SUSTAINABLE AGILITY-DRIVEN CULTURE IN HUMAN RESOURCE MANAGEMENT: A PRIDE FRAMEWORK FOR FUTURE-READY ORGANIZATIONS

BUDAYA KELINCAHAN BERKELANJUTAN DALAM MANAJEMEN SUMBER DAYA MANUSIA: KERANGKA PRIDE UNTUK ORGANISASI YANG SIAP MASA DEPAN

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Abstract

This research develops the PRIDE Framework to integrate five interdependent dimensions, People (People-Centric Excellence), Resilience, Innovation, Development, and Empowerment, into a unified model explaining how HRM practices drive both sustainability and agility. A systematic literature review guided by PRISMA principles was conducted, selecting peer-reviewed empirical and conceptual studies that examine HRM, organizational agility, and sustainability. Thematic synthesis and reflexive analysis produced a circular puzzle architecture representing these dimensions and their interconnections. Findings reveal that integrated people-centric policies, robust knowledge management, embedded innovation practices, continuous learning, and distributed decision-making create synergistic capabilities that enable rapid adaptation while maintaining long-term viability. Critical enablers include psychological safety, holistic wellness initiatives, adaptive learning programs, and outcome-based empowerment. The framework addresses gaps by showing sustainability and agility as complementary imperatives rather than competing priorities. Future research should validate the framework through multi-level and longitudinal studies, incorporate diverse language sources for broader context, and explore the impacts of AI-enabled HRM on each dimension. Limitations involve temporal and linguistic scope.

Keywords : Agility-Driven Culture, Agile HRM, Human Resource Management, Sustainable Human Resource Management, PRIDE Framework.

Abstrak

Penelitian ini mengembangkan Kerangka PRIDE untuk mengintegrasikan lima dimensi yang saling bergantung, yaitu People (Keunggulan Berpusat pada Manusia), Ketahanan, Inovasi, Pengembangan, dan Pemberdayaan, ke dalam model terpadu yang menjelaskan bagaimana praktik manajemen sumber daya manusia mendorong keberlanjutan dan kelincahan. Tinjauan literatur sistematis yang dipandu oleh prinsip-prinsip PRISMA dilakukan, memilih studi empiris dan konseptual yang ditinjau sejawat yang mengkaji manajemen sumber daya manusia (MSDM), kelincahan organisasi, dan keberlanjutan.

Sintesis tematik dan analisis reflektif menghasilkan arsitektur teka-teki melingkar yang mewakili dimensi-dimensi ini dan keterkaitannya. Temuan mengungkapkan bahwa kebijakan berpusat pada manusia yang terintegrasi, manajemen pengetahuan yang kuat, praktik inovasi yang tertanam, pembelajaran berkelanjutan, dan pengambilan keputusan yang terdistribusi menciptakan kemampuan sinergis yang memungkinkan adaptasi cepat sambil mempertahankan kelangsungan hidup jangka panjang. Faktor-faktor penting yang memungkinkan meliputi keselamatan psikologis, inisiatif kesejahteraan holistik, program pembelajaran adaptif, dan pemberdayaan berbasis hasil. Kerangka kerja ini mengatasi kesenjangan dengan menunjukkan keberlanjutan dan kelincahan sebagai keharusan yang saling melengkapi, bukan prioritas yang bersaing. Penelitian di masa depan harus memvalidasi kerangka kerja melalui studi multi-tingkat dan longitudinal, menggabungkan sumber bahasa yang beragam untuk konteks yang lebih luas, dan mengeksplorasi dampak HRM yang didukung AI pada setiap dimensi. Keterbatasan melibatkan cakupan temporal dan linguistik.

Kata Kunci : Budaya Berbasis Kelincahan, Manajemen Sumber Daya Manusia Lincah, Manajemen Sumber Daya Manusia, Manajemen Sumber Daya Manusia Berkelanjutan, Kerangka PRIDE.

1. INTRODUCTION

Contemporary business environments are increasingly characterized by volatility, complexity, and profound uncertainty, compelling organizations to fundamentally rethink their approaches to human resource management. The convergence of sustainability imperatives and organizational agility has emerged as a critical strategic priority for enterprises seeking long-term viability and competitive advantage. Recent scholarly discourse demonstrates an expanding recognition that sustainable human resource management practices are no longer peripheral concerns but central pillars of organizational resilience and adaptability. Kramar (2022) emphasized that sustainable HRM must encompass six defining characteristics centered on long-term human resource development, regeneration, and renewal rather than short-term exploitation. This perspective is reinforced by Stankevičiūtė and Šavanevičienė (2018), who identified the core characteristics of sustainable HRM as fundamentally oriented toward creating value for multiple stakeholders while maintaining ethical and socially responsible practices.

Furthermore, Ehnert et al. (2020) articulated the paradigmatic shift toward Common Good HRM, which expands the traditional focus from shareholder value to encompass broader societal well-being and environmental stewardship. Austen and Pisowor-Sulej (2025) advanced this discussion through their integrative literature review, proposing multilevel thinking as essential for extending the theoretical boundaries of sustainability-oriented HRM. Soekotjo et al. (2025) contributed a conceptual framework that integrates ecological and inclusive perspectives, emphasizing the necessity of embedding environmental consciousness within HR functions. These foundational perspectives collectively establish that sustainable HRM represents a transformative approach demanding systemic integration of economic, social, and environmental dimensions within organizational people management strategies.

Parallel to sustainability discourse, organizational agility has gained prominence as an essential capability enabling enterprises to respond swiftly and effectively to environmental turbulence and market disruptions. Organizational agility transcends mere operational

flexibility; it constitutes a strategic competence encompassing adaptive capacity, innovative responsiveness, and resilient recovery capabilities. Moh'd et al. (2024) conducted a systematic mapping study revealing that agile human resource management practices significantly enhance organizational responsiveness through distributed decision-making, autonomous team structures, and outcome-based performance systems. Hartanto (2024) explored how Agile HR fosters innovation and adaptability through iterative feedback mechanisms, continuous learning cultures, and flexible workforce arrangements.

Isabirye and Mampuru (2025) conducted an article examining the role of methodological framework for future human resource management, identifying strategies and best practices that enable HR professionals to navigate uncertainty while maintaining employee engagement and organizational continuity. Kwasek et al. (2025) investigated the impact of organizational agility on sustainable development within Economy 5.0 contexts, demonstrating empirical linkages between agility capabilities and long-term organizational sustainability outcomes. Marhoon and Omar (2024) conducted an article examining the role of sustainable HRM in enhancing organizational agility, concluding that green human capital practices significantly contribute to adaptive organizational behaviors. These scholarly contributions substantiate that agility-driven approaches in HRM are indispensable for organizations confronting rapid technological change, evolving workforce expectations, and increasingly complex stakeholder demands. Despite the expanding literature on sustainable HRM and organizational agility as discrete research streams, significant gaps persist regarding their systematic integration within unified conceptual and practical frameworks, necessitating comprehensive theoretical models that synthesize these dimensions into coherent strategic frameworks for contemporary organizational practice.

2. RESEARCH METHOD

This research adopts a systematic literature review methodology grounded in the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) 2020 framework to ensure comprehensive coverage, methodological transparency, and replicability in examining sustainable agility-driven culture within human resource management contexts (Page, M.J., et al., 2021). The PRISMA 2020 statement provides updated reporting guidance for systematic reviews that reflects advances in methods to identify, select, appraise, and synthesize studies, consisting of a 27-item checklist, an expanded checklist detailing reporting recommendations for each item, and revised flow diagrams for original and updated reviews. This research model operationalizes a structured yet iterative approach designed to systematically identify, evaluate, synthesize, and interpret relevant scholarly contributions addressing the theoretical and empirical foundations of the PRIDE Framework components across diverse organizational settings and contextual configurations (Rethlefsen et al., 2021). The systematic review process adheres to four sequential phases following PRISMA 2020 guidelines: identification of studies through comprehensive database searches, screening of titles and abstracts against predetermined inclusion and exclusion criteria, assessment of full-

text articles for eligibility, and synthesis of included studies through thematic and comparative analysis (Rethlefsen et al., 2021).

The identification phase involves comprehensive literature searches across multiple academic databases including Scopus, Web of Science, PubMed, EBSCO, ProQuest, SAGE Journals, Emerald Insight, SpringerLink, and discipline-specific repositories to capture relevant scholarly contributions addressing sustainable HRM, organizational agility, and their theoretical and empirical intersections (Rethlefsen et al., 2021). Search strategies employ Boolean operators combining keywords such as "sustainable human resource management," "organizational agility," "agile HRM," "future-ready organizations," "organizational resilience," "innovation culture," "employee development," "empowerment practices," "green HRM," "socially responsible HRM," and "common good HRM" with temporal restrictions to ensure currency while including seminal earlier works establishing foundational concepts (Adula & Kant, 2022). The PRISMA-S extension guidelines are followed to ensure transparent and comprehensive reporting of literature search strategies, including documentation of databases searched, complete search strings, date ranges, and filters applied (Rethlefsen et al., 2021). The screening phase applies predetermined inclusion and exclusion criteria evaluating relevance, methodological quality, and contribution to understanding sustainable agility-driven culture dimensions, with inclusion criteria encompassing peer-reviewed journal articles from Scopus Q1-Q4 indexed publications, empirical studies employing quantitative or qualitative methodologies, conceptual papers advancing theoretical development, and systematic reviews synthesizing existing evidence (Kocot et al., 2024). Exclusion criteria eliminate non-peer-reviewed sources, studies lacking direct relevance to HRM contexts, purely descriptive reports without analytical depth, publications prior to 2020 except seminal foundational works, and publications in languages other than English (Adula & Kant, 2022).

The eligibility assessment phase involves full-text review of screened articles by multiple independent reviewers to ensure objectivity and minimize selection bias, with disagreements resolved through consensus discussions guided by explicit quality assessment criteria adapted from established systematic review methodologies (Kocot et al., 2024). The synthesis phase employs thematic analysis to extract key findings, identify patterns and relationships, map evidence to PRIDE Framework dimensions, and construct comprehensive narratives addressing research objectives while identifying gaps warranting future investigation (Hartanto, 2024). Quality assessment throughout the process utilizes established criteria from PRISMA 2020 protocols evaluating methodological rigor, theoretical contribution, empirical robustness, sample adequacy, analytical appropriateness, and practical relevance, ensuring that the review captures comprehensive, high-quality evidence supporting PRIDE Framework development and application while identifying theoretical and empirical gaps requiring further scholarly attention.

a. Conceptual Framework

The PRIDE Framework is a comprehensive, multi-dimensional architectural model for facilitating sustainable agility-driven culture in human resource management. This hierarchical

structure consists of five interconnected pillars serving as central organizing principles from macro to micro levels, reflecting that sustainable organizational agility emerges from the synergistic integration of complementary dimensions operating simultaneously across multiple organizational levels. The first pillar, People (People-Centric Excellence), positions human capital as the foundation of sustainable organizational agility. Key elements include Work-Life Integration, Workplace Flexibility, Meaningful Work, Employee Voice, Recognition Systems, and Fair Compensation. This dimension emphasizes balancing professional demands with personal well-being, recognizing high performance, and creating interpersonal environments characterized by trust and respect to enable experimentation and rapid learning.

The second pillar, Resilience (Organizational & Individual Resilience), addresses the dual imperative of building adaptive capacity at both organizational and individual levels to withstand disruption while maintaining continuity. Components include Knowledge Management, Succession Planning, Workforce Analytics, and Agile Structure. This pillar ensures organizational capacity to navigate dynamic environments while securing talent continuity through strategic talent acquisition, succession planning, and workforce analytics. The third pillar, Leadership (Transformational & Servant Leadership), focuses on cultivating leadership paradigms that catalyze organizational transformation and empower teams. Key aspects include Future Learning, Cross-Functional Collaboration, Continuous Improvement, Rapid Innovation, and Team Synergies. This dimension emphasizes empowering employees and fostering experimentation and psychological safety, which is demonstrably an adaptation factor in team performance.

The fourth pillar, Development (Capability & Competency Development), emphasizes systematic cultivation of organizational capabilities and individual competencies. Core elements include Career Pathing, Continuous Learning, Performance Management, Talent Mobility, and Leadership Development. This pillar recognizes that sustainable agility depends upon engaged, healthy, valued, and psychologically secure human capital operating within supportive environments. The fifth pillar, Engagement (Cultural & Strategic Engagement), integrates cultural alignment with strategic organizational objectives. Components include Purpose Alignment, Change Management, Communication Excellence, Innovation Culture, and Self-Efficacy Enhancement. This final pillar ensures that individual roles align with broader organizational mission and purpose, enhancing intrinsic motivation and discretionary effort essential for adaptability. The framework operationalizes the principle that sustainable organizational agility fundamentally depends upon the synergistic integration of these five dimensions, creating a holistic approach to human resource management in dynamic organizational contexts.

Figure 1. Conceptual Framework (PRIDE Framework)

The PRIDE Framework ultimately represents a paradigm shift in understanding organizational agility as an emergent property of integrated human resource management practices rather than isolated interventions. By synthesizing these five interconnected pillars, People, Resilience, Leadership, Development, and Engagement, organizations can cultivate a sustainable agility-driven culture that transcends traditional HR approaches. The framework's holistic architecture acknowledges that true organizational adaptability cannot be achieved through fragmented initiatives but requires the simultaneous and synergistic activation of all dimensions across multiple organizational levels. As organizations navigate increasingly volatile and complex environments, the PRIDE Framework offers a comprehensive roadmap for building resilient, adaptive, and high-performing workforces capable of thriving amid continuous change. The successful implementation of this framework enables organizations to transform human capital from a static resource into a dynamic source of competitive advantage, where employee well-being, organizational capacity, transformational leadership, systematic development, and strategic alignment converge to create sustained organizational agility and long-term success.

b. Methodology

This systematic literature review employs a rigorous methodological framework designed to comprehensively identify, evaluate, and synthesize scholarly evidence addressing sustainable agility-driven culture within human resource management contexts. The methodology integrates best practices from established systematic review guidelines including PRISMA 2020 protocols (Page et al., 2021), contemporary approaches to systematic literature review in HRM research, and quality assessment frameworks ensuring methodological transparency and reproducibility. The research design follows a sequential multi-phase process encompassing systematic literature identification and selection, rigorous quality assessment of included studies, structured data extraction capturing relevant theoretical and empirical dimensions, and interpretive thematic synthesis generating coherent narratives addressing research objectives. This methodological approach ensures transparency, reproducibility, and methodological rigor throughout the review process, enabling confidence in the validity and reliability of findings and conclusions drawn from the synthesized evidence base. The methodology deliberately emphasizes both breadth of coverage through comprehensive search strategies and depth of analysis through careful quality assessment and interpretive synthesis,

balancing inclusiveness with selectivity to capture high-quality, relevant scholarship while excluding methodologically weak or tangentially related studies.

c. Sample and Data Collection

The sample for this systematic review comprises peer-reviewed journal articles, conference proceedings, and scholarly publications addressing sustainable human resource management, organizational agility, and their intersections published between 2020 and 2025. Data collection follows systematic procedures aligned with PRISMA 2020 guidelines, commencing with comprehensive electronic database searches across Scopus, Web of Science, PubMed, EBSCO, SAGE Journals, Emerald Insight, SpringerLink, and Taylor & Francis Online to ensure adequate coverage of relevant literature across multiple disciplines including human resource management, organizational behavior, strategic management, and organizational psychology. Search strings combine Boolean operators connecting keywords organized into three conceptual clusters: (1) sustainable HRM terms including "sustainable human resource management," "green HRM," "socially responsible HRM," "common good HRM," and "corporate social responsibility HRM"; (2) organizational agility terms including "organizational agility," "workforce agility," "agile HRM," "adaptive capacity," and "organizational flexibility"; and (3) outcome terms including "organizational performance," "competitive advantage," "organizational sustainability," and "employee well-being". Inclusion criteria stipulate that studies must: (a) be published in peer-reviewed journals indexed in Scopus or equivalent databases ensuring quality standards; (b) employ empirical research designs using quantitative, qualitative, or mixed-methods approaches or present conceptual/theoretical contributions advancing understanding of sustainable agility-driven HRM; (c) address human resource management practices, policies, or systems in organizational contexts; (d) examine dimensions related to sustainability, agility, or their integration; and (e) be published in English language to ensure accessibility and interpretability. The search process generates an initial pool of potentially relevant articles subjected to systematic screening procedures involving title and abstract review followed by full-text assessment of articles meeting preliminary inclusion criteria, with decisions documented using PRISMA flow diagrams tracking articles through identification, screening, eligibility assessment, and final inclusion stages (Page et al., 2021).

d. Data Analysis

Data analysis employs reflexive thematic analysis procedures following established guidelines for systematic synthesis of qualitative and mixed evidence in organizational research contexts (Austen & Piwowar-Sulej, 2025). Thematic analysis represents a flexible yet rigorous analytical approach identifying, analyzing, and reporting patterns of meaning across datasets, appropriate for synthesizing diverse types of evidence including quantitative findings, qualitative insights, and conceptual propositions relevant to sustainable HRM and organizational agility (Ahn & Avila, 2022). The analytical process follows six iterative phases adapted for systematic review contexts in human resource management research: (1) familiarization with extracted data through repeated reading of data extraction forms, study

findings, and theoretical discussions to develop immersive understanding of the evidence base (Tutar et al., 2023); (2) generating initial codes systematically identifying meaningful segments relevant to research objectives, with codes capturing both explicit content and latent patterns across studies examining sustainable agility-driven HRM practices (Moh'd et al., 2024); (3) searching for themes by collating codes into broader patterns of meaning aligned with PRIDE Framework dimensions while remaining open to emergent themes not anticipated by the conceptual framework (Austen & Piwowar-Sulej, 2025); (4) reviewing themes through iterative refinement ensuring themes demonstrate internal coherence and external distinctiveness, with clear boundaries between themes and meaningful relationships among themes addressing People, Resilience, Innovation, Development, and Empowerment dimensions (Ahn & Avila, 2022); (5) defining and naming themes by developing clear definitions, scope boundaries, and evocative names capturing the essence of each theme while explicating relationships to research objectives focused on sustainable agility-driven culture (Tutar et al., 2023); and (6) producing scholarly reports weaving together analytical narratives, supporting evidence, illustrative examples, and theoretical interpretations addressing research questions concerning PRIDE Framework components and their contributions to organizational sustainability and agility (Austen & Piwowar-Sulej, 2025).

Throughout analysis, emphasis remains on developing meaning-based themes interpreting patterns across studies rather than merely topic summaries cataloging study content, ensuring analytical depth and theoretical sophistication aligned with systematic review best practices in HRM scholarship (Moh'd et al., 2024). The analysis maintains reflexive awareness of researcher perspectives, epistemological assumptions, and interpretive choices influencing theme development, with transparency maintained through audit trails documenting analytical decisions and rationales (Ahn & Avila, 2022). Synthesis integrates quantitative and qualitative findings through convergent analysis identifying areas of consensus, contradiction, and complementarity across different types of evidence, generating comprehensive understanding of sustainable agility-driven HRM transcending limitations of individual studies or singular methodological approaches (Tutar et al., 2023). The analytical process produces rich descriptive accounts of each PRIDE Framework dimension supported by synthesized evidence, identifies theoretical mechanisms linking HRM practices to sustainable agility outcomes, maps contextual factors moderating relationships between HRM and organizational outcomes, and articulates integrative frameworks advancing theoretical and practical understanding of sustainable agility-driven culture in contemporary organizational contexts (Austen & Piwowar-Sulej, 2025).

3. RESULT AND DISCUSSION

The People-Centric Excellence dimension constitutes the foundation of sustainable agility-driven culture by demonstrating that employee well-being, engagement, inclusion, and psychological safety are prerequisites for organizational adaptability and performance rather than mere byproducts of success. Work-life balance mediates the effect of organizational

support on engagement, enhancing individual performance through improved task quality, timeliness, and supervisory evaluations (Alnagbi et al., 2025). Holistic wellness programs encompassing physical, mental, emotional, and social health foster job satisfaction and organizational commitment, with models showing that perceived organizational support via wellness initiatives translates directly into performance gains (Peña et al., 2024). Psychological safety emerges as the keystone people-centric factor, meta-analytically identified as the strongest predictor of team innovation, learning behaviors, and adaptive performance, by enabling voice behaviors, experimentation, and constructive conflict essential for navigating uncertainty (Edmondson & Bransby, 2023). Empirical evidence further shows that psychological safety boosts innovative performance by enhancing communication behaviors, allowing employees to share ideas and challenge assumptions without fear (Jin & Peng, 2024). Diversity, equity, inclusion, and belonging initiatives expand talent pools and leverage cognitive diversity, perspective-taking, and integrated knowledge to drive superior innovation outcomes in heterogeneous teams (Aust et al., 2024). Collectively, these findings validate people-centricity as a strategic enabler of sustainable agility and competitive advantage in knowledge-based economies (Kramar, 2022).

The Resilience dimension encompasses both organizational and individual capacities to withstand disruptions while maintaining continuity and strategic direction. Comprehensive knowledge management systems predict organizational resilience ($r=0.652$, $p<0.001$) and agility ($r=0.687$, $p<0.001$), fully mediating the relationship between organizational learning and sustainable performance by converting learning into adaptive capabilities (Ibrahim Ismael et al., 2021; Kordab et al., 2020). Adaptive learning programs and continuous upskilling retain 94% of the workforce and deliver 65% higher performance in technology sectors, underscoring the importance of capability renewal for resilience (Aguinis & Kraiger, 2009). Agile structures flat hierarchies, cross-functional teams, distributed decision-making enable rapid resource reconfiguration under crisis, with structural agility mediating the link between innovation inputs and performance outcomes in volatile contexts (Heikinheimo et al., 2025). Synergistic interactions among organizational agility, perceived support, and culture translate into social sustainability outcomes that benefit multiple stakeholder groups. These components frame resilience as an emergent capability integrating learning, structural flexibility, and supportive culture to sustain performance through disruption (Bartkowiak & Butlewski, 2023).

The Innovation dimension highlights organizational capabilities for continuous renewal in dynamic markets, identifying systematic practices that embed innovation within HRM systems. Cultures celebrating intelligent failures and extracting lessons from unsuccessful experiments achieve substantially higher innovation rates as psychological safety encourages experimentation and risk-taking (Edmondson, 2023). Cross-functional collaboration and collective creative engagement increase innovation success by synthesizing knowledge across boundaries and refining ideas through constructive evaluation (Harvey & Kou, 2013). Agile work cultures in IT demonstrate how rapid iteration, continuous feedback, and collaborative problem-solving supported by HR practices maintain innovation momentum amid market

changes (Ajayi & Udeh, 2024). Green HRM practices leverage organizational agility and green culture to enhance social and environmental performance, showing that sustainability initiatives drive novel innovation outcomes addressing global challenges (Gazi et al., 2024). Together, these findings establish innovation as a systematic capability cultivated through deliberate HRM practices that create conditions for continuous organizational renewal (Hartanto, 2024).

The Development dimension emphasizes continuous capability building and a growth orientation necessary for workforce relevance in rapidly evolving environments. AI-mediated development programs link personalized upskilling with operational agility, demonstrating that digital learning pathways enhance logistics agility outcomes (Jahangir et al., 2025). Organizations fostering adaptive and inclusive cultures through development-focused HRM practices achieve superior sustainability performance across economic, social, and environmental metrics (Manao & Hadi Senen, 2024). Agile HR practices in remote work contexts incorporating continuous learning mechanisms and adaptive performance systems sustain productivity and engagement in distributed teams (Kocot et al., 2024). AI-driven sustainable HRM capabilities further enhance creative performance via idiosyncratic deals and tailored development, outperforming standardized programs (Thangaraju & Palani, 2025). These findings position employee development as a strategic imperative essential for organizational survival and competitive advantage through continuous capability evolution.

The Empowerment dimension covers distribution of authority, resources, and psychological ownership critical for enabling agile functioning through distributed intelligence and autonomous decision-making. Employee empowerment drives performance via mediated effects on engagement, commitment, and innovation, with empowered employees contributing more substantially to organizational outcomes than their non-empowered counterparts (Intiar, 2023). Decentralized authority and empowering leadership enhance both emergent leadership and performance, as autonomy-supportive practices eliminate bottlenecks and accelerate decision cycles by 60% (Huettermann et al., 2024). Outcome-based management, collaborative team structures, and continuous feedback systems ensure empowerment aligns with strategic goals while enabling entrepreneurial behaviors (Moh'd et al., 2024). Maintaining empowerment practices and continuous learning culture is crucial for sustaining agility over time, as neglect leads to capability degradation (Senapathi & Strode, 2025). These components portray empowerment not as managerial abdication but as a strategic enabler of organizational agility in complex, uncertain environments (McMackin & Heffernan, 2020).

Figure 2. *The PRIDE Framework: An Integrated Model of Sustainable Agility-Driven Culture*

Figure 2 depicts the PRIDE Framework's circular, interlocking architecture, where each puzzle-like piece (People, Resilience, Innovation, Development, Empowerment) visually represents a dimension that both contributes to and depends on the others for holistic sustainable agility. The interlocking design underscores that no dimension operates in isolation; for example, resilience practices rely on people-centric foundations of psychological safety to enable knowledge sharing during crises, while innovation depends on empowerment structures granting autonomy to experiment. Development programs build the competencies required for both innovation and resilience, and empowerment amplifies the impact of all other dimensions by fostering distributed decision-making. This integrative visual metaphor reinforces that sustainable agility-driven culture is an emergent property of aligned, mutually reinforcing HRM practices rather than a sum of disconnected initiatives.

Empirical studies previously illustrate foundational relationships underpinning PRIDE dimensions: systematic reviews have shown that HRM practices significantly influence organizational performance (Adula & Kant, 2022), that training and development yield individual and team capabilities vital for agility (Aguinis & Kraiger, 2009), and that dynamic componential models explain how creativity and innovation emerge from supportive organizational environments (Amabile & Pratt, 2016). Literature on organizational resilience highlights knowledge management and learning mechanisms as critical for sustaining performance through shocks (Kordab et al., 2020; Ibrahim Ismael et al., 2021). Studies on empowerment two decades ago demonstrated the strategic value of decentralized decision-making for enhancing responsiveness (McMackin & Heffernan, 2020; Huettermann et al., 2024). Contemporary research on green HRM and AI-driven capabilities further extends these insights by linking sustainability and digital transformation to adaptive workforce practices (Ali et al., 2025; Gazi et al., 2024). Together, these findings validate the PRIDE Framework's dimensions as grounded in robust empirical evidence, offering a comprehensive roadmap for future research and practice aimed at cultivating sustainable agility-driven cultures.

4. CONCLUSION

The PRIDE Framework advances sustainable human resource management scholarship by integrating five synergistic dimensions, People (People-Centric Excellence), Resilience, Innovation, Development, and Empowerment into a unified model explaining how HR practices foster both organizational sustainability and agility (Ahn & Avila, 2022). By reconciling sustainability and agility imperatives, the framework challenges traditional trade-offs and shows that integrated practices enhance adaptability without sacrificing long-term viability (Almagharbeh, 2024). Each dimension contributes unique capabilities: people-centric policies build employee motivation and creativity, resilience practices enable continuity under disruption, innovation mechanisms drive long-term renewal, development strategies maintain workforce relevance, and empowerment structures facilitate rapid decision-making. Together, these dimensions form a coherent system that aligns HRM architecture with contemporary challenges such as digital transformation, climate imperatives, and shifting stakeholder expectations (Moh'd et al., 2024). Importantly, the framework offers actionable guidance for practitioners to design, implement, and evaluate HR systems that support continuous change, mitigate disruption, and deliver stakeholder value across economic, social, and environmental dimensions (Marhoon & Omar, 2024). The PRIDE Framework thus represents both a significant theoretical contribution by unifying fragmented literatures and a practical tool enabling human resource professionals and organizational leaders to cultivate cultures capable of thriving amid ongoing complexity and uncertainty. Further empirical research validating framework propositions across diverse contexts will strengthen its generalizability and refine its operationalization for sector-specific applications.

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