

DETERMINANTS OF ORGANIZATIONAL AGILITY IN THE AREA OF PERSONNEL MANAGEMENT

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Purpose: The purpose of this article is to examine the key determinants of organizational agility in HR management, with an emphasis on structural and decision-making aspects of organizational functioning. The article aims to assess how these determinants affect effectiveness and the ability to adapt in a dynamically changing business environment.

Design/methodology/approach: The study was conducted using a survey method among 312 respondents who assessed various aspects of HR management in their organizations. The analysis of the results was based on Pearson correlation, which allowed for determining the relationships between key determinants of organizational agility.

Findings: The research results indicate strong correlations between the lack of decision-making superiority, equality in relationships, co-decision-making and the real impact of employees on the development of the organization. Reducing hierarchy and supporting cooperation promotes greater organizational agility and more effective personnel management.

Research limitations/implications: The study is limited by the relatively short time of implementation and the subjective nature of respondents' answers, which may result in an incomplete picture of reality. It is advisable to conduct research on a larger sample and in various sectors of the economy for a more complete verification of the results.

Practical implications: The results can serve as a guide for organizations that want to increase their flexibility by introducing more balanced relationships in teams and increasing employee participation in decision-making processes.

Social implications: Promoting organizational agility in personnel management can contribute to creating more inclusive workplaces in which employees have a real influence on decisions, which translates into their greater engagement and job satisfaction.

Originality/value: The article brings a new perspective on the role of people management in the context of organizational agility, presenting a detailed analysis of the key determinants and their interdependencies.

Keywords: organizational agility, personnel management, enterprise, organizational, management model.

Category of the paper: research paper.

1. Introduction

Organizational agility in personnel management is becoming an increasingly important issue in the dynamically changing world of business. In the era of globalization, rapid technological development and growing competition, organizations must demonstrate the ability to flexibly adapt their structures and processes. Traditional, hierarchical management models often prove insufficient in the face of the challenges of modern markets. The need to quickly adapt to changes, both internal and external, requires organizations to implement agile practices that enable effective response to new situations and problems (Akkaya, 2021).

Personnel management plays a key role in the process of building organizational agility. It is employees, their commitment, skills and the way they cooperate that affect how effectively the organization is able to adapt to changes (Yang, Liu, 2012). Modern organizations are increasingly realizing that agility is not only a matter of structural flexibility, but also the ability to create an environment in which decisions can be made at various organizational levels, and relationships are based on equality and cooperation. Enabling employees to actively participate in decision-making processes and clearly defining roles and responsibilities are key to achieving agility (Nath, Agrawal, 2020).

Taking up this topic is important because organizational agility is becoming a key factor in determining the success of companies, especially in the face of rapidly changing market and technological conditions. Organizations that can flexibly manage their staff are better prepared for unexpected changes, which translates into their competitiveness and ability to innovate. Studying the determinants of organizational agility in personnel management allows for a better understanding of what factors influence success in this area and how they can be effectively implemented in various business contexts.

1.1. Organizational agility as a modern management model

Organizational agility is increasingly seen as a modern management model that allows organizations to respond more effectively to dynamic changes in the business environment. In contrast to traditional hierarchical structures, organizational agility is based on flexibility, decentralization of decisions and the ability to quickly adapt to new challenges and opportunities (Raschke, 2010). It is also characterized by a high degree of autonomy of employees and teams, which facilitates faster decision-making and response to changing market conditions. One of the key elements of organizational agility is the flexibility of the structure, which allows for smooth adjustment to market needs, technology and customer preferences. In such a model, organizations strive to minimize unnecessary layers of management, which not only speeds up the decision-making process but also strengthens cooperation between employees. Instead of a rigid division of roles and tasks, organizational agility promotes a more holistic approach, in which employees can take on a variety of tasks and adapt to current requirements (Doz, Kosonen, 2008).

Another feature of agile organizations is co-decision-making, which assumes broad employee involvement in decision-making processes (Womack, Jones, 2003). In agile management structures, decisions are not made exclusively at the highest levels of the hierarchy, but are largely the result of cooperation and consultation within teams (Porter, Kramer, 2006). Such a model promotes greater employee responsibility and involvement, which translates into higher motivation and efficiency of actions (Gao, Zhang, Gong, Li, 2020; Borowski, 2021). Organizational agility also assumes continuous improvement and learning of the organization as a whole. Processes in agile companies are constantly monitored and improved, and the organization focuses on a culture of openness to change. In this context, it is also important to promote innovation, which plays a key role in agile organizations. Employees are encouraged to share their ideas, test new solutions, and take risks, which promotes rapid development and adaptation (Chen, Li, 2021).

In agile management models, technologies that support communication and collaboration at every organizational level also play a key role. Modern digital tools enable rapid information transfer, which is crucial for agile organizations that must act quickly and effectively in conditions of market uncertainty. Thanks to new technologies, companies can better manage projects, streamline production processes, and adapt to customer expectations in real time (Nath, Agrawal, 2020; Skyrius, Valentukevič, 2020).

In summary, organizational agility is a modern approach to management that is characterized by flexibility, decentralization, co-decision-making, and continuous improvement. Thanks to such features, organizations gain a greater ability to react quickly to changes and to adapt to dynamic market conditions, which becomes crucial for their survival and success in the long term.

1.2. Factors influencing organizational agility

The factors that influence organizational agility include a number of aspects that determine the extent to which an organization is able to adapt to changing external and internal conditions. A key element in building organizational agility is an appropriate organizational culture that promotes openness to change, innovation, and collaboration (Jones, Adam, 2023). Organizations with an agile culture strive to create a work environment in which employees feel engaged, have space to express their ideas, and are ready for continuous learning. Such a culture is based on trust, in which hierarchical structures are minimized, and decisions are made at a team level (Munodawafa, Johl, 2019).

An important factor influencing agility is also the appropriate organizational structure. In agile organizations, the structure is not rigid, but dynamic and adaptive to needs (Seifollahi, Shirazian, 2021). Instead of traditional hierarchies, networks of teams are preferred, in which employees can freely cooperate and exchange information (Sherehiy, Karwowski, 2017). Such a structure promotes faster decision-making and facilitates the flow of information, which is crucial for the adaptability of the organization. In addition to the structure, it is also important

to clearly define roles and responsibilities, which allows for flexible taking over of tasks depending on current needs (García-Granero, Piedra-Muñoz, Galdeano-Gómez, 2020).

Technology also plays a key role in increasing organizational agility. Modern digital tools allow organizations to respond to market changes faster and more effectively, as well as better manage their resources. Technologies not only enable process automation, but also facilitate communication between employees and teams, which promotes greater transparency and cooperation. In addition, analytical tools allow organizations to monitor market trends and make more informed decisions on this basis (Rahimi, Mansouri, 2019).

Another factor that determines organizational agility is the way change is managed. Organizations that are able to quickly and effectively implement changes have a greater ability to adapt (Sajdak, 2021a). This ability depends on the ability to manage the change process, including preparing employees for new conditions, adapting operational processes, and continuously monitoring the effects of the introduced changes. It is also important to promote a proactive attitude, where organizations not only respond to changes, but also actively seek new market opportunities (Kurnia, Chien, 2020).

Another factor influencing organizational agility is the development of employee competencies. Agile organizations invest in the development of their employees, offering them opportunities to acquire new skills and professional development. Employee flexibility in taking on new challenges and their ability to quickly acquire knowledge becomes crucial in conditions of dynamic changes. Organizations that emphasize the development of competencies are able to respond better to the changing needs of customers and the market environment (Routledge, 2020).

An important aspect that supports agility is also the ability of the organization to manage risk. In a dynamically changing market environment, organizations must be prepared for various types of risks, both external and internal. Agile organizations have developed mechanisms that allow for quick identification of risks and taking corrective actions. Risk management in an integrated manner, involving different teams, allows not only to minimize losses, but also to use risk as an opportunity for development (Prieto, Talukder, 2023).

In summary, organizational agility depends on many factors, such as organizational culture, flexible structure, modern technologies, effective change management, development of employee competences and the ability to manage risk. These elements complement each other and create foundations on which the organization can build its ability to adapt in a dynamic business environment.

1.3. Key Aspects of Organizational Agility in Managing Organizational People

The key aspects of organizational agility in personnel management refer to a number of factors that directly affect the effectiveness and flexibility of an organization in the context of human resources management. The first important element is a flexible organizational structure that allows for quick adaptation to changing market conditions and internal needs of the

organization (Chen, Siau, 2020). The flexibility of the structure allows for a freer flow of information and better adaptation of employees to new challenges (Sajdak, 2021b). Organizations that implement a flexible approach to the structure abandon traditional, rigid hierarchies in favor of dynamic teams in which tasks and responsibilities can be easily changed depending on the situation. This type of approach promotes greater agility because it allows organizations to respond faster to external and internal changes (Rahimi, Mansouri, 2019).

Another key aspect of organizational agility is the lack of hierarchy in personnel management. In agile organizations, hierarchical structures are reduced, which promotes more partnership-based relationships between employees and managers. Such an arrangement allows for better communication, faster decision-making, and greater employee involvement in organizational processes (Attar, Almusharraf, Alfawaz, Hajli, 2022). Reducing excessive hierarchy reduces the distance between different organizational levels, which translates into greater transparency and more effective personnel management (Mrugalska, Ahmed, 2021).

The lack of decision-making supremacy is another important aspect that significantly affects organizational agility. In agile structures, decisions are not made only at the highest level, but the decision-making process is distributed across various organizational levels. Employees who have a greater influence on decisions regarding their work are more engaged and motivated to take the initiative (He, Harris, 2021). Thanks to this, the organization can react faster to changing conditions and carry out tasks more effectively. The dispersion of decision-making responsibility strengthens trust between employees and managers, which is conducive to building a culture of cooperation and collective responsibility (Luo, Ren, Cao, Hong, 2020).

Equality in mutual relations between employees is another aspect that is crucial for organizational agility. In an organizational culture based on equality, employees feel more engaged and responsible for their tasks, which leads to greater teamwork efficiency. Equality in relations also promotes better information exchange and mutual support in the team, which in turn increases flexibility in achieving organizational goals. In such organizations, partnership relations are promoted, and all decisions and actions are the result of collective work, which additionally strengthens the agility of the organization (Fiddler, 2017).

Knowing the tasks and assigned responsibilities also plays an important role in the context of organizational agility. Employees who are clear about their roles and responsibilities are able to respond faster to the changing needs of the organization and adapt better to new challenges (Joiner, 2019a). Clear definition of tasks promotes work efficiency because it minimizes the risk of misunderstandings and chaos. Agile organizations invest in appropriate training and tools that allow employees to better understand their tasks and goals, which translates into better implementation of activities (Sedej, Justinek, 2021).

Co-determination, or the active involvement of employees in decision-making processes, is another key aspect of organizational agility (Rosário, Raimundo, 2021). Organizations that promote co-determination give their employees the opportunity to influence key decisions regarding both operational and strategic activities of the company (Brown, Jones, 2018).

Such a model promotes greater employee identification with the organization, as well as stimulates creativity and innovation. Co-determination enables better understanding by employees of the organization's goals and greater commitment to their implementation, which translates into greater agility in action (Joiner, 2019b).

The real impact of employees on the development of the enterprise is an integral aspect of organizational agility. Employees who perceive that their actions and decisions have a real impact on the development of the organization are more motivated to engage in innovative projects and take the initiative (Awasthi, Awasthi, 2023). Such influence also promotes a greater sense of responsibility for the company's results, which in turn leads to faster and more effective responses to market changes. In organizations where employees have a real impact on development, decisions are made faster and the organization is better able to adapt to external challenges (Alshehhi, Nobanee, Khare, 2018).

1.4. Research Methodology

The aim of the research was to identify and assess the determinants of organizational agility in the management of the organization's personnel, with an emphasis on the aspects of decision-making, structure and relations between employees. The research hypothesis assumed that there are strong connections between the flexibility of the organizational structure, the lack of hierarchy, and the level of co-decision-making and the influence of employees on the development of the enterprise. The subject of the study was to check whether determinants such as the lack of decision-making superiority, equality in relations and knowledge of entrusted duties have a significant impact on organizational agility. The research questions concerned the extent to which individual determinants, such as flexibility of the structure, the lack of hierarchy, co-decision-making and the real influence of employees, affect the increase in organizational efficiency and agility.

The research was conducted using a survey method between April and June 2024 on a sample of 312 respondents. Respondents answered questions about their opinions on various aspects of personnel management, including the flexibility of the organizational structure, decision-making, hierarchy and mutual relations. Based on the obtained results, Pearson correlation was calculated to determine the strength and direction of relationships between individual determinants. This correlation allowed us to determine the extent to which selected factors are interconnected and how they can jointly affect organizational agility in the context of personnel management.

During the research, sociodemographic data were obtained on the surveyed enterprises. Among the dominant types of activity, the largest percentage, as much as 65.1%, were service enterprises, while 25.6% of companies were engaged in trade activities and only 9.3% were engaged in production activities. In terms of the number of employees, the largest group (23.1%) were enterprises employing from 0 to 9 people. Companies employing from 10 to 49 people accounted for 20.5%, while enterprises with the number of employees from 50 to

249 people accounted for 15.7%. Enterprises employing from 250 to 999 people accounted for 21.8%, and those employing 1000 or more people – 18.9%.

In terms of scope of operations, the largest percentage of companies, 36.2%, operated internationally. Domestic companies accounted for 30.4%, while 21.5% of companies operated locally. Regional scope covered 11.9% of surveyed companies. In terms of education level, 57.1% of respondents had a university degree, 9.3% had a higher vocational education, and 33.7% had completed secondary school. In terms of age, the largest group, 48.4%, were respondents aged 20 to 30. Those aged 31 to 40 accounted for 12.8%, and 21.2% were those aged 41 to 50. Those aged 51 to 60 accounted for 10.9% of respondents, and the oldest group, over 60, comprised 6.7% of respondents.

1.5. Presentation of Research Findings

The research aimed to investigate the determinants of organizational agility in the management of the organization's personnel by analyzing various aspects of the functioning of the organizational structure. The table presents the respondents' answers divided into five categories: "Definitely not", "I don't think so", "I have no opinion", "I guess so", "Definitely yes", regarding seven different determinants.

The first determinant was flexible structure, where 57 respondents answered "Definitely not", 46 stated "I don't think so", 115 expressed no opinion, 71 chose the option "I guess so", and 23 people strongly confirmed this feature. The lack of hierarchy was assessed as follows: 109 respondents disagreed with the statement, 69 expressed slight disapproval, 57 had no opinion, 54 stated "I guess so", and 23 people strongly supported this determinant. In the case of lack of decision-making supremacy, 59 people strongly disagreed, 65 had slight doubts, 67 people had no opinion, 91 chose the answer "I guess so", and 30 people strongly supported this aspect.

Equality in mutual relations was assessed as follows: 69 respondents expressed strong disagreement, 65 had slight reservations, 55 people had no opinion, 89 people agreed partially, and 34 strongly supported this determinant. Knowledge of tasks and assigned responsibilities was assessed by 58 people as "Definitely not", 79 respondents expressed slight doubts, 57 people had no opinion, 97 answered "I guess so", and 21 people expressed strong support. Co-decision-making received answers in the range of: 62 people strongly disagreed, 77 had doubts, 59 had no opinion, 84 chose the option "I guess so", and 30 respondents strongly supported this determinant.

The last determinant, i.e. the real influence of employees on the development of the enterprise, was met with the following responses: 63 people expressed strong disapproval, 73 had doubts, 50 respondents had no opinion, 83 people partially agreed, and 43 people strongly supported this feature.

Table 1.*Determinants of organizational agility in the area of personnel management*

	Definitely not	I don't think so	I have no opinion	I guess so	Definitely yes
Flexible structure (1)	57	46	115	71	23
No hierarchy (2)	109	69	57	54	23
Lack of decision-making superiority (3)	59	65	67	91	30
Equality in mutual relations (4)	69	65	55	89	34
Knowledge of tasks and assigned responsibilities (5)	58	79	57	97	21
Co-decision (6)	62	77	59	84	30
The real impact of employees on the development of the enterprise (7)	63	73	50	83	43

Source: Own study based on research.

Table 2 presents the correlations between the seven determinants of organizational agility in HR management, which are presented in Table 1. The correlation values indicate the strength of the relationships between individual variables, which can help in understanding the interrelationships between the determinants. A correlation value close to 1 indicates a strong relationship, while a value close to 0 suggests no significant relationship.

Table 2.*Correlation Table*

	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>	<i>7</i>
1	1						
2	0.19	1					
3	0.58	0.32	1				
4	0.31	0.50	0.92	1			
5	0.35	0.36	0.95	0.93	1		
6	0.36	0.45	0.92	0.92	0.99	1	
7	0.05	0.37	0.83	0.92	0.94	0.93	1

Source: Own study based on research.

In the correlation analysis, it can be seen that the lack of decision-making superiority (variable 3) is strongly related to other determinants, especially equality in mutual relations (variable 4), knowledge of tasks and assigned responsibilities (variable 5), co-decision-making (variable 6) and the real influence of employees on the development of the enterprise (variable 7). The correlations in these cases range from 0.83 to 0.99, which indicates that these aspects may be strongly interdependent. Equality in mutual relations (variable 4) and knowledge of tasks and responsibilities (variable 5) are also strongly related (0.93), which suggests that greater equality in relations may be associated with better knowledge of the assigned tasks. Co-decision-making (variable 6) also shows a very high correlation with these determinants, which indicates a strong relationship between these elements.

Flexible structure (variable 1) seems to be less related to other determinants, except for the lack of decision-making supremacy, where the correlation is .58. The lack of hierarchy (variable 2) has the strongest associations with equality in relationships (.50) and co-decision-making (.45), but is generally less correlated with other variables than the determinants related to decision-making and relationships. The correlation between the determinants presented in

Table 2 indicates significant links between different aspects of organizational agility, especially in the areas of decision-making, cooperation and equality in employee relations.

2. Discussion

The conducted research indicates significant relationships between various determinants of organizational agility in personnel management, which allows for a better understanding of how these factors can jointly affect the effectiveness of the organization. Particular attention is drawn to the strong correlation between the lack of decision-making supremacy and other aspects, such as equality in mutual relations, knowledge of tasks and assigned responsibilities, co-decision-making and the real impact of employees on the development of the enterprise. These relationships suggest that in organizations where decision-making supremacy is limited, greater emphasis is placed on employee participation, which in turn can lead to more harmonious relationships in the team and higher awareness of tasks and responsibilities.

Equality in relationships and knowledge of tasks also show a strong correlation, suggesting that where relationships between employees are based on greater equality, understanding of individual roles and responsibilities in the organization increases. Co-determination, as an element of organizational agility, seems to be crucial for creating conditions in which employees can express their opinions and influence decisions, which increases the sense of responsibility for the development of the organization.

Flexibility of organizational structure, although indicated in the research as an important determinant, does not seem to be so strongly related to other factors, which may suggest that structural flexibility alone is not enough to build an agile organization if it is not accompanied by an appropriate level of co-decision-making and balance in relationships. The lack of hierarchy, although important in the context of decision-making, seems to be of less importance for organizational agility than other determinants, especially those related to relationships and cooperation.

Research shows that organizational agility is not the result of individual factors, but rather the synergy of many elements that interact with each other. The key factors seem to be the relationships between employees, their participation in decision-making processes and the transparency of tasks and responsibilities. Organizations that want to develop their agility should pay special attention to these aspects, striving to limit decision-making superiority, promote co-decision-making and build equal relationships among employees. These factors complement and support each other, which can lead to increased efficiency and flexibility of the organization in the face of dynamic market changes.

In conclusion, the research results indicate that organizational agility is strongly related to an organizational culture in which there is a balance in relationships, clearly defined tasks and

employee involvement in decision-making processes. These correlations emphasize how important it is to take into account all these aspects when striving to improve the agility of the organization.

Based on the research results, it is possible to recommend that companies take several key actions to increase organizational agility. First of all, it is worth striving to limit decision-making superiority, which can strengthen employee involvement in decision-making processes and improve their sense of responsibility for the development of the organization. Co-decision-making and greater employee influence on strategic decisions should become the foundation of organizational culture, which will contribute to more balanced relationships in teams.

It is equally important to build equality in employee relations. Supporting open communication and partnerships between employees at different levels of the organization not only promotes a harmonious work environment, but also increases efficiency through better understanding of roles and tasks. Transparency in the scope of tasks and responsibilities, as well as shared goals, can lead to greater motivation and better management of human resources. Flexibility of the organizational structure should be supported, but not as the only factor increasing the agility of the organization. The introduction of flexible frameworks of activities must go hand in hand with improving co-decision processes and strengthening relationships between employees. Without appropriate mechanisms for engaging the team, structural flexibility alone may not bring the expected results.

Organizational culture should be built on the principle of synergy of these elements that complement each other: equality, participation, clear structure of tasks and responsibilities. Companies should also regularly analyze relations between employees and their involvement in decision-making processes in order to constantly adjust management strategies to the needs of the organization in the face of dynamic changes on the market. Such a model will allow companies to be more flexible, effective and better prepared for changing external conditions.

Based on these considerations, an original model of personnel management practices in an agile organization was constructed (see Fig. 1). Based on these considerations, an original model of personnel management practices in an agile organization was constructed. This model includes several key elements that are intended to increase the flexibility and effectiveness of the organization. Limiting decision-making supremacy as the first element allows for increased employee involvement in decision-making processes. Another aspect is co-decision-making, which assumes a greater influence of employees on strategic decisions and is the foundation of organizational culture.

Balanced relationships in teams are key to building trust and partnerships between employees at different levels of the organization. Another important factor is the transparency of tasks and responsibilities, which supports open communication and clarity of roles. A flexible organizational structure should be supported by co-decision processes and strengthening relationships between employees, which promotes the synergy of equality, participation and a clear structure of tasks and responsibilities. Regular analysis of employee

relations and involvement in decision-making processes allows the organization to continuously adapt management strategies to changing market conditions, increasing flexibility and efficiency.

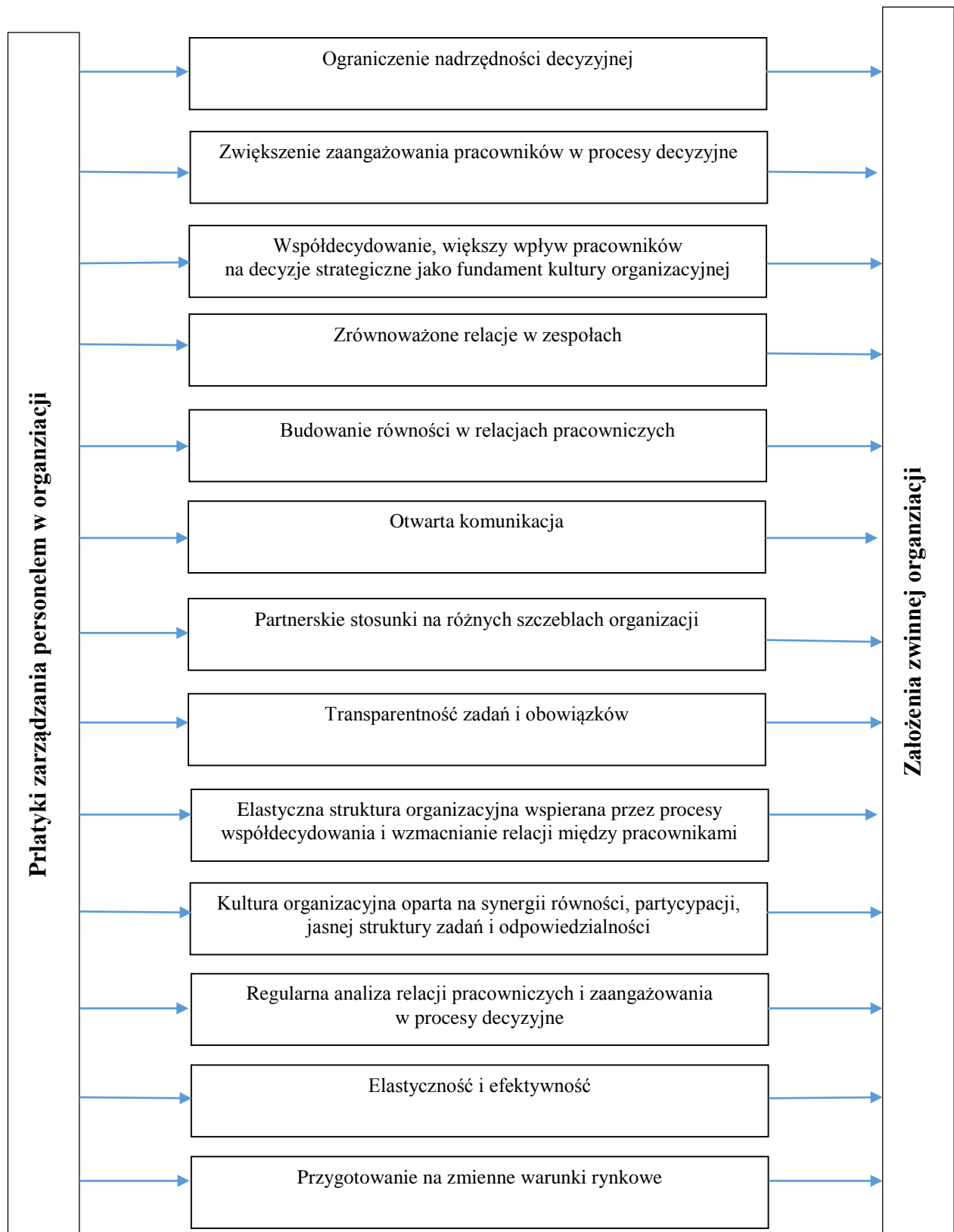


Figure 1. Personnel management practices in an agile organization.
Source: Own study.

The utilitarian value of the proposed model lies in its ability to increase the effectiveness of the organization by introducing more flexible and sustainable personnel management practices. This model enables better employee involvement in decision-making processes, which not only increases their motivation and sense of responsibility, but also leads to more accurate and innovative decisions. Thanks to transparency and partnership relations between employees at different organizational levels, it is possible to create an environment conducive to open communication, which translates into higher operational efficiency. Additionally, a flexible organizational structure supported by co-decision-making allows for faster adaptation to changing market conditions, which increases the company's competitiveness. Regular analysis of employee relations and their involvement in decisions ensures that the organization can dynamically respond to internal and external changes, which promotes its long-term development and stability. This model is therefore a practical tool that can be implemented in various types of organizations, adapting them to contemporary market requirements and strengthening their ability to adapt and innovate.

3. Conclusions

The research results presented in the article can be compared with the results of other authors dealing with the topic of organizational agility. In the study of the authors of this article, it was identified that the key determinants of organizational agility are flexibility of the structure, lack of hierarchy and employee co-decision. These results are consistent with the analyses conducted by Gao, Zhang, Gong and Li (2020), who found that technical IT capabilities have a significant impact on increasing organizational agility, especially in the context of decentralization of decision-making processes, which affects the better adaptation of the organization to changes. Similar conclusions can be found in the research of Chen and Siau (2020), where it was emphasized that IT infrastructure, combined with business analysis, supports organizational agility, facilitating decision-making at various levels of the organizational structure.

The research results on the impact of co-decision-making on organizational effectiveness are confirmed by Joiner's research (2019), which indicates that leadership agility, including broad employee involvement in decision-making processes, is crucial for achieving success in dynamic market conditions. The authors of this article emphasize that co-decision-making and equality in employee relations promote greater organizational flexibility, which is also reflected in the works of He and Harris (2021), who indicate the positive impact of organizational agility on crisis management and financial results of enterprises.

At the same time, it is worth noting that research on organizational agility conducted by Mrugalska and Ahmed (2021) also confirms the importance of modern technologies in increasing agility. The article indicates a correlation between reducing hierarchy and organizational effectiveness, which is consistent with the results of Fiddler's (2017) research, who emphasized that smaller hierarchical structures facilitate faster information flow and decision-making.

Based on these comparisons, it can be stated that the research results of the authors of the article are consistent with the findings of other researchers, which strengthens the thesis that organizational agility based on a flexible structure, equality in relations and employee co-decision-making plays a key role in effective organizational management.

Future research directions may focus on deepening the analysis of individual determinants of organizational agility, especially in the context of different industries and sectors. It is worth examining how these determinants function in organizations with different structures, sizes, or forms of ownership, which can provide a broader picture and allow for better adjustment of recommendations to specific conditions. Research can also cover the long-term effects of introducing agile HR strategies to assess their lasting impact on the efficiency, innovation, and adaptability of companies. Another interesting area may be the analysis of the impact of digitalization and new technologies on organizational agility, especially in the context of managing remote or hybrid employees. Examining how new communication tools and management systems affect co-decision-making, structural flexibility, and relationships in the organization can provide valuable information for companies that want to remain agile in an increasingly digital work environment.

Another direction could be the analysis of cross-cultural differences in organizational agility. Research could focus on comparing how different organizational cultures affect the implementation of agile practices, especially in international corporations. Finally, it is also worth considering research on the impact of external factors, such as economic changes or market crises, on organizational agility to better understand how organizations can adapt to dynamically changing conditions.

The limitations of the research result primarily from the nature of the research method used and the specificity of the research sample. The survey, although it provided valuable data, was based on the subjective opinions of respondents, which may result in some ambiguity of the results. The survey was conducted among 312 respondents, which is a representative sample, but the limited number of surveyed companies may not reflect the full picture of the functioning of organizations in various sectors of the economy. The study also included specific types of activities, such as service, trade and manufacturing companies, which may limit the possibility of generalizing the results to other sectors, especially those with more complex structures.

Another limitation is the time of the research, which was conducted in a relatively short period (April-June 2024). This time limitation could have affected variability of results, especially in the context of dynamic changes in the market and organizations. The research could provide a broader picture if it were conducted over a longer period, which would allow for a better understanding of long-term trends.

Moreover, focusing mainly on correlations between selected determinants of organizational agility does not allow for a full examination of the causal relationships between them. Correlations only show the strength of the relationships, not providing clear answers as to how individual determinants influence each other. Further research should consider more complex analyses, such as causal models, which could provide a more complete picture of the interactions between determinants of organizational agility.

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