

## THE IMPACT OF ORGANIZATIONAL AGILITY ON THE EFFICIENCY OF AN ENTERPRISE

Maria KOCOT<sup>1\*</sup>, Małgorzata GOLIŃSKA-PIESYŃSKA<sup>2</sup>, Damian KOCOT<sup>3</sup>,  
Artur KWASEK<sup>4</sup>

<sup>1</sup> University of Economics in Katowice; maria.kocot@ue.katowice.pl, ORCID: 0000-0001-9240-857X

<sup>2</sup> Lodz University of Technology, Faculty of Organization and Management;  
malgorzata.golinska-pieszynska@p.lodz.pl, ORCID: 0000-0003-1088-4746

<sup>3</sup> University of Economics in Katowice; damian.kocot@ue.katowice.pl, ORCID: 0000-0001-9240-857X

<sup>4</sup> University of Technology and Economics in Warsaw; artur.kwasek@uth.edu.pl,  
ORCID: 0000-0003-4386-1444

\* Correspondence author

**Purpose:** The aim of this research was to examine the impact of organizational agility on the efficiency of enterprises.

**Design/methodology/approach:** The research was conducted using a survey among 720 respondents from Poland in February 2023. Opinions on the impact of organizational agility on various aspects of enterprise efficiency were analyzed, such as image improvement, profitability, market position, competitiveness, building trust and relationships with customers, promoting social activities and ethical and sustainable operation.

**Findings:** Organizational agility has a multi-faceted impact on the functioning of enterprises, including improving the image, increasing profitability, strengthening the market position, increasing competitiveness, building trust, promoting social activities and sustainable and ethical operation. The research results indicate that the majority of respondents agree with the statement that organizational agility contributes to improving the company's image and increasing its profitability.

**Research limitations/implications:** The research is limited to respondents from Poland, which may affect the generalizability of the results to other countries and regions. Further research is needed across industries and regions to gain a more comprehensive understanding of the impact of organizational agility on business performance.

**Practical implications:** Research findings can help managers identify key areas where organizational agility can deliver the greatest benefits. This may include management strategies, employee development, customer relationship management and promoting social activities and sustainability.

**Social implications:** Organizational agility helps build trust and relationships with customers and promotes social performance and sustainability. Agile companies engage in activities for sustainable development and compliance with high ethical standards, which positively affects their image and relations with stakeholders.

**Originality/value:** The research provides new information on the impact of organizational agility on various aspects of the functioning of enterprises in Poland. They emphasize the

importance of organizational agility as a key factor influencing competitiveness, profitability and building lasting relationships with customers and investors.

**Keywords:** organizational agility, operational efficiency, company, image, competitiveness.

**Category of the paper:** research paper.

## 1. Introduction

Organizational agility remains one of the key aspects of modern management, enabling organizations to effectively respond to dynamically changing market conditions and unforeseen challenges. In the face of growing competition and increasingly rapid technological changes, the ability to quickly adapt becomes essential for the survival and development of enterprises (Doz, Kosonen, 2008). This issue is particularly important in the context of globalization and digitalization, which force companies to constantly adapt to new market realities (Kt, Sivasubramanian, 2023).

This issue results from the growing need to understand what factors determine the success of enterprises in today's unpredictable business environment. Despite numerous studies, many aspects of organizational agility, such as its impact on operational effectiveness, remain not fully understood. Analysis of this issue will allow not only a better understanding of adaptation mechanisms, but also the identification of best practices that can be implemented in various sectors of the economy.

The importance of the topic of organizational agility is highlighted by numerous examples of companies that, thanks to their flexibility and ability to quickly respond to changes, have achieved significant market successes. Agility allows for more effective resource management, faster innovation, and better tailoring of products and services to customer needs. Studying the impact of agility on business efficiency provides valuable information on how companies can increase their competitiveness and achieve long-term success (Doz, Kosonen, 2008).

Understanding the role of organizational agility in the context of modern management is crucial for anyone who wants to understand how to transform their organizations into more adaptive and innovative entities. Research in this area can contribute to the development of management theory, as well as provide practical tips for managers and business leaders who want to effectively lead their teams in a changing environment.

### 1.1. The essence of organizational agility

Organizational agility is a key aspect of modern management that enables organizations to effectively respond to dynamically changing market conditions and unforeseen challenges (Doz, Kosonen, 2008). The essence of organizational agility is based on several fundamental

elements that together create a coherent system capable of adaptation and rapid response (Womack, Jones, 2003; Sajdak, 2013).

One of the most important aspects of agility is structural flexibility, which involves the ability to quickly modify the organizational structure in response to changing requirements (Nath, Agrawal, 2020). This flexibility may include reorganizing teams, changing operational processes, and adapting management strategies. Thanks to this, organizations can avoid stagnation and better adapt to new conditions (Rosário, Raimundo, 2021; Routledge, 2020).

Another key element of organizational agility is the ability to make decisions quickly (Porter, Kramer, 2006). The decision-making process in agile organizations is characterized by decentralization (Raschke, 2010), which allows decisions to be made at the lowest levels of the hierarchy, close to the places where changes occur. This decentralization contributes to shortening response time and increasing operational efficiency (Attar, Almusharraf, Alfawaz, Hajli, 2022).

Innovation is another important component of organizational agility. Agile organizations actively promote a culture of innovation, encouraging employees to seek new solutions and experiment. Such a culture of innovation supports the development and implementation of new ideas, which in turn allows organizations not only to keep up with change, but also to shape it (Alshehhi, Nobanee, Khare, 2018).

Organizational agility is also based on effective communication, which is necessary for the smooth functioning of all its elements. Information transparency and open communication within the organization allow for the rapid transfer of relevant data and knowledge, which facilitates the coordination of activities and promotes more informed decisions (Kt, Sivasubramanian, 2023).

Another important aspect is customer orientation. Agile organizations are focused on understanding the needs and expectations of their customers, which allows them to quickly adapt products and services to changing market requirements. This customer-centric orientation ensures that organizations remain competitive and can effectively respond to changes in consumer preferences (Kurnia, Chien, 2020).

An equally important element is the ability to constantly learn. Agile organizations invest in the development of their employees, creating an environment conducive to acquiring new skills and expanding knowledge. The constant development of employee competences translates into a greater ability of the organization to adapt and innovate (Joiner, 2019).

In summary, organizational agility is a complex and multidimensional concept that includes structural flexibility, rapid decision-making, innovation, effective communication, customer orientation and continuous learning. Thanks to these features, agile organizations can function effectively in an unpredictable and rapidly changing environment, which is an important competitive advantage in today's business world.

## 1.2. Selected aspects affecting the effective functioning of the enterprise

Aspects affecting the effective functioning of an enterprise include various elements that together create a solid basis for the organization's success. A key factor is the management strategy, which should be clearly defined and communicated throughout the organization (Chen, Li, 2021). This strategy must be adapted to dynamically changing market and technological conditions, and at the same time based on realistic analyzes and forecasts (Luo, Ren, Cao, Hong, 2020).

Another important aspect is human resources, which constitute the foundation of every organization. Effective human resources management involves recruiting, training and motivating employees to achieve the best results. It is also important to create a supportive work environment that promotes collaboration, creativity and innovation. Attaching importance to the personal and professional development of employees contributes to their commitment and loyalty to the organization (Kocot, Kwasek, 2022).

Technology and innovation play a key role in modern enterprises. The use of advanced technologies and the introduction of innovative solutions allows us to optimize processes, increase efficiency and improve the quality of the products and services offered. Continuous monitoring and adaptation of the latest technological trends is necessary to maintain competitiveness in the market (Mrugalska, Ahmed, 2021).

The company's finances are undoubtedly an important element influencing its functioning. Effective financial management, including cost control, budgeting and profitability analysis, allows you to maintain financial stability and the ability to invest in development. Financial risk management and the ability to anticipate potential threats can also be considered key aspects that can determine the survival of an enterprise in difficult times (Jones, Adam, 2023).

Organizational culture has a huge impact on the effectiveness of a company's operations. A culture based on values such as trust, openness, responsibility and cooperation creates an environment in which employees feel appreciated and motivated to achieve common goals. Companies with a strong organizational culture are more resistant to change and cope better in the face of challenges (García-Granero, Piedra-Muñoz, Galdeano-Gómez, 2020).

The quality of customer relationship management affects the effective functioning of the company. Effective customer relationship management is based on understanding their needs and expectations, as well as building long-term and positive relationships. High quality customer service and a proactive approach to problem solving contribute to increased customer satisfaction and loyalty (He, Harris, 2021).

Moreover, enterprise adaptability and flexibility are necessary in a changing market environment (Chen, Siau, 2020). Organizations that can quickly adapt to new conditions, introduce changes and effectively manage processes have a greater chance of success. The key here is to have appropriate mechanisms for monitoring and analyzing the environment that allow for a quick response to emerging opportunities and threats (Gao, Zhang, Gong, Li, 2020).

In conclusion, the effective functioning of an enterprise depends on a complex combination of management strategy, human resources, technology, finance, organizational culture, customer relationship management and adaptability. Each of these elements plays an important role in shaping the company's ability to achieve its goals and remain competitive in the market.

### **1.3. Organizational agility and effective functioning of the enterprise**

Organizational agility plays a key role in the effective functioning of an enterprise, influencing many important aspects of its operations. First of all, agility contributes to improving the company's image. Organizations that can respond quickly and effectively to market changes are perceived as more modern and flexible, which positively affects their reputation (Munodawafa, Johl, 2019).

Greater profitability is another result of organizational agility. Enterprises able to quickly adapt to new conditions can better take advantage of emerging market opportunities, which translates into higher profits. Effective management of resources and processes, which is part of agility, leads to the optimization of operating costs and increased profitability (Górnicka, 2020).

A better market position is another effect of agility. Organizations that can adapt and innovate can bring new products and services to market faster, meeting customer needs and gaining a competitive advantage (Skyrius, Valentukevič, 2020a). This ability to respond quickly to market changes allows companies to maintain a strong position in their sector (Awasthi, Awasthi, 2023).

Increasing competitiveness is directly related to the company's ability to adapt. Agile companies can compete more effectively with competitors by offering better products and services and better responding to changing market needs. Organizational flexibility also enables rapid innovation, which is key to maintaining competitiveness in a dynamic environment (Ramadhana, 2021a).

Building trust among both customers and business partners is another aspect supported by agility. Companies that can respond efficiently and effectively to problems and challenges gain a reputation as reliable and trustworthy. This trust translates into long-term relationships that are crucial for the stability and development of the company (Skyrius, Valentukevič, 2020b).

Building customer relationships is also an important element supported by agility. Companies that can quickly adapt to customer needs can offer more personalized and relevant products and services, leading to greater customer satisfaction and loyalty. Long-term customer relationships are crucial to the success of any organization (Sedej, Justinek, 2021).

Promoting social activities becomes easier with organizational agility. Companies that can quickly respond to social and environmental challenges (Borowski, 2021) gain an advantage in building a positive social image. Commitment to social activities and social responsibility are becoming an integral part of the strategy of agile enterprises (Rahimi, Mansouri, 2019).

Sustainability is another issue where agility plays a key role. Enterprises that can quickly adapt their processes and strategies to sustainability requirements can better meet regulatory and social expectations (Sajdak, 2021). Agility enables the implementation of sustainability practices, which is essential for long-term success (Prieto, Talukder, 2023). Ethical action is supported by agility because organizations that can respond quickly to change can better implement and monitor ethical standards. Agility allows for ongoing adaptation to best practices and avoiding unethical behavior, which is crucial for building trust and company reputation (Ramadhana, 2021b).

Greater investor interest is a natural result of organizational agility. Companies that can quickly and effectively adapt to change are perceived as less risky and more promising (Fiddler, 2017). Investors are more willing to engage in organizations that demonstrate the ability to adapt and innovate, which translates into greater financial and capital opportunities (Brown, Jones, 2018).

Organizational agility therefore affects the effective functioning of an enterprise by improving its image, increasing profitability, strengthening its market position, increasing competitiveness, building trust and relationships with customers, promoting social activities, supporting sustainable and ethical operations and attracting investors. All these aspects together create a solid foundation for the long-term success of the company.

#### **1.4. Research Methodology**

The aim of the research was to examine the impact of organizational agility on the efficiency of enterprises. The research hypothesis assumed that organizational agility has a positive impact on various aspects of enterprise functioning, such as improving the image, increasing profitability, strengthening the market position, increasing competitiveness, building trust and relationships with customers, promoting social activities and ethical and sustainable operation, as well as interest in investors.

The research questions focused on identifying the extent to which organizational agility affects the above aspects of enterprise operations and what are the interconnections between these aspects. It was also examined which of these aspects are most susceptible to the influence of organizational agility.

The research method was a survey conducted among 720 respondents in Poland in February 2023. Respondents were asked about their opinions on the impact of organizational agility on various aspects of enterprise performance. The analysis of the results allowed for conclusions to be drawn regarding the importance of organizational agility and its impact on the functioning of enterprises in various areas.

Sociodemographic data were collected during the research. In terms of gender, the respondents included 434 women and 286 men. The participants' places of residence were both cities and villages. 123 respondents came from cities with 21,000 to 50,000 inhabitants, and 92 people from rural areas. 377 respondents lived in cities with over 200,000 inhabitants.

When it comes to assessing the quality of life, 67 respondents described their conditions as very good, 421 as good, 198 as average and 34 as poor. In terms of employment, 150 respondents were unemployed, 362 worked permanently, 145 worked part-time and 63 ran their own business.

### **1.5. Presentation of Research Findings**

The research attempted to examine the impact of organizational agility on the effectiveness of the company's operations (see Table 1). The analysis focused on various aspects of the company's operations, such as improving the company's image, profitability, market position, competitiveness, building trust and relationships with customers, promoting social activities, sustainable and ethical operation and investor interest.

The results of the study on improving the company's image indicate that the vast majority of respondents, as many as 343 people, rather agree that organizational agility contributes to improving the image, and 218 people strongly confirm this. Only 61 people strongly deny it, and 35 people tend to disagree with it. 63 respondents had no opinion on this subject. Analyzing the impact on greater profitability, it was noted that 311 people tend to agree with the statement that organizational agility improves the profitability of the company, and 110 people strongly support it. Nevertheless, 185 people had no opinion, while 62 people tended to disagree with this statement and 52 people strongly disagreed with it.

In terms of better market positioning, 296 respondents tended to agree with the impact of organizational agility and 256 people strongly agreed. On the contrary, 61 people strongly disagreed with this statement and 41 people tended to disagree with it. 66 people had no opinion on this subject. When it comes to increasing competitiveness, 326 respondents tended to agree that organizational agility has a positive impact, while 134 strongly agreed. On the other hand, 63 people strongly disagreed with this statement and 83 people tended to disagree with it. 114 people were neutral.

The building trust survey found that 240 people tend to agree that organizational agility helps build trust, while 331 people strongly agree. Only 59 people strongly denied it, and 39 people tended to disagree with it. 51 people had no opinion on this subject. The analysis of the impact on building customer relationships shows that 266 respondents rather agree with this statement, and 311 people strongly support it. Only 64 people strongly disagreed and 46 people tended to disagree with this statement. 33 people were neutral on this issue.

In terms of promoting social activities, 273 people tended to agree that organizational agility has a positive impact, and 253 people strongly agreed. However, 63 people strongly denied it, and 49 people tended to disagree with this statement. 82 people had no opinion on this subject. The results for sustainable performance showed that 313 respondents tended to agree that organizational agility supports sustainable performance, while 151 strongly agreed. However, 70 people strongly disagreed with this statement and 23 people tended to disagree with it. 163 people were neutral.

In terms of acting ethically, 312 respondents tended to agree with this statement and 162 people strongly supported it. On the contrary, 71 people strongly denied it and 43 people tended to disagree with this statement. 132 people had no opinion on this subject. The last aspect analyzed was the greater interest of investors, where 283 people tended to agree with the positive impact of organizational agility, and 166 people strongly confirmed it. On the other hand, 68 people strongly denied it and 53 people tended to disagree with this statement. 150 people remained neutral in this aspect.

**Table 1.**

*The impact of organizational agility on the effectiveness of enterprise operations, N = 720*

	Definitely not	I don't think so	I have no opinion	I guess so	Definitely yes
Improving your image	61	35	63	343	218
Greater profitability	52	62	185	311	110
Better position on the market	61	41	66	296	256
Increasing competitiveness	63	83	114	326	134
Building trust	59	39	51	240	331
Building relationships with the client	64	46	33	266	311
Promoting social activities	63	49	82	273	253
Sustainable operation	70	23	163	313	151
Ethical action	71	43	132	312	162
Greater investor interest	68	53	150	283	166

Source: Own study based on research.

Table 2 presents the correlations between various aspects of the impact of organizational agility on the effectiveness of enterprise operations, as shown in Table 1. From the correlation analysis, several important conclusions can be drawn regarding the interrelationships between these aspects. The highest correlation (0.99) is observed between increasing competitiveness (8) and greater investor interest (10), which suggests that companies that are more competitive also enjoy greater interest from investors. Similarly, there is a very strong correlation (0.99) between increased competitiveness (8) and improved market position (9), indicating that improved market position goes hand in hand with increased competitiveness.

**Table 2.**

*Correlation Table, N = 720*

	1	2	3	4	5	6	7	8	9	10
1	1									
2	0.77	1								
3	0.97	0.66	1							
4	0.91	0.92	0.81	1						
5	0.83	0.39	0.93	0.56	1					
6	0.88	0.44	0.96	0.64	0.98	1				
7	0.96	0.65	0.99	0.79	0.94	0.96	1			
8	0.88	0.95	0.80	0.93	0.58	0.63	0.80	1		
9	0.94	0.93	0.87	0.96	0.66	0.72	0.86	0.98	1	
10	0.92	0.94	0.86	0.94	0.67	0.71	0.86	0.99	0.99	1

Source: Own study based on research.



Further high correlations concern aspects such as building trust (5) and building relationships with the customer (6), where the correlation is 0.98. This means that companies that effectively build trust also do better at building customer relationships. Furthermore, acting ethically (9) is strongly related to building customer relationships (6), suggesting that ethical practices are crucial to maintaining positive customer relationships.

Strong connections were also observed between a better market position (3) and the promotion of social activities (7), where the correlation is 0.99. This suggests that companies that actively promote social activities often have a better market position. In turn, lower, but still significant correlations occur between greater profitability (2) and other aspects, such as image improvement (1) or better market position (3), with correlations of 0.77 and 0.66, respectively. This indicates that while profitability is important, other factors also have a significant impact on the overall operating efficiency of a company.

Analyzing these correlations in the context of Table 1, it can be seen that organizational agility has a multi-faceted impact on the effectiveness of the company's operations, including image, profitability, as well as relationships with customers and investors. The strong connections between different aspects suggest that actions in one area can significantly impact results in other areas, highlighting the importance of an integrated approach to managing organizational agility.

## 2. Discussion

Research shows that organizational agility has a significant and multi-faceted impact on the effectiveness of an enterprise's operations. The analysis of the results indicates that the majority of respondents agree with the statement that organizational agility contributes to improving the company's image, which may be crucial for its overall perception on the market. Similarly, organizational agility is perceived as a factor in increasing company profitability, although in this case more respondents expressed a neutral position.

The results also show that organizational agility has a strong impact on the company's market position and competitiveness. Companies that are more agile often enjoy a better market position and greater competitiveness, which in turn translates into greater investor interest. Building trust and relationships with customers are other areas in which organizational agility plays an important role. Companies that effectively build trust and relationships with customers often perform better in other aspects of the business.

Promoting social activities and acting sustainably and ethically also show strong links with organizational agility. Companies that engage in social and ethical initiatives often achieve better results in terms of building relationships with customers and improving their overall image. The results suggest that an integrated approach to managing organizational agility,

covering both financial, social and ethical aspects, can bring tangible benefits in various areas of the company's operations.

Overall, organizational agility is seen as a key factor influencing a wide range of aspects of a company's operational performance. The strong connections between different aspects suggest that actions in one area can significantly impact results in other areas, highlighting the importance of a holistic approach to agility management. Research shows that companies should invest in the development of agile practices to improve their market position, profitability and relationships with key stakeholders.

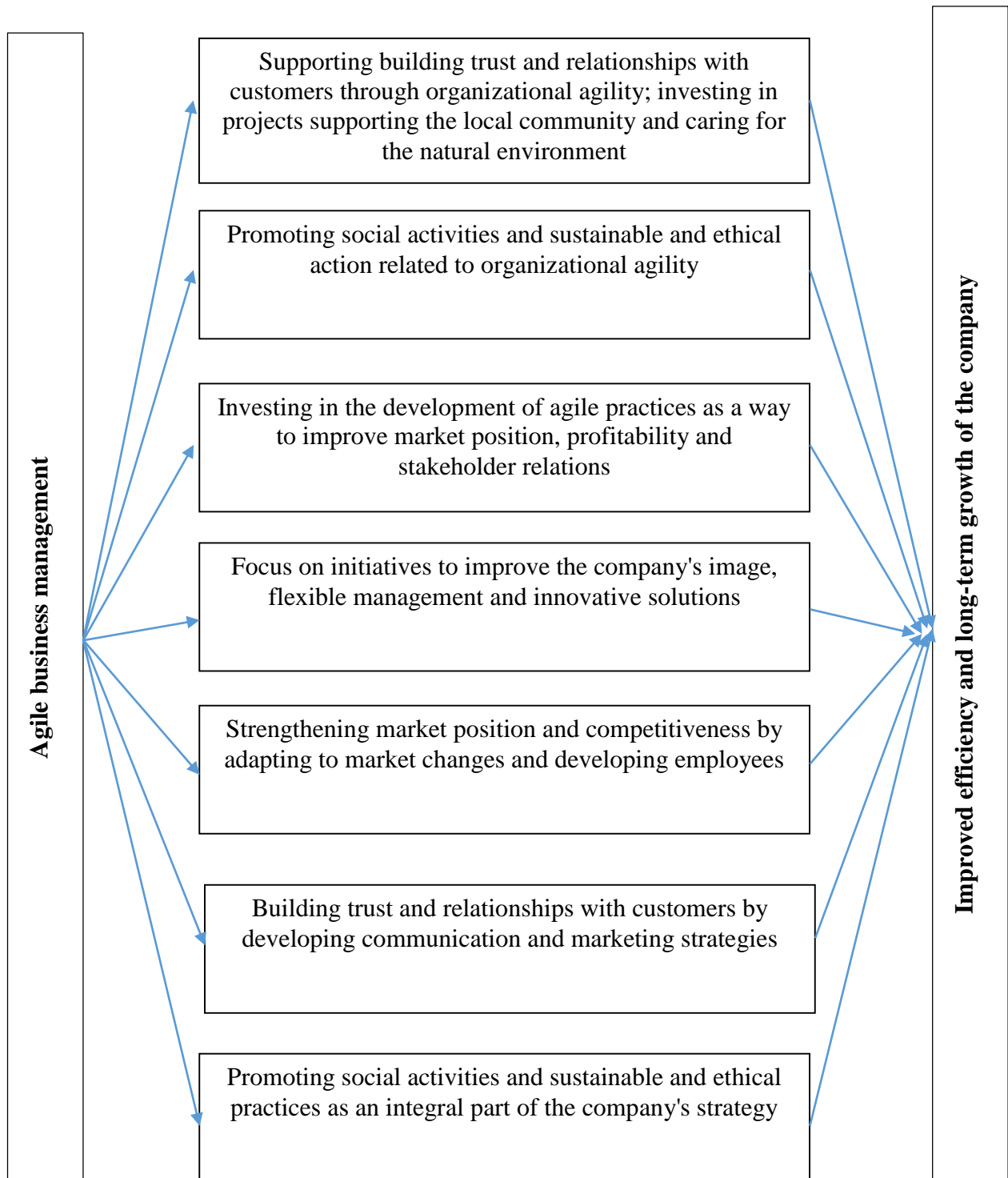
It is therefore recommended that enterprises invest in the development of organizational agility as a key factor influencing their operational effectiveness. First of all, it is worth focusing on initiatives that can improve the company's image, because a positive market perception is important for its long-term success. It is also recommended to take actions aimed at increasing profitability through a flexible approach to management and the implementation of innovative solutions.

Strengthening the market position and increasing competitiveness should be a priority, which can be achieved by constantly adapting to market changes and investing in employee development. Building trust and relationships with customers is essential, so it is worth developing communication and marketing strategies that emphasize the company's commitment to ethical and social activities.

Promoting social activities and sustainable and ethical practices should become an integral part of the company's strategy. This approach not only helps to improve the company's image, but also increases its attractiveness to investors. It is therefore worth investing in projects and initiatives that support the local community and care for the natural environment.

Enterprises should also strive for an integrated approach to managing organizational agility, taking into account both financial, social and ethical aspects. A holistic approach to management can bring tangible benefits in various areas of activity, which will translate into better efficiency and long-term development of the company.

Figure 1 illustrates the relational relationship between organizational agility and enterprise performance. It shows that there is a strong correlation between the level of agility and various aspects of a company's operational efficiency. First of all, it is noticeable that a high level of organizational agility translates into a significant improvement in the company's image. Organizations that are characterized by high adaptability and flexibility are perceived as modern and dynamic, which positively affects their perception among stakeholders.



**Figure 1.** Organizational agility and the effectiveness of the enterprise from a relational perspective.

Source: Own study based on research.

Another important conclusion is the impact of agility on company profitability. Companies with a high level of agility achieve better financial results, which may be the result of effective resource management and quick response to changing market conditions. Figure 1 also shows that organizational agility contributes to strengthening market position. Enterprises that can quickly adapt their strategies to new challenges gain a competitive advantage and are better

able to meet customer needs, which translates into their stability and development on the market.

The analysis also shows that organizational agility supports building trust among both customers and business partners. Companies that can respond quickly and effectively to changes are perceived as more credible and trustworthy, which is crucial for long-term business relationships. Figure 1 also shows that organizational agility has a positive impact on building customer relationships. Enterprises that can flexibly adapt their activities to customer expectations gain their loyalty and trust, which translates into long-term cooperation and customer satisfaction.

Organizational agility is also related to promoting social and ethical activities. Companies that are able to quickly respond to social and environmental changes engage in activities for sustainable development and compliance with high ethical standards, which positively affects their image and relations with stakeholders. Organizational agility attracts greater investor interest. Enterprises that demonstrate the ability to adapt and innovate are perceived as less risky and more promising, which increases their investment attractiveness.

To sum up, organizational agility has a broad and positive impact on the company's operational efficiency, covering aspects such as image, profitability, market position, competitiveness, trust, customer relations, social and ethical activities and investor interest.

### **3. Conclusions**

It is worth comparing the research results in this article with the research results of other authors. The research presented in this article examined the impact of organizational agility on the effectiveness of enterprise operations, showing that organizational agility has a multi-faceted impact on the functioning of companies, including improving the image, increasing profitability, strengthening the market position, increasing competitiveness, building trust, promoting social activities and sustainable and ethical action.

These results are consistent with the findings of other researchers. For example, Doz and Kosonen (2008) noted that an organization's ability to respond quickly to changing market conditions and unforeseen challenges is a key aspect of modern management, which is consistent with the concept of organizational agility presented in the research in this article. Womack and Jones (2003) and Sajdak (2013) emphasized that organizational agility is based on several fundamental elements that together create a coherent system capable of adaptation and rapid response, which is consistent with the results of this research.

The research presented in this article also shows that organizational agility helps build trust and relationships with customers and promotes social activities and sustainable operations. These results are consistent with the findings of He and Harris (2021) who found that

organizational agility has a positive impact on crisis management and firms' financial performance.

In the context of innovation, Alshehhi, Nobanee, and Khare (2018) found that agile organizations actively promote a culture of innovation by encouraging employees to seek new solutions and experiment, which is consistent with the research findings presented in this article. Their study also found that organizational agility influences communication effectiveness and customer orientation, which is consistent with Kurnia and Chien's (2020) findings on the importance of understanding customer needs and expectations for organizational competitiveness. Therefore, the research results presented in the article are consistent with the findings of other authors, confirming that organizational agility has a multi-faceted and positive impact on the functioning of enterprises in various areas, such as image, profitability, market position, competitiveness, trust, customer relations, business social and sustainable operation.

Future research directions may include further examination of the impact of organizational agility on various aspects of corporate performance across industries and regions. It is also necessary to examine the long-term effects of agility on companies' financial performance and market position to understand how agility affects the sustainability of companies' success. It is also worth deepening the analysis of the mechanisms that enable organizational agility, such as information technologies and innovations in human resources management, and their impact on the flexibility and adaptability of companies. Another important research area is the role of organizational culture and leadership in shaping and maintaining agility, as well as their impact on employee engagement and customer relations. Research may also focus on identifying barriers to implementing agile practices and developing strategies to overcome them, which may include analysis of corporate policy, organizational structure and corporate culture. Comparative analysis between companies of different sizes and sectors can provide valuable insights into the effectiveness of different agility approaches. Additionally, research could explore how global crises such as the COVID-19 pandemic impact organizational agility and how companies can prepare for future unexpected challenges.

## References

1. Akkaya, B. (2021). *Leadership 5.0 in Industry 4.0: Leadership in Perspective of Organizational Agility*. IGI Global. DOI: 10.4018/978-1-7998-8548-1.ch074
2. Alshehhi, A., Nobanee, H., Khare, N. (2018). The impact of sustainability practices on corporate financial performance: Literature trends and future research potential. *Sustainability*, 10(2), 494.

3. Attar, R.W., Almusharraf, A., Alfawaz, A., Hajli, N. (2022). New Trends in E-Commerce Research: Linking Social Commerce and Sharing Commerce: A Systematic Literature Review. *Sustainability*, 14(23), 16024. <https://doi.org/10.3390/su142316024>
4. Awasthi, K., Awasthi, S. (2023). Green computing: A sustainable and eco-friendly approach for conservation of energy (A contribution to saving the environment). In: S. Awasthi, G. Sanyal, C. M. Travieso-Gonzalez, P. Kumar Srivastava, D.K. Singh, R. Kant (Eds.), *Sustainable Computing: Transforming Industry 4.0 to Society 5.0* (pp. 319-333). Springer International Publishing. [https://doi.org/10.1007/978-3-031-13577-4\\_19](https://doi.org/10.1007/978-3-031-13577-4_19)
5. Borowski, P.F. (2021). Digitization, digital twins, blockchain, and Industry 4.0 as elements of management process in enterprises in the energy sector. *Energies*, 14(7), 1885. <https://doi.org/10.3390/en14071885>
6. Brown, K., Jones, L. (2018). The Impact of Decision-Making Speed on Organizational Agility. *Journal of Applied Psychology*, 123(2), 345-355.
7. Chen, X., Siau, K. (2020). Business Analytics/Business Intelligence and IT Infrastructure: Impact on Organizational Agility. *Journal of Organizational and End User Computing*. DOI: 10.4018/joeuc.2020100107
8. Chen, Y., Li, X. (2021). The Role of Organizational Agility in Managing the COVID-19 Pandemic: A Case Study of Two Chinese Hospitals. *International Journal of Environmental Research and Public Health*, 18(1), 70. DOI: 10.3390/ijerph18010070
9. Doz, Y., Kosonen, M. (2008). The dynamics of strategic agility: Nokia's rollercoaster experience. *California Management Review*, 50(3), 95-118. <https://doi.org/10.2307/41166447>
10. Fiddler, E. (2017). *Selected aspects of organizational agility*. SIGMA-NOT Publishing House, sp. zoo DOI: 10.15199/48.2017.12.2.
11. Gao, P., Zhang, J., Gong, Y., Li, H. (2020). Effects of technical IT capabilities on organizational agility: The moderating role of IT business spanning capability. *Industrial Management & Data Systems*, 120(5), 941-961. <https://doi.org/10.1108/IMDS-07-2019-0394>
12. García-Granero, E.M., Piedra-Muñoz, L., Galdeano-Gómez, E. (2020). Measuring eco-innovation dimensions: The role of environmental-mental corporate culture and commercial orientation. *Research Policy*, 49(8), 28-31. DOI: 10.1016/j.respol.2020.103948
13. Górnicka, B. (2020). "In remote mode..." - learning - upbringing - care of students with special educational needs during the pandemic. A teacher's reflections and dilemmas. *Culture – Transformations – Education*, 8, 25-36. DOI: 10.12775/KPE.2020.008
14. He, H., Harris, L. (2021). The impact of organizational agility on crisis management and firm performance: A moderation analysis. *Journal of Business Research*, 122, 698-708. DOI: 10.1016/j.jbusres.2020.11.026.
15. Joiner, B. (2019). Leadership Agility for organizational agility. *Journal of Creating Value*, 5(2), 194-208. Available on: [journals.sagepub.com](https://journals.sagepub.com)

16. Jones, E., Adam, C. (2023). New frontiers of trade and trade policy: digitalization and climate change. *Oxford Review of Economic Policy*, 39(1), 1-11. <https://doi.org/10.1093/oxrep/grac048>
17. Kocot, M., Kwasek, A. (2022). Organizational agility as a determinant of the effective use of ICT. *Scientific Journals of the Humanitas University of Management*, No. 23(4).
18. Kt, M.A., Sivasubramanian, C. (2023). *Workforce Agility: A Review on Agility Drivers and Organizational Practices*. Karyavattom: Researchers' Forum, Department of Commerce. University of Kerala. DOI: 10.59640/cbr.v14i2.1-8
19. Kurnia, S., Chien, S.W. (2020). Building organizational agility through strategic management accounting: A case study of an Indonesian manufacturing company. *Journal of Asia Business Studies*, 14(4), 591-612. <https://doi.org/10.1108/JABS-09-2019-0253>
20. Luo, B.N., Ren, X., Cao, Z., Hong, Y. (2020). Corporate sustainability paradox management: A systematic review and future agenda. *Frontiers in Psychology*, 11, 579272. <https://doi.org/10.3389/fpsyg.2020.579272>
21. Mrugalska, B., Ahmed, J. (2021). Organizational agility in industry 4.0: A systematic literature review. *Sustainability*, 13(15), 8272. Available at: [mdpi.com](https://www.mdpi.com)
22. Munodawafa, R.T., Johl, S.K. (2019). A systematic review of eco-innovation and performance from the resource-based and stake-holder perspectives. *Sustainability*, 11, 60-67. DOI: 10.3390/su11030607
23. Nath, V., Agrawal, R. (2020). Agility and lean practices as antecedents of supply chain social sustainability. *International Journal of Operations & Production Management*, 40(10), 1589-1611. <https://doi.org/10.1108/IJOPM-10-2019-0676>
24. Porter, M.E., Kramer, M.R. (2006). Strategy & Society: The link between competitive advantage and corporate social responsibility. *Harvard Business Review*, 84, 78-92. DOI: 10.1225/R0606E.
25. Prieto, L., Talukder, M.F. (2023). Resilient Agility: A Necessary Condition for Employee and Organizational Sustainability. *Sustainability*. DOI: 10.3390/su15021552
26. *Production*, 224, 246-255. <https://doi.org/10.1016/j.jclepro.2019.03.252>
27. Rahimi, G., Mansouri, A.M. (2019). *The relationship between the organizational intelligence and organizational agility (Case study: employees of municipality of Tabriz)*. IAJOBHRM. DOI: 10.9756/iajobhrm/v5i1/1810010.
28. Ramadhana, R. (2021). *Employee Agility*. Center for Open Science. DOI: 10.31219/osf.io/vrwnq
29. Raschke, R.L. (2010). Process-based view of agility: The value contribution of IT and the effects on process outcomes. *International Journal of Accounting Information Systems*, 11(4), 297-313. <https://doi.org/10.1016/j.accinf.2010.09.005>
30. Rosário, A., Raimundo, R. (2021). Consumer Marketing Strategy and E-Commerce in the Last Decade: A Literature Review. *Journal of Theoretical and Applied Electronic Commerce Research*, 16(7), 3003-3024. <https://doi.org/10.3390/jtaer16070164>.

31. Routledge, P. (2020). *Organizational Agility with Mobile ICT? The Case of London Black Cab Work*. DOI: 10.4324/9780080463681-26
32. Sajdak, M. (2021). *Strategic agility of enterprises*. Poznań University of Economics and Business Press. DOI: 10.18559/978-83-66199-32-3
33. Sajdak, M. (2013). *Innovation as an essential feature of an agile enterprise*. Wrocław: Wrocław University of Economics Publishing House, pp. 73. DOI: 10.1007/s10551-006-9103-y
34. Sedej, T., Justinek, G. (2021). *Effective Tools for Improving Employee Feedback during Organizational Change*. DOI: 10.4018/978-1-7998-7297-9.ch022.
35. Skyrius, R., Valentukevič, J. (2020). Business Intelligence Agility, Informing Agility and Organizational Agility: Research Agenda. *Informatics*, 90, 47. DOI: 10.15388/im.2020.90.47.
36. Womack, J.P., Jones, D.T. (2003). *Lean Thinking: Banish Waste and Create Wealth in Your Corporation*. Free Press.