

THE USE OF AGILE PRACTICES IN SHAPING THE ORGANIZATION'S COMPETITIVE ADVANTAGE

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Purpose: The aim of the study was to investigate the impact of implementing agile practices on shaping an organization's competitive advantage in a dynamically changing business environment.

Design/methodology/approach: The study was based on a quantitative analysis of data collected through a survey questionnaire among 303 respondents from different organizations to assess the extent to which the implementation of agile practices contributes to building a competitive advantage.

Findings: Research has shown that organizations that implement agile practices, such as continuous adaptation, learning, improvement, and rapid response to change, are able to build and maintain a competitive advantage in the marketplace more effectively. The strong correlation between organizational agility and competitive advantage suggests that agility is a key success factor in today's fast-paced business environment.

Research limitations/implications: The main limitation is the dependence on respondents' subjective assessments, which may affect the reliability of the results. In addition, the geographical and industry coverage of the survey may not be representative of all sectors.

Practical implications: For practitioners, the results highlight the importance of adapting agile practices in organizational management to effectively respond to changing market conditions and build a competitive advantage.

Social implications: The implementation of agile practices can also contribute to a better understanding of customer needs and preferences, which has a direct impact on the public perception of the value of the products and services offered by organizations.

Originality/value: The study contributes to the literature by empirically exploring the relationship between organizational agility and competitive advantage, emphasizing the holistic nature of agility as an integrated system influencing an organization's ability to adapt and innovate.

Keywords: agile practices, organizational agility, competitive advantage, organization, company.

Category of the paper: research paper.

1. Introduction

In the era of globalization, increasing competition and rapid technological change, organizations face the constant challenge of adapting to a changing environment. The ability to respond quickly to new market conditions, consumer preferences and technological innovation has become a key determinant of market success. In this context, organizational agility – the ability to adapt quickly and effectively to change, continuous learning and improvement – emerges as an essential characteristic of organizations seeking to achieve and maintain competitive advantage (Rahimi, Mansouri, 2019; Sajdak, 2021).

The concept of agility, originally associated with project management methodologies in the software industry, has gained widespread application in various areas of organization management. The adoption of agile practices has become a subject of interest not only for the IT sector, but also for companies operating in various sectors of the economy, which are looking for ways to increase their responsiveness and innovation (Kocot, Kwasek, 2022).

Nevertheless, despite the growing popularity and intuitive belief in the positive impact of agility on organizational performance, there is a need for in-depth empirical analysis to confirm this relationship. In particular, there is a lack of empirical research in the literature that would comprehensively assess the impact of implementing agile practices on an organization's ability to build and maintain a competitive advantage in a dynamically changing business environment.

Therefore, the aim of this article is to examine how the implementation of agile practices translates into a competitive advantage of an organization. Through an empirical analysis of data collected among organizations of various industries, this study seeks to verify the hypothesis that organizational agility is a key factor enabling effective response to market changes, which in turn contributes to building a sustainable competitive advantage.

2. Literature Review

2.1. Competitive advantage of enterprises and its determinants

The competitive advantage of companies is a key factor determining their success on the market. It is the ability of a company to create more value for its customers compared to the offerings of its competitors, which may manifest itself in the form of lower prices, higher quality of products or services, innovation, or unique features of the offer that are difficult to replace or copy by competitors. The determinants of competitive advantage are complex and multifaceted, encompassing both internal factors of the company and external elements resulting from the market environment (Mycka, 2023).

One of the fundamental determinants of competitive advantage is innovation, understood not only as the introduction of new products or technologies, but also as the ability to innovate in processes, business models and management methods. Innovation allows businesses to stay ahead of the competition by offering new value and a better customer experience (Bukowska, 2023).

Another important aspect is the quality of the products and services offered (Sulimowska-Formowicz, Chrupała-Pniak, 2010). Companies that emphasize high quality and continuous improvement often gain customer loyalty and build lasting relationships, which provides a solid foundation for competitive advantage. Quality is perceptual and subjective, but its high level is noticeable and appreciated by the audience. A significant determinant is also the uniqueness and differentiation of the offer, which may be related to the unique features of the product, patents, specialist knowledge or even the way of communication with the market (Erdil, 2014).

By differentiating, companies can avoid direct price competition by directing customers' attention to the aspects that make their offer unique. Nowadays, sustainable development and corporate social responsibility (CSR) are also gaining in importance, as they can contribute to building a positive image of the company and preferences among socially conscious consumers. Companies that engage in activities for the benefit of local communities, environmental protection, or ethical production often gain an advantage by building customer trust and loyalty (Adamik, 2019).

Ultimately, competitive advantage is the result of a complex interaction between multiple factors, with a deep understanding of customer needs and effective management of internal resources to meet them at the center (Urbanski, 2022). The key challenge for companies is therefore to continuously improve in all these areas in order to maintain and develop their position in the market in the face of unpredictable changes and increasing competition. Therefore, companies must demonstrate not only the ability to identify current and future market trends and consumer needs, but also have the organizational flexibility to quickly reorganize production, marketing, and management processes in response to these changes (Rut, Meyer, Andrzejczyk, 2022).

Customer relationship management (CRM) and data analytics are becoming invaluable tools for understanding consumer behavior and preferences, which in turn enables the creation of personalized offers and experiences. Effective use of data can significantly contribute to increasing customer satisfaction, building lasting relationships and, as a result, gaining a competitive advantage (Waśkowski, Kijewska-Ratajczak, 2023).

Strengthening the market position also requires a strategic approach to supply chain management. Efficient and sustainable supply chain management not only reduces operating costs, but also increases efficiency and flexibility in adapting the offer to current market needs. Companies that achieve high operational efficiency are able to bring new products and services to market faster, which is an important part of building an advantage over competitors (Kordecki, 2023). The importance of a strong brand, which in itself can be a source of

competitive advantage, cannot be overlooked. Building brand awareness, its positive image and trust among consumers requires consistent marketing and communication activities. A strong brand increases customer loyalty, enabling the company to maintain competitive prices and even reward its products or services (Ciszewski, 2023).

To sum up, competitive advantage is the result of conscious management of many aspects of the company's operations, including innovation, quality, uniqueness of the offer, sustainable development, customer relationship management, operational efficiency and building a strong brand. In the era of globalization and rapid technological change, companies must not only focus on improving these elements, but also on continuous adaptation and flexibility in order to respond effectively to dynamic market changes and maintain their competitiveness.

2.2. The Essence of Organizational Agility

Organizational agility is one of the key elements of modern business management, allowing for effective adaptation to the rapidly changing market environment. In the literature, the concept is often defined as the ability of an organization to quickly adapt its structures, processes, and resources in response to changing external and internal conditions, enabling it not only to survive, but also to thrive in an uncertain and dynamic environment (Bray et al., 2019; Yang, Liu, 2012).

Organizational agility is based on several foundations, including flexibility, responsiveness, innovation, and customer orientation. Flexibility is the ability to modify internal structures and processes, which enables an organization to quickly adapt to new conditions. The speed of response, on the other hand, emphasizes the need to respond immediately to changes, which requires the organization not only to monitor the environment on an ongoing basis, but also to have a well-developed internal communication system (Cappelli, Tavis, 2018). Innovation is essential to create new values and solutions that allow an organization to stay ahead of the competition and respond to changing customer needs and expectations. Ultimately, customer centricity emphasizes that all of an organization's activities should be geared towards understanding and meeting customer needs, which is made possible by flexibility, speed, and innovation (Ramadhana, 2021).

The challenges facing organizations in the context of agility are diverse and include both external and internal aspects. External challenges include rapid technological change, globalisation, volatility in demand and consumer behaviour, as well as increasing competition. Internal challenges, on the other hand, relate to the need to reorganize processes, change organizational culture, as well as develop employees' skills and competencies in such a way that they support agile operations (The First Pillar, 2020).

Realizing organizational agility requires leaders and managers to adopt a new mindset that is based on continuous learning, adaptation, and innovation. The role of transformational leadership is crucial here, as it can inspire employees to look for new solutions, foster a culture

of openness to change, and encourage collaboration and knowledge sharing within the organization (Akkaya, 2021).

In summary, the essence of organizational agility lies in the ability to adapt and innovate quickly, which enables organizations not only to survive but to thrive in the face of ever-changing external and internal conditions. However, implementing this approach requires profound changes in the structures, culture, and mindset of employees and leaders, which is both a challenge and an opportunity to build a sustainable competitive advantage.

2.3. Agile practices and shaping a competitive advantage

In the context of contemporary business challenges, the adaptation of agile practices to broadly understood business management is considered to be an important factor in shaping competitive advantage. Initially developed mainly in the software industry, agile methodologies have gained recognition in various sectors of activity as a way to increase adaptation to changing market conditions, accelerate the innovation process, and manage resources more effectively (Sherehiy, Karwowski, 2017).

The implementation of agile practices in the organizational structure and processes allows for dynamic adaptation to new challenges, while maintaining high reactivity and effectiveness (Jurczak, Konecka, Łupicka-Fietz, Pawlicka, 2024). Agile practices emphasize continuous adaptation, learning, and improvement, which in the context of building a competitive advantage means the ability of an organization to quickly identify changes in customer preferences, technologies, and the market. Thanks to flat organizational structures and short feedback cycles, companies can respond more quickly to changes, which is crucial in maintaining and increasing their competitive position (Brown, Jones, 2018).

One of the elements of implementing agility in an enterprise is the development of interdisciplinary project teams that, thanks to close cooperation and continuous communication, are able to effectively solve problems and quickly adapt to new project requirements. Such work organization is not only conducive to innovation, but also increases employee engagement and motivation, which has a direct impact on work quality and productivity (He, Harris, 2021).

Implementing agile practices also impacts the project and product management process, shifting the focus from long-term planning to short-term planning and task execution cycles, allowing you to test ideas faster and adjust directions in response to audience feedback (Sedej, Justinek, 2021). Such flexibility in project management is crucial for maintaining innovation and continuously adapting the offer to changing market needs (He, Harris, 2021).

In addition, agile practices promote a culture of openness, collaboration, and continuous learning, which contributes to better knowledge management within the organization and building strong, goal-oriented teams (Chen, Li, 2021). Organizations that successfully implement agile methodologies often report higher customer satisfaction, which is due to

a better understanding of their needs and faster delivery of solutions that meet those needs (Chen, Siau, 2020). The implementation of agile practices can also affect internal processes, improving operational efficiency and reducing operating costs, which also strengthens the company's competitive position in the long run (Felipe et al., 2020). By maximizing value with minimal waste of resources, businesses can better manage their resources, which directly translates into their ability to offer competitive prices and maintain margins (Kt, Sivasubramanian, 2023).

Certainly, agile practices play a key role in shaping competitive advantage, enabling organizations not only to respond effectively to dynamic market changes, but also to promote a culture of innovation, collaboration, and continuous improvement. The adoption of agile working methods contributes to increased operational agility, which is essential for quickly adapting business strategies and product offerings to current customer needs and expectations (Fiddler, 2017). Such adaptability thus becomes not only a source of competitive advantage, but also a foundation for building long-term success in increasingly globalized and competitive markets (Prieto, Talukder, 2023).

In addition to directly impacting internal processes and increasing customer satisfaction, agile practices also impact the ability of businesses to attract and retain talent. In today's work environment, where employees value flexibility, opportunity to grow, and participate in innovative projects, a culture that promotes agile behavior can help build an attractive workplace that attracts high-caliber professionals. The talent and creativity of teams thus become another important element strengthening the company's competitiveness (Kurnia, Chien, 2020).

Agility in project and product management also allows for better risk management by allowing you to react quickly to unforeseen changes and challenges, thus minimizing potential losses and maximizing the chances of success. Such a proactive attitude in the face of uncertainty and volatility in the business environment is a key differentiating factor for companies capable of maintaining and developing their market position (Seifollahi, Shirazian, 2021).

It is also worth emphasizing that the implementation of agile practices requires commitment and openness to change at all levels of the organization. Transformation towards an agile organization is a continuous process, requiring not only changes in processes and tools, but above all in the way of thinking and organizational culture. Success in implementing agility depends on a willingness to learn, experiment, and adapt, which in the long run allows you to build a strong, flexible, and innovative organization capable of maintaining a competitive advantage in a changing world (Prieto, Talukder, 2023).

Agile practices, when properly implemented and adapted to the specifics of the company's operations, can significantly contribute to its success. Therefore, they are not only a response to today's business challenges, but also a strategic investment in the future, enabling companies not only to survive, but also to dynamically develop in an increasingly demanding and

unpredictable market environment. The mutual relationship between building a competitive advantage and the use of agile practices is shown in Fig. 1.

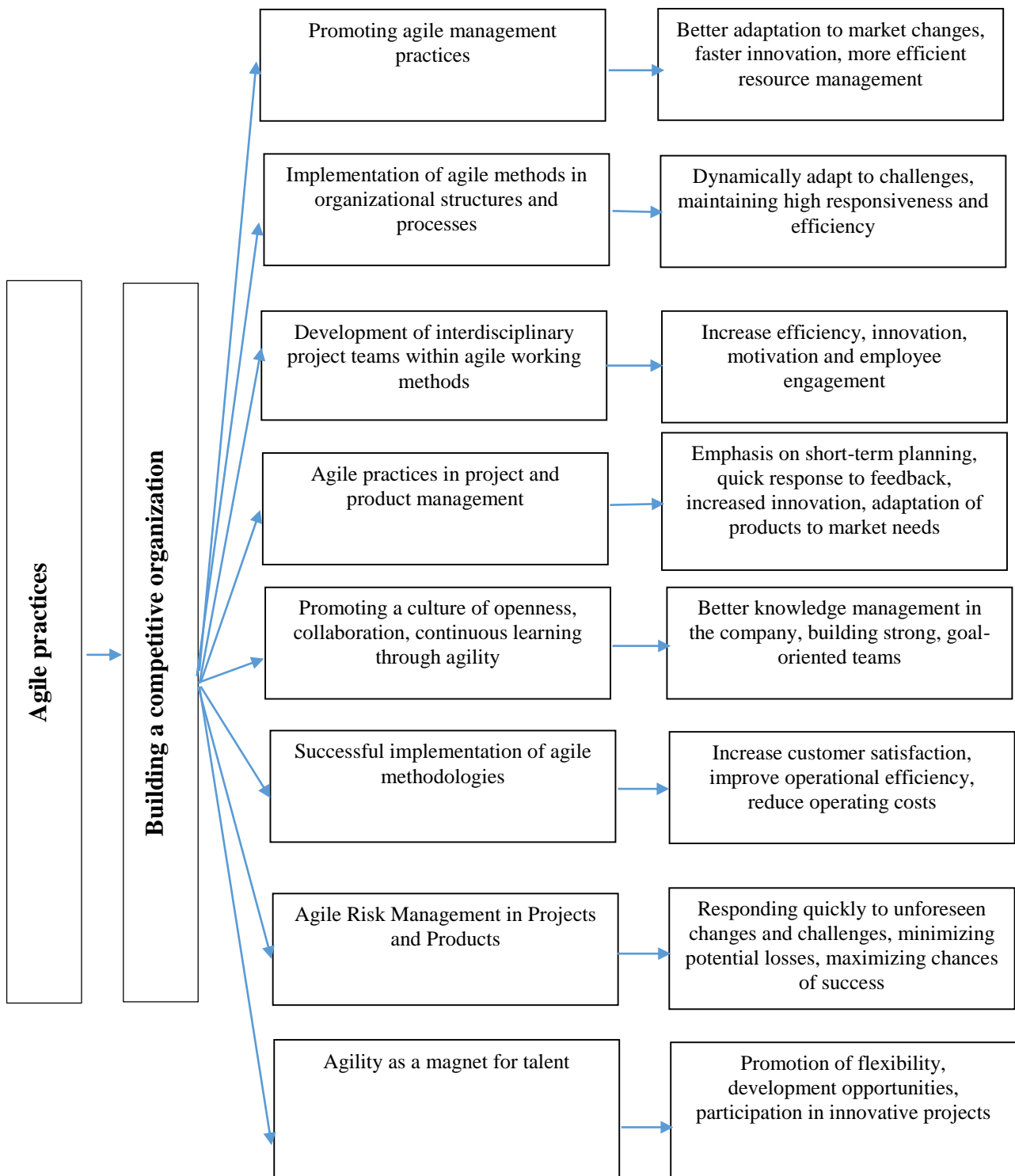


Figure 1. Agile practices and building an organization's competitive advantage in a relational perspective.

Source: Author's own elaboration.

The presented model of mutual relations indicates that the adaptation of agile practices in organization management affects various aspects that are crucial for achieving and maintaining a competitive advantage. The model illustrates how dynamic adaptation to changing market

conditions, effective resource management, quick response to feedback and development of interdisciplinary project teams support building a sustainable competitive advantage. The interrelationships shown in the figure highlight that agility in project and product management, better knowledge management within the company, and promoting a culture of openness, collaboration, and continuous learning are directly related to increased customer satisfaction, improved operational efficiency, and reduced operating costs. In addition, the model points out that agile risk management practices in projects and products allow for a quick response to unforeseen changes and challenges, which minimizes potential losses and maximizes the chances of success, while attracting talent and promoting flexibility and development opportunities.

2.4. Research Methodology

This article presents the results of a study that was conducted in April and May 2023. The aim of the study was to determine how agile behaviors of organizations affect building and maintaining their competitive advantage on the market. The research hypothesis assumed that there is a strong relationship between the use of agile practices in an organization and its ability to build a competitive advantage. The subject of the research was organizations of various industries that implement agile practices in their operations, focused on five key areas: internal analysis and business environment, offering unique products or services, minimizing production costs, adapting to changes, and providing products and services valued by customers.

The research methodology was based on a quantitative analysis of data collected through a survey questionnaire that was distributed among 303 respondents from different organizations. The responses to the survey questions were categorized based on a five-point Likert scale, allowing for an assessment of the degree to which organizations are engaging in each of the areas of agility studied. In addition, a correlation analysis was conducted to identify the relationship between various aspects of organizational agility and building a competitive advantage.

The following research questions were formulated: (1) To what extent are agile practices present in the activities of organizations of various industries?; (2) Is there a correlation between the level of implementation of agile practices and the perceived competitive advantage of the organization?; (3) Which areas of organizational agility have the greatest impact on building a competitive advantage?

In the course of the study, sociodemographic data were obtained. Men dominated among the study participants, accounting for 58.7% of the respondents, while women represented 41.3% of the study group. The largest age group were people under 25 years of age (47.2%), while the 26-35 and 36-45 age groups represented 30.4% and 19.5% of participants, respectively. People over 45 years of age accounted for only 3% of respondents.

In terms of professional position, employees predominated (57.4%), followed by middle management (25.2%), low-level management (11.1%) and top management (6.4%). In terms of seniority, 47.7% of respondents declared no more than 5 years of professional experience, 33.4% had worked for 6 to 10 years, and a minority had longer work experience. Respondents came from companies of various sizes and seniority in the market, with the dominance of small (37.5%) and micro (26.4%) enterprises.

The vast majority of survey participants came from the retail sector (54.8%), with smaller groups representing other industries, including education and the automotive industry. The company in which the respondents worked had a range of operations mainly at the regional and national level.

2.5. Presentation of Research Findings

As part of the conducted research on the agile behaviors of organizations building their competitive advantage, the answers of 303 respondents were examined (see Table 1). The study focused on five key areas that can impact an organization's ability to maintain and develop a competitive advantage. It looked at the extent to which organizations perform internal analysis and business environment, offer unique products or services, minimize production costs, adapt quickly and effectively to changes, and deliver products and services valued by customers.

A significant majority of respondents positively rated an organization's ability to adapt to change and deliver products and services valued by customers, with 119 and 116 responses in the "Somewhat YES" category, respectively, and 108 and 112 in the "Definitely YES" category. The internal analysis and the business environment were also highly rated, with 114 "Rather YES" votes and 110 "Definitely YES" votes. These areas show that organizations are perceived as effective in adapting their offerings to market requirements and in managing internal resources and analyzing the business environment.

Offering unique products or services that stand out in the market was also rated positively, albeit with a slightly lower score in the "Rather YES" category (102 responses) and the highest score in the "Definitely YES" category (121 responses), suggesting that while there are some fluctuations in ratings, in general, organizations are recognized as innovative and capable of offering added value through uniqueness.

Minimizing production costs, although important, was rated slightly lower than the other areas, with 107 "Rather YES" and 112 "Definitely YES" answers. This is still a high rating, but it indicates that although organizations are considered effective in cost optimization, other aspects of management and innovation may be seen as more critical for building a competitive advantage.

The answers "Definitely NO" and "Rather NO" received relatively low scores in all areas, which further confirms that the majority of surveyed organizations are perceived as operating effectively in the context of agile behaviors that build a competitive advantage. The answers in

the category "I have no opinion" were varied, which may indicate ambiguity in the perception of some areas of the organization's activity or the lack of sufficient knowledge of the respondents about the activities of the surveyed companies.

Taken together, the results of the research indicate that organizations are generally perceived as effective in key areas of agile behavior, which can contribute to building and maintaining a competitive advantage in the market. Their ability to adapt to change and to offer products and services that are valued by customers are particularly highly rated.

Table 1.

Agile behaviors of the organization building its competitive advantage, N = 303

	Definitely NOT	Rather not	I don't have an opinion	Rather YES	Definitely YES
Performs internal analysis (e.g. technology, employees) and business environment (analysis of competition, market trends and customer preferences) (1)	5	27	47	114	110
Offers unique products or services that stand out in the market (2)	8	33	39	102	121
Minimizes production costs	11	36	37	107	112
Adapts quickly and effectively to changes (3)	4	21	52	119	108
Provides products and services valued by customers (4)	6	26	43	116	112

Source: In-house analysis based on the conducted research.

Table 2, which presents the correlations between organizational agility and building a competitive advantage, shows exceptionally strong relationships between different aspects of organizational agility, suggesting that these aspects are closely related and together contribute to building a competitive advantage. The correlation values between the individual behaviors of an agile organization (described in Table 1) are very high, oscillating mainly around 0.96 to 0.99, which indicates a strong relationship between them. Such a strong correlation between the analysis of internal and business environment and offering unique products or services (correlation coefficient 0.98) emphasizes that a deep understanding of one's own resources and the market is fundamental for innovation and creating an offer that stands out from the competition. Similarly, the close relationship between minimizing production costs and the speed and effectiveness of adapting to change (correlation coefficient 0.99) indicates that operational efficiency is intrinsically linked to organizational flexibility, allowing firms to quickly adapt to evolving market conditions without undue burden on the cost structure.

The extremely high correlation between the delivery of products and services valued by customers and other aspects of organizational agility, such as internal and environmental analysis or offering unique products, suggests that customer satisfaction is directly related to continuous monitoring and adaptation to their needs and preferences. This is a reflection of the understanding that agility is not only an internal feature of an organization, but also a way to engage externally with the market and customers, which results in building a sustainable competitive advantage.

Table 2.*Correlations between organizational agility and building a competitive advantage, N = 303*

	1	2	3	4	5
1	1				
2	0,98	1			
3	0,98	0,99	1		
4	0,99	0,96	0,97	1	
5	0,99	0,98	0,99	0,99	1

Source: In-house analysis based on the conducted research

The correlations presented in Table 2 indicate the holistic nature of organizational agility, emphasizing that it is not a set of isolated activities, but an integrated system in which each element influences the others and contributes to the overall ability of the organization to adapt and innovate. This relationship shows that effective agility management requires a balanced approach to a variety of aspects of a company's operations, from strategy to operations to human resource management, which together contribute to the ability to create value for customers and maintain a competitive position in the market.

3. Conclusions

Theoretical analyses and scientific research have shown that organizational agility is a key factor in building and maintaining a competitive advantage in a dynamically changing business environment. The ability to adapt quickly and effectively to change, offer unique products or services, minimize production costs, and deliver products and services valued by customers is seen as essential to the effective functioning of an organization. Studies have shown that organizations that focus on these aspects are better able to respond to market demands and manage internal resources.

The significant correlation between the individual elements of agility indicates the holistic nature of this approach. It is not a set of isolated activities, but an integrated system in which each aspect affects the others and together contribute to the organization's ability to adapt and innovate. This understanding of agility emphasizes that it cannot be treated solely as an internal feature of an organization, but must also include how it engages with the market and customers. This is a reflection of the belief that customer satisfaction is directly linked to continuous monitoring and adapting to their needs and preferences.

The ability to analyze internal and business environments, including competition, market trends and customer preferences, has proven to be the foundation for innovation and creating an offer that stands out from the competition. This indicates the importance of understanding one's own resources and the market as a key factor in building a competitive advantage.

In addition, research has shown an intrinsic link between operational efficiency and organizational flexibility. Organizations that are able to optimize costs while maintaining the ability to quickly adapt to evolving market conditions demonstrate a strong competitive advantage. This shows that agile management requires a balanced approach to various aspects of a company's operations, from strategy to operations and human resource management.

In the light of the conducted research and theoretical analyses, it can be concluded that organizational agility plays a key role in building a sustainable competitive advantage. It is a complex process that requires constant adaptation and innovation, both within the organization and in its relations with the environment. Effective agility management enables organizations not only to survive in a changing environment, but also to succeed by building value for customers and maintaining a competitive position in the market.

On the basis of these considerations, several recommendations can be made for modern organizations, aimed at increasing their agility and strengthening their competitive advantage on the market. In the first place, companies should focus on continuous analysis of the internal and business environment. This will allow you to better understand changing market trends, customer preferences and the position of your competitors. This in-depth understanding of the market provides the basis for innovation and enables you to create an offering that stands out from the competition.

Another essential recommendation is to focus on offering unique products or services that provide clear added value to customers. Innovation and uniqueness of the offer are key to differentiating in the market and attracting the attention of consumers. Companies should therefore invest in developing products and services that not only meet customer expectations, but also exceed those expectations by offering something new and valuable.

Minimizing production costs, while maintaining the high quality of the products and services offered, is also crucial. Organizations should strive to optimize operational processes in such a way as to minimize unnecessary expenses without compromising the value they provide to their customers. Operational efficiency allows for better management of resources and can contribute to increased profit margins.

The ability to adapt quickly and effectively to change is another key component of organizational agility. Companies need to develop flexibility in their strategies, processes, and organizational structures to be able to respond quickly to evolving market conditions. This requires not only the right tools and processes, but also an organizational culture open to change and innovation.

Finally, businesses should continually focus on providing products and services that are valued by customers. Customer satisfaction should be at the heart of everything an organization does. For this purpose, it is necessary to constantly monitor the needs and preferences of customers and adapt the offer to them. High quality customer service and understanding their expectations is the foundation for building long-term relationships and customer loyalty.

In order to effectively build and maintain a competitive advantage, modern organizations must focus on continuous market analysis, innovativeness of the offer, operational efficiency, organizational flexibility and customer orientation. Taken holistically and integrated into the company's strategy, these elements can collectively contribute to increasing organizational agility and strengthening the company's position in the market.

The study had some limitations. They are varied and result from both the nature of the research itself and external factors. One of the main limitations is the reliance on respondents' subjective assessments, which can affect the reliability and objectivity of the results. In surveys and individual assessments, there is a risk that the answers may be inaccurate or not reflect actual behaviors and practices in organizations.

Another limitation is the geographical and industry coverage of the surveyed organizations, which may not be representative of all sectors and regions. This limits the possibility of generalizing the results on a broader scale. In addition, market dynamics and the speed of technological and socio-economic change mean that research results can quickly become obsolete, highlighting the need for continuous data updates and long-term trend research.

Future lines of research may focus on expanding geographic and industry coverage to better understand how organizational agility functions in different contexts and how it can be adapted to specific market conditions. It is also possible to use blended methods, combining quantitative surveys with qualitative case studies, which would allow for a deeper understanding of the mechanisms and strategies of agility in practice.

It may also be important to examine the impact of technology and digital innovation on organisational agility. In the age of digitalization and the growing role of AI and automation, understanding how these technologies contribute to increasing organizational agility and adoption becomes crucial.

Agility research can also take into account the impact of external factors, such as changes in regulations or the impact of global crises, on an organization's ability to maintain a competitive advantage. This would allow for a better understanding of how companies can effectively navigate an uncertain and rapidly changing environment.

Future research could also show how organizational culture and human resource management practices affect organizational agility. Understanding the role people play in creating and maintaining agile organizations can provide valuable guidance on building effective talent management strategies and an organizational culture that supports innovation and adaptation.

It is also worth comparing the results of the research obtained by the authors of this article with the research of other authors. Rahimi & Mansouri (2019) points to similar benefits of organizational agility, elements of which such as continuous adaptation and learning are crucial for success in a fast-paced environment. These results support the relationship between agility and competitive advantage, which is also highlighted in the study in this article. Kocot & Kwasek (2022) discusses the wide application of agile practices outside the IT sector, which

corresponds to the results presented in the study, pointing to the universality and effectiveness of agile methods in various sectors.

Adamik (2019) emphasizes the importance of responding quickly to change and being flexible in action as key to maintaining an advantage in the market. The research presented in this article illustrates that organizations implementing agile practices achieve these goals, which is consistent with Adamik's observations. Bukowska (2023) and Sulimowska-Formowicz & Chrupała-Pniak (2010) point to quality and uniqueness as important factors of competitiveness, which is reflected in the study, where agile practices lead to a better understanding of customer needs and the delivery of unique solutions.

To sum up, the results of the study presented in this article are consistent with the literature on the subject and indicate a significant role of organizational agility in building and maintaining a competitive advantage, which is confirmed by research by other authors. The integration of these results into the article may strengthen the argument about the key role of agility in modern business management.

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