
Agile Human Resource Management Practices in the Context of Remote Work Effectiveness Research

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Abstract:

Purpose: The purpose of this article is to analyze agile human resource management practices and assess their perception by employees. The study focuses on identifying practices that best support organizational adaptability and employee engagement.

Design/Methodology/Approach: The study used a survey method, conducted in the period April-June 2024 on a sample of 660 respondents. The results were statistically analyzed using the chi-square test (χ^2) to assess whether there are significant differences in the assessment of individual practices.

Findings: The analysis showed that individual agile HR practices, such as building trust within the organization and implementing innovative work methods, are perceived differently by employees. There are statistically significant differences in their assessment, which indicates the need to adapt HR management strategies to the specific expectations of employees.

Practical Implications: The study results provide valuable insights for HR managers on how to better design and implement agile HR practices. They can support organizations in increasing employee engagement and improving their adaptability, which is crucial in a dynamically changing work environment.

Originality/Value: The article provides a novel perspective on the perception of agile HR practices by employees, combining theoretical analysis with empirical research results. The use of the chi-square test (χ^2) allowed for an in-depth assessment of differences in the perception of these practices, which is an added value for researchers and practitioners of human resources management.

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1. Introduction

In recent years, agile human resources management has gained importance, becoming one of the key areas supporting the ability of organizations to adapt in a dynamically changing business environment. The rapid pace of technological change, the growth of global competition and the growing expectations of employees force companies to search for new methods and tools that will allow them to flexibly respond to the challenges of the labor market. Agile HR practices are becoming the answer to these needs, supporting organizations in building an innovative and engaging work environment.

The topic of agility in human resources management is particularly important due to the growing role of employees as a key resource of the organization. Companies that can effectively adapt to changing market conditions and employee expectations gain a competitive advantage by being able to attract and retain the best talent. In turn, implementing innovative HR practices and building an organizational culture that promotes cooperation and trust becomes the foundation for the long-term development of the organization.

The purpose of this article is to analyze agile HR practices and assess their perception by employees, which allows for a better understanding of which of these activities are perceived as the most valuable in the context of organizational adaptability. The study, conducted between April and June 2024 on a sample of 660 respondents, aimed to assess how individual practices affect employee attitudes and engagement.

The novelty of this article is the use of a comprehensive analysis using the chi-square test (χ^2), which allowed us to examine whether the assessments of individual agile practices differ statistically in a significant way. Thanks to this, it was possible not only to identify the preferences of respondents, but also to indicate practices that require further development or a change of approach in agile organizations.

The article provides valuable conclusions for HR managers and leaders of organizations, indicating practices that can contribute to strengthening the agility and adaptability of companies in the face of contemporary market challenges.

2. Literature Review

2.1 The Concept of Organizational Agility and Its Importance in Human Resources Management

Organizational agility is a concept that is gaining increasing importance in the context of modern management, especially in the area of human resources management. It is derived from the Agile concept, initially used in the technology industry, and especially in the area of software development, where the emphasis was on quick response to changes and adaptation to dynamic customer requirements (Doz and Kosonen, 2008). Nowadays, organizational agility goes beyond the IT industry and becomes a key aspect of management strategies in various sectors of the economy (Mrugalska and Ahmed, 2021).

Organisational agility means the company's ability to quickly adapt and flexibly respond to changes in the business environment (Loeser, 2013). This is particularly important in the context of globalization, dynamically changing technologies, and growing expectations of customers and employees (Brown, 2009). Organizations that are able to respond to new challenges in an agile manner are more competitive, innovative and resilient to change. Agility allows them to quickly introduce new products, adapt to changing customer preferences and effectively manage the risks associated with market uncertainty (Awasthi and Awasthi, 2023).

In the context of human resource management, organizational agility is of particular importance as it refers to the way an organization engages, motivates and develops its employees to support rapid adaptation to change (Kurnia and Chien, 2020).

Agility in HR means the ability to respond quickly to the needs of employees and teams, as well as the flexible adaptation of management strategies to the dynamically changing work environment. This is manifested, among others, in the use of flexible recruitment methods that allow for the rapid acquisition of talent, in creating development programs that support the acquisition of new skills, and in building an organizational culture that promotes innovation and openness to change (Kt and Sivasubramanian, 2023).

Agility in HR management also involves moving away from traditional, hierarchical organizational structures towards flatter and more diverse teams (van den Brom, Meijer, and Visscher, 2018). Agile teams are characterized by a high level of autonomy, which allows them to make decisions faster and better adapt to changing requirements. Employees are encouraged to collaborate, and their opinions and ideas are actively considered in the decision-making process (Žitkienė and Deksnys,

2018). This method of human resources management supports creativity and commitment, which translates into higher work efficiency and greater satisfaction with the tasks performed (Rosario and Raimundo, 2021).

An important element of organizational agility in human resources management is also the pursuit of continuous improvement of internal processes. This means systematic analysis and optimization of HR activities in order to increase their effectiveness and adapt them to the current needs of the organization and the labor market.

Agile organizations constantly monitor the results of their activities, adapt processes related to talent management, remuneration systems or competence development in order to best respond to the challenges they face (Zou and Cheshmehzangi, 2022).

In human resources management, organizational agility is also associated with building a work environment that supports the individual development of employees and promotes work-life balance. Agile organizations attach great importance to flexibility, which may mean, for example, the possibility of remote work, flexible working hours or support programs for employees in difficult life situations.

Adjusting HR policies to the individual needs of employees allows for increased engagement and, consequently, for achieving better organizational results. (Modanval *et al.*, 2021).

Organizational agility does not only mean responding quickly to changes, but also the ability to predict future trends and needs. An agile approach to human resources management allows for building strategies that are both long-term and flexible. This allows organizations to better prepare for future challenges, such as demographic changes in the labor market, increasing automation, or the growing role of soft skills in the management process (Prieto and Talukder, 2023).

Organizational agility is therefore becoming not only a tool for responding to change, but also a key factor in building competitiveness and innovation. In human resources management, this means the ability to shape an environment that supports the rapid development of employees and the organization as a whole, which ultimately translates into its success on the market. In the context of contemporary challenges and a dynamic business environment, agility is becoming the foundation of modern HR strategies, supporting organizations in achieving their goals and adapting to future changes.

2.2 Agile Human Resources Management and Changes in the Labor Market

Agile human resources management is gaining importance in the context of dynamic changes taking place in the modern labor market. The growth of globalization, the intensification of digitalization processes and the growing role of automation in

enterprises introduce new challenges for HR departments, which must quickly respond to changing market requirements (Varshney, 2020). Agility in human resources management is becoming a key factor that allows organizations not only to adapt to new conditions, but also to actively shape their employment and talent development strategies (Raschke, 2010).

The changing expectations of employees, especially those from younger generations such as Millennials and Generation Z, are having a significant impact on the way HR is managed (Wendler, 2014). Younger generations, who increasingly dominate the labor market, expect more flexibility, opportunities for professional development, and work-life balance.

Employees are looking for organizations that can quickly adapt to their needs, offering diverse career paths, flexible employment options, and an organizational culture that promotes innovation and self-fulfillment. An agile approach to human resources management allows for a better understanding of these needs and adapting HR practices to the requirements of today's employees, which in turn translates into increased talent retention and team engagement (Sedej and Justinek, 2021).

The transformation of the labor market, accelerated by the COVID-19 pandemic, has also forced changes in the approach to human resources management (Fitzgerald and Stol, 2017). The shift to remote and hybrid work models has meant that organizations now more than ever need to adapt their HR strategies to new realities.

Agile management in this context means the ability to quickly introduce new tools and technologies that enable effective remote work, as well as to create structures that support collaboration and communication over distance. Companies that can flexibly adapt their work models are better able to respond to the challenges of the global labor market and changing employee expectations, which gives them a competitive advantage. (Luo, Ren, Cao, and Hong, 2020).

At the same time, agile human resources management is becoming important in the face of growing economic uncertainty and changing market conditions. An example is the need to quickly adapt to changing customer requirements, which forces organizations to take a flexible approach to workforce planning and competency development (Joiner, 2019).

In times of sudden change, such as economic downturns or the need to quickly scale operations, agile organizations can more easily adapt their recruitment and training strategies to ensure that they have the right number of employees with the required competencies. This allows them to better cope with the challenges that result from dynamic economic and technological changes (Patón-Romero, Baldassarre, Piattini, and Rodríguez de Guzmán, 2017).

In addition, agile HR management enables organizations to more effectively leverage available labor market data and analyze employment trends (He and Harris, 2021). The use of HR analytics and AI-based tools allows for precise monitoring of changes in the labor market and faster identification of new competency needs. This approach supports the decision-making process in the field of recruitment, employee development and employment planning, which is particularly important in the context of growing competition for talent in many sectors (Petrescu *et al.*, 2020).

Agile HR management is also a response to the growing role of diversity and inclusiveness in organizations. The modern labor market increasingly focuses on teams with diverse experience, skills and cultures. An agile approach allows you to create a work environment that promotes integration and the use of the potential of diverse teams, which in turn translates into better results and innovation of the organization.

Understanding diversity at the personal level and its integration in the organizational culture is becoming an indispensable element of modern HR strategies, which aim to attract and retain diverse talents (Zhao, Li, Li, and Wang, 2024).

In the long term, agile HR management allows organizations not only to respond to changes, but also to proactively shape the future labor market. Using an agile approach, organizations can better prepare for future challenges, such as the automation of many work processes, the need to acquire new digital skills, as well as demographic changes, such as the aging of the labor population in many countries.

Thanks to agility, they can identify the development needs of their employees faster, implement reskilling and upskilling programs, and thus remain competitive in a dynamically changing market (Bhati, Hansen, and Chan, 2017).

In the context of the growing role of innovation, agile HR management allows organizations to introduce modern work methods faster and build a culture that encourages experimentation and searching for new solutions. This means greater willingness to test new business models, which can be crucial in an environment of ever-increasing competition.

In this way, organizations that adopt an agile approach to HR management become more resilient to changing market conditions and better prepared for future challenges, which gives them an advantage in an increasingly demanding work environment (Gao, Zhang, Gong, and Li, 2020).

2.3 Review of Agile HR Practices

The overview of agile practices in the area of human resources management includes various approaches and strategies that aim to support organizations in achieving flexibility, innovation and the ability to quickly respond to market changes.

Modern organizations increasingly recognize the need to adapt their HR strategies to meet the challenges of a dynamically changing environment. Agile practices in the area of human resources management allow for building lasting relationships with employees, optimizing activities and introducing innovations in the field of work methods (Borowski and Karlikowska, 2023).

One of the key elements of agile HR management is shaping the image of the organization. Modern companies strive to build a positive image that attracts talented candidates and helps retain employees (Trotta, 2018). This image is based on the transparency of actions, authenticity and commitment to values that are close to employees. Thanks to this, organizations can increase their competitiveness on the labor market and build positive relationships with the team, which is crucial in the context of building employee loyalty and engagement (Lambri, Sironi, and Teti, 2024).

Personnel cost optimization is another important practice that is gaining importance in agile organizations. It requires careful planning and monitoring of employment-related expenses to ensure efficient use of resources while ensuring employee satisfaction. Organizations strive to invest in the development of competencies, training, and technologies that support team work, but at the same time they must control costs to maintain financial stability. Agility in this area is the ability to flexibly adapt payroll and benefit policies to changing market conditions and employee needs (Prieto and Talukder, 2023).

Employer positioning in the labor market, also known as employer branding, plays a key role in attracting and retaining talent. An agile approach to this issue involves actively building an employer brand that is recognizable and valued by potential candidates (Chen and Siau, 2020).

Organizations are investing in creating a work environment that promotes development, work-life balance, and high ethical standards, which attracts employees looking for meaningful jobs. A strong employer brand allows companies to build a competitive advantage in the labor market, which is especially important in the context of talent shortages in many industries (Ojo, Raman, and Downe, 2019).

Implementing innovative HR practices is another important aspect of agile HR management. Agility in this area means being ready to test new solutions, such as digitalization of HR processes, automation of recruitment or the use of artificial intelligence in managing employee data (Chen and Li, 2021). Implementing innovative tools allows organizations to improve the efficiency of HR activities, speed up processes related to recruitment, job evaluation or competence development. These innovations also help to better adapt HR strategies to the needs of modern employees, which translates into greater satisfaction and commitment (Jones and Adam, 2023).

Building trust within an organization is the foundation that enables effective implementation of agile HR practices. Trust between employees and management is crucial for implementing change and adapting to new conditions.

Agile organizations emphasize creating transparent decision-making processes, open communication, and building relationships based on mutual respect. As a result, teams are more likely to engage in organizational initiatives and adapt to change, which helps achieve better results (Ramadan, 2021).

Agile organizations also often focus on developing collaboration between teams. Collaboration is a key factor that supports innovation and faster problem solving. Agile organizations focus on interdisciplinary teams that can effectively exchange knowledge and experience.

This approach promotes the rapid implementation of new solutions and a better understanding of customer and market needs. The development of collaboration between teams also allows for better use of employee potential, which translates into the overall effectiveness of the organization (Prieto and Talukder, 2023).

An important element of agile management is also strengthening employee loyalty. In agile organizations, loyalty is not only the result of high remuneration, but also a sense of belonging to an organization that supports employee development and cares for their well-being.

Implemented professional development programs, mentoring or initiatives aimed at integrating teams help build a strong bond between employees and the company. Employee loyalty translates into their greater commitment and willingness to cooperate in achieving organizational goals (Hu, Yan, Guo, Cui, and Dong, 2017).

Corporate Social Responsibility (CSR) initiatives are also becoming an increasingly popular element of agile HR practices. Organizations are engaging in social projects, ecological activities or supporting local communities, which positively affects the company's image and its relations with employees. For many employees, especially younger generations, the opportunity to participate in CSR activities is an important factor influencing their engagement and job satisfaction (Nath and Agrawal, 2020).

Another important practice is to shape an organizational culture that fosters openness to change and promotes values consistent with the philosophy of agile management. In agile organizations, culture plays a key role because it defines how employees approach challenges and how they adapt to new conditions. An agile culture supports openness to experimentation, tolerance for errors, and the promotion of continuous improvement (Borowski, 2021).

Promoting sustainable development in HR is also an important aspect of agile practices (Torres, 2023). This includes work-life balance, caring for the

environment, and creating policies that support diversity and inclusion in the workplace. These practices are especially important in the context of growing social awareness and changing expectations of employees who are looking for employers who care about sustainable development (Sajdak, 2021).

Agile HR practices combine flexibility, innovation and care for employee well-being, making them a key element of the strategy of modern organizations. A review of these practices shows their multidimensional nature and shows that their effective implementation can contribute to achieving greater adaptability of the organization, which is necessary in a dynamically changing business environment.

3. Methods and Materials

3.1 Methods

The aim of the research was to understand the preferences and attitudes of respondents towards agile human resource management practices and to determine which of these practices are perceived as the most valuable in the context of organizational adaptability. The research also aimed to assess whether there are statistically significant differences in the perception of various aspects of agility by employees, which allows for adjusting management strategies to their expectations and needs.

The research hypothesis assumed that there are significant differences in the assessment of various agile human resource management practices, which means that not all practices enjoy the same level of acceptance among respondents.

The research questions focused on which of the agile human resources management practices are perceived as the most important for increasing the effectiveness of the organization, as well as which of them arouse the most controversy or neutral attitudes. It was also examined whether respondents see the direct value of such practices as implementing innovative HR methods, building trust within the organization, developing cooperation between teams, and how they assess initiatives related to the optimization of personnel costs and promoting sustainable development.

The research method was a survey, which was conducted between April and June 2024 on a sample of 660 respondents. The survey aimed to collect data on the assessment of individual agile practices, which allowed for a thorough analysis of the respondents' attitudes and preferences. To assess whether the differences in the respondents' answers in relation to various practices are statistically significant, the chi-square test (χ^2) was calculated. This test was used to check whether the distributions of answers for individual practices are homogeneous or show significant differences in perception.

Calculating the chi-square test allowed us to verify the research hypothesis and provide a deeper understanding of which practices are assessed differently by respondents.

The study obtained sociodemographic data on the participants, which included variables such as gender, place of residence, financial situation, and professional activity. There were more women than men among the respondents, which indicates that women were more interested in participating in the study. In terms of place of residence, the respondents came from a variety of locations, including both small towns and larger urban centers.

A significant number of respondents lived in villages, but a large group also consisted of residents of cities of various sizes, from those with up to 20 thousand inhabitants, through cities with 21 to 50 thousand, from 51 to 200 thousand, to cities with over 200 thousand inhabitants.

In terms of financial situation, the respondents were dominated by those who assessed their situation as good, which suggests a relatively stable level of income. A significant number of respondents also declared their financial situation as average, while a smaller group assessed their situation as very good. There was also a group of respondents who indicated that their financial situation was bad, which indicates a certain range of income among the study participants.

Analyzing professional activity, it was found that most respondents were professionally active, working permanently. They included both full-time employees and people running their own businesses. People working part-time were less represented.

There was also a group of respondents who declared a lack of professional activity, including both people who were unemployed and those who voluntarily resigned from employment. The sociodemographic data obtained indicate a diverse profile of the study participants, both in terms of their financial situation, professional activity and place of residence, which allows for a broader perspective on the analyzed issues.

3.2 Results

The study sought to examine respondents' preferences and attitudes toward agile human resources management practices, as illustrated in Figure 1. Shaping the organization's image was assessed positively, with 318 respondents expressing moderate approval and 200 strongly supporting the practice.

A small number, 52 people, expressed strong opposition. In the case of personnel cost optimization, the results were more mixed, with 171 respondents not having a

clear opinion, and on the positive side, 280 people choosing the answer “rather yes” and 104 strongly supporting the practice.

Positioning the employer on the labor market received 277 “rather yes” and 230 “strong yes” responses, indicating relatively high support, although 52 people were strongly opposed to it. The implementation of innovative HR practices showed mixed results, with 297 people voting “rather yes” and 128 “strongly yes”, while 73 people expressed moderate disagreement.

In the context of building trust within the organization, 305 respondents considered it a key practice, choosing the answer “strongly yes”, while 219 indicated “rather yes”. The development of cooperation between teams received 250 votes “rather yes” and 284 “strongly yes”, suggesting considerable acceptance, although 55 people were strongly opposed. Strengthening employee loyalty was assessed positively by 240 people in the category “strongly yes” and 250 “rather yes”, although in this case too there was some resistance, expressed by 54 respondents in the answer “strongly no”.

Corporate social responsibility initiatives were supported by 282 people in the “rather yes” category and 145 in the “definitely yes” category, while as many as 149 respondents did not have a specific opinion on the subject. Shaping organizational culture received 285 votes “rather yes” and 154 “definitely yes”, while 62 people were definitely against this practice.

Promoting sustainable development in HR received 255 votes “rather yes” and 156 “definitely yes”, with 59 people opposing it. This figure reflects a wide range of opinions on agile practices in organizations, indicating a variety of attitudes and levels of acceptance of individual HR activities.

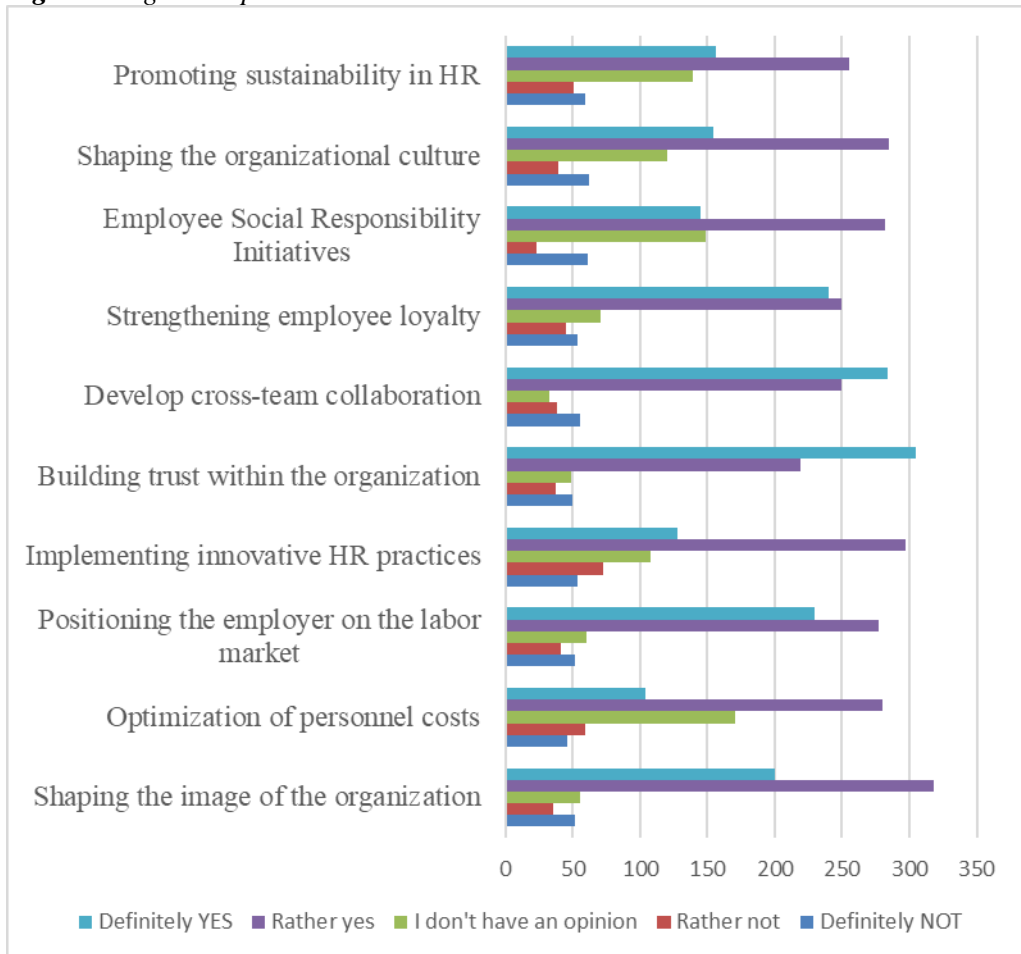
To check whether the distributions of respondents’ answers differ significantly between individual practices, the Chi-square test (χ^2) was determined for data on agile human resource management practices. The aim was to examine whether the assessments of these practices are homogeneous or whether they show significant differences in perception.

This test allows for the assessment of whether respondents’ preferences for such practices as shaping the image of the organization, optimizing personnel costs or implementing innovative HR practices differ statistically in a significant way. This allows for a better understanding of which practices are assessed more positively or negatively in comparison to others, which is crucial for developing human resource management strategies in agile organizations.

The chi-square test (χ^2) results for the data on agile human resource management practices are as follows:

- Chi-square statistic (χ^2): 502.57
- p-value: 1.41e-83
- Degrees of freedom (df): 36

Figure 1. Agile HR practices



Source: Own study based on research.

The p-value obtained from the chi-square test (χ^2) is extremely low, at 1.41e-83, which is significantly lower than the typical significance level of 0.05. This means that there is practically zero probability that the observed differences in the distributions of responses across agile HR practices are the result of random fluctuations in the data. In practice, such a low p-value leads to the rejection of the null hypothesis, which assumed no differences between responses in different categories.

Rejection of the null hypothesis suggests that the distributions of responses for individual practices are not homogeneous, and the differences in ratings are

statistically significant. This means that respondents rate each of these practices differently, which may result from their individual experiences, preferences, or perception of a given practice as more or less valuable in the context of human resource management in agile organizations.

These results indicate that not all practices enjoy equal support or acceptance. For example, some activities, such as implementing innovative HR practices, may be assessed more positively by one group of respondents, while others, such as optimizing personnel costs, may be more controversial.

Understanding these differences is crucial for organizations that want to implement an agile approach to human resources management, as it allows them to better align their activities with the expectations and perceptions of employees, as well as to better manage their engagement and loyalty.

The results of the chi-square test therefore show that the differences in the perception and assessment of these practices are not accidental, which should be taken into account when planning strategic initiatives in the area of HR.

4. Discussion

The results of the conducted research on agile human resources management practices indicate a diverse approach of respondents to individual initiatives in this area. Statistically significant differences, demonstrated by the chi-square test (χ^2), show that the assessments of practices are not uniform, which has significant implications for the strategy of human resources management in agile organizations. Analysis of the results allows us to understand which aspects of management are more valued by the study participants and which ones arouse more controversy or neutral attitudes.

In the case of shaping the image of the organization, a significant percentage of respondents expressed positive opinions, which suggests that building an attractive employer image is an important element in increasing the competitiveness of the organization on the labor market.

This indicates the need to invest in activities promoting the organizational culture and values of the company, which can attract talented employees and increase their engagement. However, on the other hand, there is also a group that expressed negative opinions, which may suggest that this image is not yet fully satisfactory for everyone, or that not everyone sees its direct impact on their professional experience.

Personnel cost optimization proved to be more controversial, with a large group of respondents expressing no clear opinion and a clear divergence between positive and negative assessments.

This may indicate that for many people cost optimization is seen as a necessity, but at the same time it raises concerns about possible resource constraints or staff reductions. As a result, organizations must be especially careful when implementing optimization policies so as not to damage employee morale or raise concerns about job stability.

Employer positioning in the labor market was met with relatively high acceptance, which may result from growing awareness of the importance of employer branding in attracting new talent and retaining key employees.

The high level of support for this practice suggests that employer branding activities are perceived as beneficial, but there is still a significant group of people who see the need for further improvement in this area, which may result from differences in the perception of brand attractiveness at different levels of the organization.

The implementation of innovative HR practices was assessed ambiguously, which indicates different approaches and experiences of respondents related to innovation. Although many employees see this as an opportunity to develop and modernize management methods, some may be afraid of change or do not see direct benefits from implementing modern solutions in the HR area.

Therefore, a key challenge for organizations is communicating the value of implemented innovations and their impact on improving the quality of work.

Building trust within the organization received very high ratings, which highlights the importance of relationships based on mutual respect and credibility in the workplace.

Respondents appreciate initiatives that promote openness and transparency in the organization's activities. This is an important tip for leaders who should strive to build a work environment in which employees feel valued and can openly express their opinions. High support for this practice may also suggest that trust is a key element that allows the organization to adapt to change, which is an integral part of agility.

The development of cross-team collaboration and strengthening employee loyalty also received positive responses, indicating the need to support team-building activities and building employee bonds with the organization. Effective collaboration between departments and high levels of loyalty translate into better operational results and stability in times of change.

However, the presence of negative opinions in these categories may signal that not all initiatives are being implemented effectively or that there are areas requiring improvement.

Corporate social responsibility initiatives, while supported, also showed a relatively high percentage of neutral responses, which may suggest that not all respondents see the direct value of such activities in the context of their daily work. This may indicate the need for better communication of the impact of these initiatives on the environment and greater employee involvement in social projects.

Shaping organizational culture and promoting sustainable development in HR were also well-assessed, confirming their importance in modern organizations. Organizational culture plays a key role in shaping employee behaviors and attitudes, and sustainable development in HR is seen as an important element of the long-term development strategy of the organization.

However, the presence of negative opinions indicates that there are areas in which the culture and policies of sustainable development can be further developed and adapted to the needs of employees.

Overall, this research provides valuable insight into respondents' perceptions of various agile HR practices, allowing them to better understand which initiatives need to be strengthened and which can be better tailored to the specifics of the organization. The results indicate the need for further work on balancing innovation with employee needs, and the need to continuously build trust and transparency to effectively support the adaptability and competitiveness of organizations in a changing business environment.

5. Conclusions

Based on the conclusions obtained, it is recommended that companies operating in agile models of human resources management focus on several key areas that can improve their efficiency and employee engagement. Above all, it is important to continue investing in building a positive image of the organization, which can contribute to increasing the attractiveness of the company as an employer and strengthening its position on the labor market.

At the same time, it is necessary to ensure the authenticity of image activities, so that they are consistent with the actual values and organizational culture, which will help build lasting trust both inside and outside the organization.

In terms of optimizing personnel costs, it is recommended to take actions that balance cost efficiency with care for satisfaction and stability of employment. Transparent communication of changes in cost policy and taking into account employee opinions can help reduce fears and improve acceptance of introduced solutions.

Implementation of innovative HR practices should be supported by appropriate educational programs and initiatives that show the benefits of new technologies and

work methods, which can facilitate their acceptance among employees and minimize resistance to change.

Companies should also focus on further strengthening cross-team cooperation and employee loyalty. To this end, it is worth developing integration initiatives and professional development programs that promote the exchange of knowledge and skills between departments.

Building strong bonds within the organization can contribute to greater cohesion of actions and improved team performance, which is crucial for maintaining organizational agility in a dynamically changing environment. In the context of employee social responsibility initiatives, companies should strive to better communicate the impact of these activities on the local community and the environment, which can increase employee engagement. Employers can also consider actively engaging employees in social projects to increase their sense of influence on the organization and its surroundings.

Shaping organizational culture and promoting sustainable development in HR should be done in a coherent and systematic manner, taking into account the specific needs of employees and the challenges facing the company. Striving for sustainable development may include actions such as introducing policies promoting work-life balance or supporting pro-ecological initiatives in the workplace.

In summary, companies that want to effectively implement agile HR practices should focus on creating a work environment that encourages innovation, collaboration, and strengthening relationships based on trust and openness. It is crucial to balance the pursuit of operational efficiency with the care for employee well-being and engagement, which will allow for building a sustainable competitive advantage in a changing business environment.

Future research directions may focus on further exploration of the impact of agile human resource management practices on the long-term development of organizations and their ability to adapt to changing business environments. It is worth examining how individual aspects of agile management, such as innovation, team collaboration, and organizational culture, affect employee engagement and productivity in different sectors of the economy. Such studies may take into account differences between industries, analyzing which practices work better in specific conditions, such as technology, finance, or manufacturing.

Another direction of research may be to analyze the impact of innovative technologies, such as artificial intelligence, automation and digital tools, on HR processes in agile organizations. It is important to understand how these technologies can support the adaptability of the organization, and at the same time how they affect the perception of the HR role as a strategic partner by employees.

Research can also take into account the challenges and barriers that companies encounter when implementing these technologies and identify best practices that can be transferred between different organizations.

Another interesting area of research may be the analysis of the different expectations of employees from different generations in the context of agile management. Research may concern how different age groups, such as Millennials, Generation Z or Boomers, react to changes introduced in the organization and which agile practices are most attractive to them. In this way, HR strategies can be better adapted to the specific needs of different demographic groups, which will contribute to greater harmony and efficiency in the workplace.

Research on organizational agility may also include an international analysis, comparing differences in the implementation of agile practices in different organizational cultures and countries. Such an approach may allow for the identification of global trends and local specificities that affect the effectiveness of implementing agile methods.

Understanding these differences can help develop strategies that take into account both local needs and global standards, which is important in the context of the increasing globalization of the labor market.

Another direction of research may be to assess the impact of the COVID-19 pandemic and the transformation towards remote work on organizational agility. Analyzing how organizations have adapted their HR practices to the new realities can provide valuable information on the durability of the introduced changes and their impact on the long-term adaptability of the organization. Research can also focus on the role of agile management in attracting and retaining talent in hybrid and remote work conditions.

Finally, research on the impact of agile management on employee psychological well-being, examining how dynamic changes in organizations affect a sense of stability, job satisfaction and work-life balance, may be important. This will enable agile strategies to be better adapted to employee needs, which may contribute to achieving more sustainable and healthy workplaces.

6. Limitations

The study was limited by several key factors that could have influenced the interpretation of the results. First, the sample structure was a limitation; although it included 660 respondents, it may not have fully reflected the entire population interested in agility in human resources management. The composition of the sample, especially in terms of gender and place of residence, could have influenced the obtained results and their generalization on a larger scale.

The dominance of certain groups, such as women or residents of certain regions, could have contributed to some distortion of the attitudes and preferences of the respondents.

Another limitation was the research method, i.e., the survey, which, although it allowed for the collection of a large amount of data, limited the possibility of a deeper understanding of the motivations and reasons for the respondents' answers.

The form of closed questions may not have taken into account the nuances and detailed opinions that could appear in the case of qualitative interviews. The survey may also be associated with the risk of responses given under the influence of socially acceptable norms, which could have affected the sincerity of the respondents' declarations.

Another limiting factor was the focus of the research on the perception of agile practices in a specific period, from April to June 2024. As a result, the results reflect the specific socio-economic context of that period, which could have influenced the attitudes and opinions of respondents. Any changes in the economic situation or on the labor market could lead to different assessments and attitudes towards the analyzed practices.

Another limitation was the data analysis method, including the use of the chi-square test (χ^2), which allowed for the identification of differences in the distribution of responses but did not provide detailed information on the strength of the relationship between individual variables.

Although this test indicated statistically significant differences in ratings, it did not allow for a full understanding of the reasons behind the differences in the perception of agile practices. This limited the interpretability of the study and indicates a potential need for more advanced analytical methods in the future.

Ultimately, the study results should be interpreted with these limitations in mind, which may impact their application in human resource management practice and in developing strategies related to organizational agility.

Nevertheless, the data obtained provide valuable information that can serve as a basis for further research and analysis, enabling deeper knowledge on the effectiveness of agile practices in different organizational contexts.

7. 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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