# EMPLOYEES' EXPECTATIONS REGARDING MANAGEMENT METHODS IN AN AGILE ORGANIZATION IN THE LIGHT OF OWN RESEARCH

Maria KOCOT[1*], Małgorzata GOLIŃSKA-PIESZYŃSKA[2], Paulina SUCHAN[3], Artur KWASEK[4]

[1] University of Economics in Katowice; maria.kocot@ue.katowice.pl, ORCID: 0000-0001-9240-857X
[2] Lodz University of Technology, Faculty of Organization and Management; malgorzata.golinska-pieszynska@p.lodz.pl, ORCID: 0000-0003-1088-4746
[3] paulinaewassuchan@gmail.com, ORCID: 0009-0000-0394-3088
[4] University of Technology and Economics in Warsaw; artur.kwasek@uth.edu.pl, ORCID: 0000-0003-4386-1444
* Correspondence author

**Purpose:** The purpose of this article is to identify and understand employee expectations regarding the management methods used by management in agile organizations. The research aims to determine which aspects of work and professional development are most important to employees and how they evaluate various elements related to management in such environments.

**Design/methodology/approach**: The research used a survey method, conducted in the period January-March 2024 on a sample of 1018 respondents. The analysis of the results was based on the identification of dominant answers and the study of correlations between various employee expectations and management methods.

**Findings:** The research showed that employees attach the greatest importance to opportunities for professional development, work flexibility and access to training. Recognition and rewards for achievements also play a key role in employee motivation. Support for personal development, on the other hand, was less important to respondents.

**Research limitations/implications**: Research limitations include the use of a standardized survey, which may have limited the depth of responses obtained. The sample size of 1018 individuals, while large, may not fully reflect the diversity of all employees in agile organizations, which limits the generalizability of the results.

**Practical implications:** The results can be used by organizations that want to better adapt their management methods to the needs of employees, which can lead to higher levels of engagement and job satisfaction. Identified key aspects, such as professional development and flexibility, can become a priority in the management strategy.

**Social implications:** A better understanding of employee expectations towards management methods can help build more friendly and supportive workplaces. This can improve the quality of professional life and improve the work-life balance of employees.

**Originality/value:** The research provides a novel perspective on agile organizations from the perspective of employee expectations, which allows for the identification of important management elements. The focus on the human aspects of management in the context of agile methodologies is an added value and fills a gap in the existing literature on agile management.
**Keywords:** agile organization, employees, management, governance, Kanban.
**Category of the paper:** research paper.

## 1. Introduction

Modern organizations operate in a dynamically changing environment that requires them to adapt quickly and be able to respond to new challenges. In such conditions, agile management methods are gaining importance, becoming an indispensable element of the strategy of many companies (Cappelli, Tavis, 2018). Agility, as an approach that enables flexible management and quick adaptation to changing market conditions, allows organizations to better use the potential of employees and quickly introduce innovations (Harraf et al., 2015). However, for agile management to be effective, it is crucial to understand the expectations of employees towards the management methods used by management in such organizations. Despite the growing popularity of agile methods, there is still a lack of research that would comprehensively analyze this relationship, taking into account the diversity of employee expectations and the specificity of their needs (Brown, Jones, 2018).

Taking up this topic is important for several reasons. First of all, employee expectations are one of the key factors influencing the success of implementing agile management methods. Modern organizations cannot function effectively without taking into account the perspective of their employees, who increasingly value the opportunity for professional development, work-life balance, and flexible working conditions. In the face of increasing competition on the labor market, the ability of organizations to attract and retain talented employees is crucial, which makes the analysis of their expectations towards management methods an extremely current topic.

The novelty of the conducted research lies in looking at agile organizations from the perspective of employee expectations, which allows for the identification of key management elements that affect their satisfaction and engagement. Instead of focusing only on technological or process aspects of agile methods, this research focuses on human factors, such as the need for recognition, the possibility of continuous improvement of skills or work-life balance. This type of approach allows for a more holistic picture of the functioning of agile organizations, taking into account both business needs and employee expectations.

The aim of the research is to identify and analyze employee expectations regarding management methods used by management in agile organizations and to assess which management elements are most important to them. The research conducted aims to understand

which aspects of work and professional development are key for employees and how their needs can be better taken into account in management strategies. This knowledge can help organizations adapt their practices to the real expectations of employees, which will increase efficiency and long-term employee satisfaction, as well as strengthen the company's position on the market.

## 1.1. The essence and characteristics of an agile organization

The essence of an agile organization is based on flexibility, the ability to quickly adapt to change, and openness to innovation. An agile organization, also known as agile, operates in a way that allows for dynamic response to changing market conditions, customer needs, and internal challenges (Abdmouleh, Alammari, Gastli, 2015). The key assumption of this approach is to create a structure and processes that allow for efficient change management, eliminating the long decision cycles and hierarchical barriers characteristic of more traditional management models. In an agile organization, the emphasis is on rapid iteration and continuous improvement, which means that actions are taken in shorter time cycles, allowing for rapid testing, learning, and corrections (Doz, Kosonen, 2008).

An agile organization is focused on the customer and their needs, which is the central point of all activities and decisions. In such an environment, it is important to collect and analyze customer feedback to introduce improvements to products and services in real time. Close cooperation with customers and constant monitoring of their requirements allow for quick adjustment of the offer, which increases competitiveness on the market. The customer becomes an integral part of the product development process, and their feedback is the basis for continuous improvement of the offer (Alshehhi, Nobanee, Khare, 2018).

Agile organizations are characterized by a flat organizational structure, where hierarchy is minimized in favor of cooperation and team autonomy. This approach promotes faster decision-making, as teams can independently carry out their tasks without having to wait for top-down decisions to be accepted. Employees have more freedom to take initiatives and implement projects, which promotes innovation and motivation. Autonomy in action makes team members feel responsible for the results of their work, which in turn translates into greater commitment to achieving the organization's goals (Felipe et al., 2020).

Communication in an agile organization is a key element that plays a significant role in coordinating activities. Communication is usually direct and frequent, thanks to which teams can quickly respond to emerging problems and share information. Team meetings, such as daily stand-ups or retrospectives, allow for ongoing monitoring of progress and setting priorities. This way of exchanging information makes the organization more transparent, and all employees are aware of common goals and directions of action (Lambri, Sironi, Teti, 2024).

Agile organizations also place great emphasis on an iterative work process. Work is done in short, iterative cycles, which allows for rapid delivery of customer value and verification of progress (Liu, 2024). These iterations, often called sprints, allow for testing new solutions in a short period of time, which gives the ability to quickly adapt to changing conditions and make necessary modifications. This approach minimizes the risk of long-term investments that could turn out to be unsuccessful, because each iteration provides feedback and allows for course corrections (Kurnia, Chien, 2020).

An agile organization also focuses on continuous improvement, both at the level of teams and the entire organizational structure. Continuous improvement involves constantly searching for ways to improve processes, improve efficiency and eliminate unnecessary activities. As a result, the organization becomes more adaptive and open to change. Employee development and taking care of their competences are an integral part of this process, which is why agile organizations often invest in the development of their teams through training, workshops and personal development programs (Luthra et al., 2015).

An important aspect of agile organizations is also a high tolerance for experimentation and risk-taking (McNamee et al., 2012). These organizations accept that making mistakes is part of the learning and innovation process, which allows them to introduce new solutions without fear of failure. Such a work climate promotes creativity and a tendency to make bold decisions, which in turn allows for finding effective solutions to emerging problems faster. Thanks to this, agile organizations are able to maintain a competitive advantage by constantly adapting their products and services to changing market conditions (Prieto, Talukder, 2023).

In summary, an agile organization is a management approach that focuses on flexibility, rapid adaptation to change, collaboration, and innovation. Its structure is based on team autonomy, direct communication, and an iterative work process, which allows for effective project implementation and rapid delivery of value to the customer. Agile organizations are able to dynamically respond to challenges and seize emerging opportunities, which makes them particularly effective in a rapidly changing business environment.

## 1.2. Management methods used in an agile organization

The management methods used in an agile organization focus on providing a structure and processes that support flexibility, rapid response to change, and effective collaboration within teams (Fiddler, 2017). Agile organizations most often implement approaches based on Agile methodologies such as Scrum, Kanban, Lean, or Extreme Programming (XP). Each of these methodologies offers specific frameworks and tools that help teams work in short cycles, deliver value iteratively, and systematically improve processes (Jones, Adam, 2023).

Scrum is one of the most commonly used management methodologies in agile organizations. It is based on work in sprints, i.e. short, usually two-week cycles, in which the team completes set tasks (Deloitte, 2024). After each sprint, a retrospective meeting takes place, during which the team analyzes what has been achieved and what improvements can be made

in the future. This process allows for quick testing of solutions, making corrections and adapting to changing project requirements. In Scrum, an important role is played by the Product Owner, who defines priorities and ensures that the tasks carried out are in line with the customer's expectations, and the Scrum Master, whose task is to remove obstacles that may inhibit the team's progress (Munodawafa, Johl, 2019).

Kanban is another methodology that is widely used in agile organizations. It focuses on visualizing work, so team members can more easily monitor project progress and identify potential issues, such as process bottlenecks. Kanban is based on boards that show the flow of tasks through various stages, from initiation to execution to completion. This method allows you to control the flow of work and avoid overloading teams, so you can make the most of available resources. Kanban also fosters a culture of continuous improvement, where teams regularly analyze the effectiveness of processes and make changes to increase efficiency (Rut, Meyer, Andrzejczyk, 2022).

Lean Management, which is the foundation of many agile methodologies, focuses on eliminating waste and maximizing the value delivered to the customer (Bukowska, 2023). In agile organizations, the Lean approach is used to streamline processes, reduce unnecessary steps in production or project implementation, and introduce improvements that contribute to lower costs and shorter product delivery times. Thanks to Lean, teams are able to better manage resources and focus on delivering key results that are important from the customer's perspective. Lean Management also emphasizes the importance of engaging all employees in the process of streamlining activities, which leads to building an organizational culture based on continuous learning and innovation (Masoud, Basahel, 2023).

Extreme Programming (XP) is a method that is used mainly in agile organizations operating in the technology industry, especially in software development teams. XP focuses on programming best practices such as pair programming, test-driven development (TDD), and frequent code deployment and integration. The use of this method allows for quick response to changes in project requirements and maintaining high quality of the produced software. XP supports close cooperation with the customer, who is involved in the entire product development process, thanks to which it is possible to better understand the needs of end users (He, Harris, 2021).

Management in an agile organization often also includes the introduction of a servant leadership approach, which emphasizes the leader's role as a person supporting the team, and not just as a person directing actions (Erdil, 2014). In agile organizations, leaders are primarily tasked with removing barriers that may hinder the work of teams, and motivating employees to develop their competences and creativity. In the servant leadership model, the leader is a mentor who helps teams achieve better results, supporting them in achieving goals and ensuring appropriate working conditions (Capgemini, 2024).

Agile organizations also pay special attention to change and risk management. Agile methodologies assume that change is inevitable, so it is important for teams to be able to adapt to it quickly. Practices such as rapid iterations, regular reviews, and retrospectives allow teams to monitor risks on an ongoing basis and implement appropriate corrective actions. This ensures that risks are identified and managed on an ongoing basis, minimizing the likelihood of larger problems in the future (Luo et al., 2020).

Agile organizations also use digital tools and technologies that support communication, collaboration, and project management. Tools such as Jira, Trello, and Slack allow teams to manage tasks, exchange information, and track work progress in real time. This allows teams to work effectively even in dispersed locations, which is particularly important in the context of the growing popularity of remote work. These technologies also support the transparency of activities, which allows for better monitoring of task implementation and identification of possible delays (Mycka, 2023).

based management methods, where constant exchange of opinions and feedback is crucial to maintaining high quality of work and rapid implementation of improvements. Practices such as daily team meetings (daily stand-ups) or retrospectives allow for ongoing discussion of progress and problems and joint development of solutions (Yang, Liu, 2012). Thanks to this, teams can better respond to changing needs and expectations, both internal and external. Management in an agile organization also assumes a focus on results and values delivered to the customer, and not only on the implementation of the assumed plan. A key element here is measuring progress using specific indicators that allow for assessing whether the team delivers the expected results in the assumed time. Instead of strictly sticking to the original project assumptions, agile organizations adapt their goals and actions depending on the obtained results and the current market situation (Rahimi, Mansouri, 2019).

These management methods support an organizational culture in which the team is the center of attention, and processes are designed to facilitate maximum adaptation to changes and promote quick decision-making. Agile management is not only about adopting specific tools and techniques, but also about transforming the way we think about the role of the leader, team, and organization in the process of delivering value. This approach allows companies to achieve greater competitiveness and maintain an advantage on the market thanks to the ability to quickly respond to the challenges of the modern business world.

## 1.3. Employee Expectations and Leadership Management Methods in an Agile Organization

The relationship between employee expectations and management methods in agile organizations is a key element influencing efficiency and satisfaction in the workplace. Agile management methods such as Scrum or Kanban are characterized by high flexibility, decentralization of decisions, and focus on meeting customer needs. However, these elements may interact differently with individual employee expectations, which include aspects of

professional development, work comfort, and recognition for achievements (Sedej, Justinek, 2021).

Agile organizations, based on iterative work processes and rapid response to changes, create an environment conducive to acquiring new skills and developing competencies. Employees in such organizations often expect the possibility of continuous improvement and access to knowledge resources, which allows them to keep up with changes and develop their competencies. For this reason, it is crucial to introduce management methods that provide employees with the appropriate amount of training, workshops and educational resources. Employees want not only to acquire new qualifications, but also to see the possibility of practical application of the acquired knowledge, which increases their sense of meaning in the work they do (Joiner, 2019).

One of the most important expectations of employees towards management in agile organizations is ensuring a balance between work and private life. Agile management methods, which assume great flexibility in planning work time, can support this aspect, allowing employees to better manage their time (Adan, Fuerst, 2016). Flexibility in planning tasks and the possibility of remote work affect the sense of comfort and freedom, which in turn translates into greater job satisfaction. Employees expect that the management of agile organizations will create conditions that not only allow for professional development, but also take into account their needs in the context of their personal lives (Seifollahi, Shirazian, 2021).

Another important element that is important in the context of agile management is recognition and rewards for achievements. Although agile organizations often promote a culture of cooperation and collective effort, employees expect that their individual contributions and successes will be recognized and appreciated. Introducing reward and recognition systems that are aligned with both individual and team achievements can positively affect motivation and engagement. Employees need to see that their efforts and commitment bring concrete results, which can be crucial to maintaining a high level of motivation in agile teams (Skyrius, Valentukevič, 2020).

Relationships and networking play a special role in agile organizations, as they promote collaboration and knowledge exchange. However, not all employees see them as a key element of their professional work. In agile organizations, where teams must often collaborate and exchange knowledge, networking can be a foundation for effective project implementation. However, for some employees, the opportunity to build professional relationships may not be a priority, which indicates the need for a differentiated approach to team management. Teams must be led in a way that respects individual employee preferences for collaboration and social interactions to ensure a balance between collaboration and autonomy (Sherehiy, Karwowski, 2017).

In agile organizations, great attention is also paid to providing a friendly and motivating work environment (Borowski, 2021). Employees expect that the atmosphere in the workplace will support their creativity and allow for the open expression of ideas and opinions. In agile

teams, where autonomy and responsibility are divided, it is extremely important to create an organizational culture that promotes cooperation and encourages active participation in decision-making processes. However, for the work environment to truly motivate employees, management must be focused on building an atmosphere of trust and mutual support, which is especially important in the context of dynamic changes and high demands placed on teams (Attar et al., 2022).

Management in agile organizations must also take into account employees' expectations regarding support for personal development. Although many agile methods focus on professional development and acquiring new competencies, for some employees it is equally important to provide space for personal development that goes beyond direct professional benefits (Akkaya, 2021). However, these expectations are diverse, which means that management in agile organizations should be flexible enough to offer various forms of support, both for those who are looking for development opportunities in the context of their career and for those who value support in more personal aspects (Bray et al., 2019).

Analysis of these employee expectations remains crucial for the effective implementation of agile management methods. Management should be adapted not only to the specifics of projects and market requirements, but also to the individual needs and preferences of employees. Only then will an agile approach be able to maximize employee engagement, use their potential and achieve a competitive advantage in a dynamically changing market. Integration of employee expectations with management practices allows for the creation of an environment that promotes not only efficiency and innovation, but also long-term employee satisfaction and loyalty to the organization.

## 1.4. Research Methodology

The aim of the research was to identify and understand employee expectations regarding management methods in agile organizations. The research aimed to analyze which aspects of work and professional development are most important to employees and how they assess various elements related to management in the work environment. The research hypothesis assumed that employees in agile organizations attach the greatest importance to opportunities for professional development, work flexibility and access to training and knowledge resources, and factors related to personal ambitions and family expectations are less important to them. As part of the research, research questions were asked about which specific elements of management are perceived by employees as key to their job satisfaction and which aspects influence their decisions to stay in the organization. We also asked which factors employees consider to be the least important in the context of management in an agile organization. The research method was a survey conducted in January-March 2024 on a sample of 1018 respondents. The survey allowed for collecting data on employee opinions on various aspects of management and their expectations regarding work in agile organizations.

The study obtained sociodemographic data on the study participants, including their gender, age, place of residence and professional activity. The respondents included both men and women, of different age groups and with different professional status and place of residence. The group of respondents included men and women. The men represented different age groups, from those under 20, through those aged 21-25, to those over 35. The age of the female respondents was similarly diverse, including women under 20 and those aged 21-25.

The respondents lived in different types of locations. The men included residents of both villages and cities of various sizes – from cities with up to 20 thousand inhabitants, through cities with 51 to 200 thousand inhabitants, to cities with over 200 thousand inhabitants. The women also came from different locations, including cities with over 200 thousand inhabitants and villages. The respondents were involved in various forms of professional activity. Among the men, some worked full -time, regardless of their place of residence and age. Others worked on the basis of a contract for services or a contract for specific work, and in some cases they combined full-time work with running their own business or ran a farm. In the case of women, there was also a diversity of professional activity. Some of them worked on the basis of contracts for services or contracts for specific work, others remained professionally inactive, and some were employed full-time.

The study covered various professional groups, from people employed permanently, through those running a business activity, to those working on the basis of flexible forms of employment, such as civil law contracts. This way, a diverse picture of respondents was obtained, which allows for a thorough understanding of their expectations and preferences regarding management methods in agile organizations.

## 1.5. Presentation of Research Findings

The research aimed to identify and analyze employees' expectations regarding the management methods of the management in an agile organization. The results presented in Table 1 show the diversity of respondents' approaches to various aspects related to their development and job satisfaction.

**Table 1.**
*Employee expectations in relation to management methods in agile organization*

| Employee expectations | Definitely not | Rather not | I don't have an opinion | Rather yes | Definitely yes |
|---|---|---|---|---|---|
| Recognition and Achievement Awards | 3 | 9 | 48 | 216 | 742 |
| Work Balance | 14 | 32 | 70 | 321 | 581 |
| Development of competences and qualifications | 0 | 16 | 25 | 278 | 699 |
| Access to training and knowledge resources | 0 | 22 | 91 | 341 | 564 |
| Practical application of the acquired knowledge | 2 | 25 | 44 | 295 | 652 |
| Continuous improvement of skills | 1 | 15 | 31 | 305 | 666 |
| Career opportunities | 3 | 22 | 48 | 266 | 679 |

Cont. table 1.

| | | | | | |
|---|---|---|---|---|---|
| Networking and relationship building | 31 | 74 | 146 | 365 | 402 |
| Work flexibility and mobility | 11 | 37 | 170 | 371 | 429 |
| Working in a friendly and motivating environment | 91 | 121 | 206 | 288 | 312 |
| Expectations for support for personal development | 402 | 192 | 169 | 146 | 109 |

Source: Own study based on research.

In relation to recognition and rewards for achievement, the vast majority of respondents expressed strong support, with 742 strongly agreeing with the need for this element, and a further 216 expressing moderate support. Just 3 strongly disagreed and 9 tended to disagree. A small number of 48 had no opinion. Similarly high support was recorded for the balance between work and personal development, with 581 strongly agreeing and 321 tending to agree. A smaller number of 70 had no opinion and 14 strongly disagreed with the approach, while 32 tended to disagree.

The development of skills and qualifications was also highly valued. 699 respondents strongly agreed with the need to invest in skills development, while 278 tended to agree. Only 16 people disagreed and 25 were undecided. Access to training and knowledge resources was met with a positive response from 564 people who strongly agreed with the idea, while another 341 were moderately supportive. However, 91 respondents were undecided and 22 tended to disagree, while none expressed strong disagreement.

Practical application of acquired knowledge was important for 652 people who strongly supported the concept, while 295 people agreed to a lesser extent. 44 respondents were undecided, 25 rather disagreed with the solution, and 2 people strongly disagreed. Continuous improvement of skills, like other aspects, was received positively. 666 respondents expressed strong support, while 305 rather agreed. The number of undecided people was 31, only 15 people rather disagreed with the idea, and only 1 person strongly disagreed.

Professional development opportunities were highly valued, with 679 people strongly supporting this aspect and 266 tending to agree. 48 respondents were undecided, 22 tending to disagree, and only 3 people strongly disagreed. Networking and relationship building, on the other hand, received slightly less but still significant support, with 402 people strongly supporting this aspect and 365 tending to agree. A significant number, 146 respondents, were undecided, while 74 tended to disagree and 31 strongly disagreed.

Flexibility and mobility were appreciated by 429 people who strongly supported this idea, while 371 people agreed moderately. 170 people were undecided and 37 expressed negative opinions. Only 11 people strongly disagreed with this solution. The issue of working in a friendly and motivating environment was met with mixed reactions. 312 respondents strongly supported this idea, while 288 rather agreed. However, a large number, 206 people, were undecided, 121 rather disagreed with this aspect, and 91 people expressed strong opposition.

Expectations regarding support for personal development were met with the most negative responses. As many as 402 people strongly disagreed with this, and 192 had rather negative opinions. 169 people had no opinion, while 146 rather agreed with the idea, and only 109 expressed strong support.

Table 2 presents correlations between individual employee expectations regarding management methods in an agile organization, which were discussed in Table 1. The values in this table reflect the strength of the relationship between different factors. Values close to 1 indicate a very strong positive correlation, which means that if one factor increases, the other also tends to increase. In turn, values close to -1 suggest a strong negative correlation, i.e. an increase in one factor is associated with a decrease in the other.

**Table 2.**
*Correlation Table*

|    | 1     | 2     | 3     | 4     | 5     | 6     | 7     | 8     | 9     | 10     | 11 |
|----|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|----|
| 1  | 1     |       |       |       |       |       |       |       |       |        |    |
| 2  | 0.96  | 1     |       |       |       |       |       |       |       |        |    |
| 3  | 0.99  | 0.98  | 1     |       |       |       |       |       |       |        |    |
| 4  | 0.95  | 0.99  | 0.97  | 1     |       |       |       |       |       |        |    |
| 5  | 0.98  | 0.99  | 0.99  | 0.98  | 1     |       |       |       |       |        |    |
| 6  | 0.98  | 0.99  | 0.99  | 0.98  | 0.99  | 1     |       |       |       |        |    |
| 7  | 0.99  | 0.98  | 0.99  | 0.97  | 0.99  | 0.99  | 1     |       |       |        |    |
| 8  | 0.83  | 0.94  | 0.88  | 0.96  | 0.90  | 0.90  | 0.88  | 1     |       |        |    |
| 9  | 0.83  | 0.93  | 0.87  | 0.96  | 0.90  | 0.90  | 0.88  | 0.99  | 1     |        |    |
| 10 | 0.79  | 0.89  | 0.83  | 0.92  | 0.85  | 0.85  | 0.83  | 0.97  | 0.99  | 1      |    |
| 11 | -0.58 | -0.65 | -0.60 | -0.68 | -0.62 | -0.61 | -0.61 | -0.75 | -0.75 | -0.816 | 1  |

Source: Own study based on research.

It can be seen that the closest values to 1 are between most of the variables, suggesting that employees who positively evaluate one aspect of management tend to have similarly positive opinions about others. For example, a correlation of 0.99 between the development of competencies and qualifications and opportunities for professional development shows that these two aspects are closely related. Similarly, the correlation between the balance between work and personal development and access to training and knowledge resources is 0.99, suggesting that employees expect these elements to interact with each other.

Also interesting are the relatively lower correlations, such as .83 between recognition and rewards for achievement and work flexibility and mobility. This indicates that although these factors are related, employees may perceive them as more independent of each other. Even lower correlations are found between building relationships and other aspects, indicating that networking does not always align with other employee expectations.

In turn, the value of -0.816 for expectations regarding support for personal development suggests that this aspect is negatively correlated with many other factors, especially with work flexibility and mobility, networking, and continuous improvement of skills. This may mean that support for personal development is perceived as less important or even incompatible with other expectations regarding more professional aspects of work.

In summary, the correlation table indicates that many employee expectations are strongly related, suggesting that positive satisfaction of one of them can lead to satisfaction in other areas. However, support for personal development seems to be an exception, showing a negative correlation with other factors.

## 2. Discussion

The conclusions from the conducted research indicate the complexity of employees' expectations towards management methods in agile organizations and the diversity of their priorities. Employees show particularly high expectations regarding the opportunities for professional development, which includes the development of competences and qualifications, access to training and the possibility of practical application of acquired knowledge. These aspects are highly rated, which suggests that employees are looking for an environment that allows them to continuously develop and acquire new skills. High correlation values between these variables confirm their mutual connections. This means that agile organizations that invest in the development of employee competences can count on their positive perception of other management-related activities.

At the same time, it was noted that employees value the balance between work and personal development and flexibility in the context of work and mobility. These elements also found strong support, which indicates that an important factor for employees is the ability to adapt work to their needs and lifestyle. The balance between development and work life is closely correlated with access to training, which suggests that employees prefer management systems that not only support development, but also take into account their time and resources, allowing them to achieve personal goals. Another important aspect is recognition and rewards for achievements. A significant proportion of respondents see rewarding for effort and results as a key motivator. High support rates indicate that employees expect agile organizations to recognize their contribution and achievements, which can be seen as an element building satisfaction and loyalty to the employer.

However, not all aspects received the same high support. Relationship building and networking, although considered important, were not rated as highly as other aspects. The low level of correlation between networking and other expectations suggests that employees may perceive relationship building as less directly related to professional development or as an aspect independent of other key organizational activities. This may be due to networking being viewed more as a personal initiative than as part of the systematic activities of the organization.

It is also worth noting the relatively low level of support for expectations regarding support for personal development. The vast majority of respondents expressed negative opinions on this aspect, which may suggest that employees perceive support for personal development as less important or not in line with the nature of an agile organization. This also results from the negative correlation between this element and other aspects, such as work flexibility or professional development opportunities, which may indicate discrepancies between expectations for professional development and support in more personal areas.

The research highlights the importance of aligning management methods with employee expectations, while recognizing that some elements, such as personal support, may not be equally important to all groups. Understanding these differences can help organizations better align their management strategies, potentially leading to greater employee satisfaction and engagement in agile environments.

Based on these conclusions, practical recommendations for companies can be made. They indicate the need to focus on creating conditions that enable professional development of employees. It is worth investing in systematic training, workshops and competence development programs that allow not only acquiring new skills, but also their practical application in everyday work. Such activities can increase employees' self-esteem and their commitment to achieving the goals of the organization.

Another important area that agile organizations should pay attention to is ensuring work-life balance and flexibility in the context of working time planning. Introducing the possibility of remote work, flexible working hours or reduced working hours can significantly increase employee satisfaction and allow them to better adapt their professional duties to their personal needs. Such an approach also helps maintain long-term motivation and prevents burnout.

It is also worth developing recognition and reward systems that take into account both individual and team achievements. Recognition for effort and visible work results contributes to building loyalty and a sense that the employee's contribution is noticed and valued. Practices such as financial rewards, additional days off or public recognition can increase employee motivation and engagement, which in turn will have a positive impact on their productivity.

Although building professional relationships and networking are not a priority for all employees, it is still worth investing in initiatives that support cooperation and knowledge exchange. Organizing industry meetings, integration workshops or experience-sharing sessions can support the creation of stronger bonds between employees, which in turn translates into better cooperation in teams. However, it is important that these activities are tailored to individual preferences and do not impose a mandatory form of participation.

While support for personal development is not a priority for most employees, it is worth offering it as an optional benefit, available to those who see value in it. This could include the opportunity to participate in mentoring programs, personal development courses or coaching sessions. Such initiatives can be a valuable addition to an employer's offer that enriches the work environment without imposing a uniform approach on all employees.
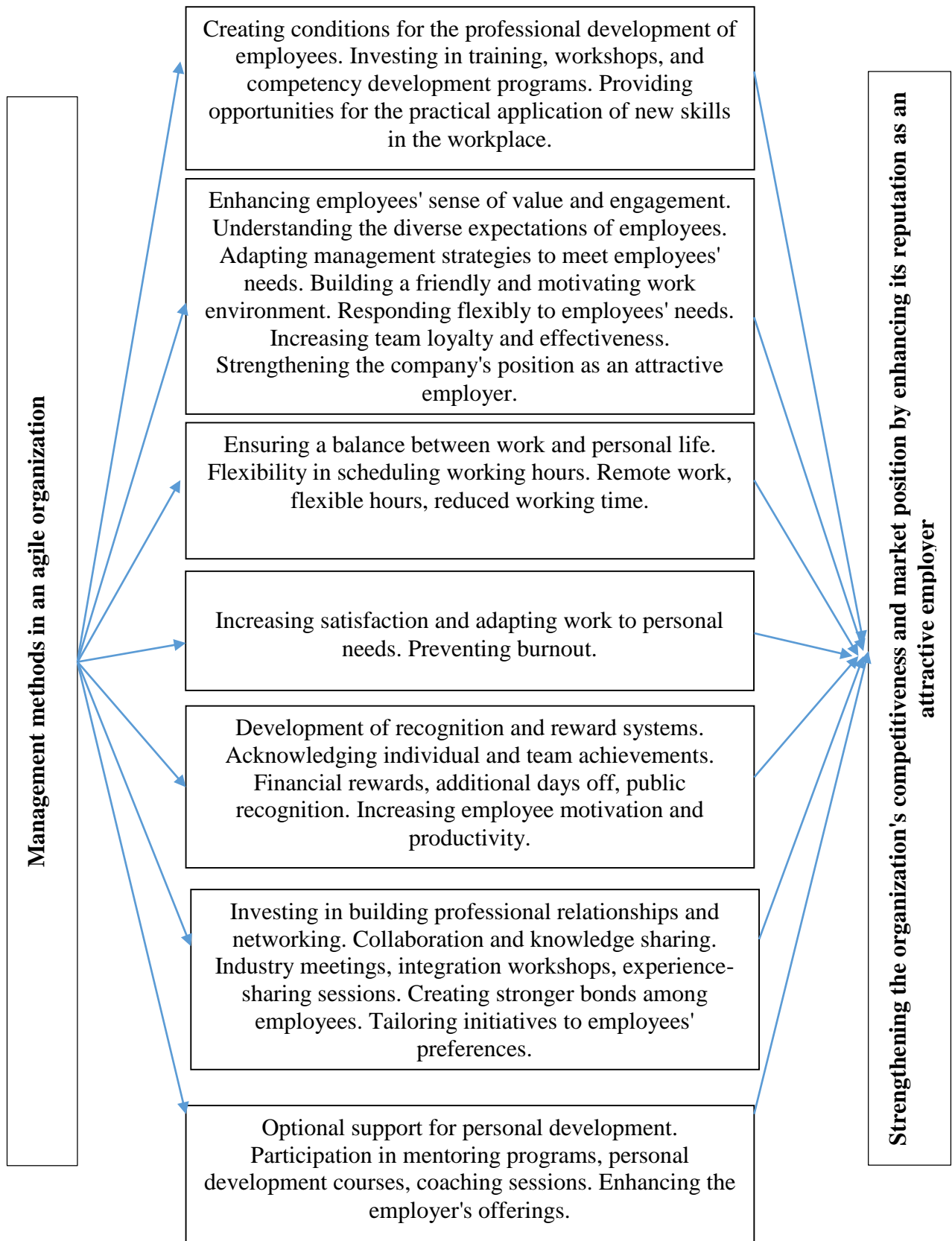
Understanding the diverse expectations of employees and skillfully adapting management strategies can contribute to building a more friendly and motivating work environment. Companies that can flexibly respond to the needs of their employees and integrate these needs with business goals can gain greater loyalty and increase the effectiveness of their teams. Such an approach not only allows for better matching of activities to the expectations of employees, but also strengthens the position of the organization as an attractive employer in a competitive labor market.

Figure 1 shows the management methods used by the management in an agile organization, which enable achieving high flexibility and the ability to adapt in dynamic market conditions. The methods shown indicate the importance of an iterative approach to task implementation, where a quick response to changes and ongoing adjustment of activities to customer needs and market conditions play a key role. The figure emphasizes that thanks to the use of these methodologies, teams can work more autonomously, which promotes faster decision-making and better work organization.

One of the conclusions resulting from the analysis of the drawing is that these methods, despite different approaches and specific tools, have a common goal - improving efficiency by shortening project implementation cycles and maximum involvement of teams in the process of creating value. It is clearly visible that the emphasis is on cooperation and exchange of information, which allows for faster identification of problems and their solution. These methods also support the building of an organizational culture based on continuous learning and improvement, which in turn promotes the development of employee competences and their motivation to act.

The figure also highlights that this approach to management can lead to better resource utilization and waste reduction, which is especially important in the context of Lean Management. When combined with visualization tools such as Kanban, organizations can better manage workflow and avoid downtime, leading to smoother task execution. In turn, Scrum and Extreme Programming emphasize the importance of close cooperation with the customer and frequent deliveries, which minimizes the risk of the product not meeting their expectations.

The analysis of the figure suggests that the use of agile management methods not only improves operational efficiency, but also strengthens the commitment of employees who, thanks to greater autonomy and management support, feel more responsible for the projects they are implementing. In this way, organizations can better use the potential of their teams, which in the long term translates into their competitiveness and ability to introduce innovations.

Creating conditions for the professional development of employees. Investing in training, workshops, and competency development programs. Providing opportunities for the practical application of new skills in the workplace.

Enhancing employees' sense of value and engagement. Understanding the diverse expectations of employees. Adapting management strategies to meet employees' needs. Building a friendly and motivating work environment. Responding flexibly to employees' needs. Increasing team loyalty and effectiveness. Strengthening the company's position as an attractive employer.

Ensuring a balance between work and personal life. Flexibility in scheduling working hours. Remote work, flexible hours, reduced working time.

Increasing satisfaction and adapting work to personal needs. Preventing burnout.

Development of recognition and reward systems. Acknowledging individual and team achievements. Financial rewards, additional days off, public recognition. Increasing employee motivation and productivity.

Investing in building professional relationships and networking. Collaboration and knowledge sharing. Industry meetings, integration workshops, experience-sharing sessions. Creating stronger bonds among employees. Tailoring initiatives to employees' preferences.

Optional support for personal development. Participation in mentoring programs, personal development courses, coaching sessions. Enhancing the employer's offerings.

**Management methods in an agile organization**

**Strengthening the organization's competitiveness and market position by enhancing its reputation as an attractive employer**

**Figure 1.** Management methods of the management in an agile organization.

Source: Own study based on research.

## 3. Conclusions

The research results obtained in this article are worth comparing with the research of other researchers. The research results indicate the complexity of employee expectations in agile organizations, especially in the context of professional development, work flexibility and recognition for achievements. Employees value opportunities to develop their competences, which is consistent with other studies that emphasize the importance of continuous improvement of skills and the availability of training in agile organizations. For example, research described by McKinsey (2023) shows that the success of agile organizations depends largely on the ability to support employee development and create an environment conducive to learning and experimentation. Agile teams are characterized by high dynamics and the ability to quickly respond to changes, which is supported by professional development and coaching (McKinsey & Company, 2023).

Similar results are confirmed by research on the approach to professional development in organizations during the pandemic. As noted in research published by Emerald Insight (2021), employees increasingly expect access to tools that enable their independent development, which is particularly important in the context of remote and hybrid work. Organizations must adapt their strategies to meet these expectations, which includes a greater emphasis on flexibility and personalization of development paths (Emerald Insight, 2021). Armstrong and Taylor (2020) also point out that professional development is key in the context of human resources management, and employers should provide opportunities for competence development in line with the needs of the organization and employees.

At the same time, research indicates the importance of work-life balance, which is particularly valued by employees of agile organizations. Examples of such activities include supporting a balanced work style and the ability to adjust the work schedule to individual needs, which positively affects engagement and job satisfaction (McKinsey & Company, 2023).

It is worth noting that despite the general trend towards flexibility and professional development, some aspects, such as networking or support for personal development, do not enjoy the same high level of support. McKinsey research indicates that agile organizations often focus on the autonomy and independence of teams, which may explain the lesser importance of building relationships in formal structures (McKinsey & Company, 2023).

In conclusion, both the results of the described studies and other analyses indicate that agile organizations that invest in professional development and work flexibility can count on higher employee engagement and satisfaction. However, it is crucial to understand the diverse priorities of employees and adapt management strategies to them.

Future research directions could focus on in-depth analysis of individual aspects of management in agile organizations and their impact on different groups of employees. An important research area could be a more detailed understanding of how investing in

professional development, as well as access to training and practical knowledge, affects long - term employee engagement and retention in the organization. Research could also include analysis related to the effectiveness of development programs in the context of different industries and taking into account the specifics of the labor market.

Another research direction could be to analyze the role of work flexibility in shaping job satisfaction and work-life balance, especially in the context of different age and professional groups. This could include research on the impact of remote work on productivity and a sense of belonging to an organization, especially in dynamically changing work environments. It would also be worth considering the changing expectations of younger generations entering the labor market to better understand their needs and preferences for agile management methods.

Future research could also explore the topic of motivation and recognition, examining which forms of reward are most effective in building employee engagement. It could be important to examine how different reward and recognition systems affect motivation and how these practices translate into team performance. It could also examine whether there are differences in the perception of financial and non-financial rewards among employees from different sectors and levels of professional experience.

In addition, in the context of building professional relationships, an interesting direction could be research on the role of networking in agile organizations. This could include analysis of how initiatives supporting cooperation and knowledge exchange between employees affect the innovation and adaptability of the organization. Research could also include ways in which agile organizations can effectively integrate different generations of employees and promote cooperation between them, which is especially important in the context of a rapidly changing labor market.

Given the relatively low level of support for personal development support, future research could explore how this aspect could be better integrated into human resource management. This could include investigating whether and how personal development support can affect long -term employee satisfaction and loyalty, and what forms of support are most desired by different professional groups. Research could also examine whether employees' preferences in this regard change depending on the phase of their careers.

In summary, future research directions should focus on better understanding the diverse needs of employees and on finding ways in which agile organizations can adapt to these needs. Enriching research with more diverse perspectives and comparative analyses can allow for the development of more effective management strategies and contribute to increased competitiveness of organizations in the market.

The research conducted to identify employee expectations towards management methods in agile organizations had some limitations that are worth considering when interpreting the results. The first limitation was the method of data collection, based on a survey, which, although it allows for collecting a large amount of information, may also limit the depth of the

answers. The survey does not provide an opportunity for an in-depth understanding of the motivations and emotions of respondents, which could be better captured in individual or group interviews. The results may only reflect declared opinions, which may differ from the actual attitudes and behaviors of employees in practice.

The second limitation was the focus on a sample of 1018 respondents, which, while a large group, may not fully reflect the diversity of experiences and expectations of all employees working in agile organizations. The sample may have been limited geographically or by industry, which affects the ability to generalize the findings to other sectors or regions. The lack of full representativeness may affect how the research findings can be applied in practice by different organizations.

Another limitation was the specific time of conducting the research, which took place in the period January-March 2024. This time could have affected the results due to specific market circumstances, such as the economic situation, changes in the labor market or even seasonality in the demand for labor. The results could have been different if the research had been conducted at a different time, especially in the context of a dynamically changing labor market. Another significant limitation was the form of the survey response, which may not have taken into account all possible answer variants, which could have influenced the way respondents answered. This may lead to the phenomenon of incomplete generalized analysis, where some important aspects or subtle differences in expectations may have been omitted. This limitation results from the nature of standardized research tools, which, on the one hand, allow for easy data analysis, but on the other hand limit a deeper understanding of the phenomena being studied.

In addition, the analysis did not take into account dominant preferences, such as calculating the mode for each variable, which could have provided a more precise picture of which answers were chosen most often. Although the correlation analysis provided important information about the relationships between individual factors, the lack of mode analysis may limit the understanding of detailed trends and the most frequently chosen options by respondents.

Finally, the interpretation of the results may also have been partly subjective, due to the need to translate complex survey data into specific conclusions and recommendations. Researcher influence on interpretation may affect the way conclusions are formulated and what aspects are emphasized, which may introduce a degree of interpretive bias. Future research could expand on these limitations by including more diverse research methods and a broader representation of respondent groups to obtain a more complete picture of employee expectations in agile organizations.

# References

1. Abdmouleh, M., Alammari, R.A., Gastli, A. (2015). Review of policies encouraging renewable energy integration & best practices. *Renewable and Sustainable Energy Reviews, 45*, 249-262. https://doi.org/10.1016/j.rser.2015.01.035

2. Adan, H., Fuerst, F. (2016). Do energy efficiency measures really reduce household energy consumption? A difference-in-difference analysis. *Energy Efficiency, 9(4),* 1207-1219. https://doi.org/10.1007/s12053-015-9423-8

3. Akkaya, B. (2021). Leadership 5.0 in Industry 4.0: Leadership in Perspective. *Energies, 14(7),* 1885. https://doi.org/10.3390/en14071885

4. 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.

5. Armstrong, M., Taylor, S. (2020). *Human Resource Management Practice*. KoganPage.

6. 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

7. 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

8. Bray, D.A., Reeves, M., Levin, S., Harnoss, J.D., Ueda, D., Kane, G.C., Johnson, J.S., Billespie, D. (2019). Adapt and thrive: How can business leaders best understand the complex interplay between companies, economies, and societies? *MIT Sloan Management Review, 4-5,* 1-23.

9. Brown, K., Jones, L. (2018). The Impact of Decision-Making Speed on Organizational Agility. *Journal of Applied Psychology, 123(2),* 345-355.

10. Bukowska, P. (2023). *Talent management and employee decisions to stay with the company. Empirical analysis.* Retrieved from: heat.uj.edu.pl

11. Capgemini (2024). *Why using only renewable energy is a strategic business imperative*. Capgemini USA. https://www.capgemini.com

12. Cappelli, P., Tavis, A. (2018). HR goes agile. *Harvard Business Review, 3-4*, 46-52.

13. Deloitte. (2024). *2024 renewable energy industry outlook*. Deloitte Insights. https://www2.deloitte.com

14. 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

15. Emerald Insight (2021). *Changes in the approach to employee development in organizations as a result of the COVID-19 pandemic*. Available at: https://www.emerald.com

16. Erdil, T.S. (2014). The role of foreign intermediary relationship quality on export performance: A survey on Turkish companies. *Procedia – Social and Behavioral Sciences, 150.*

17. Felipe, C.M., Leander, D.E., Roldan, J.L., Leal-Rodriguez, A.L. (2020). Impact of IS capabilities on company performance: The roles of organizational agility and industry technology intensity. *Decision Sciences, 51(3),* 548-576.

18. Fiddler, E. (2017). Selected aspects of organizational agility. SIGMA-NOT Publishing House, sp. z o.o. DOI: 10.15199/48.2017.12.2.

19. Harraf, A., Wanasika, I., Tate, K., Talbott, K. (2015). Organizational agility. *Journal of Applied Business Research, 31*(2), 675-686. Available at: clutejournals.com

20. 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.

21. Joiner, B. (2019). Leadership Agility for organizational agility. *Journal of Creating Value, 5(2),* 194-208. Available on: journals.sagepub.com

22. 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

23. 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. DOI: 10.1108/JABS-09-2019-0253.

24. Lambri, M., Sironi, E., Teti, E. (2024). The Role of Digitization in Cross-Border E-Commerce Performance of Italian SMEs. *Sustainability, 16*(2), 508. https://doi.org/10.3390/su16020508

25. Liu, Z. (2024). *Transforming waste to catalyst: utilizing incineration ash for environmental solutions.* dr.ntu.edu.sg/handle/10356/175414

26. 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

27. Luthra, S., Kumar, S., Kharb, R., Ansari, M.F., Shimmi, S.L. (2015). Adoption of smart grid technologies: An analysis of interactions among barriers. *Renewable and Sustainable Energy Reviews, 33*, 554-565. https://doi.org/10.1016/j.rser.2014.11.023

28. Masoud, R., Basahel, S. (2023). The Effects of Digital Transformation on Firm Performance: The Role of Customer Experience and IT Innovation. *Digital, 3(2)*, 109-126.

29. McKinsey & Company (2023). *The five trademarks of agile organizations*. Available at: https://www.mckinsey.com

30. McNamee, R.C., Schoch, N., Oelschlaeger, P., Huskey, L. (2012). Collaboration Continuum Cultural and Technological Enablers of Knowledge Exchange. *Research Technology Management, 53*(6), 54-57.

31. 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.

32. Mycka, P. (2023). *The importance of internal environmental factors for the competitiveness of small and medium-sized enterprises in the transport industry*. Retrieved from: heat.uj.edu.pl

33. Prieto, L., Talukder, M.F. (2023). Resilient Agility: A Necessary Condition for Employee and Organizational Sustainability. *Sustainability*. DOI: 10.3390/su15021552.

34. 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

35. Rut, J., Meyer, D., Andrzejczyk, P. (2022). The concept of modernization of logistics processes in a manufacturing company – a case study. *Economics and Organization of Logistics, 7(4),* 69-87. https://doi.org/10.22630/EIOL.2022.7.4.29

36. Sedej, T., Justinek, G. (2021). *Effective Tools for Improving Employee Feedback during Organizational Change*. DOI: 10.4018/978-1-7998-7297-9.ch022.

37. Seifollahi, S., Shirazian, Z. (2021). On the relationship between employees empowerment with competitive advantage and organizational agility mediated by organizational intelligence (Case study: employees in gas company of Hamadan). *EJM*. DOI: 10.35429/ejm.2021.27.12.1.10.

38. Sherehiy, B., Karwowski, W. (2017). *Workforce Agility Scale*. American Psychological Association (APA). DOI: 10.1037/ t 62364-000.

39. 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.

40. Yang, C., Liu, H.M. (2012). Boosting company performance via enterprise agility and network structure. *Management Decision, 59(6),* 4-12.