

ORGANIZATIONAL AGILITY IN THE FACE OF THE CHALLENGES OF GLOBALIZATION

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Abstract: The aim of the article is to investigate how the agility of employees affects how to cope with the challenges of globalization. The hypothesis assumes that the possession of certain agility traits by employees is crucial for the effectiveness of the organization in the global market. The study was conducted by analyzing quantitative data, gathering information about the agility traits of employees in different contexts. The findings point to the importance of competence, open-mindedness, commitment and management skills as key factors of agility in the context of globalisation. The article adds value by identifying and analyzing these characteristics, offering insight into the development of human resource management strategies for organizations operating globally.

Keywords: organizational agility, globalization, agile characteristics, enterprise, company

1. Introduction

In the face of increasing globalization, businesses around the world are challenged to adapt to rapidly changing market, cultural and technological conditions. This constant evolution of the global market forces organizations not only to be flexible in their operations, but also to be agile in making decisions and implementing changes. In today's business world. This agility is not only limited to strategies or organizational structures, but above all it concerns people – their skills, attitudes and competences. Employees who can quickly adapt to changing conditions are crucial to the success of any business. In the context of globalization, where companies have to compete on many fronts at the same time, the ability to learn quickly, innovate, think creatively and manage a team effectively becomes essential. This article focuses on exploring what agility traits are most valuable in the context of

globalization, as well as how they can be developed and used in business practice. The aim of the article is to investigate how employee agility affects how coping with the challenges of globalization. The hypothesis assumes that the possession of certain agility traits by employees is crucial for the effectiveness of the organization in the global market.

2. The Essence of Organizational Agility

Organizational agility, a key component of modern management, refers to a company's ability to quickly adapt to changing market conditions and customer needs (Akkaya, 2021). It is a concept that encompasses both operational flexibility (Kumkale, 2022) and cultural flexibility (Ludviga & Kalvina, 2023). Agile organizations are characterized by their ability to respond quickly to change by using innovative approaches and technologies (Chen & Siau, 2020). An important aspect here is the fluidity of decision-making processes, enabling an effective response to a dynamic external environment (Auerbach Publications, 2021). Such agility also includes a culture of continuous learning, openness to new ideas, and adaptability of business strategy (Blickle & Heß, 2006). In the context of increasing competition and rapid technological change, agility is becoming not only an asset, but a necessity for organizations seeking to remain competitive and innovative in the marketplace (Lima & Pacheco, 2021).

The development of employee competencies and adaptability is another key aspect of organizational agility (Anthonius, 2021). In agile organizations, there is a special emphasis on the continuous training and development of employees' skills (Davies, 2013; IEDP Ideas for Leaders, 2013), which directly translates into their ability to effectively deal with new challenges. Competence development is not only about technical training, but also about developing soft skills such as communication, creativity, and teamwork skills (Brown, Owens, & Bradley, 2011).

The integration of modern technologies and process optimization are equally essential for organizational agility (Collins, 2013). These organizations are investing in advanced technologies such as artificial intelligence, automation, and big data analytics that enable a better understanding of the market and more efficient resource management (Candela, Castelli, & Pagano, 2011). Process optimization, through their automation and digitization, contributes to increasing operational efficiency and reducing response time to changing market conditions (Dudek, 2019).

Building flexible organizational structures is also an essential part of agility (Kt, M. A., & Sivasubramanian, 2023). These structures must be able to adapt quickly to changing needs and challenges (İlhan, Erolu, & Toygur Eroğlu, 2023). In agile organizations, flat hierarchies are often observed, which are conducive to faster communication and decisions (Matuszczyk

& Okólski, 2023). Structural flexibility enables better utilization of employee talent and fosters innovation, which is essential in a rapidly changing business environment.

Therefore, organizational agility is a comprehensive concept that requires continuous development of employee competences, integration of modern technologies, process optimization, and building flexible organizational structures (Dyba, 2020). Together, these elements create a dynamic and adaptive environment that enables organizations to respond effectively to changing market conditions and maintain a competitive advantage (Kumkale, 2022).

In this way, organizational agility manifests itself through the ability to quickly adapt to new challenges, both internal and external, which translates into a sustainable competitive advantage (Akkaya, 2021). The key here is to understand that agility is not a one-time activity, but a continuous process of adapting to changing circumstances, which requires commitment at all levels of the organization (Auerbach Publications, 2021; Chen & Siau, 2020).

Organizational agility, in the context of the global economy and ever-evolving technologies, is becoming increasingly important for any company seeking to remain competitive and innovative (Candela, Castelli, & Pagano, 2011; Lima & Pacheco, 2021). It is a process that requires not only the right tools and technologies, but also an organizational culture that fosters adaptation and continuous development (Collins, 2013; Dudek, 2019).

Thus, an organization's ability to respond quickly to changing market conditions, capitalize on innovation, and adapt to new challenges are crucial for long-term success in a fast-paced business world (Blickle & Heß, 2006; İlhan, Erolu, & Toygur Eroğlu, 2023; Kt, M. A., & Sivasubramanian, 2023).

3. Businesses in the face of globalization

In the face of globalization, companies face a number of challenges and opportunities that require thoughtful adaptation and strategy (Ronda-Pupo & Guerras-Martin, 2012). Globalization, characterized by the increasing integration and interdependence of economies, markets and cultures around the world, introduces a new dimension of competitiveness. Companies must not only compete in local markets, but also consider the impact of global trends and competition (Sajdak, 2013).

One of the key challenges for companies is the need to adapt their products and services to the diverse needs and expectations of customers in different markets (Starczewska-Krzysztosek, 2008). This requires a deep understanding of local cultures, customs, and preferences. At the same time, globalisation opens up new markets, sources of raw materials and talent for companies, which can bring significant economic benefits.

In the face of globalization, effective supply chain management is also a key issue for companies (Sallnäs & Björklund, 2020). Dispersion of production and diversification of supply sources are becoming the norm, requiring companies to be more coordinated, manage risk, and be more agile in their operations. Effective supply chain management is critical to maintaining competitiveness, product quality, and on-time delivery.

Another aspect is adaptation to global standards and regulations. Companies must comply with international legal, ethical, and environmental standards, which can vary significantly from region to region (Starczewska-Krzysztozek, 2008). Understanding and adhering to these standards is essential not only for legal reasons, but also to build trust and reputation in the international market.

Technology plays a key role in the adaptation of enterprises to globalization (Sajdak, 2013). The use of modern technologies such as big data, artificial intelligence, or digital technologies allows companies to communicate more effectively, manage operations in multiple markets, and analyze data to better understand global trends and consumer behavior.

In conclusion, in the face of globalization, enterprises must focus on adapting products and services to diverse markets, managing their supply chain effectively, complying with global standards and regulations, and using technology to manage the complexity of international operations. These activities are essential to successfully compete and grow in an increasingly integrated global market.

4. Organizational agility and globalization

In the context of globalization, organizational agility is becoming particularly important as a key element in adapting companies to a rapidly changing business environment (Parker, Wall, & Cordery, 2008). Globalization, with its dynamics of change and uncertainty, forces organizations not only to be able to respond quickly to market changes (Elkington, 1998), but also to proactively anticipate and shape trends (Godfrey & Hatch, 2007). Agility, understood as the ability to flexibly adapt structures, processes and strategies, is becoming a prerequisite for effective functioning on an international scale (Carroll, 1991).

Agile organizations are characterized by their ability to quickly transform and optimize their operations in response to changing market conditions (Crane & Matten, 2016). In a global environment where competition is intensified and customer demands are increasingly diverse and dynamic, agility translates into competitive advantage (Porter & Kramer, 2006). It allows organizations not only to effectively manage risk, but also to take advantage of new opportunities that arise as a result of changes in global markets (García-Granero, Piedra-Muñoz, & Galdeano-Gómez, 2020).

Information technology integration plays a key role in building organizational agility in the age of globalization (Nath & Agrawal, 2020). Advanced IT systems enable fast data exchange, effective management of resources and processes, and support decision-making based on current market data (Munodawafa & Johl, 2019). Digitization of business processes is becoming an integral part of the strategy of organizations striving to increase their agility (Prokopowicz, 2015).

The exchange of knowledge and experience at the international level also contributes to the growth of organizational agility (Olesiński et al., 2016). In a globalizing world, companies benefit from international cooperation, knowledge transfer and best practices (Pietrzyk-Sokulska, 2014). The opportunity to learn from business partners from different parts of the world stimulates innovation and creativity, which is essential in a rapidly changing environment (Karnani, 2010; "Modelling and Assessing Higher Education Learning Outcomes in Germany", 2016).

At the same time, globalization poses challenges related to the management of complex supply chains that require organizations to be agile in planning and coordinating activities across multiple markets (Cienkowski, 2020). An agile approach to supply chain management enables you to quickly adapt to changing conditions, minimizing risk and increasing efficiency (Luthar, 2012).

In conclusion, organizational agility in the context of globalization is not only a response to changing market conditions, but also a strategic choice that enables companies to achieve a sustainable competitive advantage. It requires the integration of modern technologies, flexibility in management, as well as openness to the international exchange of knowledge and experience (Polish Agency for Enterprise Development, 2021). In the era of globalization, agility is becoming a key factor in the success of organizations in the international arena (Górnicka, 2020).

Organizational agility, in an increasingly globalized world, requires continual adaptation to new challenges, both internal and external, which is key to staying competitive and growing (Parker, Wall, & Cordery, 2008; Godfrey & Hatch, 2007). Organizations that are able to adapt quickly to changing market conditions will be better equipped to seize new opportunities and survive in a dynamic global business environment (Elkington, 1998; Carroll, 1991).

Organizational agility in the face of globalization is not only a matter of structural and process adaptation, but also a paradigm shift in thinking in organizations. It requires leaders and employees to be open to innovation, learning, and knowledge sharing on an international scale (Crane & Matten, 2016; García-Granero, Piedra-Muñoz, & Galdeano-Gómez, 2020). This approach not only strengthens the organization's ability to respond quickly to change, but also allows for the creation of sustainable, strategic competitive advantages in a global context (Porter & Kramer, 2006; Nath & Agrawal, 2020).

In this context, organizational agility in the age of globalization becomes not only a challenge, but also a necessary condition for the long-term success and growth of an organization (Munodawafa & Johl, 2019; Prokopovich, 2015). It is a process that requires continuous development, adaptation, and innovation to meet the dynamically changing conditions of the global market (Olesiński et al., 2016; Pietrzyk-Sokulska, 2014).

To conclude, the agility of organizations in the context of globalization is not only a response to changing market conditions but also a strategic choice enabling companies to achieve lasting competitive advantage. It requires the integration of modern technologies, flexibility in management, and openness to international knowledge and experience exchange. In the era of globalization, agility becomes a key success factor for organizations on the international stage.

5. Analysis of empirical research

a) methodology of scientific research

Primary studies were carried out in order to achieve the research objectives. A survey method was used. In February 2022. A questionnaire was sent online to respondents. During the study, the standards of the CAWI technique were applied. The research sample consisted of 745 people, representatives of different generations. The method of random selection of the research sample was used. The aim of the study was to determine the agile characteristics of employees that allow them to meet the challenges of globalization. In the course of the study, the sociodemographic data of the respondents were determined (Table 1).

Table 1. Sociodemographic data of the respondents

| 1. Age | Frequency | Percentage |
|-------------------|------------|--------------|
| Under 20 | 174 | 24 |
| 21 – 30 years old | 449 | 60 |
| 31- 40 years | 69 | 9 |
| 41-50 years | 46 | 5 |
| Over 50 years | 10 | 1 |
| Together | 745 | 100,0 |
| 2. Gender | | |
| Woman | 329 | 44 |

| | | |
|---|------------|-------|
| Man | 416 | 55 |
| Together | 745 | 100,0 |
| 3. Place of residence | | |
| Village | 141 | 19 |
| A city of up to 20,000 inhabitants | 92 | 12 |
| City of 21-50 thousand inhabitants | 79 | 11 |
| City of 51-200 thousand inhabitants | 49 | 7 |
| A city with more than 200,000 inhabitants | 384 | 51 |
| Together | 745 | 100,0 |
| 4. Financial situation | | |
| Very good | 106 | 14 |
| Endorsement | 405 | 55 |
| Average | 218 | 29 |
| Evil | 16 | 2 |
| Together | 745 | 100,0 |
| 5. Professional activity | | |
| Doesn't work | 89 | 12 |
| Works on a permanent basis | 453 | 61 |
| Works part-time | 127 | 17 |
| He runs his own company | 41 | 5 |
| He runs a farm | 7 | 1 |
| He works permanently and runs a business | 28 | 4 |
| Together | 745 | 100,0 |

Source: In-house analysis based on research.

The analysis of the presented table containing sociodemographic data of respondents, developed on the basis of the conducted research, provides valuable information on the structure of the studied group. The age category is dominated by people in the range of 21-30 years old, constituting 60% of the respondents, which indicates the young character of the surveyed population. This group is much larger than the other age categories, with the smallest representation of people over 50 (1%).

In terms of gender, men (55%) make up a slightly larger proportion of respondents than women (44%), suggesting a slight numerical predominance of men in the study group.

The diversity of the place of residence shows that the majority of respondents (51%) live in cities with more than 200,000 inhabitants, which may indicate the urbanization of the surveyed population. Smaller towns and villages represent a smaller percentage of respondents, with the smallest group being residents of cities with a population of 51-200 thousand inhabitants (7%).

When it comes to financial situation, the majority of respondents (55%) rate it as good, and another 29% as average. Only a small percentage of respondents (2%) describe their financial situation as bad, which may indicate a relatively stable economic condition of most of the survey participants.

The labour force participation analysis shows that the majority of respondents (61%) are in permanent employment. Another significant group (17%) works casually. It is interesting to note that a small percentage are self-employed (5%) or combine permanent work with running their own business (4%). Non-employed people constitute 12% of the study group.

To sum up, the studied group is characterized by a young age structure, with a predominance of residents of large cities and a good financial situation. The majority of respondents are permanently employed, suggesting job stability in the surveyed population.

b) results of empirical research

As part of the article, a study was conducted to determine the agile characteristics of employees, which are crucial in meeting the challenges of globalization. The results of the survey, presented in the table, reflect the respondents' ratings for different agility traits (Table 2).

A total of 263 respondents stated that they had the appropriate competence, suggesting that this is one of the most prevalent traits among the respondents. Meanwhile, innovation and creativity received high ratings, but to a lesser extent, which may indicate their different levels of development among employees. Open-mindedness, as well as competences, was highly rated, which emphasizes its importance in the context of adapting to a dynamic global environment.

Employee engagement stands out as the trait most often rated as a "resounding YES", indicating its key role in dealing with the challenges of globalisation. Dedication also received high marks, demonstrating employees' willingness to invest extra effort in achieving the organization's goals.

Risk-taking, while considered important in the context of agility, has received relatively low ratings, which may reflect caution or different perceptions of risk among employees. Credibility, as well as other qualities, has been assessed positively, highlighting its importance in building trust and effective cooperation in a global environment.

Taken together, the study highlights the importance of specific agility traits such as competence, open-mindedness, commitment and trustworthiness, which are considered key in dealing with the challenges of globalisation.

Table 2. Agile Employee Traits

| | Definitely NOT | Rather not | I don't have an opinion | Rather YES | Definitely YES |
|-----------------|----------------|------------|-------------------------|------------|----------------|
| competence | 22 | 62 | 61 | 337 | 263 |
| innovativeness | 28 | 121 | 131 | 310 | 155 |
| creativity | 33 | 97 | 100 | 280 | 235 |
| open-mindedness | 23 | 66 | 92 | 297 | 267 |
| involvement | 15 | 26 | 53 | 242 | 409 |
| dedication | 21 | 70 | 103 | 279 | 272 |
| Taking the risk | 45 | 154 | 177 | 230 | 139 |
| credibility | 15 | 42 | 98 | 291 | 299 |

Source: In-house analysis based on research.

The analysis of Table 2 provides interesting insights into the attributes of agile workers that are relevant in the context of global challenges. The study focused on identifying specific abilities and skills that are seen as key to employee agility.

The first attribute is the ability to be a leader, where the majority of respondents (341) expressed the opinion "rather YES", suggesting that this skill is valued, but not everyone is equally developed. On the other hand, the achievement of the assumed goals was rated very high, with 447 respondents indicating "rather YES", which indicates the overall effectiveness of employees in the implementation of their tasks.

Another aspect examined was the ability to achieve goals within the stipulated time schedule, where 407 respondents expressed a positive opinion. This is an important indicator of agility, as the ability to manage time effectively is crucial in a fast-paced business environment. Similarly, achieving goals within the budget was positively evaluated by 375 respondents, highlighting the ability to manage resources effectively.

The ability to carry out several projects at the same time is another important feature of agility, with 301 respondents saying "rather YES". This indicates the ability to multitask and be flexible, which is essential in a fast-paced world. Finally, project team management, rated positively by 305 people, emphasizes the importance of interpersonal and managerial skills in the context of globalization.

Taken together, the results of the study presented in Table 2 show that attributes such as the ability to lead, achieve goals, time and budget efficiency, as well as the ability to manage

multiple projects and teams, are key to employee agility in the face of the challenges of globalization. These skills reflect the adaptability, proactivity, and efficiency that are essential in a global business context.

Table 3. Attributes of an agile workforce in the face of the challenges of globalization

| | Definitely NOT | Rather not | I don't have an opinion | Rather YES | A resounding YES |
|---|----------------|------------|-------------------------|------------|------------------|
| you can be a leader (leader) | 19 | 76 | 124 | 341 | 185 |
| you achieve your goals | 10 | 33 | 77 | 447 | 178 |
| you achieve your goals within the scheduled time | 13 | 55 | 129 | 407 | 141 |
| you achieve your goals within the budget schedule | 11 | 53 | 183 | 375 | 123 |
| you can carry out several projects at the same time | 22 | 114 | 166 | 301 | 142 |
| You know how to manage a project team | 16 | 79 | 195 | 305 | 150 |

Source: In-house analysis based on research.

6. Conclusions

In the context of the goal of research focused on identifying agile characteristics of employees, the results of the study lead to several key conclusions.

First, data analysis indicates that competence, open-mindedness, commitment, and trustworthiness are seen as the most important characteristics of employee agility. Their high rating by respondents underlines that these attributes are crucial in dealing with the challenges of globalization. Employees who exhibit these traits are likely to be better adapted to the rapid changes in a global environment.

Secondly, the ability to lead, achieve goals, organize time and budget effectively, and manage multiple projects at the same time are attributes that have also received positive ratings. These results suggest that agility in the context of globalization requires not only the right personality traits, but also specific management and organizational skills.

The third conclusion concerns the observation that although innovation and creativity are important, they seem to be less widespread among the surveyed employees. This may indicate the need for a greater focus on developing these qualities in training and recruitment processes.

The fourth conclusion is that risk-bearing capacity is not rated as highly, which may reflect a cautious approach to innovation and change. In the context of globalization, where adaptation and rapid response to changing circumstances are crucial, this can be a challenge for organizations.

In conclusion, research indicates that the agility of employees in the context of globalization includes both certain key personality traits and specific professional skills. Open-mindedness, commitment, competence and trustworthiness, combined with leadership, organizational and time management skills, are the foundation of employee agility, which is essential in a dynamically changing global business environment. At the same time, there is room for innovation and creativity as well as a more daring approach to risk.

The analysis of the article allows us to formulate several recommendations for companies that strive to increase the agility of their employees in response to global challenges. First of all, companies should focus on training and development programs that strengthen the competences and open-mindedness of employees. Promoting continuous learning and adaptability is crucial in a rapidly changing world. In addition, developing leadership and project team management skills is essential for employees to be able to effectively lead teams and projects in a diverse environment.

It is also recommended to focus on developing multitasking skills and effective time and budget management. In a fast-paced global environment, the ability to manage multiple tasks and projects at the same time becomes essential.

Companies should also pay attention to the creativity and innovation of employees, as these traits were less prevalent among survey respondents. Investing in the development of these skills can contribute to increasing the adaptability of organizations to changing market conditions.

Finally, it is recommended to encourage greater risk-taking in a controlled manner. While the study found that employees are cautious about taking risks, the ability to take risks is often the key to innovation and competitive advantage in the global marketplace.

In conclusion, companies should focus on developing a range of skills and agility traits in their employees, which can contribute to better adapting to a rapidly changing global environment and thus achieving long-term success.

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