

MOTIVATIONAL FACTORS BUILDING THE IMAGE OF AN EMPLOYER IN AGILE ORGANIZATIONS

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Purpose: The aim of the article is to identify key motivational factors that influence the building of employer image in agile organizations and to analyze their significance for the perception of the organization as an attractive place to work.

Design/methodology/approach: The research was conducted using a survey method in April-May 2023 on a sample of 303 respondents. The collected data was subjected to quantitative analysis, including multivariate correspondence analysis (MCA), to identify relationships between motivational factors and respondents' assessments.

Findings: Research results indicate that the key motivational factors in an agile organization are flexible working conditions, opportunities for skill development, recognition and rewards, and health and wellness programs. It has been shown that these determinants significantly affect the perception of the employer as modern, open and caring for the needs of employees.

Research limitations/implications: The limitations of the study are the use of one method – a survey and a sample limited to 303 respondents, which may affect the generalization of the results. The results are exploratory in nature and constitute a basis for further research using qualitative methods.

Practical implications: The obtained results provide organizations with practical tips on how to create effective employer branding strategies. Particular attention should be paid to the integration of activities in the field of work flexibility, support for professional development and building an organizational culture based on trust and innovation.

Social implications: Implementing flexible work arrangements, health-promoting activities and a culture of openness helps improve employee well-being and create more responsible and inclusive workplaces.

Originality/value: The article brings new value by integrating theoretical and empirical approaches in the study of motivational factors as determinants of employer image in agile organizations. The use of multidimensional correspondence analysis allows for a deeper understanding of the relationships between the analyzed variables and employee expectations.

Keywords: employer image, agile organization, motivational factors, multidimensional correspondence analysis (MCA), survey.

Category of the paper: research paper.

1. Introduction

Modern organizations operate in a dynamically changing economic environment that requires flexibility, innovation, and the ability to respond quickly to emerging challenges (Nath, Agrawal, 2020). In this context, building an employer image is becoming increasingly important, which allows attracting and retaining talented employees, who are a key resource in agile organizations. The image of an attractive employer is no longer just an element of the human resources management strategy, becoming an important factor influencing the competitiveness and adaptability of the organization. In agile organizational structures, where flexibility and teamwork efficiency are of fundamental importance, motivational factors that respond to the diverse needs of employees are of particular importance (Prieto, Talukder, 2023).

Taking up this topic is justified by the growing importance of employer branding as a strategic tool that affects not only the acquisition of new talents, but also the engagement and loyalty of current employees. In the environment of agile organizations, where the culture of openness and innovation plays a key role, understanding the determinants that build the employer's image becomes a necessity. Proper identification and analysis of these factors allows organizations to respond more effectively to employee expectations, which translates into their satisfaction and work efficiency. The importance of this issue also results from the growing competition on the labor market and the need to build lasting relationships with employees in organizations operating in the agile model.

The aim of the article is to analyze the key motivational factors that influence the creation of the employer image in agile organizations. The research attempted to identify the elements that are most important from the perspective of employees and to determine their significance in the process of shaping employer branding. The article combines theoretical and empirical approaches, which allows for a more comprehensive picture of the issue under study. The structure of the study includes a theoretical part, which provides a foundation for the analysis of motivational factors, and a research part, which presents the results of a survey conducted on a sample of 303 respondents. The research used multidimensional correspondence analysis (MCA), which enabled the identification of relationships between the variables studied and the preferences of respondents.

The added value of the article is an in-depth analysis of the importance of motivational factors in the context of employer branding from the perspective of agile organizations. The research results can be the basis for developing practical recommendations for managers and leaders of organizations who strive to strengthen their image as attractive employers. The use of multidimensional analysis allows for obtaining unique observations regarding response patterns, which can be used as a tool for more effective human resources management. The article fits into the trend of research on the sustainable development of an organization and

its ability to adapt to a changing environment, while providing practical tips for modern organizations.

1.1. The Role of Employer Image in an Agile Organization

The role of employer image in an agile organization plays a key role in building its competitiveness and ability to attract and retain talented employees (Mrugalska, Ahmed, 2021). In a dynamically changing business environment, agile organizations focus on flexibility, quick response to change, and innovation, which requires a committed and motivated team. An employer image that is perceived as attractive and trustworthy becomes an important element of the human resources management strategy and affects the effectiveness of the organization (Sedej, Justinek, 2021).

In agile organizations, the ability to create a work environment that meets the expectations of modern employees plays a special role. The employer's image is based not only on material aspects, such as remuneration and benefits, but also on intangible values, such as organizational culture, professional development opportunities or care for work-life balance (Lane, 2016). Building the image of the organization as an employer who promotes openness, cooperation and flexibility affects the perception of the company as modern and employee-friendly. Agile organizations that effectively shape their image gain an advantage in acquiring the best talents on the labor market (Seifollahi, Shirazian, 2021).

Organizational culture plays a particularly important role in this context, because in agile organizations, the emphasis is on teamwork, transparent communication, and quick decision-making (Kusibab, 2013). Employees expect that their opinions will be heard and that their work will have a real impact on the development of the organization. Transparency in management, mutual respect, and promoting innovation build trust in the employer, which in turn strengthens its positive image. Agile organizations that invest in a culture based on values create an environment that promotes employee engagement and loyalty (Zajac-Paldyna, 2020).

Flexibility is one of the foundations of the employer image in an agile organization. The ability to adjust working hours, perform duties remotely or implement modern cooperation models are aspects that are particularly appreciated by employees. This flexibility allows employees to manage their time more effectively and achieve a work-life balance, which affects their satisfaction and motivation to work. An organization that offers flexible forms of work is perceived as more modern, responsible and aware of the needs of its employees (Rzewuska et al., 2013).

The use of modern technologies is another element of building the employer's image in an agile organization (Näppä, 2023). Tools supporting communication, project management and process automation are not only an expression of innovation, but also facilitate the work of teams and improve the efficiency of the organization. An employer who implements modern technological solutions gains a reputation of an organization that cares about the development and comfort of its employees. Access to modern tools is also an important factor in attracting

younger generations of employees, for whom innovation and digitization are key aspects of the work environment (Żółkiewicz, Olszewski, Czarnecki, 2021).

Taking care of employees' professional development is an integral part of a positive employer image in an agile organization (Kozłowski, 2016). The introduction of training programs, mentoring, or promotion opportunities is particularly important in an environment characterized by a high pace of change and a constant pursuit of improvement. Employees perceive an organization as an attractive employer if they can develop their competences and fulfill their professional ambitions there. Investing in team development is not only an element that builds employee loyalty, but also contributes to the increase in the efficiency of the organization as a whole (Zak, 2022).

The role of employer image in an agile organization is also related to the ability to respond quickly to employee needs. Organizations that dynamically adapt to changing team expectations build their reputation as an employer that cares about the well-being and satisfaction of staff. This type of approach strengthens relationships with employees and contributes to an increase in the level of commitment and loyalty to the organization (Szkudlarek, 2022).

In summary, the employer image of an agile organization is a key factor in its ability to attract and retain talent. Building this image is based on promoting flexibility, innovation, openness, and concern for the development and needs of employees. Organizations that effectively shape their image not only gain an advantage in the competitive labor market, but also create an environment that promotes team engagement, loyalty, and effectiveness.

1.2. Motivational factors in an agile organization and their importance

Motivational factors in an agile organization play an important role in shaping employee engagement, job satisfaction, and team effectiveness. In organizations of this type, which operate in a dynamic, unpredictable environment, motivational elements tailored to the specifics of work based on flexibility, cooperation, and innovation are of particular value. Motivating employees is not limited to material aspects, but also includes a wide range of intangible factors that affect the sense of belonging, professional development, and the ability to fulfill individual ambitions (Sęczkowska, 2021).

One of the key motivational factors is the sense of autonomy in performing assigned tasks (Gadomska-Lila, 2013). Employees of agile organizations value the possibility of making independent decisions and freedom of action, which allows for greater creativity and innovation. In an environment based on agile management methods, autonomy strengthens responsibility for implemented projects and increases team engagement. Employees who have an influence on the decisions made feel more appreciated, which translates into a higher level of motivation (Rosethorn, Mensink, 2008).

An important aspect of motivation is also the opportunity to work in an environment based on trust and cooperation (Mayo, 2001). Agile organizations base their functioning on teamwork, which requires effective communication and mutual support. A sense of belonging to a team in which there is an atmosphere of understanding and respect is one of the key elements building employee motivation. Thanks to appropriate interpersonal relations, employees have greater satisfaction with their work, which translates into their loyalty to the organization (Rosário, Raimundo, 2021). Professional development is another factor that is important for motivation in an agile organization. The opportunity to acquire new competences, participate in training and develop skills adapted to the changing requirements of the labor market are an indispensable element of attracting and retaining talented employees (Miś, 2020). Organizations that offer clear career paths and invest in the development of their staff strengthen their commitment and willingness to cooperate long-term. Employees then see their future within the organization, which significantly affects their motivation to achieve better results (Stuss, 2021).

Another motivational factor is the recognition and appreciation of employees' work. In agile organizations, where quick results and short-term successes are part of everyday life, it is important that the efforts and achievements of teams are regularly noticed and rewarded. Appreciation can take both a formal form, such as awards or bonuses, and an informal form, consisting of expressing appreciation in everyday communication. This strengthens positive relationships between employees and superiors and builds an atmosphere of commitment and motivation (Sajdak, 2021).

Flexibility in work, although often considered in the context of work organization, also serves a motivational function. The ability to adjust working hours, work location or tasks in a way that meets the individual needs of employees makes the organization perceived as more open and caring. Employees who have more control over the organization of their working time experience less stress and a better work-life balance. This in turn affects their productivity and long-term commitment (Routledge, 2020).

Motivation in agile organizations is also the opportunity to take on challenges and test one's skills in new areas. The dynamic nature of work and the variability of projects are conducive to developing cognitive flexibility and the ability to learn quickly. For many employees, the opportunity to take on new challenges is a source of satisfaction and an opportunity to gain experience, which strengthens their sense of value and professional competence (Rahimi, Mansouri, 2019).

In summary, the motivational factors in an agile organization go beyond traditional compensation-based models. Autonomy, collaboration, professional development, recognition, flexibility, and the opportunity to take on challenges all play key roles. The interplay of these elements creates a work environment that fosters employee engagement, satisfaction, and loyalty. Agile organizations that can effectively identify and leverage these factors gain a competitive advantage by creating a team that can dynamically respond to changing market conditions.

1.3. Motivational factors as a determinant of employer image building in an agile organization

Motivational factors play a key role in building the employer's image in an agile organization that operates in a dynamic, demanding environment. Motivating employees in such a context becomes not only a tool for improving team effectiveness, but also a foundation for strengthening the attractiveness of the organization as a workplace (Lendzion, 2023). Employees expect not only stability and remuneration, but also conditions that are conducive to their development, health and job satisfaction. These activities are essential in the environment of agile organizations, which are characterized by adaptability, cooperation and a culture of innovation (Grzybowska, 2022).

One of the key factors in building the employer's image is recognition and rewards for achievements. Appreciating the work and effort of teams is important for motivation, as it strengthens the sense of value and affects the long-term commitment of employees (Jones, Adam, 2023). Recognition can take both material forms, such as bonuses or awards, and non-material ones, including expressing gratitude or recognizing achievements in the organization. Properly implemented reward mechanisms contribute to shaping a positive image of the employer, which is perceived as an organization that appreciates the contribution of its employees (He, Harris, 2021).

Skill development opportunities are also an important motivational element, especially in the environment of agile organizations that require continuous improvement of competencies. Employees expect access to training, development programs or mentoring that allow them to improve their qualifications and adapt to changing market requirements. An organization that invests in employee development is perceived as a modern and responsible employer, which significantly strengthens its image (Kurnia, Chien, 2020). Flexible working conditions are another important motivational factor that is particularly appreciated by modern employees. The possibility of adjusting working hours, remote or hybrid work and autonomy in carrying out tasks allows for achieving a better work-life balance. Organizations that implement flexible work models are perceived as more employee-friendly, which naturally affects their image as an attractive place of employment (Matuszewska-Kubicz, 2020).

Health and wellness programs that focus on the physical and mental well-being of employees play an equally important role. Initiatives such as medical care, psychological support, or promoting a healthy lifestyle allow employees to feel that their needs are noticed and respected (Fiddler, 2017). An organization that cares about the health and well-being of its team builds the image of a responsible employer that cares about the well-being of its employees (Machnicka, 2020). Integration activities are important for building team relationships and strengthening an organizational culture based on cooperation and trust. In agile organizations, where teamwork is the foundation of action, joint initiatives and integration activities promote better communication, understanding, and building strong bonds

between employees. An organization that supports integration is perceived as open and friendly, which positively affects its perception as an employer (Oczkowska, 2015).

Improving the infrastructure of the workplace is another motivational factor that refers to ensuring comfortable and modern conditions for performing duties. Office spaces adapted to the needs of teams, ergonomic workstations and access to modern tools and technologies affect employee efficiency and satisfaction. An organization that invests in the development of the work environment strengthens its attractiveness in the eyes of both current and future employees (Koch, Schermuly, 2021).

Career development support is also an important element of building the employer image in an agile organization. Employees value organizations that offer opportunities for advancement, clear career paths, and support in achieving professional goals. Building an environment in which career development is a priority promotes long-term employee engagement and loyalty to the organization (Luo et al., 2020).

The last important motivational factor is encouraging innovation, which is the foundation of agile organizations. Promoting creativity, openness to new ideas and supporting employee initiatives allows for building an organizational culture based on innovation. Employees who have the opportunity to implement their own ideas and influence the development of the organization feel more motivated and appreciated, which naturally strengthens the positive image of the employer (Kulpa-Puczyńska, 2011).

In summary, motivational factors play a key role in building the employer image in an agile organization. Their importance goes beyond the material forms of remuneration, encompassing areas related to development, health, work flexibility and innovation. Organizations that effectively identify employee needs and implement consistent motivational strategies create a work environment that promotes engagement, loyalty and long-term cooperation, which in turn strengthens their image as attractive employers.

1.4. Research Methodology

The aim of the research was to identify the key determinants of building the employer image in an agile organisation and to determine their impact on the perception of the organisation as an attractive place to work. The research also aimed to establish the relationship between individual elements of the employer branding strategy and employee preferences in the context of building a positive employer image. It was assumed that flexible forms of work, the use of modern technologies, promoting a culture of openness and harmony in the organisation and quick response to employee needs significantly affect the positive perception of the organisation by its current and potential employees.

A research hypothesis was formulated, according to which key elements of employer branding, such as flexibility, innovation, openness and quick response to the team's needs, have a significant impact on building the employer's image in the environment of an agile organization. As part of the study, research questions were asked about which determinants of

employer branding are most important from the perspective of respondents, what relationships exist between individual elements of the employer's image building strategy and how these relationships affect the perception of the organization as agile and attractive.

Multivariate correspondence analysis (MCA) was conducted to identify hidden relationships between the analyzed determinants of employer image building and respondents' responses. MCA analysis allowed for visualization of data in a multidimensional space, which made it possible to determine which variables are related to each other and how individual response categories relate to the aspects studied. Thanks to the use of this method, response patterns and relationships between individual variables were identified, which could be difficult to notice in the case of traditional data analysis methods.

The MCA analysis was conducted to better understand which factors are perceived by respondents as key and which are less important in the process of building the employer image in an agile organization. The results of the analysis allowed for a graphical presentation of the relationships between variables and their distribution in space, which allowed for drawing conclusions regarding the preferences of respondents and priority areas of action in the scope of the employer branding strategy.

The research method used in the study was a survey conducted between April and May 2023 on a sample of 303 respondents. The research tool allowed for the collection of data on respondents' assessments of various aspects of building the employer's image.

1.5. Presentation of Research Findings

The research aimed to identify key motivational factors influencing employer branding in agile organizations (see Table 1). The data discussed allow for a comprehensive understanding of the perception of individual motivational factors in the context of building the employer image in agile organizations.

Table 2.

Motivation factors for employer branding in agile organizations

Category	Definitely not	Rather not	I don't have an opinion	Rather yes	Definitely yes
Recognition and awards	27	43	72	111	50
Opportunities to develop skills	30	58	62	99	54
Flexible working conditions	28	42	59	112	62
Health & Wellness Programs	26	50	67	106	54
Integration activities	32	43	46	124	58
Improving workplace infrastructure	41	38	51	115	58
Career development support	36	45	55	109	58
Encouraging innovation	35	43	63	107	55

Study: own.

In the category "Recognition and rewards", 27 respondents expressed a strong disagreement with this factor, while 43 assessed it as rather unimportant. Neutral answers were chosen by 72 participants, while 111 indicated that they rather supported the importance of this aspect,

and 50 people considered it to be definitely important. In relation to the category "Opportunities for skill development", 30 respondents assessed it as definitely unimportant, 58 as rather unimportant, and 62 left their opinions neutral. At the same time, 99 respondents indicated that they rather supported this form of motivation, and 54 considered it to be definitely important.

The category "Flexible working conditions" was assessed by 28 respondents as definitely not important, and by 42 as rather not important. A neutral position was taken by 59 respondents, while 112 respondents considered this aspect rather important, and 62 as definitely important. In the case of "Health and wellness programs", 26 respondents expressed a definite lack of support, 50 assessed it as rather not important, and 67 expressed a neutral opinion. At the same time, 106 respondents indicated that they rather support this form of support, and 54 considered it to be definitely important.

For "Integration activities", 32 respondents rated it as definitely unimportant, 43 as rather unimportant, and 46 as neutral. On the other hand, 124 survey participants considered these activities as rather important, and 58 as definitely important. The category "Improving workplace infrastructure" was met with 41 responses indicating a definite lack of importance, 38 respondents rated it as rather unimportant, and 51 expressed a neutral position. On the other hand, 115 people considered this factor as rather important, and 58 as definitely important.

In relation to "Career development support", 36 respondents indicated a definite lack of importance of this factor, 45 assessed it as rather unimportant, and 55 left their opinions neutral. At the same time, 109 respondents indicated a rather important importance of this aspect, and 58 considered it to be definitely important. The category "Encouraging innovation" was assessed by 35 respondents as definitely unimportant, 43 as rather unimportant, and 63 indicated neutrality. Meanwhile, 107 respondents considered this factor as rather important, and 55 as definitely important.

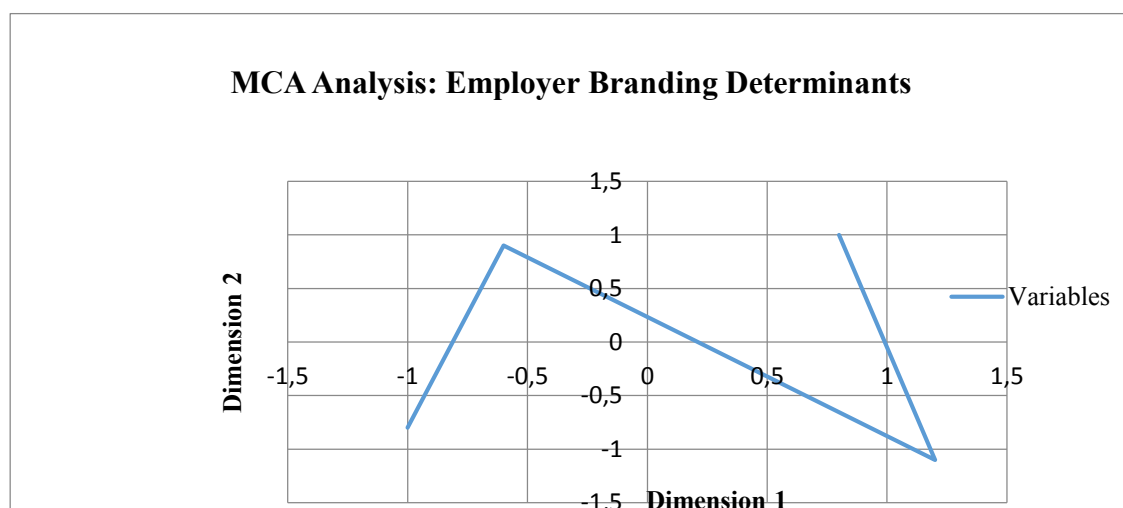


Figure 1. MCA Analysis – Employer Branding Determinants.

Study: own.

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. Figure 1 presents the distribution of variables in the space of two main dimensions, which reflect hidden relationships between individual determinants of building the employer image in an agile organization. The horizontal axis marked as Dimension 1 and the vertical axis marked as Dimension 2 contain variables describing key aspects of building the employer brand. The positions of the variables in the graph are the result of the analysis of the respondents' answers and indicate similarities and differences in the perception of the analyzed factors. The variable "Flexible forms of work" was placed in the area with a high positive value in the first dimension and a positive value in the second dimension. This means that it is perceived as one of the most important elements from the perspective of the respondents, combining with the positive perception of other similar factors. Its position in this part of the graph suggests that work flexibility is highly valued and its importance is strongly related to other positively perceived determinants.

The variable "Use of modern technologies" is located in the area of positive value in the first dimension and negative value in the second dimension. Such location suggests that modern technologies, although important, are perceived in a slightly different way than other analyzed variables. This may be due to the fact that respondents perceive technologies as an independent element that is not necessarily connected with other key factors, such as culture of openness or quick response to employee needs.

"Culture of openness and harmony" was placed in the area with a negative value in the first dimension and a positive value in the second. This position indicates that this aspect is perceived in a different way from variables such as flexibility or technology. The culture of openness is perceived as an element more related to emotional and social factors, which may indicate its unique nature in building the employer's image. The last variable, "Quick response to employee needs", is placed in the area with negative values in both the first and second dimensions. Such a location suggests that this variable, although important, is perceived in a slightly different way from the other factors. This may indicate its independence and specific meaning, which is not always associated with other positive determinants.

Analysis of the arrangement of variables on the graph allows us to notice the grouping of certain determinants in close proximity, which indicates their similar perception by respondents. At the same time, greater distances between variables may indicate their different meaning and nature. Figure 1 emphasizes that flexible forms of work and a culture of openness are key elements that strongly influence the perception of the employer, while modern technologies and a quick response to employee needs may be perceived as more independent factors that integrate with other determinants to a lesser extent.

2. Discussion

The conclusions from the conducted research indicate that the determinants of building the employer image in an agile organization are diverse in terms of their importance and perception by respondents. The key factor turned out to be the flexibility of work forms, which is highly valued by employees and plays a fundamental role in perceiving the organization as an attractive employer. Flexible forms of work, such as the possibility of remote work, flexible hours or adapting the work mode to individual needs, are seen as an essential element supporting the balance between work and private life, which significantly affects the level of employee satisfaction and engagement.

Equally important was the use of modern technologies. Respondents note that these technologies not only facilitate the organization of work and communication in the team, but also increase the efficiency of the tasks performed. The integration of modern tools, such as project management platforms or systems supporting teamwork, is perceived as an expression of the organization's innovative approach and its readiness to adapt to the changing work environment. This, in turn, builds the image of the organization as a modern and future-oriented employer.

The culture of openness and harmony in the organization was also highly rated. Respondents appreciated values such as transparency in communication, mutual respect and supporting teamwork. The culture of openness helps build trust, increases the sense of belonging to the organization and affects employee loyalty. In the environment of an agile organization, where teamwork and quick decision-making are key, this culture turns out to be an indispensable element supporting operational efficiency.

A quick and flexible response to employee needs was indicated as another important factor in building a positive employer image. Organizations that are able to dynamically adapt to employee expectations are perceived as more caring and responsible. Such activities strengthen team engagement and influence the positive perception of the organization by both current and potential employees. The ability to quickly solve problems and the flexibility to adapt to changing staff needs are key aspects of building positive employee experiences.

Multivariate correspondence analysis (MCA) allowed for a deeper understanding of the respondents' response patterns. It was identified that some variables, such as flexibility of work forms and open culture, are closely related, which may indicate their complementarity in the respondents' perception. In turn, other variables, such as the use of modern technologies or quick response to employee needs, are perceived as more independent, which emphasizes their unique nature in the employer branding strategy.

In summary, the research results confirm the importance of a comprehensive approach to building an employer image in agile organizations. Key determinants such as flexibility, innovation, openness and responsiveness must be included in employer branding strategies to

meet the expectations of today's employees. Organizations that effectively integrate these elements have a better chance of attracting and retaining talented employees, which in the long term affects their competitiveness and ability to adapt to the changing work environment. The research conclusions provide valuable advice for organizations that want to effectively build their image as an attractive employer in a dynamic and demanding business environment.

Based on the conclusions obtained, recommendations can be formulated that will help companies effectively build an attractive employer image in agile organizations. It is recommended to introduce flexible forms of work as the foundation of the employer branding strategy. Companies should enable employees to adjust their working hours, introduce remote work options and flexible cooperation models that take into account the individual needs of employees. Flexibility in work organization allows not only to increase employee satisfaction, but also improve their commitment and efficiency.

At the same time, it is recommended to invest in modern technologies supporting work organization and communication in teams. Tools such as project management platforms, applications enabling online collaboration or systems automating everyday processes should be an integral part of the company's operations. The introduction of innovative technological solutions will contribute to improving the efficiency of the organization and will positively affect its perception as a modern employer.

The next step should be to build a culture of openness and harmony in the organization. Promoting values such as transparency, mutual respect and teamwork creates an environment in which employees feel appreciated and engaged. It is worth implementing regular team meetings, soft skills development programs and activities that support integration and communication in the company. Such initiatives strengthen employees' trust in the organization and their sense of belonging.

Companies should also develop systems that allow for a quick response to employee needs. Mechanisms such as platforms for reporting problems, dedicated people responsible for employee support, and a flexible approach to solving emerging challenges can significantly improve relations in the company and increase its attractiveness in the eyes of the team. Organizations that actively respond to employee needs are perceived as more caring and responsible, which has a positive impact on their image.

A holistic approach to employer branding strategy is also recommended, which takes into account the integration of all key elements – flexibility, modernity, openness and responsiveness. These activities should be systematically monitored, and strategies should be regularly updated to keep up with changing employee expectations and dynamic labor market conditions. Effectively combining these elements will allow organizations to attract and retain talented employees, increase their satisfaction and build a lasting competitive advantage in a dynamic business environment.

3. Conclusions

Comparing the results of research on building the employer image in agile organizations with the findings of other researchers, one can notice both similarities and differences in the perception of the key determinants of this process. Research conducted by Gadomska-Lila (2013) indicated that building the image of a good employer is not a common activity, and in many companies the area of human resources management contains significant potential for development in the process of building the image. In turn, Kusibab (2013) emphasizes that activities in the field of building the image of an attractive employer have become increasingly used by managers of various organizations in recent years. The author draws attention to the importance of skillful shaping of the image in a way that attracts the best candidates to the company.

Oczkowska (2015) notes that the process of building an organization's image as an employer consists of several stages, including shaping and consolidating the image. The author emphasizes that the organization's image can be built in several ways, depending on previously conducted activities. In the context of flexible forms of employment, research conducted by Kulp-Puczyńska (2011) indicates the growing importance of flexibility in the labor market. The author analyzes the preparation of vocational school students for flexible forms of employment and work organization, emphasizing the importance of this preparation from the point of view of employment opportunities in the contemporary labor market.

Similarly, the research presented by Oczkowska (2015) indicates different types of the image of an organization as an employer, depending on the criteria taken into account. The author emphasizes that the process of building the image of an organization as an employer consists of several stages, including shaping and consolidating the created image. Analyzing this research in the context of the results presented in the article, it can be seen that flexible forms of work, the use of modern technologies and promoting a culture of openness and harmony in the organization are commonly considered to be key elements of building an attractive employer image. At the same time, the research indicates the need for a more systematic and conscious approach to the employer branding process, taking into account the specificity of the organization and the expectations of potential and current employees.

Future research directions on employer branding in agile organizations may focus on several areas that will allow for a deeper understanding of the mechanisms of this process and its long-term effects. An important direction of research is to extend the analyses to various sectors of the economy, both those with traditional management models and those that combine elements of agility with other approaches. This will allow for the identification of specific challenges and opportunities related to employer branding in various organizational contexts.

Another important area is the analysis of the impact of employer image building determinants on various demographic groups of employees, such as younger generations, experienced employees or people working in various employment models. This type of research will allow for the adjustment of the employer branding strategy to the diverse needs and expectations of employees, which is crucial in a dynamically changing work environment.

Future research may also focus on the long-term effects of employer branding activities. Including a time perspective will allow for the assessment of the effectiveness of selected strategies and their impact on indicators such as employee engagement, retention levels, and job satisfaction. Understanding these long-term relationships will provide valuable guidance for organizations striving to maintain high competitiveness in the labor market.

Another interesting research direction is the analysis of synergies between employer branding elements and other areas of management, such as employee competence development or implementing organizational innovations. This research can show how a comprehensive approach to human resources management supports building the employer's image and what benefits come from integrating various initiatives into a coherent strategy.

It is also worth considering research on the use of advanced analytical tools, such as predictive models or machine learning, in the analysis of employer branding data. Such methods can reveal hidden patterns and relationships that are difficult to detect using traditional research methods. Incorporating qualitative methods, such as in-depth interviews or observations, into research could enrich the understanding of employee motivations and expectations regarding employer branding activities.

Future research may also address global and cross-cultural perspectives on employer branding, which would allow for identifying differences in employer branding strategies between organizations operating in different countries and cultures. Considering this context will provide new, universal and region-specific conclusions that may influence the design of more effective employer branding activities.

The limitations of the research presented in the article concern several important aspects that may affect the interpretation and generalization of the obtained results. First of all, the research was based on a single method, which was a survey, which, despite its effectiveness in collecting respondents' opinions, carries the risk of obtaining subjective answers that do not always fully reflect the actual experiences and attitudes of the respondents. This limitation may result from the tendency of respondents to provide answers that are consistent with social expectations.

Another limitation was the scope of the research sample, which included 303 respondents. Although the sample size is sufficient for statistical analysis, the results may not be fully representative of the general population or other organizations, especially those operating in different industry or cultural contexts. The research was conducted at a specific time, i.e. in April-May 2023, which may mean that the results reflect specific market and social

conditions of that period. In a dynamically changing work environment, the conclusions obtained may change in the long term.

Another aspect is the limitation of the research scope to agile organizations, which means that the obtained results may not be fully adequate for companies with more traditional management structures. The specificity of agile organizations, such as the emphasis on flexibility and innovation, may cause some determinants of employer branding to gain importance, while in other organizational models they may be perceived differently.

In addition, multivariate correspondence analysis (MCA) is an exploratory method, the results of which require interpretation in the context of the phenomenon being studied. There is a risk of simplifying or omitting some relationships in the case of a complex data structure. The results of the analysis should therefore be treated as an introduction to further, more detailed research using various methods, such as in-depth interviews or case studies, which can provide additional context for the obtained results.

Taking into account the indicated limitations, it is worth emphasizing that the research provided valuable information on building the employer image in agile organizations, but their results require further verification in more diverse conditions and using complementary research methods.

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