

A Review of Agile Talent Management and Its Implementation Approach in VUCA Environment

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ABSTRACT

Today's organizations operate in a business environment widely described as VUCA (volatile, uncertain, complex, and ambiguous) driven by post-pandemic recovery, geopolitical instability, and rapid technological change. Within this context, agile talent management (ATM) has emerged as a promising but still underdeveloped approach to managing an organization's most valuable asset which is its people. This review critically examines the current state of ATM literature, drawing primarily on Dimitrov's (2025) comprehensive synthesis and supplementing it with related studies published between 2015 and 2025. The review first clarifies core concepts talent management, agile organizations, and agile talent before tracing the evolution of people management practices from traditional human resource through agile-lite human resource to full ATM. It then examines the key components of ATM (organizational structure, talent acquisition, performance management, employee engagement, and leadership development) and presents practical implementation frameworks, including the HR→T model and a six-stage implementation pathway. A bibliometric analysis reveals that while scholarly interest in ATM has accelerated sharply since 2022, the field remains dominated by qualitative, case-based research concentrated in developed Western economies, with Malaysia and Southeast Asia notably absent from the literature. The review concludes that ATM offers a coherent, practically grounded framework for transforming talent functions from transactional support services into strategic agility engines. For Malaysian organizations pursuing knowledge-based economic transformation, ATM represents both a timely management necessity and a significant opportunity for original, contextually grounded research contributions.

INTRODUCTION

Contemporary organizations operate within a business environment that is markedly more turbulent than those encountered in previous decades. The combined pressures of a post-COVID-19 recovery, geopolitical uncertainty, rapid technological disruption, and the imperatives of climate transition have created operating conditions characterized by what scholars describe as Volatility, Uncertainty, Complexity, and Ambiguity (VUCA). Mack et al. (2015) and Bennett and Lemoine (2014) provided the seminal academic grounding for this framework, and subsequent scholars have extended it with alternative acronyms such as BANI (Brittle, Anxious, Non-linear, Incomprehensible) (Cascio, 2020) and TUNA (Turbulent, Uncertain, Novel, Ambiguous) (Kohler, 2021), reflecting the continued academic struggle to capture an increasingly complex business reality.

Within this environment, managing people and specifically the most capable contributors has become a critical strategic imperative. Human resource management (HRM), talent management (TM), and more recently, agile talent management (ATM) represent successive evolutions in organisational thinking about how to attract, develop, and retain competitively valuable talent. Yet despite growing practitioner enthusiasm for agile principles, the academic construct of "agile talent management" remains comparatively underdeveloped, with scant representation in major databases such as Scopus and Web of Science (Dimitrov, 2025).

This review critically examines the state of the art in agile talent management, drawing primarily on Dimitrov (2025) and supplementing with related literature published between 2015 and 2025. The objectives of this review are: (1) to define and contextualize the core concepts underpinning ATM; (2) to analyze its principal components, models, and implementation approaches; (3) to evaluate its bibliometric trajectory; and (4) to propose directions for future inquiry, with particular relevance to rapidly industrializing economies such as Malaysia.

Key Concepts and Definitions

Agile talent management is defined in the literature as the capacity of an organisation to rapidly and flexibly adjust its talent strategies, tools, and resource allocation in response to shifts in business units, the external talent market, and the wider economy (Kocot et al., 2024). Dwivedula's (2025) bibliometric scoping review of 73 peer-reviewed articles identified three dominant research clusters underpinning the field: (a) project management and business environment, (b) organisational agility and workforce agility, and (c) supply chain management and agility, with human resources and organisational culture remaining consistently central themes across all three.

Nigam and Chavla (2022) empirically tested the relationship between agile competencies and organisational agility among 50 employees across multiple organisations, finding a significant positive association between agile talent management practices and overall organisational agility. Their competence-based model positions talent management not as a standalone HR function but as the mechanism through which individual agile competencies are converted into organisation-level agility. This positions ATM as a mediating variable which related with the practices bridge what employees are capable of and what the organisation as a whole can achieve under turbulent conditions.

A disciplined engagement with agile talent management requires the prior clarification of three foundational constructs: talent management, the agile organization, and agile talent. Table 1 presents these definitions, drawing on the main literature and the definitional framework proposed by Dimitrov (2025).

Table 1: Key Conceptual Definitions in Agile Talent Management

Concept	Definition / Description
Talent Management	An organization-wide integrated effort oriented to innovative people management that extends beyond organizational boundaries, balances stakeholder interests, and seeks sustainable value creation for societal well-being (Dimitrov, 2015).
Agile Organization	A network of teams operating in rapid learning and decision-making cycles, guided by a shared purpose, co-creating value for all stakeholders through swift reconfiguration of strategy, structure, processes, people and technology (Brosseau et al., 2019; McKinsey Agile Tribe, 2017).
Agile Talent	The combined workforce of full-time employees and external, project-based, flexible contributors including contractors, free agents, gig workers and outside experts, deliberately attracted and productively led by succeeding managers (Younger & Smallwood, 2016a).
Agile Talent Management	The deliberate and consecutive use of agile attributes (techniques, components, models, implementation rules, strategies and practices) combined with information technology to transform talent team activities and inter-team interactions, prioritizing agile talent development, coaching, and human-related data analytics (Dimitrov, 2025).
VUCA Environment	A business context characterized by Volatility, Uncertainty, Complexity and Ambiguity, requiring organizations to proactively undertake strategic and

Concept	Definition / Description
	tactical moves to mitigate threats and seize opportunities (Mack et al., 2015; Bennett & Lemoine, 2014).

Source: Compiled from Dimitrov (2015); Brosseau et al. (2019); Younger & Smallwood (2016a); Dimitrov (2025).

Across the reviewed literature, a consistent five-stage implementation logic emerges for embedding agile talent management within a VUCA-affected organisation:

- Diagnose exposure: map which VUCA dimension(s) most affect the business unit before selecting a response, since volatility, uncertainty, complexity, and ambiguity call for different HR levers (Baran & Woznyj, 2020).
- Redesign HR architecture: move from position-based job structures to competency-based talent pools that can be redeployed across functions (Nijssen & Paauwe, 2012).
- Decentralise operational decisions: push day-to-day talent decisions to team level while retaining centralised policy on ethics, compliance, and psychological safety.
- Embed continuous feedback loops: replace annual appraisal cycles with ongoing performance dialogue and just-in-time learning (Kocot et al., 2024).
- Build VUCA-ready competencies into talent processes: integrate cognitive flexibility, cross-cultural collaboration, problem-solving, and resilience directly into recruitment, selection, and development criteria.

The definition of ATM formulated by Dimitrov (2025) represents the most comprehensive synthesis to date. It positions ATM not merely as a set of HR techniques but as a transformative organizational capability, one that reshapes interactions between the talent team and all other contributing units of the organization, and that extends into the virtual and external talent ecosystem. This framing aligns closely with strategic HRM theory, which emphasizes people management as a source of sustained competitive advantage (Zhang-Zhang et al., 2022).

The concept is further distinguished from related constructs by its explicit dual focus: first, on the empowerment and development of talent, and second, on the transformation of the talent function itself. The talent team, in an ATM framework, transitions from executing HR transactional tasks to coaching, facilitating, and generating data-driven insights that support broader organizational agility (Gieles & van der Meer, 2017).

The VUCA Business Environment and the Case for Agility

The strategic rationale for ATM is inseparable from the nature of the contemporary business environment. Since the concept of VUCA was appropriated from its military origins into the management literature (Bennett & Lemoine, 2014), organizations have increasingly recognized that traditional, bureaucratic approaches to people management are ill-suited to environments requiring rapid adaptation. The COVID-19 pandemic served as a critical inflection point, exposing the inadequacy of legacy HR structures and accelerating the adoption of flexible, remote, and project-based working models (Frankiewicz & Chamorro-Premuzic, 2020).

Baran and Woznyj (2020) explored the human dynamics of agility in VUCA contexts, demonstrating that organizations which successfully managed uncertainty did so by investing in adaptive human capabilities rather than rigid process compliance. Similarly, Harsch and Festing (2020) presented empirical evidence linking dynamic talent management capabilities with enhanced organizational agility, establishing a direct performance

pathway between how organizations manage their talent and how effectively they respond to environmental disruptions.

At the macro level, the emergence of the gig economy has further transformed the talent landscape. Horney (2016) identified the gig economy as a fundamental disruptor requiring HR agility, while Younger and Smallwood (2016) articulated the strategic challenge of aligning organizations with increasingly fluid, non-traditional talent workforces. These pressures have collectively created the demand conditions from which ATM has emerged as a viable response.

The Evolution of People Management Practices: From Traditional HR to ATM

Denning (2018) provided a highly influential classification of people management practices for senior executives, arranging them in three hierarchical levels (Traditional HR, Agile-Lite HR, and ATM) each representing a qualitatively different orientation towards employees and organizational value creation. This taxonomy is reproduced and contextualized in Table 2 below.

Table 2: Hierarchical Classification of People Management Practices

(Adapted from Denning, 2018)

Level	Practice	Core Description
1st	Traditional HR	Employees are treated as organizational resources to be used efficiently in alignment with top-down strategy. They are primarily viewed as costs to be minimized.
2nd	Agile-Lite HR	Partial shift towards moderating the negative effects of traditional HR practices; limited agile experimentation without full structural transformation.
3rd	Agile Talent Management	Employees are empowered in strategy formulation, customer value delivery, and self-directed performance management. Highest level of people management maturity.

Source: Adapted from Denning (2018).

The progression from traditional HR to ATM reflects a fundamental reorientation in the philosophical assumptions underlying people management. Under Traditional HR, the employment relationship is essentially transactional and hierarchical; employees are inputs to a production function. Agile-Lite HR represents a transitional state which is acknowledging the limitations of traditional practice while lacking the structural commitment to fully transform. ATM, as the apex of this hierarchy, radically repositions employees as strategic co-creators, empowering them to participate in strategy formulation, to manage their own performance, and to contribute directly to customer value delivery (Denning, 2018).

This evolution is not merely conceptual. Mosca (2020) demonstrated that organizations achieving genuine ATM practices display measurably superior sustainable performance outcomes. Martin (2015) similarly found that a readiness-oriented agile workforce, one prepared for continuous skills development and role reconfiguration was a distinguishing attribute of high-performing organizations. Taken together, these findings suggest that the movement towards ATM is not a managerial fad but a strategically significant response to an altered competitive environment.

Components and Transformations of Agile Talent Management

Atchyutuni and Narasareddy (2018) provided the most comprehensive mapping of ATM components, identifying five key domains within which agile transformation manifests. These components, along with their agile realizations and key practices, are presented in Table 3.

Table 3: ATM Components, Agile Realizations and Key Practices

TM Component	Agile Realization	Key Practice
Organizational Structure & Processes	Small teams and fluid structures	Self-organizing cross-functional teams; Kanban sprint cycles; flattened hierarchies enabling rapid decision-making.
Talent Acquisition	Gig workers, contract employment	Network-oriented attraction; cooperative selection; competency-based recruitment focused on motivation and personal traits.
Performance Management	Continuous performance feedback	Abandon annual reviews; replace with real-time, data-driven feedback loops; 360-degree peer assessment.
Employee Engagement	Constant opportunities learning	Bind people by interest; provide autonomy, mastery and purpose; promote internal talent mobility markets.
Leadership Development	Foresight and change management	Develop change champions; coach managers to delegate; cultivate agile culture from within talent team outward.

Source: Adapted from Atchyutuni & Narasareddy (2018); Gieles & van der Meer (2017); Nigam & Chavla (2022).

Across these five domains, a consistent logic emerges: agile transformation in talent management is predicated on the substitution of rigid, centralized control for distributed, iterative, and data-informed decision-making. Organizational structures are flattened and teams are made self-organizing. Talent acquisition moves from standardized competency-based hiring towards the pursuit of candidates with adaptive, open-minded, and resilient profiles (Subramanian & Suresh, 2022).

Performance management abandons the disruptive ritual of annual review in favor of continuous, forward-looking dialogue. Employee engagement is sustained not through coercive retention mechanisms but through the provision of meaningful work and learning pathways. Leadership development transitions from the production of traditional command-and-control managers to the cultivation of agile change champions.

Rožman et al. (2023) identified strategic talent management and agile management ecosystems as jointly constituting an organization's competitive agility. Their findings, drawing on Slovenian business organizations, demonstrated that firms which deliberately integrated agile principles across talent strategy achieved superior flexibility and responsiveness outcomes with clear strategic relevance across all industries and national contexts.

The HR→T Model: A Practical Implementation Framework

Perhaps the most practically detailed model in the ATM literature is the "HR→T model" developed by Gieles and van der Meer (2017) through consulting engagements with agile organizations. The model provides concrete guidance on the transformation of the talent team's operating mode, specifying good practices to be adopted and taboos to be avoided across five ATM components. Table 4 presents the structure of this model.

Table 4: The HR→T Model — Components, Good Practices and Taboos

HR→T Component	Model	Good Practices	Taboos (Avoid)
Talent Organization		Visualize workflow; coach and facilitate others; automate and simplify procedures	Keeping knowledge isolated; stopping learning; focusing on execution only
Talent Acquisition		Build recruitment pipeline; empower team ownership; focus on motivation and personal characteristics	Ignoring employer branding; using standard competency-based job descriptions; displaying superiority in interviews
Talent Management		Provide autonomy, mastery and purpose; retain people by interest; allow graceful exits	Relying on command and control; pay-for-performance only; focusing on negatives
Talent Data		Use predictive analytics, experiment with unanalyzed data, act on data insights	Leaving data uncollected, jumping to conclusions, working with too-small datasets
Talent Strategy		Use Lean Startup to reduce innovation risk; align HR strategy with business strategy	Waiting passively; working in silos; ignoring new and innovative ideas

Source: Adapted from Gieles & van der Meer (2017).

The HR→T model operationalizes the theoretical aspirations of ATM into verifiable organizational behaviors. Its most distinctive normative contribution is the reframing of the talent team's core identity: from executor of HR transactions to enabler of agility across the whole organization. The talent team is expected to delegate routine tasks downward to line managers, while reserving its energies for higher-order activities such as coaching, strategic advisory, and analytics that amplify organizational capability. This division of labor mirrors the broader logic of agile organizations in which roles are defined by capability and proximity to relevant information rather than by hierarchical position (Brosseau et al., 2019).

ATM Implementation Pathway: A Process Flowchart

Drawing on the conceptual and practical literature reviewed above, the following process flowchart (Figure 1) presents a synthesized pathway for the implementation of agile talent management within an organization. The six stages progress from environmental diagnosis through to measurement and scaling, reflecting the iterative, data-driven logic central to ATM.

Figure 1: ATM Implementation Pathway — Process Flowchart

Stage	Phase	Key Actions
STEP 1	Diagnose the Business Environment	Conduct a VUCA/BANI analysis to identify volatility drivers; map workforce gaps against strategic goals; benchmark current HR maturity (Traditional, Agile-Lite, or ATM).
	▼	

Stage	Phase	Key Actions
STEP 2	Define Agile Talent Strategy	Set a skills-first approach aligned with business life cycles; establish ATM strategy goals (workforce agility, productivity, innovation adoption); link HR strategy explicitly to business strategy.
	▼	
STEP 3	Restructure the Talent Team	Shift talent team activities from execution to coaching and data analytics; apply the HR→T model; introduce Kanban workflows; empower line managers to handle people-related tasks.
	▼	
STEP 4	Transform Components TM	Redesign talent acquisition (gig, contract, network); replace annual appraisals with continuous feedback; create internal talent deployment markets; build cross-functional rotation program.
	▼	
STEP 5	Embed Agile Culture	Champion psychological safety and learning from failure; lead the discussion on agile culture formation; cascade desired agile attributes across teams, constituencies and virtual communities.
	▼	
STEP 6	Measure, Iterate & Scale	Use talent analytics and predictive data; evaluate with Kirkpatrick's Four Levels; iterate through short cycles; scale successful practices across functions and geographies.

Source: Synthesised from Dimitrov (2025); Gieles & van der Meer (2017); Brosseau et al. (2019); Denning (2018).

The first two stages are diagnosing the business environment and defining agile talent strategy by establishing the strategic foundation. Without a clear-eyed assessment of the VUCA pressures facing the organization and a skills-first strategic orientation, subsequent ATM initiatives risk becoming superficial or misaligned with business objectives (Jooss et al., 2023). The third and fourth stages involve the structural and operational transformation of the talent function, and are the stages at which the HR→T model is most directly applied. Stages five and six address the cultural and measurement dimensions of ATM, recognizing that agile culture formation is a long-term, iterative endeavor requiring sustained leadership commitment (Widjaja, 2023).

Bibliometric Analysis: The Emerging Knowledge Base

The literature justifies a rolling-forecast and cross-training approach on the grounds that volatility is, by definition, short in duration but high in magnitude (Baran & Woznyj, 2020). Annual workforce plans lose relevance within months under volatile demand, whereas a talent pool that is cross-trained and flexibly deployable can absorb demand spikes without new hiring cycles.

Kocot et al. (2024) provide empirical support, showing that agile scheduling and flexible work practices were positively associated with employee-perceived organisational adaptability during periods of disruption. Dimitrov (2025) conducted a comprehensive bibliometric analysis of the ATM construct using Google Scholar as the primary aggregator, supplemented by Scopus and Web of Science. The search, limited to publications up to the end of 2024, identified 90 records mentioning the exact construct, of which 51 were open-access full-text publications. Table 5 below summarizes the publication trend by year for these open-access records.

Table 5: Annual Publication Count of Open-Access ATM Records (Google Scholar, 2015–2024)

Year	Open-Access ATM Publications
n.d ¹	1
2015	1
2016	4
2017	2
2018	4
2019	5
2020	5
2021	6
2022	4
2023	12
2024	15
Total	51 (Open Access)

Source: Adapted from Dimitrov (2025).

Several significant observations emerge from this bibliometric profile. First, the ATM construct is under-represented in the primary scientific databases which are Scopus and Web of Science. Together they yielded fewer than five unique records, confirming that the field has not yet achieved mainstream scholarly acceptance. Second, the data reveals a pronounced acceleration in publication activity after 2022, with 2024 registering the highest number of open-access publications (15 records) and citations (166). This trajectory mirrors patterns observed in other emerging management constructs and suggests that ATM may be approaching an inflection point of exponential scholarly interest.

Third, the methodological profile of existing publications is overwhelmingly qualitative dominated by secondary research, literature reviews, and case studies. Quantitative and mixed-methods empirical studies remain rare, with Nigam and Chavla (2022; 2024) standing out as among the few researchers to have employed survey instruments and structural modelling. This methodological imbalance represents both a limitation of current knowledge and a substantial opportunity for future research.

Fourth, the geographic distribution of existing research is heavily skewed towards developed, primarily Western economies. Malaysia and the broader Southeast Asian region, despite being characterized by rapidly evolving labor markets, digital economy ambitions, and VUCA-like environmental pressures are conspicuously absent from the ATM literature. This gap represents a significant opportunity for indigenous research contributions from UTHM and other Malaysian institutions.

Application Contexts: Sector and Size Diversity

A notable and frequently overlooked finding in the ATM literature is the breadth of sectors in which the construct has been applied. While ATM initially emerged from and remains most visibly associated with the information

¹ n.d: not declared

technology sector (Atchyutuni & Narasareddy, 2018; Lawler III & Worley, 2015), subsequent scholarship has demonstrated its applicability across a far wider range of industries and organizational types.

Duffy (2021) applied ATM principles to the Irish hospitality industry, demonstrating their utility in addressing persistent skills gaps. Altuntas et al. (2020) and Venkatesh (2017) explored ATM in healthcare contexts, where talent shortages and rapidly evolving clinical requirements create strong demand for agile people management approaches. Jayashree and Harwani (2020) examined ATM applications in the pharmaceutical sector, while the HR Think Tank (2023) documented ATM adoption in manufacturing and fast-moving consumer goods companies in Sri Lanka, highlighting its relevance for Asian emerging markets. Beyond the private sector, manifestations of ATM logic have been identified in the US military (McHugh, n.d.) and in Iranian higher education (Soleymani et al., 2020).

The research objects in ATM studies are not limited to large corporations. Mollet (2021) conducted a doctoral investigation of emergent agile people management practices in small and medium-sized enterprises (SMEs) in New Zealand and Switzerland, finding that ATM principles are adaptable, though necessarily scaled differently to smaller organizational contexts. This finding is of particular relevance to the Malaysian business landscape, which is characterized by a predominance of SMEs (over 97% of businesses as of 2023 national statistics).

Towards a Synthesized Understanding: ATM in the Malaysian Context

The accumulated literature presents ATM as a strategically significant yet conceptually nascent management approach. Its relevance to Malaysia can be approached through at least three lenses. First, the macroeconomic lens: Malaysia's ambitions to transition to a high-income, knowledge-based economy under various national development plans require a workforce characterized precisely by the attributes ATM seeks to develop by adaptability, cross-functional agility, continuous learning orientation, and digital proficiency. Second, the organizational lens (Malaysian firms, particularly those in the technology, financial services, and shared services sectors) already operate in conditions closely approximating the VUCA profile that makes ATM most relevant (Mao, 2022; Rožman et al., 2023).

Third, the institutional lens: Malaysian business schools and HRM educators have an important role to play in researching, translating, and disseminating ATM knowledge within local organizational contexts. The current dearth of Malaysian contributions to the ATM literature creates an opportunity for indigenous scholarship that simultaneously advances the global field and addresses local talent management challenges. The agile talent management strategy, as articulated by Rožman et al. (2023), is oriented towards enhancing workforce productivity and capabilities through proactive, rapid, and continuous adjustments of talent management approaches in congruence with evolving business life cycles.

For Malaysian organisations navigating post-pandemic recovery, digital economy transition, and the demands of an increasingly multigenerational workforce, this orientation is not merely academically interesting but it is strategically imperative.

Future Research Directions

Dimitrov (2025) identified eight principal directions for future ATM research. These are synthesized in Table 6, supplemented with commentary on their relevance to the Malaysian research context.

Table 6: Future Research Directions in Agile Talent Management

#	Direction	Rationale
1	Geographic Expansion	Most existing studies concentrate on developed economies. Research is needed across all member states and developing contexts, including ASEAN nations such as Malaysia.

#	Direction	Rationale
2	Sector Diversification	Studies predominantly target business organizations. NGOs and non-profit entities remain under-explored as research objects.
3	Industry Mapping	A richer cross-industry map of ATM adoption would enable comparative analysis and identification of sector-specific best practices.
4	Representative Sampling	Future surveys should use representative samples to generate conclusions applicable beyond individual case organizations.
5	HRM Theory Integration	The relationship between various HRM theories and ATM requires deeper systematic exploration.
6	Transformation Processes	Empirical studies on organizational transitions from traditional HR to ATM are lacking; process mapping is urgently needed.
7	Positioning Among Emergent Methods	ATM's position relative to green HRM, exponential HRM and other emerging approaches needs to be clearly defined.
8	Empirical Depth	Qualitative and quantitative primary research must supplement the current dominance of secondary and case-study methods.

Source: Synthesised from Dimitrov (2025).

Of these eight directions, several are of particular salience for researchers operating in the Malaysian and broader Southeast Asian context. Direction 1 (geographic expansion) speaks directly to the absence of ATM studies from developing and transitional economies. Direction 4 (representative sampling) aligns with the need to move beyond anecdotal case evidence towards generalizable findings. Direction 7 (positioning among emergent methods) is relevant given the growing Malaysian interest in green HRM, as Malaysia's Environmental, Social and Governance (ESG) commitments intensify. Direction 8 (empirical depth) speaks to the broader methodological maturation that the field requires.

CONCLUSION

Agile talent management represents one of the most promising yet insufficiently theorized constructs in contemporary people management scholarship. As organizations worldwide grapple with the compounding pressures of VUCA business environments, digital disruption, and the restructuring of the employment relationship through gig and remote work arrangements, ATM offers a coherent and practically grounded framework for transforming the talent function from a support service into a strategic agility engine. The review conducted in this paper, supported by the wider literature spanning 2015 to 2025, establishes that ATM is characterized by:

1. A skills-first strategic orientation
2. The transformation of talent team activities from transactional execution to coaching, facilitation, and analytics
3. Structural changes including fluid teams, continuous feedback, and internal talent markets
4. A deliberate cultivation of agile culture extending across and beyond organizational boundaries
5. An iterative, data-driven implementation logic captured most concretely in the HR→T model.

The bibliometric analysis confirms that interest in ATM is accelerating the citation peak of 2024 and the publication surge post-2022 suggest that the field may be approaching a threshold of mainstream academic recognition. Yet significant gaps remain: methodological immaturity, geographic concentration in developed economies, and the absence of large-scale empirical studies continue to constrain the development of robust, generalizable theory.

For Malaysian organizations and institutions, the implications are simultaneously challenging and opportunity-rich. The demands of national economic transformation and the talent requirements of a knowledge-based economy make ATM not merely an academic curiosity but a practical management necessity. Future research originating from Malaysian business schools, empirical, contextually sensitive, and methodologically rigorous has the potential to make substantial contributions. For organisations such as automotive dealerships and other service-driven businesses operating in fast-changing local markets, the reviewed evidence suggests that competency-based talent pools, decentralised operational decision-making, and continuous feedback are the most defensible starting points for building VUCA readiness.

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