SCOPING REVIEW

Agile Human Resource Management in Healthcare Organizations: A Scoping Review

La Gestion Agile des Ressources Humaines dans les Organisations de Santé : Une Revue de la Portée

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Abstract

This study aims to explore the application of Agile Human Resource Management (Agile HRM) practices within healthcare organizations, identifying key practices, their impact on healthcare performance, and existing research gaps. A scoping review was conducted in accordance with PRISMA guidelines. From an initial set of 46 articles retrieved from major academic databases, 5 met the inclusion criteria and were analyzed in detail. The review highlights Agile HRM practices, including iterative planning, continuous improvement, evidence-based decision-making, and fostering self-organized, interdisciplinary teams. These practices are associated with improved service accessibility, reduced patient wait times, enhanced care quality, and higher staff engagement and productivity. However, significant research gaps remain, including the lack of robust empirical studies, limited longitudinal research, and the absence of healthcare-specific frameworks for Agile Human Resource Management.

Keywords: Agile; Human resource; Agile HRM; Healthcare organizations; Scoping review

Résumé

Cette étude vise à explorer l'application des pratiques de gestion agile des ressources humaines (GRH Agile) au sein des organisations de santé, en identifiant les pratiques clés, leur impact sur les performances des établissements de santé et les lacunes existantes dans la littérature. Une revue de portée a été menée conformément aux lignes directrices PRISMA. Sur un ensemble initial de 46 articles extraits des principales bases de données académiques, 5 répondaient aux critères d'inclusion et ont été analysés en détail. L'étude met en évidence les pratiques de gestion agile des ressources humaines, notamment la planification itérative, l'amélioration continue, la prise de décision fondée sur des preuves et la Promotion d'équipes interdisciplinaires auto-organisées. Ces pratiques sont associées à une meilleure accessibilité aux services, à une réduction des temps d'attente des patients, à une amélioration de la qualité des soins et à un engagement et une productivité accrue du personnel. Cependant, d'importantes lacunes dans la littérature subsistent, notamment le manque d'études empiriques solides, la limitation des recherches longitudinales et l'absence de cadres spécifiques aux établissements de santé pour la gestion agile des ressources humaines.

Mots clés : Agile ; Ressources humaines ; GRH Agile ; Organisations de Santé ; Revue de la portée

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Introduction

By their nature, healthcare organizations are complex. This complexity stems in particular from the compartmentalization of services, the diversity of patient needs, the fragmentation of activities, and the rational, formal logic that dominates management. Added to this is the multiplicity of hospital actors, each with different roles and objectives, and the absence of an overall vision that fully integrates the patient as a central partner and co-producer of care (1).

Hospital organizations operate in a turbulent environment marked by constant change, health crises, and socio-economic transformations characterized by disruptions, tensions, and disagreements. This context underscores the importance of questioning established rules and guidelines. Moreover, the increasing uncertainty and disruption compel these organizations to face continuous transformation challenges, prompting them to adopt more innovative management mechanisms, both in terms of resources and work processes (2). In this context of constant upheaval, human resource management (HRM) in healthcare organizations plays a pivotal role. Faced with workforce shortages, high turnover, and growing demands for quality and patient-centered care.

The relationship between human resources management and the healthcare sector is highly complex, since employee behavior is directly correlated with patient satisfaction (3). In recent years, healthcare organizations have been encouraged to adopt new human resources management practices to improve their efficiency and performance. Among these innovative approaches, agile human resources management stands out, offering solutions adapted to the challenges posed by the complexity and uncertain environment in which these facilities operate.

The agile approach is, above all, a state of mind, an applied philosophy, rather than a set of prescriptive actions. It is being increasingly adopted in the healthcare sector, thanks to its emphasis on rapid, iterative, and collaborative development (4).

In addition, agile human resources management is a popular trend in the HR field (5). It is emerging as an innovative approach, still underdeveloped in scientific research but increasingly recognized in practice. The increase in the number of specialized blogs, manuals developed by practitioners, specific training courses, and the Agile HR Manifesto (https://www.agilehrmanifesto.org) demonstrates the growing enthusiasm for this approach, which is arousing increasing interest in the HR world (6).

This scoping review aims to explore, categorize, and synthesize existing work on the application of agile human resource management practices in healthcare facilities. It thus raises the following question :

• What are the key practices, applications, and impacts of agile human resources management in healthcare organizations?

Literature review

History of the agile approach

In 1990, the U.S. Congress expressed concern about U.S. industrial capacity, believing that it was not keeping pace with its competitors, particularly Japan. Against this backdrop, a Technology Advisory Board was set up to examine ways of developing American industry, and this group proposed Agile Manufacturing, an agile competitive environment, and the agile enterprise as solutions to boost competitiveness (7).

The concept of agility was popularized in 1991 by a group of researchers at Lehigh University's Iacocca Institute. They formulated it on the basis of the practices observed and deemed essential for the manufacturing sector during their study. The group, which included senior executives from U.S. companies, produced a two-volume report presenting a business-led industrial vision for a profound shift in the manufacturing paradigm. The central objective was to show how the USA could regain its dominant position in this field (8).

In 2001, the Agile Software Development Manifesto was born at a meeting organized by Cockburn, bringing together leading software development professionals for a ski session to discuss current issues in the field. According to Cockburn, agile methods are techniques that enable a team to adapt quickly to changes in people, technology, and business (7).

The Agile Manifesto for software development has gradually influenced many sectors, including human resources management. In 2017, a group of HR specialists from around the world launched the Agile Manifesto for HR in response to the complex challenges and rapid changes of the contemporary working world. This manifesto values collaborative networks over rigid hierarchical structures. It advocates transparency over secrecy and encourages adaptability in the face of inflexible processes. By focusing on inspiring and engaging employees rather than simply managing and retaining them, it promotes a more human and dynamic approach. It favors intrinsic motivation over extrinsic rewards, while emphasizing ambition and initiative over obligation (9).

Agility definitions

According to Goldman, agility is defined as:

«*A comprehensive response to the business challenges of profiting from rapidly changing, continually fragmenting, global markets for high-quality, high-performance, customer-configured goods and services. It is dynamic, context-specific, aggressively change-embracing, and growth-oriented. It is not about improving efficiency, cutting costs, or battening down the business hatches to ride out fearsome competitive "storms", it is about succeeding and about winning: about succeeding in emerging competitive arenas, and about winning profits, market share, and customers in the very center of the competitive storms many companies now fear.*» (7).

According to Ulrich & Yeung (2019), agility is the ability to (10) :

- Create a future: Agility emphasizes creating something new in the future rather than revising or updating the past.
- Anticipate opportunities: Agility focuses on opportunities rather than evolutions; it concentrates less on what's wrong and more on what's right, imagining what could be.
- Adapt quickly: Agility implies a sense of rhythm or speed to act quickly, favoring constant adaptation and adjustment.
- Continuous learning: Agility implies continuous learning, so that events become lasting patterns over time.

In addition, agility, a concept borrowed from software development, is seen as an approach that encourages flexibility, adaptation, and continuous learning in processes (11).
The following table presents a categorization of the proposed definitions of agility:

Table 1. The different definitions of agility

Perspective	Main Definition
Agility in terms of outcomes	The ability of a company to grow in a competitive and continuously changing market, respond quickly to customer needs, introduce new products, and effectively manage strategic alliances.
Operational agility	The ability of companies to combine key competencies in joint operations to quickly meet customer demands. Agility also relies on competitiveness through reduced execution time.
Comprehensive definition of agility	A manufacturing system endowed with extraordinary capabilities (technologies, human resources, management, information) to rapidly respond to changing market needs (speed, flexibility, responsiveness, customer requirements).

Source: adapted by authors according to (8)

Agile human resources management

Agile human resources management refers to an operational strategy in which agile principles (transparency, visualization, trust, continuous learning, sustainability and self-organization) are applied to the operations of HR functions, including roles, structures and tools, as well as to the behaviors and skills of employees and HR managers (12).
According to Denning (2018), Agile talent management means seeing employees as contributors to the formulation of strategy, key players in achieving the business objective of creating increasing value for customers, and responsible for managing their performance (13).
Agile human resources management emphasizes collaboration, continuous learning, and iterative approaches to bring value to both employees and the organization, and aligns HR practices with agile principles, which are derived from agile methodologies commonly used in software development and project management (14).
These principles include (14,15) :

- Establishing a customer-centric approach: Agile HR management focuses on understanding and satisfying the needs of employees, managers, and other stakeholders within the organization, thus fostering a customer-oriented working culture.
- Iterative and incremental processes: HR practices are executed in short, iterative cycles, enabling continuous improvements, feedback, and adjustments based on evolving requirements.
- Cross-functional collaboration: Agile HR management encourages collaboration and effective communication between HR management professionals, employees, and other departments to foster teamwork, innovation, and problem-solving.
- Adaptive planning: HR plans and strategies are flexible and adaptable, enabling HR management professionals to respond quickly to changing circumstances and priorities.
- Continuous learning and development: Agile HR management promotes a culture of continuous learning and skills development, enabling HR professionals to keep abreast of new trends and industry best practices.
- Feedback-based improvement: Regular feedback loops are put in place to gather opinions, assess progress, and make data-driven decisions to improve HR practices and processes.

Furthermore, agile HR management relies not only on flexible decision-making processes but also on the promotion of values such as trust, transparency, and communication. HR teams must operate in such a way as to support employee development, offering them tools and structures that enable them to be autonomous and make decisions quickly (16).
The main characteristics of agile human resources management can be summarized in the following table 2.

Methods

Research strategy

This scoping review was carried out using the "PRISMA" (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) method. Several databases were consulted to maximize the identification of relevant articles: Scopus, ScienceDirect, Web of Science, Springer, and PubMed. The research equation is:
("Agile Human Resource Management" OR "Agile HR" OR "Agile practices in HRM")
AND ("Healthcare" OR "Hospital" OR "Health sector" OR "Healthcare organizations")

Inclusion criteria

- Empirical, theoretical, or case studies
- Healthcare sector
- Publications in English

Table 2. Key Characteristics of Agile Human Resource Management

Dimensions	Key Characteristics
Talent Acquisition and Management	- Need for multidisciplinary teams and specialists.
	- Recruitment processes tailored to identify resilient and quickly adaptable candidates.
	- Use of tools (e.g., applicant tracking systems) to automate and improve recruitment processes.
	- Objectives: speed, cost reduction, and enhanced candidate experience.
Training and Development	- Approaches focused on flexibility, speed, and collaboration.
	- Employee empowerment in planning their learning paths.
	- Use of tools to assess employees' adaptability.
	- Promotion of continuous learning and development of coaching-oriented leaders.
Performance Management and Compensation	- Team-oriented targets rather than individual goals.
	- Continuous and transparent feedback.
	- Flexible compensation systems based on adaptability, problem-solving, and initiative.
	- Compensation that rewards knowledge sharing and rapid adaptation to change.
HR Software and Data Analytics	- Automation of HR processes using tools such as HRIS (HR Information Systems), recruitment software, and engagement platforms.
	- Monitoring and analysis of employee performance using KPIs (e.g., recruitment cost, absenteeism rate).
	- Alignment of organizational goals with performance metrics.
Organizational Culture and Leadership	- Fostering a culture of continuous learning and collaboration.
	- Implementation of engagement systems and direct feedback mechanisms between employees.
	- Encouragement of task rotation and development of multi-skilled employees.
	- Leadership focused on trust and team empowerment.

Source: Adapted by authors according to (17)

Exclusion criteria

- Articles not available in full text
- Studies not related to the healthcare field
- Grey literature

Quality appraisal of included studies

The quality appraisal of the included studies was conducted using the PCC framework (Population, Concept, Context):

- Population: Healthcare organizations, healthcare professionals, and HR managers
- Concept: Agile human resource management
- Context: Healthcare sector (public and/or private, including hospitals, clinics, etc.)

Study Selection

From the 46 records initially retrieved, 29 remained after duplicates were removed. Following title and abstract screening, 13 records were excluded as irrelevant, leaving 16 full-text articles assessed for eligibility. Of these, 11 were excluded for the following reasons: conducted in non-healthcare sectors (n = 2), conceptual or commentary papers without empirical data (n = 3), addressed HRM in healthcare but without an explicit link to agility (n = 3), and inaccessible full text (n = 3). Ultimately, 5 studies fulfilled all the inclusion criteria and were included in the final review (See Figure 1). Although the number of included studies is relatively small, this outcome underscores the limited empirical research directly addressing Agile HRM in healthcare organizations. It highlights an important gap in the literature.

Results

Table 3: Description of the articles included in the scoping review

Discussion

Agile HR management practices in healthcare organizations

Agile HR management in healthcare organizations is based on a set of practices aimed at increasing team flexibility, adaptability, collaboration, and responsiveness. According to Wilson Cd & Balasundaram (2024), key agile HR management practices include: customer-centricity, adaptive planning, incremental value delivery, continuous improvement, transparency, prioritization, Evidence-Based Approaches, Sustainable Velocity, simplicity, self-organizing teams, valuing individuals and interactions, and trust (18).

Furthermore, implementing agile human resources management systems is highlighted as a major lever of agility within healthcare organizations. These systems are characterized by iterative development, real-time feedback, and flexible planning, enabling rapid adjustments to HR strategies. Each iteration targets specific functions, such as recruitment, performance management, and scheduling, to meet the evolving needs of healthcare facilities (19). The adoption of agile methodologies such as Scrum boards and daily meetings also contributes to strengthening communication and collaboration within healthcare teams, while continuous improvement and iterative planning cycles are identified as central practices (20).

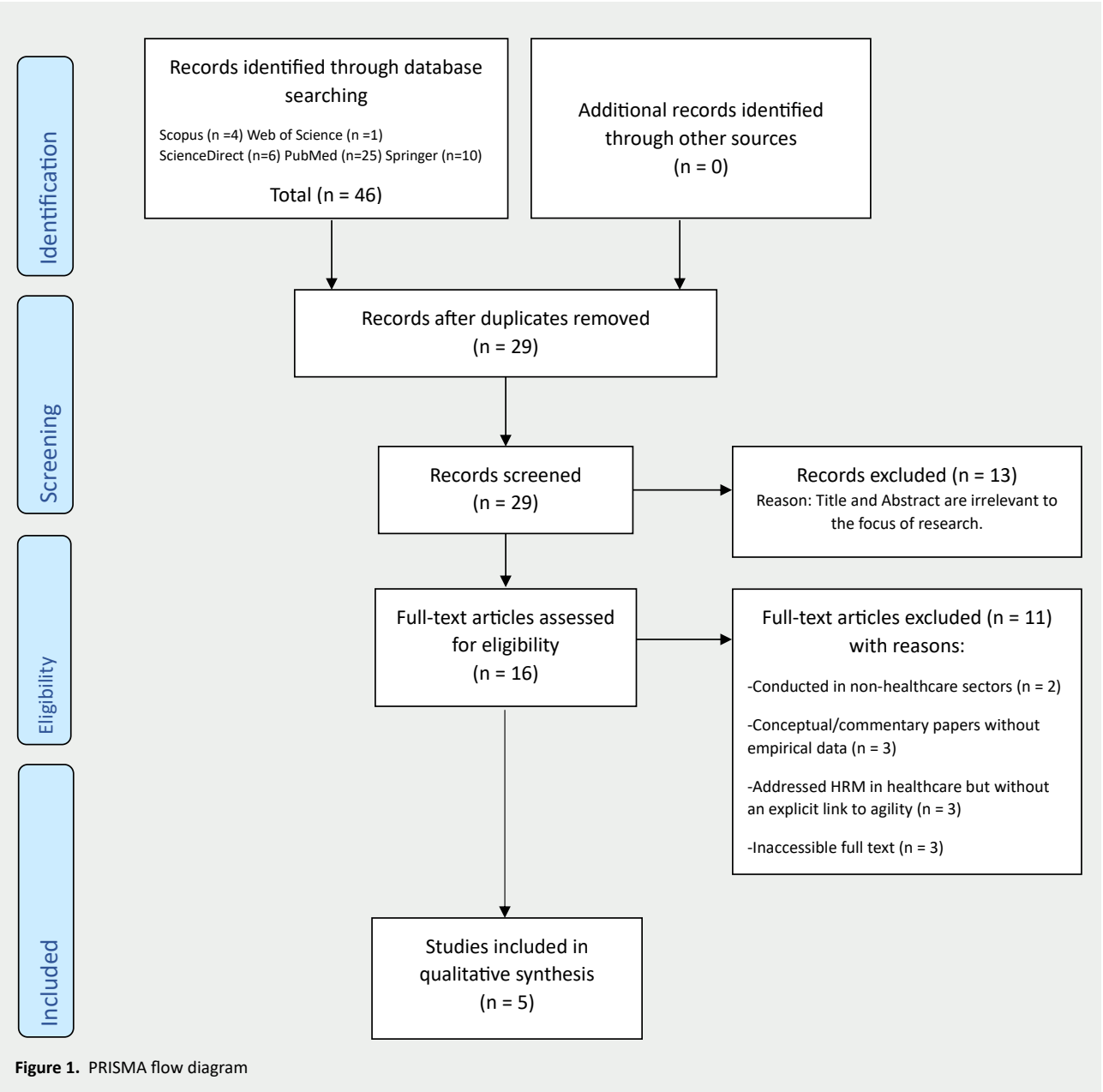


Figure 1. PRISMA flow diagram

Following Tinaj et al. (2024), several agile practices contribute to strengthening human resource management in the healthcare sector, including (21):

- A circular approach to HR management, integrating a continuous cycle of staff attraction, training, development, and appraisal.
- The implementation of training and development programs to enhance the skills of healthcare staff.
- The integration of centralized information systems to optimize human resources management on a national scale.
- The introduction of performance evaluation systems with regular feedback encourages quality of care and professional development.
- The promotion of interdisciplinary collaboration to improve the efficiency and quality of services.
- And finally, the ability to adapt quickly to the needs of the healthcare market, particularly in terms of recruiting and retaining professionals.

Finally, the study by Chanthanet (2024) identifies four key dimensions for evaluating the agility of human resource management (22):

- Reactivity, i.e., the ability to respond rapidly to internal and external changes;
- Competence, through the continuous development of talent;
- Flexibility, enabling human resources to be reconfigured as needed;
- And speed, aimed at shortening work cycles and accelerating decision-making.

These practices converge towards a common goal: to make healthcare organizations more adaptable, innovative, and resilient to the challenges of an ever-changing environment.

Table 3. Description of the articles included in the scoping review

Authors	Year	Country	Objective	Methodology	Type of Organization	Agile HR Practices	Key Findings	Limitations
Wilson Cd & Balasundaram	2024	India	To understand agile human resource management practices in hospitals to improve healthcare delivery	Qualitative study with interviews	Private hospitals	Customer Centricity, Adaptive Planning, Incremental Value Delivery, Continuous Improvement, Transparency, Prioritization, Evidence-Based Approaches, Sustainable Velocity, Simplicity, Self-Organizing Teams, People and Interaction, Trust	The adoption of these agile principles in HR management led to improved employee satisfaction and quality of patient care. Hospitals also expressed a willingness to adopt innovative HR practices.	The study is limited to private hospitals only, excluding government-managed ones. Additionally, some participants were unfamiliar with the term «Agile HR,» which may have influenced their responses.
Karim & Islam	2024	Bangladesh	To examine HRM challenges in hospitals and propose solutions	Qualitative and quantitative research	Hospitals	Implementation of agile HR management systems (HRMS) that enable quick adaptation and dynamic HR process management. These systems promote continuous improvement, real-time adjustments, and user satisfaction.	The adoption of agile HRM practices can lead to better staff management, improved patient outcomes, and increased organizational efficiency. Agile HRMS also emphasize the need for rapid responses to healthcare challenges.	Emerging concerns about cybersecurity and regulatory compliance, which are critical in the context of handling sensitive healthcare data. These must be addressed to ensure successful implementation of agile HRMS.
Saleh et al.	2024	Iraq	To analyze the application of agile management principles to improve patient outcomes in care settings	Literature review, case studies, interviews with healthcare professionals	Hospitals	Use of Scrum, Kanban, retrospectives, and iterative planning	Key results show a 13.33% increase in patient satisfaction, a 33.33% reduction in waiting times, and a 14.29% increase in treatment success rates, highlighting the tangible benefits of agile methods in healthcare environments.	Resistance to change among teams, the need for ongoing training for healthcare professionals, and the often-hierarchical structure within healthcare organizations.
Tinaj et al.	2024	Western Balkan Countries	To assess the impact of agile HRM in the healthcare sector	Desk research, phone calls, analysis of public and private healthcare organizations	Public and private healthcare orgs	Circular HRM approach, Training and Development, Centralized Information Systems, Performance Evaluation and Feedback, Interdisciplinary Collaboration, Rapid Adaptation to Market Needs	The article highlights that the healthcare sector in the Western Balkans shows significantly lower performance indicators than the EU average, stressing the urgency for HRM reform. Agile HRM is seen as key to addressing challenges, improving performance, and staff retention.	Lack of official data on HRM organization in the healthcare sector. Implementation of recommendations may be difficult due to various contextual and structural factors in the region.

Table 3. Description of the articles included in the scoping review

Authors	Year	Country	Objective	Methodology	Type of Organization	Agile HR Practices	Key Findings	Limitations
Chanthanet	2024	Thailand	To study the influence of Lean, Agile, Resilient, and Green HRM (LARG) and organizational innovation on the performance of public health centers under the Department of Health of the Bangkok Metropolitan Administration	Quantitative method (questionnaire), SEM analysis via PLS-SEM and SmartPLS. Population = 69 centers, 690 targeted respondents	Public health centers in Bangkok	Agile HRM measured based on the work of Sharifi and Zhang (1999)	The integration of Lean, Agile, Resilient, and Green HRM (LARG) with organizational innovation significantly enhances healthcare center performance. LARG strongly influences innovation, and together they explain over 76% of organizational performance.	Data collected from a single urban administration (limits generalizability). The causal link cannot be fully confirmed despite using SEM.

The impact of agile HR management on healthcare organizations

Agile human resources management is increasingly recognized for its positive impact on the performance of healthcare organizations. Several studies highlight its beneficial effects on various aspects of healthcare outcomes.

According to Wilson Cd & Balasundaram (2024), agile HRM in the healthcare sector improves (18):

- Accessibility: by increasing staff flexibility to better meet patients' needs;
- Timeliness: by maximizing the effectiveness of services delivered on time;
- Efficiency: by promoting adaptive strategies, transparency, and teamwork.

Further research, notably that of Karim & Islam (2024), asserts that the adoption of agile HRM practices is perceived to have significant positive effects on healthcare outcomes. These practices contribute to better staff management, improved patient outcomes, as well as greater organizational efficiency. In addition, agile platforms enable greater user satisfaction, as they respond quickly to the requests and needs of doctors and patients (19).

Thus, according to Saleh et al. (2024), the implementation of agile practices has led to (23):

- A 13.33% increase in patient satisfaction,
- A 33.33% reduction in waiting times,
- And a 14.29% improvement in the treatment success rate.

Moreover, Tinaj et al. (2024) identify several key benefits of agile HRM in the healthcare sector, including (21):

- Improved quality of care,
- Increased staff productivity,
- Reduced costs,
- and improved patient satisfaction.

Finally, Chanthanet (2024) highlights other major positive effects, including (22):

- Improved organizational performance,
- Optimization of operational effectiveness,
- Enhancing organizational innovation to improve healthcare services,
- Reducing response times and increasing responsiveness,
- strengthening staff commitment,
- And the direct and substantial impact of agile HRM on operational results.

In short, agile HRM appears to be an essential strategic lever for improving the quality of care, optimizing the performance of healthcare organizations, and boosting patient satisfaction.

Gaps identified in the literature

Despite the emergence of studies exploring the impact of agile HRM in healthcare organizations, several gaps remain. Firstly, there is a lack of in-depth empirical studies on the subject. The majority of current research is based on limited case studies or qualitative perceptions, with little robust quantitative analysis measuring the direct impact of agile HRM on clinical and organizational outcomes. This lack of empirical depth prevents a full understanding of the magnitude and mechanisms of agile HRM's impact. Secondly, there is a lack of longitudinal evaluation in existing studies. No research has measured the effects of adopting agile HRM over the medium or long term, particularly in terms of the sustainability of changes or evolving practices within healthcare facilities. This leaves a significant gap concerning the sustainability of the effects of agile HRM in healthcare. Finally, there is a lack of models specifically adapted to the healthcare sector. Existing models are often derived from other sectors, such as industry, and do not take into account the unique features and challenges of the healthcare sector, such as the management of sensitive data, the complexity of care environments, and the multidisciplinary nature of human resources.

Conclusion

This scoping review initially identified 46 articles across multiple academic databases, from which 5 studies met the inclusion criteria and were thoroughly analyzed. The findings confirm that agile human resource management is emerging as a key strategic lever for transforming healthcare organizations, enabling them to become more flexible, responsive, and innovative in addressing complex challenges.

The included studies revealed a coherent set of agile HR practices, including the promotion of self-organizing teams, iterative planning, continuous performance assessment, and interdisciplinary collaboration. These practices have shown tangible positive outcomes, notably in terms of improved accessibility, enhanced quality of care, greater patient satisfaction, increased operational efficiency, and higher staff engagement.

However, this scoping review also highlighted several limitations in the existing literature. There is a noticeable lack of robust empirical research that quantitatively measures the outcomes of Agile HRM, and few longitudinal studies have been conducted to evaluate its long-term impact. Additionally, current conceptual models often fail to account for the specific challenges and complexities inherent in the healthcare sector.

Going forward, researchers need to develop context-specific theoretical frameworks and evaluation tools tailored to the realities of healthcare. Large-scale, longitudinal empirical studies will be crucial for deepening our understanding of how Agile HRM creates value in healthcare organizations. These future efforts will help guide policymakers and HR leaders in designing innovative and sustainable strategies to improve workforce management and healthcare delivery.

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