

EMPLOYEE ENGAGEMENT IN DECISION-MAKING PROCESSES IN AN AGILE ORGANIZATION

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Purpose: The purpose of this article is to analyze employee engagement in decision-making processes in agile organizations and to examine how this engagement affects organizational effectiveness and building competitive advantage. The focus is on identifying key elements of agile employee engagement in various sectors of the economy.

Design/methodology/approach: The research was conducted in the form of a survey on a sample of 303 respondents who assessed various aspects of employee engagement in decision-making processes. The collected data was subjected to quantitative analysis, including correlation analysis, to examine the links between individual elements of engagement and organizational agility.

Findings: Research has confirmed that a high level of employee engagement in decision-making processes significantly affects organizational effectiveness and the ability to adapt in a changing market environment. Key aspects such as consulting strategic changes and supporting employee initiatives are of significant importance for building organizational agility.

Research limitations/implications: The study is limited by its geographical scope and the industry specificity of the respondents, which may affect the generality of the results. In addition, the self-assessment method may introduce subjective distortions in the responses.

Practical implications: The study results can be used by managers to create strategies that increase employee involvement in decision-making processes, which contributes to improving the efficiency and flexibility of the organization.

Social implications: Employee involvement in organizational decisions can improve their job satisfaction, increase motivation and loyalty, which translates into a positive impact on work culture and relationships within the organization.

Originality/value: The article adds value by providing an in-depth analysis of key aspects of organizational agility and employee engagement, providing managers with practical guidance on how to implement agile management strategies to achieve competitive advantage.

Keywords: agile organization, decision-making processes, employees, enterprise, competitive advantage.

Category of the paper: research paper.

1. Introduction

Modern organizations operate in a dynamically changing environment that requires constant adaptation to new market, technological and social conditions. The ability to respond quickly to changes and effectively manage resources has become a key factor determining the success of an organization. In this context, organizational agility, the essence of which is flexibility and the ability to adapt to unpredictable challenges, is playing an increasingly important role (Prieto, Talukder, 2023). Contemporary research indicates that one of the key elements of organizational agility is the active involvement of employees in decision-making processes. Employees who have an impact on decisions regarding strategy, operations and innovation contribute to increasing the effectiveness of the organization and its ability to adapt (Kt, Sivasubramanian, 2023).

The issue of employee engagement in decision-making processes in the context of organizational agility is becoming increasingly important, especially in the face of growing competition and rapidly changing technologies. Despite the growing interest in this topic, there is still a need for in-depth analysis of how different forms of employee engagement affect the functioning of the organization. Examining these relationships can provide valuable tips for managers on how to effectively engage employees and use their potential to build a competitive advantage.

Undertaking to investigate this problem is justified also from a theoretical point of view, because the literature lacks comprehensive analyses that link organizational agility with employee engagement in decision-making processes. Therefore, the article aims to fill this gap by analyzing how employee engagement affects organizational agility and which elements of this engagement are most important for the operational and adaptive effectiveness of enterprises.

2. Literature Review

2.1. Principles and foundations of organizational agility

Organizational agility is based on flexibility, speed of adaptation and the ability of the organization to effectively respond to changes in the environment. Modern organizations, in order to cope with dynamic market conditions, must integrate these features in their structures and processes. Agility does not only mean speed of action, but also the ability to introduce changes in a thoughtful way, with minimal impact on organizational stability (Awasthi, Awasthi, 2023).

The foundation of agility is the ability of an organization to quickly identify and respond to changing market needs, customer preferences, and technological innovations. Open communication channels play a key role here, enabling rapid information transfer and decision-making based on current data. In an agile organization, decision-making is decentralized, allowing teams to operate independently and efficiently without the need for lengthy approval processes (Yang, Liu, 2012). Another important element of agility is the ability to learn and continuously improve. Organizations must be open to testing new solutions, implementing innovations, and quickly modifying strategies when the business environment changes. The learning process is based on the analysis of both successes and failures, which allows for continuous improvement of processes and adaptation to new challenges (Sajdak, 2021).

Organizational agility also assumes the flexibility of internal structures. Traditional hierarchical structures often turn out to be too rigid to effectively respond to changing conditions (Routledge, 2020). Agile organizations are dominated by flat structures that facilitate rapid communication and shorten the distance between employees and management. Teams are autonomous and interdisciplinary, which allows for efficient problem solving and project implementation in a short time (Kurnia, Chien, 2020).

Ultimately, organizational agility also requires an appropriate organizational culture based on openness to change, trust, and cooperation (Kocot, Kwasek, 2022). Employees must be prepared to work in conditions of constant change and uncertainty, which requires a supportive work environment in which employee innovation and initiatives are appreciated. The organizational culture should support knowledge sharing and openness to ideas that can contribute to improving the company's operations (Skyrius, Valentukevič, 2020).

These elements create a coherent whole in which organizational agility becomes not only a set of management techniques, but also a philosophy of operation, enabling organizations to function effectively in a changing and unpredictable market environment.

2.2. The Role of Employee Engagement in Creating Competitive Advantage

Employee engagement plays a key role in creating an organization's competitive advantage, as employees are the main driver of innovation, service quality, and operational efficiency. Organizations that can effectively engage their employees benefit from their knowledge, skills, and creativity, which translates into better market results (Chen, Siau, 2020). Employee engagement helps build a stronger organizational culture in which individuals feel responsible for the success of the entire company, which in turn leads to increased loyalty and motivation to work towards common goals (Rut, Meyer, Andrzejczyk, 2022).

A key element of competitive advantage resulting from employee engagement is their ability to respond quickly to changes in the market environment. Employees who feel part of the organization and have a real impact on decision-making processes are more likely to take initiatives that can improve operational efficiency or introduce new, innovative solutions

(Mycka, 2023). As a result, organizations become more flexible and able to adapt to changing market conditions, which gives them an advantage over competitors who operate in a more static and rigid way (Luo, Ren, Cao, Hong, 2020).

Employee engagement also increases the quality of services and products offered by the organization. Employees who are appropriately motivated and identified with the values of the organization attach greater importance to the quality of the work performed, which translates into better customer service and higher quality of final products. High quality of services and products is often a factor determining competitive advantage, especially in markets where customers have a wide range of offers to choose from (Bukowska, 2023). Organizations that are able to build and maintain employee engagement gain the ability to constantly provide added value to their customers, which allows them to stand out from the competition (Rahimi, Mansouri, 2019).

Another aspect of competitive advantage resulting from employee engagement is the ability to innovate internally. Engaged employees who feel valued and see meaning in their work are more open to introducing new ideas, testing new solutions, and taking risks that can lead to breakthrough innovations (Erdil, 2014). Organizations that support such attitudes gain access to the constantly evolving knowledge and ideas of their employees, which can be a significant competitive advantage, especially in industries where the pace of innovation determines the survival of the company (Ramadhana, 2021).

Employee engagement also contributes to increased organizational effectiveness. When employees are actively involved in decision-making processes and share responsibility for the company's results, they become more focused on achieving organizational goals and efficiently using resources (Alshehhi, Nobanee, Khare, 2018). As a result, organizations can better optimize their processes, reduce operating costs, and increase productivity (Adamik, 2019). High operational efficiency, which is the result of employee engagement, gives companies a competitive advantage in the form of a better profit margin and the ability to complete projects faster (Kordecki, 2023).

Finally, employee engagement influences the building of long-term relationships with customers (Cappelli, Tavis, 2018). Employees who are strongly attached to the organization become its brand ambassadors, which affects the positive image of the company on the market (Fiddler, 2017). Better communication with customers, attention to their needs, and willingness to take additional actions on their behalf lead to increased customer trust and loyalty (Attar, Almusharraf, Alfawaz, Hajli, 2022). Organizations that are able to engage their employees at the operational and emotional level gain a stronger market position because they are able to build more lasting and beneficial relationships with customers, which in the long term translates into a competitive advantage (He, Harris, 2021).

In conclusion, employee engagement is one of the most important factors influencing the competitive advantage of an organization. The ability of an organization to build engagement at various operational levels translates into better efficiency, higher quality products and services, greater innovation and better relationships with customers. As a result, organizations that effectively engage their employees are more competitive on the market and have a better chance of long-term success.

2.3. Employee engagement in decision-making processes as a key element of an agile organization

Employee involvement in decision-making processes is a fundamental element of an agile organization, as it promotes the culture of open communication, cooperation, and adaptation to dynamically changing market conditions. An agile organization cannot function effectively without the active participation of its employees in making key decisions. Therefore, the role of employees in shaping decisions at various organizational levels becomes an indispensable element of the effective operation of agile structures (Jurczak, Konecka, Łupicka-Fietz, Pawlicka, 2024).

Consulting strategic changes with employees strengthens their commitment, giving them a sense of shared responsibility for the development of the organization. Regular communication about the company's strategy allows employees to better understand long-term goals and influences their motivation to act in a manner consistent with these goals (Ciszewski, 2023). When an organization engages employees in strategic decisions, it increases their sense of belonging to the company, which naturally translates into their loyalty and a higher level of involvement in everyday tasks. Such a model of operation of an agile organization allows for quick response to changing market conditions, as well as better adaptation to new challenges (Joiner, 2019).

An equally important element is encouraging employees to share ideas for improving processes (Chen, Li, 2021). Employees who feel that their opinions and ideas are valuable are more likely to actively participate in the life of the organization. In agile organizations, it is particularly valuable to create a space where every employee can submit their ideas, which leads to increased innovation and efficiency. An open culture of communication favors the generation of new solutions that can bring the organization a competitive advantage (Brown, Jones, 2018). The greater the involvement of employees in the creation and optimization of processes, the more the organization gains in flexibility and adaptability (Seifollahi, Shirazian, 2021).

The ability of employees to influence decisions concerning their teams is crucial for the operational effectiveness of agile organizations. Decentralization of the decision-making process, which is typical of agile structures, enables faster decision-making at the operational level (Bray et al., 2019). Thanks to this, employees can adapt the activities of the teams to changing market conditions, which increases their effectiveness. Autonomy in decision-making

also promotes greater engagement, because employees feel that their opinions are taken into account and have a real impact on the way they work. This leads to greater motivation and responsibility for the results of the teams, which in turn improves the effectiveness of the entire organization (Sedej, Justinek, 2021).

Regular feedback meetings are an important element of the decision-making process in agile organizations. The exchange of feedback allows employees to monitor progress on an ongoing basis, identify areas for improvement, and adapt activities to new conditions (Jones, Adam, 2023). Feedback meetings also promote transparency in decision-making, which builds trust between employees and management. In agile organizations, regular meetings of this type not only help to coordinate activities, but also stimulate a culture of continuous improvement. Employees who regularly receive feedback on their work are more engaged in the process of improving their own skills and in the development of the organization (Felipe, Leander, Roldan, Leal-Rodriguez, 2020).

The last but not least element is the provision of tools and support for employee initiatives by the organization. Agile organizations that invest in the development of their employees not only increase their efficiency, but also enable them to implement their own initiatives (Borowski, 2021). Employees who have access to the right tools and support are able to implement their ideas more effectively and implement innovations that can contribute to the development of the company. Supporting employee initiatives also helps build a culture of innovation, in which employees are motivated to take actions that go beyond their daily duties (Sherehiy, Karwowski, 2017).

In summary, employee engagement in decision-making processes is a key element of an agile organization. Employees who are actively involved in shaping decisions at various levels of the organization contribute to its greater flexibility, innovation, and efficiency. By decentralizing the decision-making process and creating an open environment conducive to sharing ideas, agile organizations are better able to adapt to changing market conditions, which is a significant competitive advantage.

2.4. Research Methodology

The aim of the article was to assess employee engagement in decision-making processes in an agile organization and to examine the extent to which this engagement affects organizational effectiveness and building competitive advantage. The focus was on analyzing various aspects of this engagement, such as consulting strategic changes, encouraging the sharing of ideas, the possibility of employees to influence decisions in their teams, organizing regular feedback meetings, and providing tools and support for employee initiatives.

The research hypothesis was that organizations that engage employees more in decision-making processes achieve higher levels of agility and better market performance. Therefore, the research question was whether there is a clear correlation between the level of employee engagement and the organization's performance in terms of efficiency and

adaptability. Other research questions concerned which aspects of engagement have the greatest impact on organizational agility and how differences in engagement can affect employees' perceptions of strategic changes.

The study was conducted quantitatively, using a survey addressed to 303 respondents. The survey was conducted in April and May 2023, and its purpose was to collect data on various aspects of employee engagement in decision-making processes in agile organizations. The responses were assessed on a five-point Likert scale, which allowed for an accurate estimation of the degree of employee engagement in individual decision-making areas and for an analysis of the relationship between this engagement and the effectiveness of the organization.

During the study, sociodemographic data were obtained. During the study, sociodemographic data were collected. The study participants were dominated by men, who made up 58.7 % of the respondents, while women made up 41.3% of the study group. The largest age group was respondents under 25 (47.2%), while people aged 26-35 made up 30.4%, and 19.5% of the participants were in the age group of 36-45. People over 45 made up only 3% of the respondents.

In terms of position held, employees predominated (57.4 %), followed by middle managers (25.2%). This was followed by low-level managers (11.1 %) and top management (6.4%). In terms of seniority, 47.7% of respondents declared professional experience of up to 5 years, 33.4% had seniority of 6 to 10 years, and the rest of the group had more professional experience. The respondents came from companies of various sizes and with various seniority on the market, with a predominance of small enterprises (37.5 %) and microenterprises (26.4%).

The majority of survey participants came from the retail sector (54.8 %), with smaller groups representing other industries such as education and automotive. The companies in which respondents worked operated mainly at regional and national levels.

2.5. Presentation of Research Findings

The research was aimed at assessing employee engagement in decision-making processes in an agile organization. The study involved 303 respondents who answered questions about various aspects of engagement in decision-making processes (Table 1). The research provided a detailed picture of the perception of various aspects of employee engagement in decision-making processes in an agile organization, while also showing differences in opinions on individual organizational activities.

The first question concerned regular consultations between the organization and employees on strategic changes. 92 respondents answered "YES" strongly, and 119 rather agreed with this statement. On the other hand, 56 people had no opinion on this subject, while 29 answered "Rather NO" and 7 "Definitely NO". This indicates a relatively high level of involvement of the organization in strategic consultations with employees, although a certain group of people remains undecided or dissatisfied with these activities.

The next question was about encouraging employees to share ideas for improving processes. Here, 114 respondents answered "Definitely YES" and 113 "Somewhat YES", suggesting strong support for such an initiative from the organization. A smaller group, 44 people, had no opinion, and 22 respondents thought that the organization does not encourage sharing ideas. Only 10 people answered that the organization does not definitely support such activities.

The third question concerned the influence of employees on decisions concerning their teams. The answer "Definitely YES" was selected by 103 respondents, and "Rather YES" by 122, which suggests that most employees feel they have an influence on team decisions. However, 41 people had no opinion and 31 thought they did not have such an influence. A small group, 6 people, answered "Definitely NO".

The fourth question concerned the organization's regular feedback meetings. To this question, 109 people answered "Definitely YES" and 110 "Rather YES", which indicates a generally positive perception of these meetings. However, 52 people were undecided, 24 considered that such meetings are rather not organized, and 8 people answered "Definitely NO".

The last question concerned the organization's provision of tools and support for employee initiatives. 102 respondents responded strongly positively, and 117 rather agreed with this statement. 48 people had no opinion, while 27 believed that the organization rather does not provide appropriate tools and support. Only 9 respondents were definitely "NO".

Table 1.

Employee involvement in decision-making processes in an agile organization, N = 303

	Definitely NOT	Rather not	I don't have an opinion	Rather YES	Definitely YES
The organization regularly consults with employees on strategic changes (1)	7	29	56	119	92
Organization encourages sharing of ideas for process improvement (2)	10	22	44	113	114
Employees have a say in decision-making for their teams (3)	6	31	41	122	103
The organization organizes regular feedback meetings (4)	8	24	52	110	109
Organization provides tools and support for employee initiatives (5)	9	27	48	117	102

Source: Own study based on research.

Table 2 presents a correlation matrix between the variables described in Table 1 related to employee engagement in decision-making processes in an agile organization. The correlations are very high, suggesting strong links between the different aspects of engagement.

The correlation value between all variables ranges from 0.96 to 0.99, which indicates almost perfect correlations. For example, the correlation between encouraging the sharing of ideas for improving processes (variable 2) and organizing regular feedback meetings (variable 4) is 0.99. This means that organizations that organize feedback meetings frequently also tend to strongly encourage employees to share ideas for improvement. Similarly, the high correlation

of 0.99 between the variables related to providing tools and support for employee initiatives (variable 5) and the other variables indicates that organizations that offer support are also more likely to involve employees in other areas of decision-making.

The strongest correlation, 0.99, is between variable 5 and the other variables, suggesting that providing tools and support for employee initiatives is closely linked to other aspects of employee engagement. A high correlation between all variables may suggest that the organization's employee engagement efforts are consistent and complementary.

Table 2.

Correlations table, N = 303

	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
1	1				
2	0.96	1			
3	0.98	0.98	1		
4	0.97	0.99	0.98	1	
5	0.99	0.99	0.99	0.99	1

Source: Own study based on research.

The analysis of the correlation table in the context of the employee engagement table indicates that organizations that engage employees more in decision-making processes also perform better in other activities that support organizational agility. High correlations between these variables may suggest that improving one aspect of engagement can lead to strengthening other areas, which in turn can contribute to building an organization's competitive advantage.

3. Discussion

The presented research allows us to formulate several important conclusions regarding employee engagement in decision-making processes in an agile organization and the interrelationships between various aspects of this engagement.

First, the high level of agreement among respondents in Table 1 suggests that most employees positively evaluate the organization's involvement in decision-making processes, such as regular consultations on strategic changes, encouraging the sharing of ideas, as well as organizing feedback meetings and providing tools for employee initiatives. A significant number of respondents agreed that organizations undertake these activities, which indicates their role in building an environment conducive to collaboration and innovation.

Second, the analysis of correlations between individual variables, as shown in Table 2, indicates strong links between different aspects of employee engagement. Very high correlation values (from 0.96 to 0.99) suggest that the individual organizational engagement activities are closely related. For example, organizations that regularly consult with employees on strategic changes are also likely to encourage the sharing of ideas and organize regular feedback meetings.

Third, the .99 correlation between the variable on providing tools and support for employee initiatives and the other variables suggests that providing appropriate resources is a key element in supporting organizational agility. This means that organizations that invest in tools and support are more likely to effectively engage employees in other aspects of decision-making processes, which can lead to higher efficiency and better adaptation to market changes.

Finally, it can be concluded that high coherence of organizational actions in the field of employee engagement is conducive to building an organizational culture based on trust, cooperation and innovation. Since the correlations between all variables are close to one, this indicates a synergistic effect of these actions, where improving one aspect can strengthen others. In practice, this means that organizations that consistently engage employees in decision-making processes create conditions conducive to agility, which can be a significant competitive advantage in a dynamically changing market.

In summary, research clearly shows that agile organizations that comprehensively engage their employees can adapt to change more effectively and better respond to market needs, which can lead to sustainable business success in the long run.

Based on the research conducted, several key conclusions and recommendations can be formulated for agile organizations that want to effectively engage their employees in decision-making processes and build a sustainable competitive advantage. First, agile organizations should regularly consult strategic changes with employees. Research indicates that such activities are highly valued by employees and can significantly affect their commitment and loyalty to the organization. Regular consultations also help build trust and a sense of shared responsibility for the development of the company.

Second, it is crucial to encourage employees to share ideas for improving processes. Organizations that actively promote a culture of open communication and innovation can count on higher levels of creativity and engagement. Employees who feel that their ideas are valued and implemented are more likely to engage in the development of the company.

Third, organizations should enable employees to have a real say in decisions about their teams. The high correlation between this variable and other dimensions of engagement suggests that employees who have the opportunity to influence decisions are more motivated and committed to the organization. Creating space for independent decision-making can also promote faster adaptation to changing market conditions.

Fourth, organizing regular feedback meetings is a key element of an agile organization. Such meetings not only allow for ongoing monitoring of progress, but also provide a platform for open communication and exchange of ideas. Regular feedback is essential for continuous improvement of processes and building strong relationships within teams.

Ultimately, agile organizations must provide tools and support for employee initiatives. Research shows that access to the right resources is closely linked to other aspects of engagement. Organizations that invest in the development of their employees and provide them

with the necessary tools create an environment conducive to innovation and adaptation, which is crucial to achieving success in a rapidly changing market.

In summary, agile organizations should strive for comprehensive employee engagement at all levels. Integration of the above recommendations can lead to higher operational efficiency, better adaptation to market changes, and a stronger competitive position. Employees who feel engaged and supported by the organization are more motivated to act, which in turn translates into the success of the entire company. Based on the considerations below, a model of agile decision-making engagement is proposed (see Figure 1).

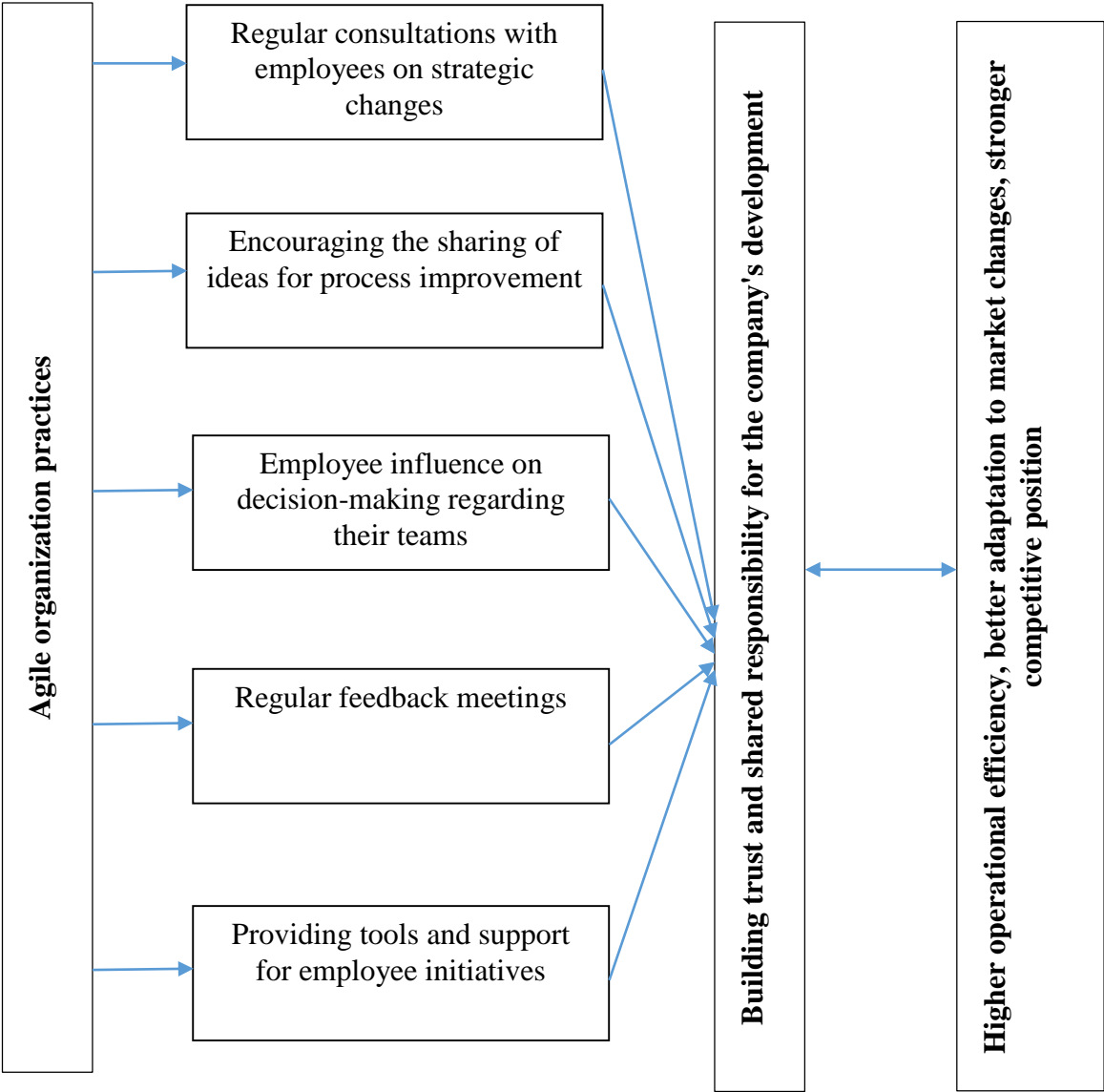


Figure 1. Agile decision-making engagement model.

Source: Own study.

It shows how individual elements work together to support the agility of the organization, while at the same time influencing the development of competitive advantage. The model illustrates that the key to an agile organization are: regular consultation of strategic changes with employees, encouraging the sharing of ideas for improving processes, the influence of

employees on making team decisions, organizing feedback meetings and providing tools and support for employee initiatives. These elements create a coherent system in which a high level of employee engagement contributes to greater flexibility and adaptability of the organization, which in the long term allows it to function more effectively in a dynamically changing market. The model also visualizes the interconnections between the individual components of employee engagement, which allows for a better understanding of the mechanisms that lead to achieving organizational agility and improving operational efficiency.

It is worth mentioning that the conducted research encountered certain limitations. They result from several key factors. First of all, the research was conducted on a sample of 303 respondents, which may not fully reflect the diversity in the approach to employee involvement in decision-making processes across industries and regions. It is worth noting that the dominance of respondents from the retail sector may have influenced the results, which are not necessarily representative of other sectors of the economy, such as industry or public services.

Another limitation of the study is its geographical scope. The respondents came mainly from companies operating at the regional and national level, which may limit conclusions about global organizations or companies operating in international markets. The specificity of local markets may affect the results, so they may not be fully applicable to organizations operating in more diverse cultural and economic contexts. Another limitation is the research method, which was based on a survey and employee self-assessment. This type of research is prone to subjective respondents, which may lead to some distortions or inaccuracies of the results. Employee self-assessments may not always reflect the actual decision-making processes in organizations, which limits the objectivity and precision of the conclusions.

In addition, the research was cross-sectional, meaning that data was collected at one point in time—in April and May 2023. This type of study does not allow for the analysis of the long-term effects of employee engagement in decision-making processes or for understanding the changes that may occur in organizations as a result of dynamic market conditions. Another limitation may be the focus on specific aspects of engagement, such as consulting on strategic changes or organizing feedback meetings, which may ignore other important factors influencing employee engagement, such as leadership style or organizational culture. Further research could consider a broader range of factors that affect employee engagement in decision-making processes.

4. Conclusions

The presented studies have shown a strong correlation between employee engagement in decision-making processes and the operational effectiveness of the organization. Agile organizations that regularly engage employees achieve higher levels of flexibility and innovation. These results are consistent with the research of Bray et al. (2019), who also emphasize that organizations characterized by a high level of adaptability and employee engagement cope better with dynamic market changes.

This research also highlights that organizations that support employee initiatives through appropriate tools and support achieve higher levels of competitiveness. Similar findings were presented by Chen and Li (2021), who found that organizations that demonstrate agility are better prepared to respond to challenges such as the COVID-19 pandemic. This shows that the ability to quickly adapt to changing market conditions is a key factor for success.

Additionally, smaller studies have shown that decentralization of the decision-making process promotes faster response to changes and building competitive advantage. These results are consistent with the findings of Sajdak (2021), who described strategic agility as a key factor supporting the development of enterprises, especially in dynamic market conditions.

Future directions of research on employee engagement in decision-making processes in agile organizations may focus on several key areas that require further analysis. One important direction is to deepen research on the various factors influencing the degree of employee engagement in different sectors of the economy. Previous research indicates the importance of engagement in the context of agile organizations, but there is still a need for a more detailed understanding of how the specifics of different industries affect the dynamics of engagement and which strategies are most effective in each sector. Examining differences between industries, such as information technology, manufacturing, or services, could provide valuable information on the specific mechanisms of employee engagement and their impact on organizational agility.

Another area of research that requires in-depth analysis is the influence of cultural and regional factors on employee engagement in decision-making processes. Organizational agility operates in different cultural contexts, and research could focus on how cultural differences affect employee openness to engaging in decision-making processes. Comparing organizations operating in different regions of the world could provide interesting conclusions on how different approaches to HR management and local social norms shape the degree of employee engagement.

An interesting direction of research may also be to examine the long-term effects of employee involvement in decision-making processes. Although the literature emphasizes the benefits of including employees in the decision-making process, few studies analyze the long-term implications of such activities for organizations. It is worth conducting long-term studies

that will allow for the assessment of how employee involvement contributes to organizational stability, innovation, and sustainable competitive advantage. Such studies can focus on analyzing how employee involvement affects their loyalty, motivation, and development of competencies over many years.

Another interesting area of research is the impact of technology on the employee engagement process in agile organizations. In the era of increasing digitalization and automation, the role of technology in decision-making processes is becoming increasingly important. Research could focus on how modern technologies, such as artificial intelligence or internal communication platforms, can support or hinder employee engagement. Examining the impact of technology on the transparency of decision-making processes and the availability of information for employees could provide valuable tips for managers looking for tools supporting the agility of the organization.

Another potential area of research is the analysis of the impact of different leadership styles on employee engagement in decision-making processes. Research could focus on how different leadership approaches – from authoritarian to democratic – affect employees' willingness to actively participate in decision-making. Understanding how organizational leaders can support the engagement process by providing inspiration and tools is crucial to shaping agile organizations. This research could also address how changes in leadership affect the level of organizational agility and employees' willingness to adapt.

The last but not least direction of research is to investigate the relationship between employee engagement and psychophysical health. Modern organizations require employees to be flexible and constantly adapt to changes, which can lead to excessive stress and burnout. Research can focus on analyzing how organizations can maintain a balance between engagement and employee well-being. Examining the role of mental support programs and mechanisms for preventing burnout can provide valuable guidance for organizations that want to build sustainable and effective work environments.

In summary, future research directions on employee engagement in decision-making processes in agile organizations offer ample opportunities to explore different aspects of this issue. Analysis of industry specificity, cultural context, long-term effects, the role of technology, leadership styles, and employee well-being can provide new, valuable information on how to effectively engage employees in decision-making processes and how this engagement can contribute to building a sustainable competitive advantage.

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