Human Resource Management Practices in an Agile Organization in the Aspect of Own Research

Artur Kwasek[1], Damian Kocot[2], Izabela Gontarek[3], Jacek Oleksiejuk[4],
Joanna Rogozińska-Mitrut[5], Małgorzata Golińska-Pieszyńska[6]

Abstract:

Purpose: The purpose of this article is to assess key human resource management practices in an agile organization, as well as to understand their impact on team performance. The research focuses on identifying which practices, such as trust, honesty, and decision-making flexibility, are most important for organizational effectiveness and agility.

Design/Methodology/Approach: The research was conducted using a survey method, addressed to respondents from various industries, between April and June 2024. The sample included 312 people, and the results were analyzed in terms of correlation between various HR practices and their impact on organizational agility.

Findings: The research results confirm that practices such as trust, mutual honesty, and planning efficiency are key to team agility. However, flexible decision-making processes showed lower correlations with other practices, suggesting their more independent role in organizations.

Practical Implications: This article provides practical advice for companies looking to implement agile human resource management practices. Focusing on trust, honesty, and decision-making flexibility can significantly increase an organization's effectiveness and adaptability.

Originality/Value: The research provides new knowledge on HR practices in agile organizations and their links to team effectiveness, which is crucial in a dynamically changing business environment. The results can be used to create more adaptive and innovative HR strategies.

Keywords: Agile organization, human resources, management, enterprise, organization.

[1]Ph.D., Vistula University in Warsaw, Warsaw, Poland,
ORCID: 0000-0003-4386-1444, a.kwasek@vistula.edu.pl;
[2]Ph.D., University of Economics in Katowice, Poland,
ORCID : 0000-0001-9240-857X, damian.kocot@ue.katowice.pl;
[3]Ph.D., University of Technology and Economics, Warsaw, Poland,
ORCID: 0009-0000-1901-9586, izabela.gontarek@uth.edu.pl;
[4]Ph.D., University of Physical Education in Warsaw, Warsaw, Poland,
ORCID: 0000-0003-2654-1078, jacek.oleksiejuk@awf.edu.pl;
[5]Prof., Higher School of Professional Education Wroclaw, Poland,
ORCID: 0000-0003-1831-6364, joanna_rogozinska@wp.pl;
[6]Prof., Lodz University of Technology, Poland,
ORCID: 0000-0003-1088-4746, malgorzata.golinska-pieszynska@p.lodz.pl;

1. Introduction

Modern organizations operate in environments marked by rapid changes and unpredictable challenges, pushing them to adopt more flexible management methods. In response to these demands, an increasing number of companies are turning to agile management practices, which allow them to better adapt to shifting market conditions. Within this framework, human resource management takes on new significance—not merely as a set of personnel procedures but as a crucial tool supporting adaptability and innovation within teams.

This article aims to examine and assess key human resource management practices within agile organizations and their impact on team performance. The analysis includes values such as trust, mutual honesty, and decision-making flexibility, which, as shown in the study, play a significant role in building effective, adaptive teams.

2. Literature Review

2.1 Agile Human Resources Management – Definition and Organizational Context

Agile HR, often referred to as "Agile HR," is an approach to personnel management that is based on flexibility, rapid adaptation to change, and continuous process improvement. Its goal is to support organizations in a dynamically changing market environment (Goldman, Nagel, and Preiss, 1995), where the ability to respond immediately to new challenges becomes crucial to maintaining competitiveness (Bessant, Brown, Francis, Meredith, and Kaplinsky, 1999). In the context of agile organizations that operate in an adaptive, collaborative, and iterative manner to accomplish tasks, human resource management must also evolve in a more flexible and collaborative manner (Cappelli and Tavis, 2018).

In traditional human resources management models, structures and processes are more hierarchical and defined, which does not always meet the needs of modern, rapidly changing organizations (Kidd, 1994). Agile HR management changes this perspective, introducing a more dynamic approach that emphasizes iterative processes, quick decisions, and close collaboration between teams.

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In practice, this means that HR teams must respond quickly to the needs of employees and the organization, introducing solutions adapted to changing conditions, while at the same time ensuring an environment conducive to innovation and creativity (Bray *et al.,* 2019; Grima *et al.,* 2020; Tyagi *et al.,* 2023).

Agile human resources management is not only based on flexible decision-making processes, but also on promoting values such as trust, transparency and communication (Meredith and Francis, 2000). HR teams must operate in a way that supports employee development, offering them tools and structures that allow them to be independent and make decisions quickly. In agile organizations, people management is not limited to traditional HR functions such as recruitment or performance appraisal, but also includes developing an organizational culture based on shared responsibility and team involvement (Martucci, de Felice, and Schirone, 2012).

An important element of agile HR management is iteration, which means constantly monitoring and adjusting activities. Agile organizations often work in short cycles, so-called sprints, which allow for regular progress assessments and improvements as projects progress. This approach requires HR teams to constantly collect feedback from employees and quickly implement changes to their people management strategies (Brown and Jones, 2018).

The organizational context of agile human resources management is directly related to the organizational culture in which cooperation between teams, open communication and decentralization of decision-making are priorities (Adamik, 2019; Bondos, 2014). In such an environment, traditional hierarchy gives way to a flat structure, where each employee has more autonomy, and decisions are made based on current needs and available data (Campbell, Hoane, and Hsu, 2002). The key role of the HR department is to support employees in developing the skills needed to work in such a system and to promote shared responsibility for team results (Kurnia and Chien, 2020).

Agile HR management aims to increase the flexibility of the organization, its ability to react quickly to changing market conditions and better adapt to the needs of employees. Thanks to this, companies can not only adapt faster to new challenges, but also create more engaged and productive teams that operate based on shared values and goals (Anderson and Wilson, 2017).

2.2 Key HR Practices that Support Organizational Agility

Key HR practices that support organizational agility focus on creating a work environment that supports rapid adaptation to change, engaging employees, and fostering a collaborative culture.

For an organization to operate in an agile manner, it is necessary to implement appropriate tools and strategies that enable teams to respond dynamically to changing market conditions while supporting employee competency development and team effectiveness (Cegarra-Navarro, Sánchez-García, Marco-Lajara, and García-Pérez, 2021).

One of the foundations supporting organizational agility is promoting flexibility in talent management. HR practices should focus on building teams that can quickly adapt to new tasks and projects. Dynamic talent management is key here – consisting of regular monitoring of employee competencies, developing their skills and adapting roles in the organization depending on current needs (Brown, Owens, and Bradley, 2011).

This means moving away from rigid job structures towards a more open approach, where employees can undertake a variety of tasks within one team, which promotes flexibility and faster response to changes (Almahamid, Awwad, and Adams, 2010).

Another important element is continuous and collaborative performance management . In agile organizations, traditional annual performance reviews often give way to regular development conversations and ongoing feedback (McNamee, Schoch, Oelschlaeger, and Huskey, 2012). Employees are assessed not only for individual performance, but also for their contribution to team activities and their ability to cooperate on dynamically changing projects. Regular feedback allows employees to continuously adjust their actions, which contributes to greater efficiency and better adaptation to changing organizational priorities (Kumkale, 2022).

A culture of innovation and experimentation is another important element supporting agility. Agile organizations promote an approach that allows employees to take initiatives and test new ideas without fear of failure. HR practices should support employees in developing their creativity and taking risks, while offering tools for quickly verifying the results of experiments. This allows organizations not only to react to changes faster, but also to introduce innovative solutions that increase their competitiveness (LeCun, Bengio, and Hinton, 2015).

Another key practice is supporting transparent and open communication. Agile organizations base their operations on ongoing information exchange and close cooperation between teams (Russell, Dewey, and Tegmark, 2015). HR practices must promote open communication, ensuring employees have access to necessary information and the opportunity to participate in decision-making processes. Transparency allows for faster decision-making and eliminates misunderstandings that can delay action. HR should focus on systems that enable regular communication and support employees in expressing their opinions and ideas (Leberecht, 2016).

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An equally important aspect is developing competences in the area of independence and responsibility. In agile organizations, employees often have to make decisions autonomously and act proactively (Auerbach Publications, 2021). HR practices should therefore focus on supporting employees in developing the skills to independently manage their time and tasks, as well as in making decisions that affect the work of the entire team. It is important to create an environment in which employees feel responsible for the results of their work and have the freedom to act in terms of initiatives taken (Raišienė, Bilan, Smalskys, and Gečienė, 2019).

The final important element is promoting diversity and inclusion in the workplace. Organizational agility requires diverse perspectives and creative approaches to problems, so HR practices must support building teams that combine different skills, experiences and perspectives.

Managing diversity not only promotes innovation, but also increases the organization's ability to adapt to different markets and challenges. HR should ensure that every employee, regardless of background, gender, age or other demographic characteristics, has equal opportunities for development and advancement (Overby, Bharadwaj, and Sambamurthy, 2006).

Together, these practices form the foundation for an agile organization where flexibility, collaboration, and innovation are key elements of success. With the right HR strategies, organizations can effectively adapt to changing conditions and build strong, agile teams ready for the future.

2.3 Benefits and Challenges of Implementing Agile HR Practices

Implementing agile HR practices brings numerous benefits, but also comes with some challenges that organizations must overcome to fully benefit from the flexibility and innovation that this approach offers (Borowski, 2021). The key advantage of agile HR practices is the creation of a more engaged, cohesive and productive team that is able to quickly respond to changes in a dynamic market environment. By implementing such practices, organizations become more adaptive, which allows them to compete more effectively in the market and better adapt to customer needs and technological changes (Todorovich, 2020).

One of the main benefits of agile HR management is increased trust within teams. These practices promote transparency and open communication, which builds stronger relationships between employees (Attar, Almusharraf, Alfawaz, and Hajli, 2022). A climate of trust promotes better collaboration, which is especially important in the context of agile organizations, where teams must work together and make quick decisions. A high level of trust in an organization is also crucial to creating an environment in which employees feel safe to experiment, share ideas, and fully engage in achieving goals (Sahopta, 2012).

Agile HR practices also encourage critical evaluation of one's own work. Regular feedback and the iterative nature of work in such organizations require that employees have the ability to self-assess and be open to feedback from others (Alshehhi, Nobanee, and Khare, 2018). Critical evaluation of one's own actions allows for quick corrections and process improvement, which in turn translates into increased team effectiveness.

This is especially important in an environment where variability and uncertainty are everyday occurrences, and the ability to learn from mistakes and draw conclusions from previous experiences is crucial (Narasimhan, Talluri, and Mahapatra, 2006).

Another benefit of implementing agile HR practices is promoting mutual honesty. In agile organizations, open communication is the foundation that enables the rapid exchange of information, as well as building a culture based on cooperation (Blickle and Heß, 2006). Mutual honesty helps teams solve problems on the fly, avoiding long-term conflicts and misunderstandings that could delay action. As a result, organizations are able to achieve goals in a shorter time, while gaining greater efficiency in implementing projects (Chen and Li, 2021).

Respect for colleagues is another key element that supports organizational agility. Promoting respect in teams translates into better cooperation and greater employee engagement in achieving common goals. Agile organizations that base their activities on cooperation require employees to respect each other's competences and skills. In such an environment, each team member feels appreciated, which has a positive impact on motivation and work efficiency (Fosso and Wamba, 2022).

The effectiveness of planning your own activities in agile organizations is crucial, especially in the context of rapid changes and dynamic projects. Thanks to the ability to plan tasks in short cycles, the so-called sprints , employees have more control over their activities, which allows them to better manage their time and priorities. Agile HR practices support these processes, enabling employees to improve their organizational skills, which translates into greater efficiency of entire teams (Awasthi and Awasthi, 2023).

Truthfulness in agile organizations plays a vital role in building trust and transparency (Teece, 2007). Agile HR practices promote honesty as a value that allows for building strong, open relationships within the team. As a result, employees feel more engaged and the organization becomes more cohesive internally. Truthfulness also enables faster decision-making, which is crucial in dynamic market conditions (Skyrius and Valentukevi, 2021).

Providing support to colleagues is one of the key practices supporting agility. In agile organizations, collaboration between employees is an essential element of team effectiveness. HR practices should promote support and assistance to ensure that employees work together to achieve goals, sharing their skills and experience.

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Providing support within a team promotes employee integration and builds stronger bonds, which in turn affects better communication and work efficiency (He and Harris, 2021).

However, implementing agile HR practices is not without its challenges. One of the main challenges is introducing flexible decision-making processes. In many organizations, especially those with a hierarchical structure, there can be resistance to changing traditional, central decision-making models (Stverkova and Pohludka, 2018).

Flexibility in decision-making processes requires a change in organizational culture, where employees at different levels have more autonomy. For this reason, organizations may encounter difficulties in implementing agile methods, especially if employees are not used to making decisions quickly and taking responsibility for the results (Sanchez and Nagi, 2001).

In summary, implementing agile HR practices brings numerous benefits, such as increased trust, better collaboration, operational efficiency, and greater organizational flexibility. However, the challenges associated with implementing agile decision-making processes and adapting organizational culture can be a hurdle that companies must overcome to fully leverage the potential of agile HR practices.

3. Methods and Materials

3.1 Methods

The aim of the research was to understand to what extent various human resources management practices fit into the functioning of an agile organization. The research aimed to check which elements of organizational culture, such as trust, honesty, respect, planning efficiency or flexible decision-making processes, are perceived as key by employees in agile organizations. The key point of the research was to determine whether there are clear connections between these practices and what impact they have on team effectiveness.

The research hypothesis assumed that practices such as an atmosphere of trust, mutual honesty, critical assessment of one's own work, respect for colleagues, planning efficiency of one's own activities and truthfulness are strongly related to each other and have a significant impact on the effectiveness of an agile organization. In turn, flexibility of decision-making processes can be perceived as less related to other practices, but still important for organizational dynamics.

The research questions focused on how different human resource management practices are assessed by employees and what correlations can be observed between them. The main questions concerned which of these practices are most important in

the context of effective team performance in agile organizations, as well as what relationships exist between these practices.

The research method was a survey, which was conducted in the period April-June 2024 on a sample of 312 respondents. The survey aimed to collect employees' opinions on important human resource management practices in their organizations and their assessment of these practices.

As part of the research, sociodemographic data were collected on the companies participating in the survey. Among the dominant industries, service companies predominated, accounting for 65.1% of the surveyed entities. In turn, 25.6% of the companies conducted commercial activities, and only 9.3% were involved in production. Analyzing the size of employment, the largest group (23.1%) were companies employing from 0 to 9 employees.

Companies employing from 10 to 49 employees accounted for 20.5%, and entities with the number of employees from 50 to 249 people represented 15.7% of the sample. Companies employing from 250 to 999 people accounted for 21.8% , while those with more than 1,000 employees accounted for 18.9%.

In terms of scope of activity, the largest group were companies operating on international markets (36.2%). Domestic operations were conducted by 30.4% of surveyed companies, while 21.5% operated at the local level. Regional operations were conducted by 11.9% of companies. In turn, the analysis of the level of education of respondents showed that 57.1% had higher education, 9.3% had completed a higher vocational school, and 33.7% had secondary education.

In terms of age, the largest group were respondents aged 20 to 30 (48.4%). The age group from 31 to 40 comprised 12.8% of respondents, and people aged 41 to 50 made up 21.2% of the sample. The group of people aged 51 to 60 comprised 10.9% of respondents, and the oldest group, over 60, made up 6.7% of respondents.

3.2 Results

The study aimed to assess the extent to which various human resources management practices fit into the functioning of an agile organization (Table 1). In relation to the climate of trust, 66 respondents gave it a very positive assessment, while 128 rather agreed with its importance. Some 67 people had no opinion, while 36 rather disagreed and 15 gave a very negative response. Critical evaluation of one's own work was considered important by 128 respondents who rather agreed and 60 people who answered "definitely yes". No opinion on this topic was expressed by 60 respondents, while 38 people gave a "rather no" response, and 26 people expressed a strong disapproval.

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Mutual honesty was assessed positively by 72 people who strongly agreed and 116 respondents who rather supported this practice. No opinion on honesty in the organization was expressed by 56 people, while negative answers were given by 45 people in the case of "rather not" and 23 in the case of "definitely not". Respect for colleagues was also met with high approval - 132 people answered "rather yes" and 72 people "definitely yes". Only 65 people had no opinion on this topic, while a smaller number of respondents expressed disapproval: 31 rather negative and 12 definitely negative.

The effectiveness of planning one's own actions was assessed particularly positively by 152 respondents who rather agreed with its importance, and 66 people who answered "definitely yes". Slightly fewer, i.e., 50 people, had no opinion, and negative answers were recorded among 30 people ("rather not") and 14 people ("definitely not").

Truthfulness turned out to be a practice particularly valued - 128 people strongly agreed, and 133 rather agreed with its importance. Significantly fewer people had no opinion (20), and even fewer expressed disapproval, only 16 rather did not support this value, and 15 people strongly rejected it .

Helping colleagues was viewed positively by 143 people who tended to agree with this approach and 95 respondents who strongly supported it. 34 people had no opinion, while 23 people responded rather negatively and 17 strongly negatively. Flexible decision-making processes elicited more mixed opinions, with 84 people responding rather positively and 44 strongly positively. At the same time, 96 respondents had no opinion and 41 rather disapproved of flexibility in decision-making processes, while 47 people expressed strong disapproval.

Table 1. *Human resource management practices in an agile organization*

	Definitely NOT	Rather not	I don't have an opinion	RatherYES	Definitely YES
Atmosphere of Trust (1)	15	36	67	128	66
Critical evaluation of one's own work (2)	26	38	60	128	60
Mutual Honesty (3)	23	45	56	116	72
Respect for Fellow Workers (4)	12	31	65	132	72
Effectiveness of planning your own activities (5)	14	30	50	152	66
Truthfulness (6)	15	16	20	133	128
Providing assistance to social workers (7)	17	23	34	143	95
Flexible decision-making	47	41	96	84	44

processes (8)						

Source: *Own study based on research.*

Table 2 presents correlations between different human resource management practices in an agile organization. High correlation values, especially those close to 1, indicate strong links between the assessed practices. The climate of trust (1) is strongly correlated with critical evaluation of one's own work (2) and mutual honesty (3), as shown by correlations at the level of 0.98 and 0.97, respectively.

Similarly, respect for coworkers (4) shows a very high correlation with the climate of trust (0.99) and critical evaluation of one's own work (0.98), which may suggest that these elements are strongly linked in the context of an agile organization.

The effectiveness of planning one's own activities (5) also shows high correlations with other practices, especially with critical evaluation of one's own work (.99) and mutual honesty (.98), suggesting that the ability to plan may be a key factor supporting other aspects of teamwork. Truthfulness (6) has somewhat weaker, although still significant correlations, especially with climate of trust (.76) and mutual honesty (.84), suggesting that honesty may be a more separate, but still important element in building trust and effectiveness in teams.

Table 2. *Correlation Table*

	1	2	3	4	5	6	7	8
1	1							
2	0.98	1						
3	0.98	0.97	1					
4	0.99	0.98	0.98	1				
5	0.97	0.99	0.98	0.97	1			
6	0.76	0.75	0.84	0.81	0.81	1		
7	0.90	0.91	0.95	0.93	0.94	0.95	1	
8	0.63	0.60	0.48	0.60	0.52	0.09	0.30	1

Source: *Own study based on research.*

Helping coworkers (7) is very strongly correlated with other practices, especially with mutual honesty (0.95), planning effectiveness (0.94) and respect for coworkers (0.93), which may suggest that team support is a key element in building effectiveness and trust in the organization. Flexible decision-making processes (8) show the weakest correlations compared to other practices, especially with truthfulness (0.09), which may suggest that decision-making flexibility is less related to other elements of organizational culture and may function more independently.

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In summary, Table 2 shows that the individual HRM practices are strongly interconnected, especially in the areas of trust, honesty, planning and respect, which indicates the integrated nature of these elements in agile organizations.

4. Discussion

The results of the research conducted on the practices of human resources management in an agile organization allow for the formulation of several important conclusions. First, it turns out that key values such as an atmosphere of trust, critical evaluation of one's own work, mutual honesty and respect for colleagues enjoy wide acceptance among the respondents.

These values are not only highly rated, but also show strong interconnections, which suggests that they are the core of effective functioning of teams in agile organizations.

High correlations between the atmosphere of trust and other values, in particular critical evaluation of work and mutual honesty, indicate that trust is the foundation on which other aspects of cooperation in teams are based.

Respect for colleagues also plays an important role, showing strong correlations with other practices, such as critical evaluation of one's own work, mutual honesty, and effectiveness of planning activities. This indicates that mutual respect is not an isolated value, but is closely related to the attitude of openness, honesty, and organizational skills of employees, which in turn can affect the effectiveness and harmony in the team.

The high correlation between the effectiveness of planning one's own activities and critical evaluation of work and mutual honesty indicates that the ability to effectively manage one's own tasks promotes a more conscious and honest approach to work. Planning thus turns out to be a key element supporting other aspects of team functioning in an agile organization. Interestingly, truthfulness, although valued by respondents, shows slightly lower correlations with other practices, especially with the atmosphere of trust, which suggests that it is an important, but more autonomous element of organizational culture.

Helping coworkers, another important practice, shows very high correlations with other values, which may indicate its key role in building community and trust in the team. Support at work is not seen here as a separate practice, but as an integral part of a larger mechanism of mutual trust, honesty and effectiveness.

The smallest associations are found in the case of flexible decision-making processes, which show relatively low correlations with other practices, especially with truthfulness. This may indicate that flexibility in decision-making is treated as a more independent factor, perhaps related to the dynamics of work and quick

adaptation to changing conditions, but not necessarily closely related to aspects of building trust and honesty.

In summary, research shows that key human resource management practices in an agile organization are strongly interconnected, especially in the areas of trust, honesty, respect, and planning. They create a coherent value system that supports team effectiveness. Flexible decision-making processes, although less correlated with other practices, can play an important role in adaptability and work dynamics, but their impact on building relationships within teams may be limited.

5.   Conclusions and Limitations

5.1 Conclusions

Based on the research results, several important recommendations can be formulated for companies that want to implement and develop human resources management practices in an agile organization. First of all, a strong emphasis should be placed on building an atmosphere of trust in the team. Trust is the foundation for many other key practices, such as mutual honesty, respect, and critical evaluation of one's own work. Creating an environment in which employees can freely share information, communicate openly, and feel safe, promotes not only better internal relations, but also increased efficiency.

Another important recommendation is the systematic promotion of mutual honesty and critical evaluation of one's own work. It is worth developing organizational cultures based on openness and feedback, because these values are closely related to the effectiveness of planning and other positive aspects of cooperation.

Organizations should invest in training that will help employees better manage their own tasks and constructively evaluate their work, which will ultimately translate into higher quality and effectiveness of activities.

Respect for colleagues, which also shows strong links with other key practices, should be supported as a central value in the team. Companies can promote activities that integrate employees, build understanding and support the development of interpersonal relationships in the workplace. Enhancing respect leads to greater harmony in cooperation, which in turn translates into better team performance.

It is also recommended to pay special attention to the importance of planning one's own activities. Practices that promote effective time and task management should be introduced systematically, because the ability to plan turns out to be a key factor supporting other aspects of human resources management. In this context, it is worth developing processes of planning and improving individual time management skills, which in the long run will bring benefits to both the organization and employees.

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Honesty, although somewhat less correlated with other practices, should be maintained as a fundamental principle in the organization. Companies should focus on developing a culture in which honesty is an essential element of everyday activities. Honesty, although it can function as a more autonomous element, is essential for building lasting relationships based on trust.

Flexible decision-making processes, although less correlated with other values, should not be overlooked. In organizations with an agile structure, decision-making processes must be dynamic and adapted to changing market conditions. It is recommended that companies develop these processes in such a way that they support rapid adaptation to new challenges, while integrating them into the overall organizational culture in which trust and efficiency remain key values.

In summary, companies should focus on promoting values such as trust, honesty, respect, and planning, while ensuring flexibility in decision-making processes. An integrated approach to these practices promotes building strong teams and increases efficiency in an agile organization.

Future research directions in the area of human resources management in agile organizations may focus on several key aspects that result from the conclusions and recommendations of the current research. First, it is worth deepening research on the dynamics of the atmosphere of trust in the team and its long-term impact on work efficiency.

Trust, as a foundation of other practices, can be studied in various industry contexts to see how different organizational cultures affect its formation and maintenance. Another interesting research direction may be the analysis of the role of critical evaluation of one's own work in the context of innovation and creativity in agile teams.

It is possible to examine how attitudes related to self-criticism and openness to feedback affect the ability of teams to generate new ideas and implement innovative solutions in organizations with an agile structure. Further research could also focus on the impact of truthfulness on different stages of team development, especially in crisis situations and in conditions of dynamic market changes.

Another area that deserves attention is the study of flexible decision-making processes. It would be worth examining how different decision-making models affect the speed and effectiveness of an organization's response to changing external conditions. In particular, it is possible to analyze to what extent decision-making flexibility promotes the creation of more innovative and adaptive solutions in organizations of different sizes and complexity of structure.

Another future research direction may be the exploration of the role of digital technologies in human resource management in agile organizations. In the era of

rapid development of digital tools, it may be interesting to examine how new technologies can support practices such as trust, honesty, planning or decision-making flexibility. These technologies can affect the dynamics of remote teams, which is an increasing challenge in agile organizations operating globally.

It is also worth paying attention to comparative studies on different approaches to human resource management in agile organizations in different countries and cultures. Cross-national analysis could yield interesting results regarding differences in the perception of key values, such as trust, honesty, or flexibility, in different parts of the world.

Finally, future research could focus on the long-term effects of implementing agile HRM practices on organizational performance. Long-term analysis could show to what extent implementing such practices contributes to sustained organizational success, as well as how these practices change as the company grows.

5.2 Limitations

The limitations of the research are due to several important factors that may affect the interpretation of the results. First, the research sample, although extensive, did not fully reflect the diversity of industries and the size of companies on the market, which may make it difficult to generalize the conclusions to all sectors of the economy.

The dominance of the study by service companies may lead to a certain narrowing of the perspective on human resource management practices, especially in organizations operating in other sectors, such as manufacturing or trade.

Another limitation was the method of data collection, which was based on self-assessment by respondents. This method may be associated with subjective responses, which in turn may affect the accuracy of the information obtained, especially in relation to internal practices and organizational values. The lack of possibility of independent verification of the data provided may also have introduced some distortions.

Additionally, the studies were conducted over a specific time period, which may limit a full analysis of long-term trends in HR management in agile organizations. The findings may reflect only current market conditions, not changing trends and challenges that organizations will face in the long term.

6.   Conflicts of Interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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