

A SYSTEMATIC REVIEW: THE INFLUENCE OF AGILITY, HUMAN RESOURCE FLEXIBILITY, AND ADAPTIVE LEADERSHIP ON EMPLOYEE RESILIENCE THROUGH PSYCHOLOGICAL CAPITAL

¹ Ig Jarot Febri Setyo Wibowo, ² Budi Eko Soetjipto, ³ Ludi Wisnu Wardhana

^{1,2,3} Universitas Negeri Malang, Indonesia.

Email: ig.jarot.2404138@students.um.ac.id, budi.eko.fe@um.ac.id, ludi.wishnu.fe@um.ac.id

Received : 15 September 2025

Accepted : 20 October 2025

Revised : 01 October 2025

Published : 30 October 2025

Abstract

Employee resilience has emerged as a strategic issue within the dynamics of modern organizations, which are increasingly marked by uncertainty and complex work-related pressures. This study aims to systematically synthesize recent literature on the influence of organizational agility, flexible human resource management, and adaptive leadership in fostering employee resilience, while also exploring the mediating role of psychological capital (PsyCap) as a key psychological mechanism. The method employed is a Systematic Literature Review (SLR), analyzing 32 scholarly articles from Scopus-indexed journals (Q1–Q4) published within the last five years. The findings reveal that structural agility, flexible HRM systems, and adaptive leadership collectively enhance workforce resilience through psychological empowerment and the development of individual psychological capital. PsyCap functions as a transitional mechanism that bridges organizational structures with personal adaptive capacity. Furthermore, this review identifies emerging thematic trends, such as the integration of agility–resilience–customer outcomes, and highlights theoretical gaps, particularly in multi-level and cross-sectoral approaches. The contribution of this study lies in the development of an integrative conceptual framework, combining structural, systemic, and psychological factors as the primary determinants of employee resilience, while offering strategic managerial recommendations for designing resilient and adaptive HRM systems. Another key implication is that strengthening internal organizational resilience has a significant impact on customer loyalty through improved service quality and employee resilience.

Keywords: *Organizational Agility; Employee Resilience; Flexible HRM; Adaptive Leadership; Psychological Capital.*

Introduction

The dynamic changes in today's work environment present complex challenges for organizations in maintaining business continuity, performance stability, and human resource resilience. Technological disruption, digitalization, global market transformation, and pressures arising from multidimensional crises—such as pandemics and climate change—require organizations to be resilient, adaptive, and responsive to external dynamics. Within this context, organizational agility has emerged as a strategic approach to building dynamic and anticipatory organizational capabilities (Hatunoğlu, 2024; Sapaloglu & Çiçek, 2024; Ulfnes et al., 2021). Agility is not only structurally relevant but also significantly impacts employee well-being and psychological capital. Previous studies indicate that agile organizations tend to foster supportive and innovative work environments that enhance emotional engagement among employees (Gren et al., 2019; Sharma & Aggarwal, 2024).

Additionally, human resource flexibility serves as a critical determinant in strengthening employee resilience amidst organizational disruption. A flexible work culture, continuous competency development, and adaptive HRM practices have been proven to enhance individual adaptability to structural changes (Neycheva, 2024; Yadav & Bagri, 2025; Dandono et al., 2024). This flexibility goes beyond spatial and temporal dimensions and encompasses individuals' capacity to manage work pressure, generate innovation, and sustain productivity in dynamic conditions. Furthermore, adaptive leadership plays a pivotal role in shaping a resilient organizational culture. Leaders who are capable of interpreting environmental shifts, granting autonomy, and fostering a sense of purpose contribute to reinforcing employees' psychological resilience and affective commitment (Raso, 2022; Maier et al., 2024; Singh et al., 2024). Leadership grounded in agility has been shown to cultivate more cohesive, innovative teams that are responsive to external challenges (Gren & Jacobsson, 2024; Azuure, 2024).

Unfortunately, a review of the existing literature reveals a predominantly fragmented perspective that has yet to integrate the interrelationships among organizational agility, HR flexibility, and adaptive leadership in shaping employee resilience. Hatunoğlu (2024) focuses on workforce agility without considering the roles of leadership or HR flexibility. The study by Irshad et al. (2024) centers on learning organizations but does not address PsyCap as a catalyst. Dandonno et al. (2024) investigate human capital agility without exploring leadership aspects. Sharma and Aggarwal (2024) are limited to the hospitality sector, while Sapaloglu and Çiçek (2024) discuss digital agility without exploring the psychological well-being of human resources. Bao et al. (2024) analyze technological collaboration in e-governance without linking it to employee resilience. Gren et al. (2019) and Gren & Jacobsson (2024) examine agile teams but overlook individual psychological dimensions. Khanna et al. (2024) highlight hybrid work practices and agility but do not elaborate on their impact on resilience.

Meanwhile, Raso (2022) and Maier et al. (2024) focus on the healthcare sector, emphasizing leadership agility but not organizational flexibility. Herachwati and Muadzah (2024) study innovative behavior in organizational commitment but fail to comprehensively connect it with PsyCap. Similar patterns are found in the studies by Tang et al. (2024), Zhao et al. (2025), and Sungaile & Stankeviciene (2024), which highlight PsyCap but do not thoroughly examine its relevance in the integrated context of agility, flexibility, and adaptive leadership. Against this backdrop, this systematic review addresses an academic imperative to synthesize the latest empirical evidence on the interconnectedness of organizational agility, HR flexibility, and adaptive leadership with employee resilience, with a particular emphasis on the role of Psychological Capital (PsyCap) as a reinforcing mechanism. A systematic approach allows for a more holistic conceptual integration while opening avenues for theory development rooted in adaptive organizational practices. Practically, this study is expected to provide a foundation for designing managerial interventions based on agility and empowerment, ultimately supporting customer loyalty and workforce resilience (Yudoko, 2024; Khanna et al., 2024; Tang et al., 2024).

Literature Review

The study of employee resilience in the context of modern organizations is grounded in a multidisciplinary approach that integrates theories of agility, leadership, and individual psychological constructs. The Resource-Based View (RBV) positions organizational agility, HR capabilities, and Psychological Capital (PsyCap) as sources of competitive advantage (Barney, 1991), which is further reinforced by Dynamic Capability Theory as a reflection of an organization's ability to respond to disruptions (Teece, 2018; Hatunoğlu, 2024). From a psychological standpoint, PsyCap—which comprises hope, self-efficacy, resilience, and optimism—plays a vital role in confronting workplace challenges and contributes to employee satisfaction, commitment, and adaptability (Tang et al., 2024; Zhao et al., 2025). In parallel, Adaptive Leadership emphasizes empowerment, structural flexibility, and the management of uncertainty as key factors in enhancing organizational resilience (Heifetz et al.; Singh et al., 2024).

At the managerial level, the Human Capital Agility Framework positions HR flexibility as a strategic instrument for creating adaptive work systems (Dandonno et al., 2024). Empirically, organizational agility has been associated with increased employee engagement, innovation, and workplace well-being (Hatunoğlu, 2024; Sharma & Aggarwal, 2024), while HR flexibility contributes to resilience through continuous learning and adaptive work cultures (Neycheva, 2024; Yadav & Bagri, 2025). Adaptive leadership has been shown to strengthen resilience across various contexts, including healthcare (Maier et al., 2024), crisis situations (Raso, 2022), and natural disasters (Azuure, 2024). Psychological Capital is increasingly recognized as a key determinant of work-related resilience (Tang et al., 2024; Gathmyr et al., 2024; Zhao et al., 2025). The collaboration between agility, leadership, and HR systems forms the foundation for developing employee resilience (Dandonno et al., 2024; Gren et al., 2019). Literature from the past five years indicates a paradigm shift from individual-based approaches toward a systemic understanding that emphasizes organizational structures, leadership dynamics, and PsyCap (Hatunoğlu, 2024; Sapaloglu & Çiçek, 2024; Ulfesnes et al., 2021). On the other hand, flexible HRM is linked to well-being and psychosocial resilience and is closely associated with adaptive HRM and human capital agility (Neycheva, 2024; Yadav & Bagri, 2025; Dandonno et al., 2024).

Today, adaptive leadership is seen as a catalyst for building agile and resilient organizational cultures (Singh et al., 2024; Maier et al., 2024), further reinforced by transdisciplinary approaches that integrate leadership, organizational behavior, and positive organizational scholarship (Tang et al., 2024; Zhao et al., 2025). However, several research gaps remain. These include limitations in cross-industry generalizability (Sharma & Aggarwal, 2024; Bao et al., 2024), insufficient linkage between agility and resilience (Hatunoğlu, 2024; Gren et al., 2019), and the dominance of crisis narratives lacking systematic conceptual models (Irshad et al., 2024; Raso, 2022). Moreover, PsyCap has yet to be fully positioned as a mediator (Tang et al., 2024; Gathmyr et al., 2024), and multi-level or longitudinal studies remain scarce, especially in developing regions such as Southeast Asia (Yudoko, 2024).

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Based on this synthesis, a theoretical mapping can be formulated that integrates organizational agility, flexible HRM, and adaptive leadership as predictors of employee resilience, with PsyCap as a core mediating factor. Agility fosters dynamic structures, HR flexibility creates empowerment-based work systems, and adaptive leadership initiates behavioral and cultural change. The synergy among these three components enhances individual PsyCap, which in turn reinforces workforce resilience. This model represents a multi-level integration of organizational structures, managerial systems, and psychological dimensions, while also expanding both theoretical horizons and strategic HR practices that support resilient and sustainable workforces.

Research Method

This study adopts a Systematic Literature Review (SLR) approach to critically and systematically synthesize scholarly knowledge concerning the interrelations among organizational agility, human resource flexibility, adaptive leadership, psychological capital, and employee resilience. The choice of this method is grounded in its capacity to integrate empirical findings in a structured and in-depth manner (Snyder, 2019). All procedures were conducted manually, without utilizing tools such as PRISMA or any analytical software. The stages involved systematic and well-documented processes of literature searching, selection, and data analysis (Page et al., 2021). The literature sources were retrieved from the Scopus database, selected for its coverage of reputable journals (Q1–Q4) and comprehensive metadata (Mongeon & Paul-Hus, 2016). The search strategy employed Boolean operators with keywords such as “organizational agility” AND “employee resilience,” “psychological capital” AND “employee resilience,” “adaptive leadership” AND “employee resilience,” “flexible HRM” AND “employee resilience,” and “human capital agility” AND “employee resilience.” Inclusion criteria encompassed articles published between 2019 and 2024, indexed in Scopus, written in English, relevant to the research variables, and available in full-text format. Articles that were not peer-reviewed, irrelevant to the topic, or inaccessible in full were excluded from the review. The analysis process followed the Thematic Analysis approach to identify key patterns and central themes within the literature (Braun & Clarke, 2021), including themes such as “agility and resilience linkage,” “psychological capital mediation,” and “leadership-driven resilience framework.”

Result and Discussion

General Overview of the Literature

Theme 1: Organizational Agility & Employee Resilience

This review identified 15 scholarly articles that explicitly discuss the relationship between organizational agility and employee resilience across various industry sectors and methodological approaches. The findings indicate that employee resilience is no longer viewed solely as an individual phenomenon, but rather as an outcome shaped by an agile, adaptive, and collaborative organizational system. The publication distribution is dominated by studies from 2024, contributing 11 articles authored by Hatunoğlu (2024), Irshad et al. (2024), Dandonio et al. (2024), Sharma and Aggarwal (2024), Sapaloglu and Çiçek (2024), Bao et al. (2024), Gren and Jacobsson (2024), Khanna et al. (2024), Maier et al. (2024), and Yudoko (2024). This dominance reflects post-pandemic organizational responses in designing resilience strategies through agile approaches. Foundational literature from previous years, such as Ulfsnes et al. (2021), Raso (2022), Pendergast et al. (2012), and Thompson (2013), is also utilized for conceptual grounding.

In terms of methodology, the SLR approach is employed by Hatunoğlu (2024), Dandonio et al. (2024), Khanna et al. (2024), and Pendergast et al. (2012), while bibliometric reviews are used by Sharma and Aggarwal (2024), and Sapaloglu and Çiçek (2024). Qualitative approaches were developed by Ulfsnes et al. (2021), Bao et al. (2024), and Maier et al. (2024), whereas Gren et al. (2019) applied quantitative survey methods. Narrative reviews are evident in the works of Raso (2022) and Thompson (2013). Sector-wise, studies span across hospitality (Sharma & Aggarwal, 2024), public sector (Bao et al., 2024), healthcare (Raso, 2022; Maier et al., 2024; Pendergast et al., 2012), energy (Yudoko, 2024), and manufacturing and SMEs (Dandonio et al., 2024; Gren & Jacobsson, 2024). The hybrid work context is specifically addressed by Khanna et al. (2024).

Overall, the literature adopts an integrative approach, mapping the relationship between agility, leadership, and HR practices in relation to employee resilience and well-being. Hatunoğlu (2024) emphasizes the linkage between agility and proactivity/loyalty, while Gren et al. (2019) highlight the importance of team maturity in fostering work resilience. Publication trends reveal a significant rise since 2021, driven by organizational demands to address challenges arising from digital work environments. The evolving concepts of agile leadership (Irshad et al., 2024; Maier et al., 2024) and digital transformation (Sapaloglu & Çiçek, 2024) further underline the urgency of integrating agility and resilience within the design of modern organizations.

Theme 2: Human Resource Flexibility and Employee Resilience

The issue of human resource flexibility and its contribution to employee resilience has gained increasing prominence in contemporary management literature, in line with the growing complexity of work environments, technological disruption, and the heightened need for psychological well-being. This review identified three core studies that explicitly examine the relationship between HR flexibility and employee resilience, all of which are recent publications from 2024–2025: Neycheva (2024), Dandono et al. (2024), and Yadav & Bagri (2025). These three studies adopt either systematic literature review or bibliometric analysis methodologies. Neycheva (2024) underscores the importance of continuous education and training in enhancing workers' adaptive resilience. Dandono et al. (2024) develop the concept of human capital agility as a strategic instrument for building resilient work systems. Meanwhile, Yadav & Bagri (2025) emphasize flexible work cultures as key drivers of psychological resilience and job satisfaction.

Contextually, Dandono et al. (2024) focus on the SME sector in Asia, while the other two studies adopt a cross-industry perspective. All three highlight the urgency of integrating HR flexibility within empowerment-oriented organizational structures. Neycheva (2024) stresses that continuous competency development supports individual resilience, whereas Yadav & Bagri (2025) emphasize the importance of work-life balance and stress reduction as enablers of psychological resilience. Dandono et al. (2024) clarify the role of human capital agility in creating work systems that support resilience at both individual and organizational levels. The growing number of publications in the past two years reflects the academic response to global transformations in work patterns, including remote working, hybrid work models, and the increasing demand for flexibility. This trend signals a paradigm shift in HR management from conventional models toward approaches that are agile, empowering, and oriented toward resilience.

Theme 3: Adaptive Leadership and Employee Resilience

Adaptive leadership is now recognized as a strategic catalyst for strengthening employee resilience, particularly in the face of technological disruption and the pressures of modern work. Leadership is no longer viewed solely as a managerial function, but rather as the capacity to manage complexity and empower individuals emotionally, cognitively, and socially (Sharma & Aggarwal, 2024; Singh et al., 2024). This review identifies three primary studies from 2024 that explicitly explore the relationship between adaptive leadership and employee resilience. Sharma and Aggarwal (2024), through a combination of bibliometric and systematic review within the hospitality context, demonstrate that adaptive leadership drives organizational agility and psychological resilience, resulting in enhanced employee engagement and customer satisfaction. Singh, Singh, and Kumari (2024) emphasize the role of adaptive leadership in the healthcare sector as a mitigator of burnout and a builder of emotional resilience, forming the basis for service stability and organizational loyalty. Azuure (2024), through a qualitative study in Ghana, reveals how adaptive leadership reinforces collective psychological resilience in disaster-crisis contexts.

These three studies encompass the hospitality, healthcare, and community crisis response sectors, underscoring the cross-sectoral relevance of adaptive leadership (Sharma & Aggarwal, 2024; Singh et al., 2024; Azuure, 2024). Analysis of the studies highlights that adaptive leadership creates supportive work environments through psychological safety, employee empowerment, and a learning orientation. Workforce engagement is enhanced when leaders demonstrate flexibility, self-reflection, and a strong capacity for sense-making (Sharma & Aggarwal, 2024; Singh et al., 2024). The increasing trend in publications over the past two years reflects a shift from transactional leadership models toward adaptive frameworks that address organizational complexity while sustaining employees' psychological well-being.

Theme 4: Psychological Capital and Organizational Commitment

Psychological capital (PsyCap) occupies a strategic position in modern organizational literature, particularly due to its contribution to strengthening organizational commitment. With its core dimensions—hope, efficacy, resilience, and optimism (Luthans et al., 2007)—PsyCap is considered an intangible asset that enhances affective loyalty and employee engagement. Six recent studies (2024–2025) confirm that organizational commitment is not solely determined by external structures but is also deeply influenced by internal psychological strengths. The majority adopt a systematic literature review approach, including Herachwati & Muadzah (2024), Tang et al. (2024), and Gathmyr et al. (2024). A scoping review is employed by Zhao et al. (2025), a bibliometric study by Sungaile & Stankeviciene (2024), and a conceptual approach within the digital/metaverse work context by Mansour & Vadell (2024). The diversity of sectors studied reflects the wide applicability of the PsyCap concept. Herachwati & Muadzah (2024) examine the link between PsyCap, innovative behavior, and general organizational commitment. Tang et al. (2024) and Gathmyr et al. (2024) explore cross-industry contexts, while Zhao et al. (2025) focus on the healthcare

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sector. Sungaile & Stankeviciene (2024) relate PsyCap to green HRM and sustainability, and Mansour & Vadell (2024) emphasize its relevance in digital workspaces. These findings show that PsyCap influences organizational commitment not only directly, but also through mediating mechanisms such as empowerment, adaptive behavior, and innovation. Herachwati & Muadzah (2024) highlight PsyCap's role in enhancing innovative behavior as a driver of commitment. Gathmyr et al. (2024) stress the importance of psychological empowerment as the foundation of affective commitment. Zhao et al. (2025) affirm PsyCap's contribution to building resilience and loyalty among medical professionals. Tang et al. (2024) conclude that PsyCap improves adaptive performance and organizational attachment. Recent literature trends (within the past two to three years) indicate a shift from transactional HR paradigms toward humanistic and empowering approaches, emphasizing internal psychological strengths to cope with external pressures. The integration of PsyCap and organizational commitment is now also being linked to customer experience, service retention, and workforce resilience (Herachwati & Muadzah, 2024; Zhao et al., 2025).

B. Thematic Classification of the Literature (Thematic Cluster)

Cluster 1: Organizational Agility and Employee Resilience

The thematic classification in the field of organizational agility and employee resilience reveals that over the past five years, literature has increasingly moved toward a more integrative understanding of the connection between organizational agility and employees' psychological resilience. This synthesis identifies recurring patterns that shape a conceptual framework linking agile organizational systems to individual-level resilience outcomes. First, most studies emphasize that organizational agility directly enhances employee resilience by fostering an adaptive and empowering work environment. Hatunoğlu (2024) highlights the role of workforce agility—reflected in proactivity, adaptability, and learning responsiveness—in strengthening individual resilience in the face of organizational pressures. Sharma and Aggarwal (2024) also demonstrate that agility boosts motivation and psychological well-being, which form the foundation of resilience.

Second, a theme emerges linking agility with leadership and organizational culture as key mediators of resilience. Irshad et al. (2024) assert that leadership in learning organizations increases both structural agility and psychological resilience. Sapaloglu and Çiçek (2024) add that digital transformation and a culture of change reinforce the organizational structures and values that support resilience. This confirms that agility extends beyond technical processes and involves cultural and collective value dimensions. Third, some studies map agility within specific work practices such as hybrid working, team maturity, hackathons, and the use of agile development tools as instruments that reinforce resilience. Ulfnes et al. (2021) show that hackathons enhance engagement, well-being, and work motivation within an agile framework. Gren et al. (2019) and Gren & Jacobsson (2024) assert that mature agile teams are not only productive but also psychologically resilient. Meanwhile, Khanna et al. (2024) find that in hybrid work contexts, agility remains a key predictor of work adaptability, particularly when supported by flexible communication.

Fourth, the synergy between agility and organizational technology also shapes work resilience. Bao et al. (2024) identify five layers of agile response within e-governance systems that enhance public sector employee resilience through team collaboration and technological integration. These findings highlight the importance of agility in the digital public administration ecosystem. Fifth, the literature also links agility reinforced by empowering leadership and adaptive HR systems as drivers of resilience in the public and healthcare sectors. Raso (2022) and Maier et al. (2024) emphasize the role of resilient leadership in establishing psychological stability and team endurance during crises. Sixth, there is a thematic tendency connecting agility with employee empowerment and intrinsic motivation as antecedents to resilience. Gren & Jacobsson (2024) show that the use of agile tools not only enhances efficiency but also fosters motivation and empowerment, which strengthen a team's ability to withstand work-related pressure. Finally, studies such as Yudoko (2024) and Dandono et al. (2024) highlight the concept of human capital agility as a critical element in building resilience, particularly in the SME and energy sectors. This expands the scope of agility to include individual capability and adaptive HR systems, not merely organizational structures. This classification illustrates that the relationship between organizational agility and employee resilience is multidimensional—encompassing structural, cultural, leadership, technological, and psychological empowerment aspects. Such an integrative approach forms a critical foundation for developing theoretical models that explain human resource resilience as an outcome of agile and adaptive work systems.

Cluster 2: Flexible Human Resource Management and Workforce Resilience

The thematic classification on Flexible Human Resource Management (HRM) and workforce resilience highlights the strategic role of flexibility in HR systems in shaping psychological resilience, work adaptability, and emotional balance among employees amid ever-evolving work environments. Recent literature indicates that HR

flexibility has evolved from a purely operational function into a central pillar for cultivating resilient and empowered work cultures. Neycheva (2024) positions continuous education and internal training as core components of HR development flexibility that directly contribute to individual resilience. This study emphasizes that organizations supporting learning agility and adaptive capacity through active training initiatives effectively reinforce employees' psychological resilience in the face of structural changes. This broadens the understanding that workplace flexibility is not merely about when or where work is done, but reflects the organization's long-term commitment to building adaptive capacity (Neycheva, 2024).

From a broader perspective, Yadav and Bagri (2025) examine flexible work arrangements using a combination of bibliometric and systematic review approaches. Their findings show that a flexible work culture not only enhances job satisfaction and work-life balance but also strengthens emotional and social resilience. A flexible environment creates a psychologically safe space, enhances self-efficacy, and reduces the risk of burnout. These elements converge to build employee resilience, which in turn fosters loyalty and long-term employment relationships. Another dimension of flexibility is explored by Dandono et al. (2024) through the concept of human capital agility. This study underscores that dynamic, empowerment-based HRM systems serve as strategic instruments for cultivating organizational resilience. Flexibility in recruitment, competency development, and dynamic work design is viewed as an investment in shaping a workforce that can withstand external pressures. Human capital agility not only enhances efficiency but also strengthens both individual and collective resilience.

These three studies converge on the idea that flexible HRM systems play a central role in developing employee resilience through three primary approaches: (1) continuous competency development, (2) the creation of a work culture that supports balance and adaptation, and (3) the implementation of adaptive and agile HR management. The integration of these elements results in a responsive and empowerment-oriented work system. Thus, this classification affirms that HR flexibility is a strategic element embedded in modern organizational design. In the context of employee resilience, flexibility not only meets individual needs but also serves as a collective mechanism for reinforcing structural endurance. Flexible HRM strategies are not merely retention tools, but foundational to building sustainable, inclusive, and pressure-resistant work systems.

Cluster 3: Adaptive Leadership and Psychological Resilience

The thematic classification on the relationship between adaptive leadership and psychological resilience underscores growing attention in contemporary literature to the role of leadership in fostering individuals' mental endurance within the workplace. Adaptive leadership is increasingly viewed not only as a response to external change but also as a cultural foundation for organizations that support psychological well-being, enhance emotional resilience, and mitigate burnout in dynamic work environments. Sharma and Aggarwal (2024), through a bibliometric and systematic review, identify adaptive leadership as a catalyst in strengthening organizational agility and psychological resilience in the hospitality sector. Adaptive leaders are shown to enhance intrinsic motivation, work engagement, and coping capacity under pressure, demonstrating that psychological resilience does not develop in isolation but is shaped by supportive leadership contexts. In the healthcare setting, Singh et al. (2024) emphasize that adaptive leadership not only improves medical personnel's well-being but also acts as a protective factor against psychosocial risks such as emotional exhaustion and anxiety. Psychological resilience emerges as the outcome of leadership that recognizes workplace complexity and responds with empowerment, empathetic communication, and flexible role assignment. The study reinforces that psychological resilience is a social construct, nurtured by inclusive and reflective leadership.

Azuure (2024), through a qualitative study in post-disaster communities in Ghana, contributes to this discourse by demonstrating how adaptive leadership plays a vital role in shaping collective coping strategies during crises. Although situated outside traditional business contexts, the findings offer relevant insights that can be adapted to high-risk or transformative work environments. Together, these three studies reveal a consistent thematic pattern: adaptive leadership is a significant predictor of psychological resilience, especially through (1) promoting well-being and meaning at work, (2) reducing psychosocial stressors, and (3) facilitating constructive coping mechanisms. In this context, adaptive leaders function not only as agents of change but also as facilitators of mental and emotional resilience. This thematic integration reinforces the argument that strengthening employees' psychological resilience cannot be separated from leadership models that are flexible, reflective, and emotionally responsive. These findings support the increasing relevance of well-being and empowerment-based HR management, which sustains organizational continuity by stabilizing the psychological foundations of its workforce.

Cluster 4: Psychological Capital as a Mediator of Employee Resilience

This thematic classification reveals that in organizational contexts facing uncertainty and multidimensional work stress, Psychological Capital (PsyCap) serves as a crucial mediating mechanism for enhancing employee resilience. Comprising self-efficacy, hope, optimism, and resilience, PsyCap functions as an intrinsic resource that motivates individuals to remain engaged, emotionally committed, and resilient even in unstable work conditions (Tang et al., 2024). Herachwati and Muadzah (2024) assert that PsyCap has a strong causal relationship with innovative behavior and organizational commitment. Through a systematic literature review, they conclude that individuals with high PsyCap tend to exhibit greater loyalty and adaptability, which in turn strengthens organizational cohesion and maintains productivity. In this view, PsyCap is not merely an individual attribute but a collective psychological energy that supports structural resilience.

This perspective is reinforced by Gathmyr et al. (2024), who demonstrate that psychological empowerment, as a direct outcome of PsyCap, is a critical antecedent of strong work commitment. Empowerment enhances the sense of control and job engagement while boosting emotional resilience under pressure. PsyCap, therefore, acts as an amplifier for empowerment mechanisms that cultivate resilience through personal agency. Tang et al. (2024) contribute a conceptual perspective that highlights the role of positive psychology in supporting adaptive performance and organizational commitment. Their findings reveal a strong positive correlation between PsyCap and improved workplace resilience, affective engagement, and adaptive behavior, forming what they term a “commitment-resilience loop”—a reinforcing psychological cycle between emotional attachment and mental toughness. Zhao et al. (2025), in the healthcare sector, stress the importance of PsyCap in establishing long-term commitment and psychological resilience among medical personnel. Amid emotionally demanding conditions, PsyCap serves as a safeguard against burnout and a driver of loyalty, contributing to service consistency and enhanced patient experience.

Sungaile and Stankeviciene (2024) offer an organizational ecology perspective, linking PsyCap to Green HRM and sustainable performance. In their bibliometric study, they find that commitment to sustainability values is strengthened by high PsyCap levels, indicating that resilience can also stem from alignment between psychological and ecological values within organizational systems. Meanwhile, Mansour and Vadell (2024), examining digital and metaverse-based work contexts, argue that PsyCap is key to developing digitally adaptive organizational commitment. Capacities such as self-efficacy and hope become essential for maintaining resilience amid technological disruption and work environments lacking physical boundaries. Across these studies, a strong consensus emerges: Psychological Capital functions as a vital mediator bridging the influence of structural variables—such as organizational agility, leadership, and HR flexibility—on employee resilience. Beyond enhancing motivation and engagement, PsyCap lays the psychological foundation for employees to endure pressure, adapt to change, and deliver consistent, meaningful performance. Within this framework, PsyCap is not only an individual asset but also a strategic organizational resource for cultivating resilient and sustainable work systems.

Cluster 5: Multivariate Interconnections and Employee Resilience

The thematic classification in this cluster marks a paradigm shift in human resource management and organizational behavior studies—from a narrow focus on internal outcomes to a broader understanding of how combinations of internal variables—organizational agility, HR flexibility, adaptive leadership, and psychological capital—influence external outcomes, particularly in the context of employee resilience and its impact on customer experience. The literature reveals that employee resilience, as an outcome of agile and empowering organizational systems, has an indirect yet crucial contribution to customer-related behaviors. This is reflected in service quality, staff emotional stability, and the consistency of customer experience, all of which strengthen organizational value. Hatunoğlu (2024) asserts that workforce agility not only enhances individual resilience but also fosters service proactivity, which forms the foundation of customer loyalty. Similarly, Sharma and Aggarwal (2024) demonstrate that motivation and well-being, shaped by organizational agility and adaptive leadership, contribute to improved service quality and stronger customer relations.

Irshad et al. (2024) highlight that agility within the context of a learning organization creates engagement and trust, which directly influence customer satisfaction. Agility, in this sense, is not merely an internal practice—it is also experienced by customers through interactions with a resilient and committed workforce. Dandono et al. (2024) and Gren et al. (2019) link team maturity, human capital agility, and work responsiveness to service sustainability. Agile and empowered employees are proven to deliver valuable and adaptive services, ultimately enhancing employee resilience. Khanna et al. (2024) expand this context by showing that in hybrid work systems, agility remains a key determinant of service effectiveness, particularly when combined with adaptive communication and team cohesion. These findings clarify that successful service delivery in hybrid settings requires flexible HR systems and reflective leadership.

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In the healthcare sector, Raso (2022) and Maier et al. (2024) emphasize the importance of medical staff resilience and leadership agility in maintaining consistent service quality. Workforce resilience is a critical factor in determining patient loyalty to healthcare institutions. Regarding psychological capital, studies by Tang et al. (2024), Zhao et al. (2025), and Herachwati and Muadzah (2024) assert that PsyCap strengthens commitment and innovative behavior while fostering emotionally healthy work environments. Employees with high PsyCap are more likely to deliver meaningful, personalized, and consistent services—dimensions that have a direct impact on the customer experience. Yadav and Bagri (2025), along with Neycheva (2024), emphasize that strategically implemented flexible work cultures enhance interpersonal performance and create professional work atmospheres that support resilience.

Taken together, these findings indicate a multivariate interconnection between structural dimensions (agility, HRM flexibility, leadership) and psychological dimensions (PsyCap, empowerment) in shaping employee resilience. In this context, resilience functions as a strategic pathway linking internal organizational capabilities with customer perception and decision-making. This understanding provides a foundation for developing an integrative model showing that agility- and empowerment-based strategies are not only relevant for internal performance but also essential for sustaining customer loyalty and building long-term organizational-market relationships. Therefore, fostering employee resilience requires HR systems that are not only technically competent but also psychologically robust and structurally adaptive. This study presents a comprehensive synthesis of the interrelationship between organizational agility, flexible HRM, adaptive leadership, and psychological capital (PsyCap) as the foundation for building employee resilience, along with its implications for human capital sustainability across organizational contexts.

First, organizational agility is not merely a response to external dynamics but a framework that promotes employees' psychological adaptability through responsive, collaborative, and innovative work environments (Hatunoğlu, 2024; Sharma & Aggarwal, 2024; Sapalolu & Çiçek, 2024). Second, flexible HRM reinforces resilience structures through continuous competency development (Neycheva, 2024), flexible work cultures (Yadav & Bagri, 2025), and human capital agility (Dandono et al., 2024). Third, adaptive leadership acts as a catalyst linking structural agility with individual empowerment through trust, learning orientation, and reflective communication (Singh et al., 2024; Azuure, 2024). Fourth, PsyCap serves as a central psychological variable bridging structural and systemic dimensions with individual outcomes, through its components of hope, efficacy, resilience, and optimism (Tang et al., 2024; Herachwati & Muadzah, 2024; Zhao et al., 2025; Gathmyr et al., 2024).

This synthesis affirms that employee resilience results from the simultaneous interaction between structural (agility, leadership), systemic (HRM flexibility), and psychological (PsyCap) dimensions. Emotionally resilient and empowered employees are consistently capable of delivering high-quality, meaningful services, which directly affect customer loyalty (Khanna et al., 2024; Ulfsnes et al., 2021; Maier et al., 2024). Although the literature consistently shows a positive relationship between agile work systems and psychological resilience (Hatunoğlu, 2024; Dandono et al., 2024; Gren & Jacobsson, 2024), the integration of PsyCap as a mediator remains uneven. Studies such as Tang et al. (2024) and Herachwati & Muadzah (2024) affirm the importance of PsyCap, but few explicitly position it as the link between organizational structure and adaptive behavior, indicating a need for multi-level and longitudinal approaches. From an industry context, the focus remains primarily on the hospitality sector (Sharma & Aggarwal, 2024), public sector (Bao et al., 2024), and healthcare (Raso, 2022; Maier et al., 2024; Zhao et al., 2025), resulting in interpretive variations: agility as a customer response mechanism in services, a workload stabilizer in healthcare, and a bureaucratic stress response in the public sector.

Role distributions also vary. Agility and adaptive leadership are more prominent in the private and healthcare sectors, while HRM flexibility and PsyCap are emphasized in public and digital organizations (Yadav & Bagri, 2025; Sungaile & Stankeviciene, 2024). The study by Mansour & Vadel (2024) broadens the context to digital and metaverse workspaces, positioning PsyCap as a vital element in technology-based resilience. Theoretically, this review enriches the understanding within the Resource-Based View (RBV) and Dynamic Capability Theory, by framing resilience as a strategic outcome resulting from the synergy between organizational systems and individual psychological strengths (Tang et al., 2024; Dandono et al., 2024; Hatunoğlu, 2024). Resilience is not merely a personal response but the result of systemic design rooted in adaptive work culture and empowering leadership (Sharma & Aggarwal, 2024; Singh et al., 2024). Practically, organizations are advised to shift from administrative approaches to strategic HRM systems grounded in agility and empowerment. The focus should move beyond technical competence toward flexible work structures and psychological strength for sustained resilience. Flexible work practices and continuous training are foundational for enhancing employee endurance (Yadav & Bagri, 2025; Neycheva, 2024). The concepts of HRM agility and psychological empowerment support the development of resilient and responsive organizations (Gathmyr et al., 2024). Moreover, employee resilience has been shown to directly contribute to customer retention. Resilient employees maintain service consistency, respond empathetically to

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customers, and create meaningful experiences (Hatunoğlu, 2024; Khanna et al., 2024). Simultaneously, high PsyCap reinforces employee loyalty and workplace stability, reflecting the organization's brand values (Zhao et al., 2025; Herachwati & Muadzah, 2024).

Conclusions

This study systematically maps the interrelationship between organizational agility, workforce flexibility, adaptive leadership, and psychological capital (PsyCap) in shaping employee resilience, offering both theoretical and practical contributions to the advancement of strategic human resource management. The synthesis of literature from the past five years has yielded a contextually relevant and integrative conceptual model. First, a consistent relationship is found between agility, HR flexibility, and adaptive leadership in enhancing employee resilience across various sectors. Second, PsyCap emerges as a key mediating variable linking organizational structures with individual adaptive capacities, reinforcing employees' coping ability, emotional attachment, and commitment to the organization. Third, this review identifies several critical trends, including the shift from individualistic to systemic approaches, the integration of agility–leadership–HRM–PsyCap dimensions, and an increasing focus on hybrid work, digital transformation, and employee well-being. Nevertheless, several research gaps remain. These include the need for further exploration of PsyCap's mediating role, the limited generalizability across cultural and sectoral contexts, and the scarcity of multi-level and longitudinal studies that would deepen our understanding of resilience development within dynamic organizational systems.

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