
Key Motivational Factors of an Agile Organization in a Triangulation Self-Study

Submitted 09/10/24, 1st revision 22/10/24, 2nd revision 02/11/24, accepted 15/11/24

Artur Kwasek¹, Maria Kocot², Tomasz Pajewski³, Agnieszka Wala⁴,
Adam Muszyński⁵, Hubert Gąsiński⁶

Abstract:

Purpose: The aim of this article is to identify key motivational factors that influence employee engagement in agile organizations and analyze their significance in the context of flexibility and professional development. The study aims to better understand which elements of the motivational system are most important for increasing employee effectiveness and supporting innovation in dynamic work environments.

Design/Methodology/Approach: The study used a survey method, conducted on a sample of 740 respondents in the period January-March 2023. Analysis of correlations between the assessed motivational factors allowed for determining the interdependencies between various elements of the motivational system, which enabled the selection of the most important motivators.

Findings: The research results indicate that, in addition to remuneration, flexible working hours and opportunities for professional development, including training and a clearly defined career path, are of key importance to employees. The attractiveness of the role performed and a sense of autonomy also play a significant role in building employee engagement in agile organizations, while material benefits, such as a company car, are of lesser importance.

Practical Implications: The article provides practical advice for managers and leaders of agile organizations on how to design effective motivational systems that increase employee engagement and satisfaction. The study results can be used to optimize motivational strategies, which can contribute to improving operational efficiency and long-term development of the organization.

¹Ph.D., Vistula University in Warsaw, Poland,

ORCID: 0000-0003-4386-1444, e-mail: a.kwasek@vistula.edu.pl;

²Ph.D., University of Economics in Katowice, Poland,

ORCID: 0000-0001-5150-3765, e-mail: maria.kocot@ue.katowice.pl;

³Ph.D., University of Technology and Economics, Warsaw, Poland,

ORCID: 0000-0001-7058-6375, e-mail: tomasz.pajewski@uth.edu.pl;

⁴Ph.D., Jacob of Paradyż Academy in Gorzów Wielkopolski, Poland,

ORCID 0000-0003-0181-114X, e-mail: awala@ajp.edu.pl;

⁵Prof., Higher School of Vocational Education in Wrocław, Poland,

e-mail: ceidmada@onet.eu;

⁶Ph.D., WSB Merito University in Poznan, Poland,

ORCID: 0000-0002-5226-4468, e-mail: hubert.gasinski@warszawa.merito.pl;

Originality/Value: *The article brings new value to the literature on motivation in agile organizations, especially in the context of changing work conditions and the growing need for flexibility. The originality of the study lies in the detailed analysis of motivational preferences of employees in dynamic structures and in identifying motivational elements that have the greatest impact on their engagement and effectiveness.*

Keywords: *Organizational agility, motivational factors, employees, organization, motivators.*

JEL codes: *I21, I23.*

Paper Type: *Research article.*

Acknowledgements: *The authors express their gratitude to all participants in the study.*

1. Introduction

Modern organizations operate in a dynamically changing market, where the ability to quickly adapt to new conditions is crucial. Organizational agility, which involves flexible response to changes and an innovative approach to management, has become one of the main determinants of success.

In such structures, proper human resource management becomes extremely important, including motivating employees, who are the main factor driving development and innovation. Employee motivation in agile organizations is not limited to traditional elements such as remuneration, but also includes needs related to development, work flexibility and a sense of influence on the organization. (Munodawafa and Johl, 2019).

Addressing the topic of motivation in agile organizations is important for several reasons. First, agility requires employees to be proactive, ready for change, and able to cooperate in changing conditions, which largely depends on their level of motivation.

Employees who feel appreciated and have the opportunity to develop are more engaged and willing to take on new challenges, which translates into the effectiveness of the entire organization.

Second, in times when the labor market is extremely competitive and employee expectations regarding flexibility and development opportunities are constantly growing, organizations must adapt their motivational strategies to attract and retain talent.

A well-designed motivational system can be a key tool to support an organization in achieving its strategic goals, such as innovation and sustainable development. The importance of this topic becomes even more visible in the context of changes brought about by global challenges, such as the COVID-19 pandemic, which forced organizations to accelerate their adaptation to remote and hybrid work. In such conditions, the ability to adapt motivators to the new realities of work has become increasingly important, and organizations that are able to properly support their employees have gained a competitive advantage (Joiner, 2019).

The aim of this article is to understand which motivational factors have the greatest impact on employee engagement in agile organizations. This topic is important not only from the perspective of management theory, but also business practice, where the ability to effectively motivate employees translates into the long-term development of the company.

Analysis of motivational factors, such as working time flexibility, professional development opportunities, attractiveness of the role performed, or availability of benefits, provides valuable information for managers and leaders who want to build a work environment that is conducive to innovation and organizational growth.

2. Literature Review

2.1 Employees as a Key Resource for an Agile Organization

Employees play a key role in the functioning of an agile organization, being its most important resource (Sajdak, 2021). In contrast to more traditional structures, where material resources or technologies are often a priority, in agile organizations, human capital is the foundation of their efficiency, innovation and adaptability.

In agile organizations, which are characterized by flexibility, rapid response to changes and the ability to adapt to dynamically changing market conditions, employees must not only have the appropriate competences, but also demonstrate proactivity, the ability to quickly learn and adapt to new challenges (Attar, Almusharraf, Alfawaz, and Hajli, 2022).

Employees in agile organizations are not only task performers, but above all active participants in the decision-making process. The work structure, which is based on autonomy and team cooperation, requires full commitment and the ability to work in interdisciplinary teams (Porter and Kramer, 2006). Agile organizations do not operate in a traditional hierarchical management model where decisions are made at the highest levels. Instead, employees at all levels of the organization are encouraged to share ideas, take initiatives, and take responsibility for the results of their work. This structure allows for greater flexibility because employees can make decisions on the fly, which leads to real-time problem solving (Rosario and Raimundo, 2021).

In agile organizations, a key characteristic of employees is the ability to continuously develop and improve (Doz and Kosonen, 2008). Instead of relying on rigid job descriptions and precisely defined responsibilities, these organizations promote a culture of continuous learning, which makes employees ready for changes and new challenges.

Therefore, employees must not only acquire new technical skills, but also develop soft skills, such as communication skills, project management or teamwork. This approach allows companies to quickly adapt to changes in the market and introduce innovative solutions (Seifollahi and Shirazian, 2021).

Intrinsic motivation of employees also plays a key role in agile organizations. Instead of relying solely on extrinsic motivation, such as remuneration or other material benefits, agile organizations try to build internal employee engagement. Elements such as a sense of autonomy, meaning of work and identification with the goals of the organization are important here. Employees who feel part of a larger whole and see that their work has a real impact on the development of the organization are more willing to show initiative, as well as take risks and innovate (Yang and Liu, 2012).

Employees in agile organizations are also key because of the role they play in building relationships with customers. In agile organizations, customers are often included in the process of creating products or services, and employees work directly with them to better understand their needs and expectations.

The ability to understand and adapt to customer requirements, as well as respond quickly to changes that may result from this collaboration, is a significant element of the success of agile organizations. Employees must therefore be not only technically competent, but also open to cooperation and communication with customers (Rahimi and Mansouri, 2019).

It is also worth emphasizing that agile organizations do not function without a strong organizational culture based on trust and cooperation. Employees must feel that they are part of a team in which their opinions and ideas are valued. Building such a culture requires leaders to be open and transparent in communication, as well as creating an environment in which employees can develop their talents and passions. In agile organizations, employees are the driving force, and their ability to cooperate, creativity and commitment are key to the long-term success of the company (Skyrius and Valentukevič, 2020).

Agile organizations also invest in the development of their employees, recognizing that their skills and knowledge are their greatest asset. This approach allows for building trust between the organization and employees and creates conditions for mutual development, which translates into benefits for both employees and the organization.

Long-term involvement of employees in the development of the organization and their willingness to take on challenges becomes a key factor that allows the company not only to survive, but also to succeed in a changing market environment (Sherehiy and Karwowski, 2017).

2.2 Employee Motivation System and its Role

The employee motivation system plays a key role in the effective functioning of an organization, regardless of its size and structure. Its main goal is not only to increase employee productivity, but above all to build their long-term commitment and loyalty to the company (Fiddler, 2017).

A well-designed motivation system has an impact on the quality of work, approach to the tasks performed and the atmosphere in the workplace. Motivation, which is the result of properly selected motivational tools, translates into greater productivity and readiness to take on additional challenges (Sedej and Justinek, 2021).

The motivation system is based on various elements that are adapted to the specifics of the organization and its culture. It includes both financial motivators, such as remuneration and bonuses, and non-financial motivators, such as development opportunities, access to training, health and well-being support, and work flexibility.

Each of these elements plays an important role, but their effectiveness depends on their alignment with the needs of employees and the goals of the organization. The motivation system must be flexible enough to take into account the diversity of employee needs, which is especially important in agile organizations, where employees have different experiences and career aspirations (Routledge, 2020).

A key aspect of a motivational system is its ability to support employees in achieving their professional goals and thus in achieving job satisfaction. Motivation becomes a factor that significantly influences how employees perceive their role in the organization. Employees who see that their efforts are appreciated feel more connected to the organization, which leads to an increase in their commitment and loyalty.

Therefore, the motivational system should be closely linked to the evaluation and recognition system, so that employees feel fair and are aware that their contribution is visible and rewarded (Prieto and Talukder, 2023).

The role of the motivation system is not limited to motivating individuals. It also has an impact on building a team atmosphere and cooperation. In organizations where employee motivation is not only individual, but also focuses on supporting teams and creating a spirit of cooperation, employees are more willing to engage in activities that go beyond their daily duties. A motivation system that takes into account team goals and promotes cooperation can lead to greater coherence in action

and better use of human resources, which consequently affects the results of the entire organization. (Awasthi and Awasthi, 2023).

The effectiveness of the motivation system is also closely linked to its transparency. (Raschke, 2010). Employees must know the rules on the basis of which they are rewarded and be sure that the system is fair and transparent. (Chen and Li, 2021). Unclear criteria for awarding rewards or bonuses can lead to frustration and lower morale in the team.

Transparency in the motivation system builds employee trust in the employer, which is the foundation of stable professional relationships. In agile organizations, where changes are frequent, transparency in motivation becomes even more important, as it ensures stability in a dynamic work environment (Brown and Jones, 2018).

The motivation system also plays the role of a strategic tool in the talent management process. Modern organizations must focus on the development and retention of key employees in order to effectively compete on the market. Therefore, motivation becomes crucial not only in the context of employee retention, but also their recruitment.

Companies that offer a competitive and attractive motivation system can attract the best talents who are looking for a work environment where they will have the opportunity to develop their skills and gain new experiences. In this way, the motivation system affects not only the current efficiency of employees, but also the future development of the organization (Akkaya, 2021).

The role of the motivation system becomes particularly important in crisis situations, when the organization faces external challenges, such as market changes or competitive pressure. In such moments, a well-designed motivation system can play a stabilizing role, maintaining high employee engagement despite uncertainty and difficulties. Motivation then becomes a factor that allows the organization not only to survive the crisis, but also to use it to strengthen its human resources (García-Granero, Piedra-Muñoz, and Galdeano-Gómez, 2020).

The modern approach to the motivation system is also based on personalization. Every employee is different and has different expectations regarding work and their development. Organizations that are able to adapt their motivational tools to individual needs can count on greater commitment and loyalty of employees. That is why many companies implement solutions that allow employees to choose benefits that best suit their needs, which increases the sense of influence on their own working conditions (Nath and Agrawal, 2020).

In summary, the motivation system plays a multidimensional role in an organization. Its task is not only to increase the efficiency and commitment of employees, but also to build stability, loyalty and readiness to take on new challenges.

Motivating employees, when implemented in a thoughtful way and tailored to the needs and strategy of the organization, can become the foundation of its long-term success. A motivation system that combines financial and non-financial elements, supports teamwork, professional development and creates conditions for effective functioning in a dynamically changing environment, becomes a key tool supporting the achievement of organizational goals.

2.3 Motivators in an Agile Organization

Motivators in an agile organization play a key role in shaping employee engagement, satisfaction, and effectiveness. Due to the specific nature of such organizations, which must dynamically respond to changes and adapt to market conditions, motivators that support employee flexibility, development, and autonomy become particularly important. In agile organizations, where changes are the norm, and innovation and speed of response are essential, motivating employees requires taking into account various factors that respond to the needs of individuals and support the goals of the organization (Luo, Ren, Cao, and Hong, 2020).

Compensation remains one of the important motivators in agile organizations, as employees expect to be adequately compensated for their contribution and skills. It is a fundamental element that affects the sense of financial stability, which in turn translates into work engagement. However, in agile organizations, compensation is often just one of many motivators, and employees seek other forms of reward that support their development and flexibility in work (Mrugalska and Ahmed, 2021).

Flexible working hours are becoming increasingly important as a motivator in agile organizations. Employees appreciate the ability to adjust their working hours to their needs, which allows them to better manage their work-life balance. This approach promotes greater engagement and loyalty, as employees can better align their work responsibilities with their personal commitments.

Flexibility in organizing working hours also allows for increased efficiency, as employees can work during the hours when they are most productive, which affects their job satisfaction and performance.

Professional development opportunities, such as training, mentoring, and access to development programs, are key in agile organizations that focus on continuous improvement of employee skills. Employees in such organizations look for jobs that allow them to acquire new competencies and support their personal development.

The opportunity to participate in training and obtain certificates affects their sense of value and job satisfaction, which in turn translates into their readiness to take on new challenges. Professional development is not only an aspect that builds technical competencies, but also a motivator that makes employees see their future in the

organization, which reduces their willingness to change jobs (Gao, Zhang, Gong, and Li, 2020).

The attractiveness of the role also plays a role as a motivator, as it affects how employees perceive their daily tasks and contribution to the development of the organization. Work that is perceived as interesting and provides an opportunity to pursue personal passions and use their talents becomes a source of internal motivation for employees.

Such a role makes employees engage in tasks not only because they have to, but because they want to. In agile organizations, where creativity and an innovative approach are key, the attractiveness of the role becomes particularly important, as it allows employees to fulfill themselves in areas that interest them (Alshehhi, Nobanee, and Khare, 2018).

Another important motivator in agile organizations is the flexibility of working hours, which allows employees to choose the most appropriate moments to perform their duties. Thanks to this, employees can adjust their working hours to their preferences, which increases their comfort and satisfaction with the duties performed. In agile organizations, flexibility of working hours becomes one of the foundations, because it allows for better task management and responding to changing market needs without having to adapt to rigid time frames (He and Harris, 2021).

Motivators such as the location of the workplace and the availability of material benefits, such as a company car, can influence the choice of workplace, especially in the context of comfort and accessibility. However, their role in motivating employees in agile organizations is more diverse. For some employees, it is important that the workplace is easily accessible, which minimizes the time spent on commuting and allows for greater focus on work.

On the other hand, a company car can be an attractive addition, but in the dynamic environment of agile organizations, motivators that support development and flexibility are more important than traditional material benefits (Kurnia and Chien, 2020).

A clearly defined career path is an important motivator in agile organizations, because employees want to see a perspective of development within the company. Transparency in terms of promotion opportunities and clearly defined criteria for professional development mean that employees can plan their future in the organization and work towards achieving the next stages of their career. This in turn affects their long-term commitment and attachment to the company, because they see that their professional development is supported by the organization (Chen and Siau, 2020).

Benefits and social packages, although less important compared to development opportunities and flexibility, can still act as a motivator. For some employees, additional benefits such as medical care, co-financing of sports activities or additional days off can be an important complement to remuneration. In agile organizations, where the aim is to create comprehensive employee support systems, benefits can complement other motivational elements, strengthening the sense of security and job satisfaction (Jones and Adam, 2023).

In summary, motivators in an agile organization are multidimensional and include both traditional ones, such as remuneration, as well as more complex elements, such as flexibility, professional development or attractiveness of the role performed. Their effectiveness depends on the organization's ability to understand the individual needs of employees and adapt the motivational system to dynamically changing market conditions and the specifics of work in agile structures.

These motivators are intended to support commitment, increase satisfaction and build a long-term relationship between employees and the organization, which in agile organizations becomes a key element of the development strategy.

3. Methods and Materials

3.1 Methods

The aim of the research was to determine the most important motivational factors influencing employee engagement and satisfaction in agile organizations. The aim was to understand which aspects of the motivational system, such as remuneration, flexible working hours, professional development opportunities or additional benefits, are most important for employees. The analysis aimed to identify those elements that can contribute to increasing employee motivation and effectiveness in the context of an agile organizational structure.

A research hypothesis was formulated, which assumed that flexibility of working conditions and professional development opportunities are key motivational factors that have a stronger impact on employee engagement in agile organizations compared to traditional elements such as remuneration or availability of material benefits.

The research sought answers to the following research questions: Which motivational factors have the greatest impact on employee engagement in agile organizations? How do individual elements of the motivational system affect the perception of job satisfaction? Are there any relationships between the assessment of various motivational factors, such as remuneration, development opportunities, or flexibility of working hours?

The survey method was used in the research, which was conducted in the period January-March 2023 on a sample of 740 respondents. The survey allowed for the collection of data on the assessment of various motivational factors, which were then analyzed. Correlation coefficients were calculated to identify the relationships between individual motivational elements.

The correlation analysis aimed to determine the extent to which changes in the assessment of one factor affect the assessment of others, which allows for the identification of the elements of the motivational system that are most important for employee engagement and satisfaction.

In the course of the research, sociodemographic data on the respondents were obtained, including information on gender, professional activity, form of employment and place of work. The sample included 740 people, of whom 384 were men and 356 women.

The majority of respondents were professionally active, with 405 people working permanently. In this group, the form of employment based on an employment contract dominated, with 343 respondents. A smaller group, 102 people, worked as freelancers, while 29 people ran their own businesses. A small number, 33 people, worked occasionally, most often on the basis of contracts for services or contracts for specific work.

In terms of workplace, a significant number of respondents, 201 people, were employed in large companies employing up to 1,000 people. 157 respondents worked in medium-sized companies employing up to 100 people, while 94 people were associated with small, family businesses with up to 10 employees. 88 respondents ran their own business. Additionally, 24 people worked in international corporations.

The study also included 25 respondents who combined various forms of employment, such as an employment contract and a contract for services, or ran their own business at the same time. In addition, 17 people declared that their professional activity was combined with freelance work and running their own business.

Overall, the survey covered a wide professional cross-section of respondents, which made it possible to obtain a more complete picture of preferences and expectations in the context of motivational factors in the workplace.

3.2 Results

The research aimed to identify key motivational factors in an agile organization. Table 1 presents the assessment of individual motivational elements, such as remuneration, working time flexibility, career development prospects and other aspects affecting employee engagement. Table 1 provides a comprehensive picture

of the assessment of various elements of the motivational system by respondents, taking into account the diversity of their opinions and the differences in the perception of individual factors.

In the category of remuneration, 557 people strongly agreed that it is an important motivating factor, while 165 people tended to agree with this statement. Fewer people, 5, had no opinion, and a small number, 9, strongly disagreed that remuneration has an impact on their motivation.

Flexibility of working hours was assessed positively by 416 people who expressed strong support, while 266 people assessed it as rather important. On the other hand, 27 people had no opinion, 22 expressed a moderate negative opinion, with 9 people strongly considering flexibility of working hours as not important. In the case of career development prospects, 452 people strongly agreed with its importance, while 202 people expressed moderate support. 54 people remained neutral, and a minority, 23, considered this factor rather not important, while 9 people completely rejected its importance.

The assessment of the attractiveness of the role performed indicates that 411 people considered it to be definitely important, while 253 people rather agreed with it. In this category, 46 people had no opinion, while 20 people had a rather negative opinion. The fewest, 10 people, definitely did not consider the attractiveness of the role to be an important motivational factor.

Flexibility in working hours was a factor that 367 people considered to be very important, while 246 considered it to be quite important. 71 people were neutral on this issue, while 47 people assessed it negatively, and 9 people completely rejected its importance. Distance from home proved to be a more mixed factor, with 333 people considering it to be very important, while 247 considered it to be quite important. 89 people remained neutral, while 53 considered it to be quite negative, and 18 people strongly disagreed with its importance.

The availability of a company car was assessed to be very important by 54 people, while 86 considered it to be quite important. In contrast, 246 people had no opinion on this issue, while 233 considered it to be quite negative, while 121 people completely rejected its importance.

Development opportunities through training and additional certifications were considered to be definitely important by 248 people, while 333 people expressed moderate support for this factor. 116 people had no opinion, and a smaller group, 26 people, considered this factor rather unimportant.

The fewest, 17 people, expressed strong opposition. In the context of a clearly defined career path, 235 people considered it definitely important, and 307 rather important.

On this issue, 144 people remained neutral, and 35 expressed moderate negative opinions, while 19 people strongly rejected this aspect. Benefits and social packages were a factor that 157 people rated as definitely important, and 245 considered it rather important. In this category, 213 people had no opinion, and 87 expressed a moderate negative opinion. The fewest, 38 people, strongly rejected the importance of benefits and social packages in the context of employee motivation.

Table 1. Motivational factors in an agile organization

	Definitely not	Rather not	I don't have an opinion	Rather yes	Definitely yes
Remuneration	9	4	5	165	557
Flexible working hours	9	22	27	266	416
Career prospects	9	23	54	202	452
Attractiveness of the role	10	20	46	253	411
Flexible working hours	9	47	71	246	367
Location relative to residence	18	53	89	247	333
Availability of a company car	121	233	246	86	54
Opportunities for development through training	17	26	116	333	248
Clearly defined career path	19	35	144	307	235
Benefits and social packages	38	87	213	245	157

Source: Own study based on research.

Table 2 presents a matrix of correlations between the various motivational factors listed in Table 1. Analysis of this correlation allows us to assess how strongly the individual elements of the motivational system in an agile organization are related. The values in the table range from -1 to 1, where positive values indicate a positive correlation, and negative values indicate a negative correlation.

Table 2. Correlation table

	1	2	3	4	5	6	7	8	9	10
1	1									
2	0.94	1								
3	0.98	0.97	1							
4	0.95	0.99	0.98	1						
5	0.93	0.99	0.97	0.99	1					
6	0.90	0.98	0.96	0.98	0.99	1				
7	-0.74	-0.80	-0.74	-0.78	-0.73	-0.71	1			
8	0.63	0.84	0.74	0.83	0.86	0.89	-0.63	1		
9	0.61	0.81	0.72	0.81	0.84	0.88	-0.56	0.99	1	
10	0.24	0.45	0.38	0.47	0.53	0.59	-0.09	0.80	0.86	1

Source: Own study based on research.

Compensation, working time flexibility, career prospects and role attractiveness all show very strong positive correlations, exceeding 0.9. This means that when one of these factors is highly valued, the others also gain in importance. For example, the correlation coefficient between compensation and career prospects is 0.98, suggesting that better pay conditions often go hand in hand with better career prospects.

A similar relationship is seen between flexible working hours and the attractiveness of the role, as reflected by the correlation value of 0.99. This indicates that people who perceive the attractiveness of the position as high usually also appreciate the possibility of flexible adjustment of working hours.

An interesting trend is observed in the correlation between the availability of a company car and other factors, such as remuneration or development prospects. These values are negative and range from -0.74 to -0.80, respectively. This suggests that people for whom a company car is an important motivational factor appreciate other elements of the system, such as remuneration or development opportunities, less.

Development opportunities through training and a clearly defined career path show very high correlations with other positive factors, such as flexible working hours and professional development prospects, reaching values of 0.84 to 0.99. This indicates that people who value professional development and clarity of the career path usually also pay attention to flexibility and other motivational aspects.

In turn, benefits and social packages, although an important element of motivation, show weaker but still positive correlations with factors such as flexible working hours or development opportunities through training, which is reflected in the values of 0.53 and 0.59. This indicates that although benefits are important, they are not a key element for people more interested in other forms of motivation. Analyzing Table 2 in the context of Table 1, it can be seen that employee preferences regarding motivational factors are interrelated. Higher ratings of some aspects usually co-occur with positive ratings of others, which suggests that motivation in agile organizations is multidimensional and its various elements complement each other.

4. Discussion

The conclusions from the conducted research indicate the multifaceted nature of motivation in agile organizations. Analysis of the results clearly shows that both traditional factors, such as remuneration, and those more related to flexibility and the possibility of professional development are of key importance for employees.

Remuneration, which turned out to be a definitely important factor for 557 respondents, remains a strong motivator in the workplace, but it is not the only element influencing employee engagement.

Respondents also drew attention to the importance of working time flexibility, which is confirmed by the high level of support for this factor. Flexible working conditions are becoming crucial in the context of contemporary requirements of employees who value the possibility of adjusting working hours to their needs.

Another important conclusion from the analysis is that professional development prospects play a significant role in employee motivation. The high assessment of this factor by 452 people who considered it to be definitely important indicates that the possibility of promotion and access to development programs and training are of great importance for the sense of job satisfaction. Research shows that employees of agile organizations are looking for jobs that offer not only stable employment, but also dynamic professional development, which has a positive impact on their long-term commitment.

Analysis of the correlation between different motivational factors revealed strong links between the evaluation of remuneration and other aspects, such as professional development opportunities and flexibility of working hours.

The strong positive correlation between these factors suggests that employees who evaluate their remuneration highly tend to also appreciate other elements related to development opportunities and work flexibility. This may mean that in agile organizations, attractive remuneration often goes hand in hand with the offer of additional development opportunities, which in turn increases employee motivation.

On the other hand, the availability of a company car, although it is a material benefit, is not perceived as a key element of the motivation system. The negative correlation between the assessment of this factor and other, more flexible motivational elements, such as development prospects or working time flexibility, indicates that people who expect material benefits may appreciate less other aspects that affect their development and flexibility at work. This suggests that in agile organizations, those elements that directly affect the development and adaptability of employees are more valued.

The data also indicates the importance of training programs and clearly defined career paths. High scores on these factors indicate that employees are looking for clear development prospects, which can translate into professional stability and job satisfaction. The opportunity to acquire new skills and a clear career path are important to them, as they allow them to plan further development within the organization.

Benefits and social packages, while still important to some employees, do not play as key a role in motivation as other factors. It is clear that many respondents value a sense of flexibility and development opportunities more than material perks. This suggests that agile organizations should focus on offering employees development

opportunities and creating conditions that encourage greater flexibility in performing tasks.

In summary, the research findings show that agile organizations should adapt their motivation systems to the needs of employees, which go beyond traditional remuneration elements. Factors such as work flexibility, career development prospects, and access to training programs are important here.

Employees of agile organizations value opportunities that support their personal and professional development, which in turn translates into their greater engagement and job satisfaction. It is therefore worthwhile for organizations to emphasize creating a dynamic and flexible work environment that responds to the diverse needs of their employees.

5. Conclusions

Based on the findings, recommendations can be made for companies that want to increase employee engagement in agile organizations. It is crucial to focus on creating a work environment that provides flexibility and promotes professional development. Offering the possibility of adjusting working hours to the individual needs of employees can significantly affect their satisfaction and sense of work-life balance.

Companies should therefore consider introducing flexible schedules or a hybrid work system, which will allow employees to manage their time and tasks more effectively.

Investing in development programs, training, and mentoring is becoming an essential element of a motivational strategy. Employees appreciate the opportunity to acquire new skills and a clearly defined career path, which affects their commitment and loyalty to the company. It is therefore worth investing in professional training that develops employee competences and allows them to expand their knowledge within their specializations.

Developing personalized career development plans, tailored to employee aspirations, can contribute to increasing their commitment and motivation.

Compensation, although important, should not be the only element of the motivational offer. Companies should remember that building an organizational culture that promotes development and flexibility is equally important.

Employees value jobs that give them the opportunity to develop, while also offering flexibility to adapt to changing conditions.

Therefore, it is worth focusing on creating a working atmosphere that encourages innovation, allows for experimentation, and supports a variety of approaches to performing tasks.

Additionally, while material benefits such as a company car may be attractive to some employees, companies should consider whether they are in line with the actual needs and expectations of employees. Other forms of support, such as additional vacation days, the possibility of remote work or well-being programs, which are more in line with the modern expectations of employees, may gain importance.

Understanding employee preferences in this area can help companies better tailor their incentive offers, which will ultimately increase the satisfaction and effectiveness of teams.

In summary, it is recommended that companies in agile organizations focus on providing conditions that are conducive to flexibility and development. Investing in training, building clear career paths, and adapting working conditions to the needs of employees will allow for a more engaging work environment. In this way, organizations will be able to effectively attract and retain talents that are crucial for their long-term development and sustainable growth.

Future research directions may focus on in-depth analysis of the impact of flexible work on long-term employee engagement and effectiveness in agile organizations. It is worth examining how specific elements of flexibility, such as hybrid work models or variable working hours, affect the level of motivation and satisfaction of employees in different industries.

In the context of the dynamically changing labor market, an interesting direction of research is also the analysis of the impact of professional development opportunities, including access to training and mentoring, on employee turnover and loyalty to the employer.

Another important area is the study of differences in motivational preferences depending on age, gender, or level of professional experience. Understanding how these demographic factors affect the assessment of different motivational elements can provide more precise guidelines for creating personalized motivational strategies in agile organizations. It is also worth considering research on the impact of organizational culture and company values on employee engagement, especially in the context of organizations that operate in an international environment.

Future research may also include an analysis of technologies supporting motivation and engagement management in agile organizations, such as remote communication tools, project management systems, or training platforms.

In the context of the growing role of digitalization, it is worth examining how these technologies affect the perception of work flexibility and access to career development opportunities. It may also be important to understand how changes in employees' expectations towards work and their life values shape motivational systems in organizations.

In addition, future research may focus on analyzing the impact of agile motivational strategies on business outcomes of organizations, such as productivity, innovation, or customer satisfaction. Examining the relationship between motivation levels and financial performance of companies may provide valuable guidance for managers on how to optimize motivational systems to support the strategic goals of the company.

In the context of sustainable development, an interesting direction of research is also to analyze how agile approach to motivation can support initiatives related to corporate social and environmental responsibility, and how these aspects affect the perception of the company by employees and potential candidates.

6. Limitations

The limitations of the study concerned primarily the research sample and the methodology used. Although the survey was conducted on a sample of 740 respondents, which provides a solid basis for analysis, the possibility of the results not being fully representative could not be ruled out.

This is due to the fact that the respondents could come from different industries and regions, which could affect the different perception of motivation and preferences for motivational systems. In addition, the study was limited to people who were professionally active or had professional experience at the time of its conduct, which excluded the perspective of long-term unemployed people or those just entering the labor market.

Another limitation was the research method used – a survey. Although it allows for collecting a large amount of data in a short time, it does not provide an in-depth understanding of the motivations and experiences of respondents.

In the case of complex issues, such as motivation in agile organizations, qualitative methods, such as in-depth interviews, could provide more detailed and multidimensional information. The survey may also lead to limitations in interpretation due to the standardization of questions and answers, which may affect the fullness of the data obtained.

Additionally, the timing of the survey, which spanned January-March 2023, could have affected the results. This time period was associated with specific economic and market conditions, which could have affected respondents' perceptions of motivation.

The results of the surveys could have been different if they had been conducted in different market conditions, such as during a period of strong economic growth or recession.

Another limitation was the focus on agile organizations, which makes the results difficult to directly apply to companies with more traditional management structures. This means that the conclusions and recommendations drawn from the research may not have the same relevance to organizations operating in more hierarchical and less flexible models.

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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