SOFT DETERMINANTS OF THE DEVELOPMENT OF AN AGILE ORGANIZATION IN THE ASPECT OF OWN RESEARCH

Maria KOCOT[1*], Artur KWASEK[2], Stanisław RADOWICKI[3], Izabela GONTAREK[4], Jacek OLEKSIEJUK[5]

[1] Vistula University in Warsaw; a.kwasek@vistula.edu.pl, ORCID: 0000-0003-4386-1444
[2] University of Economics in Katowice; maria.kocot@ue.katowice.pl, ORCID: 0000-0001-5150-3765
[3] Academy of Silesia, Katowice;,stanislaw.radowicki@akademiaslaska.pl, ORCID: 0000-0003-3376-0471
[4] University of Technology and Economics, Warsaw; izabela.gontarek@uth.edu.pl,
ORCID: 0009-0000-1901-9586
[5] University of Physical Education in Warsaw; jacek.oleksiejuk@awf.edu.pl, ORCID: 0000-0003-2654-1078
* Correspondence author

Purpose: The aim of the article is to identify soft factors perceived as key to the development of organizational agility and to analyze their interrelationships in the context of the perception of organizational participants, to determine the importance of interpersonal relations, cooperation and safety culture as foundations supporting flexible and adaptive organizational structures.

Design/methodology/approach: The study was conducted using a diagnostic survey method in the form of a survey on a sample of 312 respondents in 2024. The collected data was statistically analyzed using multivariate correspondence analysis (MCA), which allows for the identification of response patterns and hidden relationships between variables.

Findings: It was found that factors such as avoiding aggression, striving for a common goal and searching for common solutions are most often considered important for organizational agility. High consistency of answers indicates strong rooting of the values of cooperation and psychological safety in the perception of organizational development.

Research limitations/implications: The study was cross-sectional and based on subjective opinions of respondents, which limits the possibility of generalizing the results. Another limitation is the lack of consideration of hard indicators of organizational effectiveness and contextual variables, such as the specificity of the industry.

Practical implications: The results can constitute a basis for designing development and cultural activities supporting organizational agility, in particular in the area of relationship management, strengthening shared responsibility and developing soft skills.

Social implications: The importance of creating a working environment based on trust, openness and cooperation was highlighted, which promotes operational efficiency as well as employee well-being and social integration in the workplace.

Originality/value: The article brings value by empirically demonstrating the role of soft determinants of organizational agility and by using MCA analysis as a tool for identifying perceptual patterns. The presented conclusions have practical significance for organizations operating in a dynamic and unpredictable environment.

Keywords: agile organization, soft development determinants, business environment.

Category of the paper: research paper.

1. Introduction

Modern organizations operate in a dynamic, turbulent, unpredictable environment. It requires flexibility, quick response, and the ability to continuously learn. In this aspect, organizational agility becomes one of the key conditions for maintaining competitiveness and adaptability. Although this concept is increasingly widely used, there is still a need for a better understanding of the factors supporting its development in organizational practice (Routledge, 2020; Sajdak, 2021; Brosseau, Ebrahim, Handscomb, Thaker, 2019).

Taking up the topic of the conditions for the development of an agile organization results from the need to deepen knowledge about the perception and importance of selected factors by the participants of the organization. The article consists of a theoretical, methodological and empirical part, which presents the results of the survey and their interpretation using multidimensional correspondence analysis (MCA).

The aim of the article is to identify factors perceived as key to organizational agility and to show their mutual dependencies. The added value is the combination of a theoretical perspective with the analysis of empirical data and the formulation of practical recommendations for organizations operating in a changing environment.

The originality of the presented material stems from the combination of a theoretical approach with the analysis of empirical data collected through an original study conducted in 2024. This research focuses on identifying soft developmental factors that support organizational agility. Its distinguishing feature is the application of multivariate correspondence analysis (MCA) as a tool for identifying perceptual patterns among organizational participants. The article contributes new value to the scientific discourse by highlighting the relational and psychological aspects of organizational functioning in a dynamic environment, as well as their practical significance for shaping a culture that supports agility. Previous studies have rarely addressed these issues in a synthetic manner based on the direct perceptions of organizational members, which makes the presented analysis a valuable addition to the existing literature.

1.1. Agile organization in theoretical approach

Theoretically, an agile organization has become a response to the growing complexity and dynamics of the environment in which modern enterprises operate. In the literature, agility is defined as the ability of an organization to respond quickly to changing market conditions, as well as to take advantage of emerging opportunities and effectively manage uncertainty (Doz, Kosonen, 2008; Atkinson, Moffat, 2005; Cooke, 2012). This concept is derived from the agile management trend. This trend had its origins in the IT industry, but over time it was applied in the broader context of managing organizations, covering structures, processes, organizational

culture and the way of making decisions (Nath, Agrawal, 2020; Kocot, Rogozińska-Mitrut, Kwasek, 2024).

In theoretical terms, an agile organization is perceived as an open system that is also capable of dynamically adapting to changes by using the knowledge, competences, and commitment of employees. Its operation is based on shortening the planning and implementation cycles, decentralizing responsibility, promoting cooperation between teams, and continuous learning and improvement (Akkaya, 2021; Chen, Li, 2021; Mrugalska, Ahmed, 2021). Organizational culture is of integral importance here. It is based on trust, transparency, openness to experimentation, and readiness to accept feedback (Fiddler, 2017; Gao, Zhang, Gong, Li, 2020; Kurnia, Chien, 2020).

Theoretical models of organizational agility also indicate the need to integrate activities in various areas of the organization's functioning. These include knowledge management, innovation, customer relationships, and digital technologies (Prieto, Talukder, 2023). Agility therefore requires both flexibility, but also the ability to predict and shape the future by actively adapting strategies and operating models (Rahimi, Mansouri, 2019). The ability to make decisions under conditions of uncertainty plays a special role. The ability to manage change in a way that engages and supports people is also important (Bremer, Rylander Eklund, Elmquist, 2025).

Certainly, contemporary approaches to agility also emphasize the importance of a balanced approach. In this understanding, flexibility does not oppose stability, but is its functional complement. An agile organization, while maintaining high operational efficiency, can also quickly reconfigure its resources and processes. In this way, it responds better to new challenges. In this sense, agility is understood as a strategic competence that conditions long-term development and maintaining a competitive advantage.

1.2. Organization in the modern business environment

The contemporary business environment is characterized by a high level of turbulence, unpredictability, dynamism and interconnectedness. They significantly affect the way organizations function. Globalization, the development of digital technologies, social and cultural changes, as well as the growing pressure related to environmental and social responsibility mean that companies must constantly update their operating models. This environment provides impulses for transformation and at the same time forces a redefinition of the existing roles and relationships between organizations and their stakeholders (Prieto, Talukder, 2023).

In the face of complexity and constant transformation, organizations can no longer rely solely on stable, long-term strategies that are based solely on forecasting. The ability to adapt to changing conditions is becoming increasingly important. It is also important to make decisions in short planning cycles. This means the need to move from rigid hierarchical structures to flatter and more flexible organizational systems. They undoubtedly facilitate the

exchange of knowledge, faster flow of information, and increase the ability to cooperate between teams (Nath, Agrawal, 2020).

Modern organizations are subject to growing competitive pressure and increasingly higher customer expectations. They demand quality and speed, but also an individual approach and transparency. The response to these challenges is the implementation of strategies based on customer value, personalization of the offer and the use of data to make good decisions. The speed of response, the ability to iteratively change and close contact with the end user can be considered the distinguishing features of organizations able to compete on the market (Doz, Kosonen, 2008; Djurayeva, 2024).

The transformation of the environment also affects the internal logic of the organization's functioning. Work models are being redefined as a result of the popularization of remote and hybrid work and the development of team autonomy (Chen, Li, 2021; Akkaya, 2021; Djurayeva, 2024). Traditional boundaries between organizational functions are being blurred. More and more often, interdisciplinary teams are taking the initiative in designing and implementing solutions. Working in such conditions requires the development of new technical skills. However, the development of soft skills is also becoming important (Mrugalska, Ahmed, 2021; Djurayeva, 2024). These include the ability to communicate, adapt, and share responsibility.

The business environment also shapes new forms of organizational responsibility. More and more attention is paid to ethics, transparency, sustainable development, and social involvement (Djurayeva, 2024). When assessing the functioning of an organization, not only financial results are important. The success of an organization must be perceived through the prism of how it affects the environment, the local community, and its employees. This means that a modern enterprise must skillfully balance economic goals with social and regulatory expectations. At the same time, it is also important to maintain the ability to innovate and compete in real time (Gao, Zhang, Gong, Li, 2020; Djurayeva, 2024).

As a result, the contemporary business environment requires organizations to be permanently ready for transformation. Resilience, adaptability, and flexibility are becoming essential elements to stay on the market. It is in response to these requirements that organizational models based on agility emerge. They offer a framework for effective functioning in conditions of constant variability, time pressure, and high quality expectations (Djurayeva, 2024).

1.3. Soft factors influencing the development of an agile organization

In the scientific literature on organizational agility, it is increasingly emphasized that its foundations are primarily soft factors. These are subtle but extremely important aspects of relationships, communication, and work culture. Modern organizations operating in a dynamic environment require the creation of an environment that promotes flexibility, rapid information flow, mutual support, and readiness to respond jointly to changes. It is in this aspect

that determinants such as interpersonal relations, avoidance of aggression, cooperation, autonomy, and work atmosphere appear. These are determinants that have a decisive impact on the organization's ability to operate effectively in changing conditions (Arcos-Medina, Mauricio, 2020; Shahane, Jamsandekar, Shahane, 2014).

Good interpersonal relationships certainly play an important role in shaping a climate of trust, openness and a sense of mutual understanding. These relationships facilitate communication, shorten the distance between team members. They also support a sense of belonging to the organization (Kumar, Goel, 2012). The lack of interpersonal tensions reduces the risk of conflicts and allows for collective actions. In practice, this strengthens the ability to react quickly and work effectively as a team. Another important element supporting organizational agility is avoiding aggression. This should be understood as consciously shaping an environment free from dominant, violent or exclusionary behaviors. Such a climate promotes the creation of a safe space for experimentation, sharing ideas and openly expressing opinions without fear of judgment. Psychological safety becomes a consequence of the lack of aggression. It is necessary for taking initiatives, innovation and cooperation between individuals with different competences and experiences (Palopak, Huang, 2024; Bransby, Kerrissey, Edmondson, 2024).

Agile organizations are structures that promote common pursuit of a clearly defined goal instead of hierarchical control (Sudhakar, Farooq, Patnaik, 2011). This pursuit integrates the activities of organization members around common values, facilitates decision-making. In addition, it reduces the fragmentation of activities. This shortens the response time to changes and allows maintaining high operational coherence. The common goal is a point of reference that motivates, organizes actions and increases the sense of collective responsibility (Kumar, Goel, 2012). The atmosphere prevailing in the organization is often underestimated in quantitative analyses. However, it should be noted that it is fundamental for the functioning of teams in conditions of pressure, uncertainty and variability. A friendly work environment promotes creativity, commitment and professional satisfaction. The right atmosphere increases employees' willingness to share knowledge. In addition, it strengthens relationships and reduces the emotional costs resulting from working in an environment of high intensity of change (Law, Charron, 2005; Ahmad, Gustavsson, 2024).

Partnership and cooperation are also key areas that support the promotion of agility. Instead of competition, attitudes based on trust, mutual support and responsibility distributed among team members dominate here. In such conditions, problems can be solved effectively. It is also possible to create lasting organizational bonds. They increase the organization's resilience to crises and support long-term learning. The ability to search for common solutions is revealed especially in situations requiring a quick reaction, compromise or reassessment of previous methods of action. A culture of co-decision, willingness to negotiate and respect for different points of view support decision-making processes. Moreover, they strengthen the commitment

of organization members to the implementation of common tasks. (Sudhakar, Farooq, Patnaik, 2011)

Meeting common needs, both functional and social, builds bonds between members of the organization. It also strengthens their identification with the goals of the institution. This translates into greater team stability, higher motivation, and readiness to make additional efforts for the common good. Taking care of community needs also translates into better adjustment of organizational processes to employee expectations. And this supports the adaptability of the organization as a whole (Kumar, Goel, 2012).

The ability to self-manage, the last of the factors analyzed, is becoming an indispensable element of agile structures. Employees and teams that have autonomy in making decisions react faster to changes, are able to flexibly adapt to new circumstances and take responsibility for the results of their work. Self-management, however, requires clear rules, trust and access to information that allows for making good decisions without having to refer to hierarchical structures.

2. Methods

For the purposes of the empirical research, the concept of organizational agility was defined as the organization's ability to adapt, respond flexibly to change, and maintain coherence of action in a dynamic environment. The operationalization of this concept was carried out through the identification and measurement of selected soft development factors. According to the literature, these factors constitute the foundations that support agility. They include: the quality of interpersonal relationships, avoidance of aggressive behavior, striving for a common goal, work atmosphere, partnership and cooperation, seeking common solutions, meeting shared needs, and the ability to self-organize. Each of these factors was assessed by respondents in terms of its importance for the functioning of the organization in the context of agility. This made it possible to empirically reflect the components of organizational culture that foster flexibility and adaptability.

The aim of the conducted research was to determine which soft development factors are perceived by the participants of the organization as important for building organizational agility and how they affect the adaptability and culture of cooperation. The aim was to identify the relationship between the subjective assessment of specific aspects of the organization's functioning and the general perception of its agility potential.

A research hypothesis was adopted, assuming the existence of a significant relationship between the assessment of selected soft factors and the organization's willingness to implement practices characteristic of the agile approach. It was assumed that a high assessment of factors

such as interpersonal relations, cooperation or psychological safety would be associated with a positive perception of an organizational culture that supports agility.

The research questions focused on which factors are most often recognized by respondents as conducive to agility, how the importance of cooperation, innovation and self-organization is perceived, and whether it is possible to distinguish characteristic patterns of responses reflecting preferences and expectations towards the organization.

The diagnostic survey method was used in the form of a survey conducted in 2024 on a sample of 312 respondents representing various economic sectors and employment levels. The questionnaire was based on a five-point Likert scale, which allowed for capturing both clear opinions and neutral attitudes.

In order to interpret the results in more detail, multivariate correspondence analysis (MCA) was conducted to identify hidden connections between the responses and the variables analyzed. This analysis allowed for a visual representation of the data structure, localization of similarities and differences in the perception of individual factors, and capturing perceptual patterns characteristic of the study sample.

The results of the multivariate correspondence analysis indicate that some highly rated variables (such as "partnership and cooperation" or "work atmosphere") are perceived less unequivocally in the factor space. This may stem from differences in respondents' individual experiences or from inconsistent understanding of these concepts in organizational practice. A high declarative rating does not always translate into clear associations with organizational adaptability. This provides an important cue for further analysis.

It is also worth noting that a strong culture of cooperation, although generally perceived positively, may carry certain risks. Excessive emphasis on agreement can foster conformity and limit open exchange of ideas. Therefore, when fostering a collaborative climate, it is essential to also support space for diverse viewpoints and critical thinking.

In response to the need for a broader contextualization of the findings within the socio-organizational background, the characteristics of the study sample (N = 312) are presented below. The respondents primarily represented service-oriented enterprises (65.1%), as well as trading (25.6%) and manufacturing companies (9.3%). In terms of size, the sample included both micro-enterprises (23.1%) and large organizations employing over 1000 people (18.9%), allowing for perspectives from various structural levels to be captured. The respondents operated in organizations with local, regional, national, and international reach, with the largest share representing internationally operating firms (36.2%). The majority of participants held higher education degrees (57.1%) or secondary education qualifications (33.7%). In terms of age distribution, the dominant group consisted of individuals aged 20-30 (48.4%), which may indicate a strong representation of younger participants in the labor market—particularly relevant in the context of developing agile competencies.

3. Results

The research aimed to determine the importance of selected soft development factors in the context of the functioning of agile organizations. Eight variables that may influence the development of an organizational culture conducive to agility were analyzed (see Table 1).

Table 1.
Soft development factors of an agile organization

Variable	Definitely NOT	I don't think so	I have no opinion	Probably YES	Definitely YES
Good personal relations	17	25	39	139	92
Avoiding aggression	19	10	26	113	144
Striving for a common goal	18	14	37	120	123
The atmosphere between employees	19	21	49	135	88
Partnership and cooperation	23	24	52	118	95
Searching for a common solution	16	23	39	119	115
Meeting common needs	19	18	54	128	93
Ability to self-manage	15	31	48	125	93

Source: Own study based on research.

In the case of "good personal relations", the largest number of respondents – 139 people – expressed probable support for this value, and another 92 people definitely considered it important. A relatively small group – 17 people – definitely questioned its importance, and 25 did not consider it important. 39 respondents had no opinion on this matter. For the variable "avoiding aggression", the largest number of answers (144) fell into the category of "definitely yes", while 113 respondents chose the answer "rather yes". Only 19 people definitely disagreed with the thesis about the importance of this feature, and 10 considered it of little importance. 26 respondents did not take a clear position.

"Striving for a common goal" was met with great appreciation – 120 respondents selected the answer "rather yes" and 123 "definitely yes". 18 people were of the opposite opinion, and 14 expressed a moderate lack of support. In this group, 37 people indicated no opinion.

In relation to the "atmosphere between employees", positive answers dominate - 135 people indicated "rather yes" and 88 - "definitely yes". 19 respondents strongly disagreed with the importance of this factor, 21 chose the answer "rather no", and 49 had no opinion. "Partnership and cooperation" were assessed as rather important by 118 respondents and as definitely important by 95. A small group of respondents - 23 people - chose the answer "definitely no", while 24 people - "rather no". No opinion was declared by 52 respondents.

"Searching for a common solution" was assessed positively: 119 people considered it rather important, and 115 as definitely important. 16 people expressed a strong rejection of this value, while 23 people indicated a moderate lack of approval. 39 respondents had no opinion. In the case of "meeting common needs", the most responses were in the categories of "rather yes" – 128 and "definitely yes" – 93. 19 people completely disagreed with the importance of this variable, 18 chose the answer "rather no", and 54 people had no opinion. "Ability for self-

management" was assessed as rather important by 125 respondents, and as definitely important by 93 people. 15 respondents indicated "definitely no", 31 – "rather no", and 48 declared no opinion.
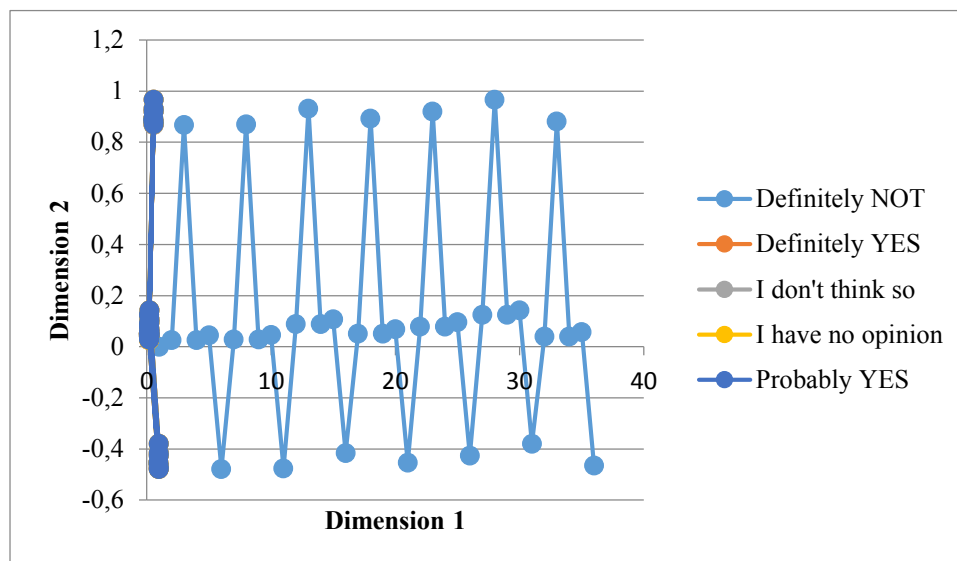
Figure 1. MCA Analysis of soft factors in agile organization.

Source: own work.

Figure 1 on soft development factors of an agile organization is an in-depth illustration of the data presented in Table 1, showing hidden relationships between respondents' assessments and the analyzed variables. The factor space created as a result of correspondence analysis allows for identifying which of the soft aspects of the organization's functioning are perceived in a similar way and which clearly differentiate the attitudes of the study participants.

In Figure 1, there is a clear concentration of "Definitely YES" responses in the vicinity of variables such as "Avoiding aggression", "Striving for a common goal" and "Searching for a common solution". This indicates a clearly positive reception of these aspects as elements supporting the development of organizational agility. The high frequency of extremely positive assessments for these variables is also confirmed by the tabular data, where the values of "Definitely YES" are among the highest in the entire comparison. This phenomenon suggests that the values based on cooperation, peaceful resolution of disputes and joint commitment to achieving goals are of key importance to the study participants.

Chart shows variables such as "Atmosphere between employees" or "Partnership and cooperation" in a slightly more dispersed arrangement. Although they received a predominance of positive assessments, their greater dispersion in the MCA space indicates a varied perception of their importance. This may suggest that their practical implementation in organizations is less clear-cut or depends on the internal context of a given institution.

The variable "Ability to self-manage" was also rated relatively high, but its position on the graph may indicate a more moderate identification of this feature with a direct impact on agility. It can be assumed that although self-management is important, without a clear framework of

joint action and a culture of cooperation it can be treated as an element requiring additional system support.

It is also worth paying attention to the distribution of "I have no opinion" responses, which are concentrated in the area of several variables, which may indicate ambiguity in their interpretation or their weaker rooting in the respondents' professional experience.

The results of the conducted analyses are consistent with the previously discussed theoretical approach. In theoretical terms, organizational agility is understood as the ability to act flexibly under conditions of change and uncertainty. This is particularly evident in relation to categories such as cooperation, shared goals, and psychological safety—elements that the literature identifies as key to building agile structures. The empirical approach thus confirms the validity of the theoretical assumptions and indicates that soft cultural factors indeed form practical foundations for organizational adaptability.

4. Discussion

The collected literature and empirical material indicate the unequivocal importance of specific soft development factors for building organizational agility. The results of the study clearly indicate that relational and cooperative factors, such as avoiding aggression, striving for a common goal and searching for a common solution, are perceived by the participants of the organization as the most conducive to the development of agility. These variables were assigned the most "definitely yes" ratings. This fact indicates their strong rooting in the perception of the effective operation of the organization, which has to function in a changing business environment. Both the analysis of the distribution of answers and the results of the multidimensional correspondence analysis (MCA) confirm the existence of clear perceptual patterns. Aspects related to the culture of cooperation, emotional security and joint commitment are located close to each other in the factor space. This confirms their mutual connection and consistent reception among the respondents. Factors such as "atmosphere between employees" and "partnership and cooperation" were also assessed positively. However, their more diffuse position in the MCA space suggests that they may be more strongly dependent on individual experiences and organizational context. Their importance is not denied. It may, however, be perceived as less clear-cut in comparison to factors with a more clearly pro-adaptive character.

The variable "self-management ability" received high support. This indicates the growing importance of employee autonomy as a component of modern organizational models. At the same time, its location in the analysis space, in order to truly support agility, may indicate that employee autonomy requires appropriate systemic support and being embedded in a culture of cooperation.

Some of the variables for which a relatively high percentage of "I have no opinion" responses were recorded may indicate a lack of clear experiences of respondents or insufficient rooting of these aspects in organizational practice. This may also indicate the need to clarify them in communication and development activities within the organization. The overall interpretation of the results allows us to state that organizational agility is based to a large extent on soft determinants related to interpersonal culture, cooperation style and common goal orientation. These factors create the foundations for effective action in conditions of uncertainty and variability.

The research conclusions confirm theoretical theses regarding the importance of soft aspects of the organization's functioning as key to building agile structures. They also indicate the need to further strengthen the culture of cooperation and psychological safety. They can be considered elements that condition the organization's readiness to adapt and act innovatively.

Based on the results of the study, it is recommended that organizations systematically strengthen the culture of cooperation, trust and mutual respect. It is certainly interpersonal factors that are most conducive to building agility. It is advisable to create a work environment free from aggression, in which employees feel safe and can freely express their opinions. It is necessary to promote joint goal setting and involving teams in decision-making processes. This increases their sense of responsibility and commitment. It is also worth developing the ability to work based on cooperation and joint problem solving. These activities facilitate adaptation to change. At the same time, it would be necessary to support the development of employee autonomy by introducing elements of self-management, while maintaining a clear organizational framework and clear rules of cooperation. It is also worth conducting educational and communication activities that increase awareness of the importance of soft aspects of the organization's functioning for its long-term effectiveness in a changing environment.

The interpretation of the results should take into account the limitations of the study. It was cross-sectional in nature and based on respondents' subjective opinions, without including hard performance indicators or industry-specific context. Nevertheless, the findings are consistent with previous research emphasizing the importance of cooperation, psychological safety, and shared goals in building agility. The use of correspondence analysis is a novel element, allowing for the identification of hidden perceptual patterns. Further research is recommended, taking into account contextual differences and more in-depth comparative analysis.

5. Conclusions

The results of the conducted research fit into the broader trend of analyses concerning the conditions for the development of organizational agility. In many aspects, they are consistent with the findings of other authors. The identified importance of interpersonal relations, cooperation and common goal as key determinants of agility is confirmed in the literature on the subject. Brosseau, Ebrahim, Handscomb and Thaker (2019) emphasize that successful transformations towards agility require a strong culture that is based on trust, cooperation and continuous communication. Similarly, Gao, Zhang, Gong and Li (2020) showed that organizational flexibility develops best in environments that foster cooperation and joint problem solving.

The importance of avoiding aggression and building a safe work environment correlates with the conclusions of Bremer, Rylander Eklund, and Elmquist (2025). They emphasize the importance of psychological safety and ethical leadership in creating space for innovation and learning. In turn, Mrugalska and Ahmed (2021) analyzed the determinants of agility in the context of Industry 4.0. They pointed to the need to develop soft skills as a foundation for effective implementation of organizational changes.

The positive assessment by respondents of the pursuit of a common goal and partnership within the organization is also confirmed by the analysis of Doz and Kosonen (2008), which showed that the coherence of the direction of action and a common strategic vision increase the ability of the organization to react quickly to changes. Additionally, Chen and Li (2021), using the example of hospital management during the COVID-19 pandemic, noted that teams based on trust and cooperation were much more effective in adapting to the crisis situation.

The results regarding the importance of self-management indicate the need to combine it with a clearly defined framework and systemic support. This is consistent with the conclusions of Nath and Agrawal (2020). These authors point out that employee autonomy brings the expected results only in the context of properly designed processes and organizational culture.

The convergence of research results with the findings of other Authors confirms that effective organizational agility requires the simultaneous development of soft skills, as well as an environment of cooperation and strategic coherence. Such an approach can be considered an effective adaptation tool. It can also be considered a key competence that determines the resilience and long-term development of the organization in a dynamic environment.

Future research directions may focus on an in-depth analysis of the impact of soft development factors on the effectiveness and efficiency of implementing agile practices in different types of organizations and in different industries and sectors. It is worth taking into account cultural and industry differences, which may affect the perception and effectiveness of cooperation, self-organization or building psychological safety activities. It is also reasonable to conduct longitudinal studies. They can enable observation of how the role of soft skills

changes over time and in crisis conditions or accelerated digital transformation. It may also be important to extend the research to include the perspective of leaders and managers. It is also worth exploring the relationship between soft factors and hard indicators of organizational effectiveness, such as innovation, employee retention or customer satisfaction.

The conducted research, while contributing new knowledge to the discourse on organizational agility, also has its limitations. Its cross-sectional nature and reliance on respondents' declarative assessments may limit the generalizability of the results. The omission of hard indicators of organizational effectiveness and the lack of industry-specific context represent weaker aspects of the analysis. Nevertheless, the empirical data obtained, combined with correspondence analysis, enabled the identification of hidden perceptual patterns and confirmed theoretical assumptions regarding the role of relational and psychological factors in building agile structures. The research findings can be further used as a basis for designing development initiatives that support a culture of collaboration, psychological safety, and autonomy in organizations operating in a dynamic environment.

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