

*Editorial*DOI URL: <http://doi.org/10.3126/jbssr.v10i2.89437>

Human Capital Agility: Reskilling and Up-skilling for the Future of Work

Arhan Sthapit¹ <https://orcid.org/0000-0002-2799-4936>**Rashesh Vaidya²** <https://orcid.org/0000-0003-1536-6032>**Abstract:**

The future of work is undergoing profound transformation driven by technological acceleration, demographic shifts, climate imperatives, and evolving employment relationships. This editorial foregrounds human capital agility --the ability of individuals and organisations to adapt through reskilling and up-skilling --as the defining imperative for sustainable human resource strategies. Traditional human resource development (HRD) models, focused on static role-based training, are increasingly misaligned with labour markets characterised by skill obsolescence and emergent occupational forms. Agile HRD requires a decisive shift towards skills-based, capability-driven frameworks that integrate technological fluency with human-centric competencies. Drawing on recent global insights and South Asian scholarship, this write-up highlights the strategic necessity of reskilling and up-skilling, the enabling role of digital technologies, the importance of institutional collaboration, and the fertile ground for interdisciplinary research.

Keywords: AI in HRD; continuous learning; future of work; human capital agility; human resource development; reskilling; up-skilling

Artificial intelligence (AI), automation, demographic transitions, climate imperatives, and evolving employment relationships are driving a profound and irreversible transformation in the 'world of work,' fundamentally redefining how work is designed, performed, and valued (Sthapit, 2020a; Sthapit, 2021). In this context, the central question confronting organisations, policymakers, and scholars alike is no longer whether change will occur, but whether human capital systems are sufficiently agile to respond to potential changes. Human

¹Prof. Dr. Sthapit is the former Dean of the Faculty of Management & Law at Nepal Open University. With over 22.5 years of professional industry experience and 15 years in academia, he exemplifies a practitioner-turned-academician. He has published 108 papers mostly as a single/principal author in peer-reviewed journals (including those Scimago/Scopus indexed).

²Dr. Vaidya serves as the Coordinator of the PhD Programme (Management) at the Faculty of Management & Law, Nepal Open University. He has published more than 50 papers in peer-reviewed journals (including those Scimago/Scopus indexed). He is also an advocate at the Supreme Court of Nepal.

capital agility-enabled through systematic reskilling and up-skilling —emerges as the cornerstone of organisational resilience and societal well-being, representing the defining imperative for the future of work (Sthapit, 2020b; World Economic Forum [WEF], 2024).

From Static HRD to Agile Development

Traditional HRD has emphasised role-based training to meet current job requirements. However, such static approaches are increasingly misaligned with dynamic labour markets. Sthapit (2019) argues that HRD must expand beyond traditional taxonomies to incorporate adaptability, resilience, and foresight. More recent scholarship emphasises that continuous learning ecosystems-integrating formal training, informal learning, and experiential opportunities-are essential for organisational adaptability (Sthapit, 2023). Up-skilling initiatives, when strategically aligned with organisational objectives, ensure that employee development directly contributes to long-term effectiveness.

Leadership commitment and supportive organisational climates are critical enablers of learning velocity, while policy frameworks institutionalise learning as a shared responsibility across employers, employees, and educational partners (Sthapit, 2023). Although leadership commitment and supportive climates are positioned as central drivers of learning velocity, the statement underplays the complexity of aligning policy frameworks with diverse organisational capacities and the potential gap between formal commitment and actual learning practice.

Reskilling and Up-skilling as Strategic Necessities

Reskilling redeploys workers displaced by automation and digitalisation, while up-skilling enhances existing competencies for technology-augmented tasks (Sthapit, 2020b). Together, they form the backbone of human capital agility, balancing productivity with employability and innovation with inclusion (Sthapit, 2020a). Global evidence shows that nearly a quarter of jobs will change within five years, underscoring the urgency of reskilling initiatives (WEF, 2024). Organisations that fail to invest in these capabilities risk competitive decline, widening inequalities, and workforce disengagement (Boston Consulting Group [BCG], 2023). While the data compellingly highlights the urgency of reskilling, the argument implicitly assumes organisational readiness and equitable access to up-skilling opportunities, overlooking structural, financial, and institutional constraints that may limit effective workforce transformation.

Technology and Human-Centric Skills

Digital technologies-AI-driven learning platforms, analytics, and personalised pathways-are powerful enablers of agile HRD. Yet technology alone is insufficient. Human-centric skills-critical thinking, creativity, ethical judgment, collaboration, and emotional intelligence-remain decisive for value creation and trust in AI-mediated systems (Sthapit, 2019; Deloitte, 2024). Human capital agility therefore requires deliberate integration of technological fluency with distinctly human strengths.

Institutional and Cultural Contexts

Agile HRD requires leadership commitment, supportive organisational environments, and learning ecosystems that transcend organisational boundaries (Sthapit, 2021). Higher education institutions, professional bodies, and employers should co-design stackable

credentials and work-integrated learning to reduce friction in career mobility (Deloitte, 2024). For developing economies, reskilling and up-skilling can convert demographic advantage into sustainable growth, provided policy frameworks institutionalise learning as a collective responsibility (Sthapit, 2023; WEF, 2024). While it presents reskilling as a pathway to harness demographic dividends in developing economies, it assumes effective policy implementation and coordination, overlooking persistent challenges such as informality, resource constraints, and unequal access to learning opportunities.

Research Imperatives

Human capital agility opens fertile ground for interdisciplinary inquiry. Scholars should evaluate skills-based HRD models across diverse contexts, assess ROI and equity impacts of reskilling initiatives, explore employee perceptions of continuous learning, and investigate ethical implications of AI-mediated HRD systems (Yangin-Ersanli, et al 2025). Context-sensitive research that reflects diverse institutional realities is essential for advancing both theory and practice (Sthapit, 2020a; Sthapit, 2023) in this domain.

Conclusion

Human capital agility represents a paradigmatic shift in human resource development (HRD). Reskilling and up-skilling are enduring strategic capabilities that determine organisational resilience and societal well-being. Embedding continuous learning ecosystems, aligning up-skilling with organisation strategy, enabling leadership and culture, and instituting supportive policy frameworks are critical to cultivating agile human capital in modern organisations. Thus, there is an imperative need for organisations to adopt a strategic approach to Human Resource Development in order to enhance workforce capability and long-term competitiveness.

Practical Implications: For HR leaders, embedding reskilling and up-skilling into workforce strategy requires building continuous learning ecosystems that integrate digital platforms with human-centric skill development. Policymakers should prioritise inclusive training frameworks and supportive regulations that incentivise collaboration between employers, educational institutions, and government bodies to ensure equitable access to lifelong learning opportunities. Together, these measures can strengthen organisational resilience while reducing skills inequality in rapidly evolving labour markets.

References

- Boston Consulting Group. (2023, September 22). *Reskilling the workforce for the future*.
<https://www.bcg.com/publications/2023/reskilling-workforce-for-future>
- Deloitte. (2024). *2024 global human capital trends: Thriving beyond boundaries*. Deloitte Insights.
<https://www2.deloitte.com/us/en/insights/topics/talent/human-capital-trends/2024.html>
- Moh'd, S., Gregory, P., Barroca, L., & Sharp, H. (2024). Agile human resource management: A systematic mapping study. *German Journal of Human Resource Management*, 38(4), 345–374.
<https://doi.org/10.1177/23970022231226316>
- Sthapit, A. (2019). *Human resource development: Exploring the components beyond traditional taxonomy*. *Kosh: The Journal of Employee Provident Fund*, 86(1), 179-188. https://www.researchgate.net/publication/335921567_Human_Resource_Development_Exploring_the_Components_beyond_Traditional_Taxonomy_by_Prof_Dr_Arhan_Sthapit

- Sthapit, A. (2020a). Evaluation of strategic factors in HRD practices of Nepali banks: Towards building an SHRD model, *Asia Pacific Journal of Management and Education* 3(2), 67-92. <https://doi.org/10.32535/apjme.v3i2.848> and <https://ejournal.aibpmjournals.com/index.php/APJME/article/view/848>
- Sthapit, A. (2020b). Strategizing Human Resource Development: For Building Agile, Resilient Organisations. Kosh: The Journal of Employee Provident Fund, 87(1). <http://dx.doi.org/10.2139/ssrn.3726900>
- Sthapit, A. (2021). Organisational manoeuvres to manage human resource development strategically: A review of strategic HRD factors. *PYC Nepal Journal of Management*, 14(1), 1–15. <https://doi.org/10.3126/pycnjm.v14i1.41023>
- Sthapit, A. (2023 September). Strategic HRD measures on continuous learning and up-skilling of employees to achieve organisational effectiveness. *Kosh: The Journal of Employee Provident Fund*, 90(1). https://www.researchgate.net/publication/374171317_Strategic_HRD_Measures_on_Continuous_Learning_and_Up-skilling_of_Employees_to_Achieve_Organisational_Effectiveness
- World Economic Forum. (2024, January 18). *Davos 2024: Six innovative ideas for reskilling, up-skilling, and building a future-ready workforce*. <https://www.weforum.org/stories/2024/01/davos-2024-6-innovative-ideas-for-reskilling-up-skilling-and-building-a-future-ready-workforce>
- Yangın Ersanlı, C., Çelik, F., Barjesteh, H., Duran, V., & Manoochehrzadeh, M. (2025). A review of global reskilling and up-skilling initiatives in the age of AI. *AI and Ethics*, 5, 5719–5728. <https://doi.org/10.1007/s43681-025-00767-9>