategic enabler of enterprise agility. As organizations transition toward networked, team-based models of work, HR departments play a critical role in shaping a culture of experimentation, psychological safety, and continuous learning (Elagha, Al-Zaqeba, & Bin, 2025). Research suggests that when HR adopts agile principles, it not only enhances its own effectiveness but also drives systemic change across the organization (Al-Zaqeba, et al., 2025).

3. Methodology

This study adopts a qualitative, theory-driven approach aimed at developing a conceptual model that explores the nexus between agile human resource practices and employee empowerment. Rather than relying on primary data collection, this research is grounded in existing literature, enabling the synthesis of theoretical insights and empirical findings to propose a new integrative framework.

The methodology follows a structured process for conceptual model development as outlined by scholars such as Jabareen (2009) and Meredith (1993), involving certain steps: (a) A narrative literature review was conducted to gather and analyze previous studies that have examined: Agile HR practices (flexibility, responsiveness, continuous feedback, cross-functional teams). Employee empowerment (autonomy, decision-making power, psychological empowerment). All the research papers existed retrieved from Google Scholar database. The keywords of the research (Agile HRMP, Employee empowerment, Empowerment and organizational agility). Inclusion criteria included peer-reviewed journal articles, published between 2010 and 2024. (b) Conceptual Framework Construction where a conceptual model was developed that illustrates the hypothesized relationships between agile HR practices and employee empowerment.

4. Findings and Discussion

The investigation concludes that agile HRM practices are currently needs toward the survival and sustainability of the organization. First of all, there are crucial dimensions of agile HRM practices found namely (cross-functional collaboration, teamwork creation, real-time appraisal, developmental feedback loops) these practices considered as the indicators of agile HRM practices effectiveness in the firms based on the scholar's findings and contemporary thinking. Secondly, employee's empowerment divided into structural empowerment and psychological empowerment as presented in the figure below.

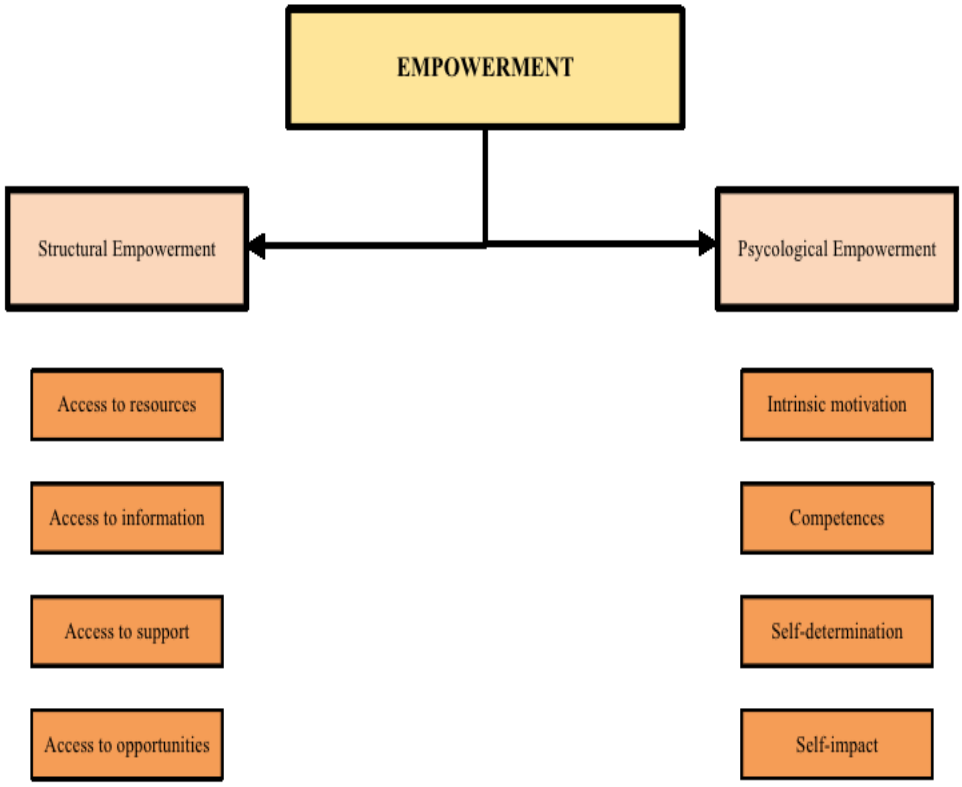


Figure 1. Empowerment aspects

Structural empowerment contains several concepts stated as access to resources which means getting the employees the responsibilities and ability to make decisions related to the existed resources in the organizations, toward the greatest use of the available resource. Access to information is the optimal investment of current information toward achievement of tasks. Access to support means easiness of obtaining the support from the leaders, managers and colleagues. Access to opportunities is the fairness of having the same chance to take the opportunities of development, communication and team working in the organization. The psychological empowerment involves intrinsic motivation excluding the financial motivation but about loyalty and engagement to the firm itself. Competencies as qualifications of the employees including skills, knowledge and experience. Self-determination is being able to foster on deciding how things will be going on in the future. Self-impact is how the individua is willing to effect the surrounding environment including the society and colleagues. Thus, the research finalized a conceptual model to be recommended for the future research as shown in the study.

The figure below presents all the potential relationships between the different dimensions of agile HRM practices and employee empowerment dimensions. These relationships are proposed and examined in some f the previous studies regardless of the acceptance or rejection of the relationships which is based on the population of the study. This particular research clarifies the whole set of dimensions to be more explored and examined in the future research to enrich the literature and empirical results in this regard. There is inter-cross relationship between the dimensions of agile HRM practices and employee empowerment dimensions of both structural and psychological perspectives.

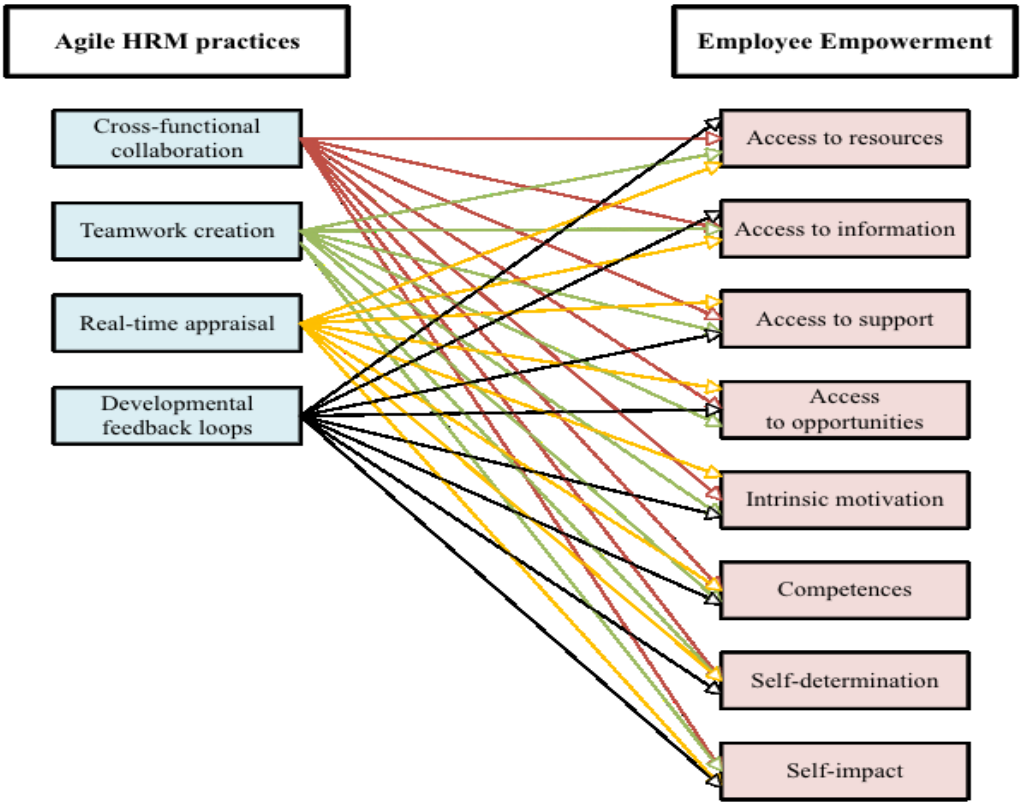


Figure 2. Conceptual model development

5. Conclusion

The study concludes a conceptual model developed to present two significant factor and certain dimensions for the future research because of the current rapid development and the new perception in the business world. The organizations counted as one of the pioneers in the business including financial and non-financial aspects. Therefore, agility is crucially recommended to be involved in each single department and individual in the organizations towards giving more chances to the employees for how to achieve their task and that's what brings creativity into firms. Accordingly, agile HRM practices are the key to employee's empowerment where the concept is about affording freedom and flexibility to the employees to achieve the given tasks to them, making decision, decentralize power and authority and situational decision. This research found several studies encouraging nexus between agile HRM practices on employee empowerment. The future research recommended to examine the relationship between the dimensions of agile HRM and employee empowerment. The dimensions of the variables are significant and makes a difference based on business, population and dimension itself.

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