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## Undertaking Social Action in Agile Organizations

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Submitted 28/05/24, 1st revision 10/06/24, 2nd revision 24/06/24, accepted 31/07/24

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### **Abstract:**

**Purpose:** The aim of the article is to analyze the role of social activities in agile organizations and their impact on flexibility, innovation and long-term development. The study aims to understand what social activities are most often undertaken by agile organizations and what benefits they bring to the organization and its stakeholders.

**Design/Methodology/Approach:** The research used a survey method addressed to representatives of agile organizations in order to collect data on the social activities undertaken. A detailed data analysis was carried out, including calculation of the average and median number of activities in each category, which allowed the identification of dominant trends and typical practices.

**Findings:** The survey results indicate that agile organizations particularly focus on pro-ecological and health-related activities, which are key elements of their social strategy. These initiatives not only strengthen the organization's image, but also contribute to sustainable development and improved well-being of employees and local communities.

**Practical Implications:** The study results can be the basis for formulating recommendations for agile organizations in developing and implementing effective social strategies. Enterprises can use these conclusions to better plan social activities that benefit both the organization and its environment.

**Originality/Value:** The article contributes to the literature on organizational agility and corporate social responsibility by presenting new empirical data on the role of social activities in agile organizations. The study highlights the importance of integrating social activities into business strategy, which can help increase an organization's competitiveness and long-term success.

**Keywords:** Agile organizations, social activities, organization, agility, social campaigns.

**JEL codes:** I21, I23.

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*Paper Type: Research article.*

*Acknowledgment:*

## **1. Introduction**

Agile organizations are increasingly appreciated in a dynamically changing business environment, where flexibility and the ability to quickly respond to changes are the key to success. An important aspect of this agility is the integration of social activities, which play a key role in building a positive image, strengthening relationships with stakeholders and increasing employee engagement.

Addressing the topic of social action in the context of agile organizations results from the growing importance of corporate social responsibility (CSR) and the need to better understand how such initiatives can support strategic organizational goals (Kocot and Kwasek, 2022).

The topic is particularly important because agile organizations that effectively integrate social activities can not only improve their financial results, but also contribute to the development of local communities and environmental protection.

Pro-ecological and health activities and social campaigns are examples of initiatives that can significantly impact a company's reputation, attracting environmentally conscious customers and investors. In the context of risk management, a proactive approach to social and environmental issues helps organizations better prepare for potential crises, minimizing negative impacts on their operations (Ciekanowski, 2020).

Moreover, social activities can stimulate innovation by promoting diversity and inclusion, which helps generate new ideas and solutions. Collaborating with nonprofits, universities and other institutions can lead to innovative projects that not only benefit communities but also support business development.

Research shows that organizations that engage in dialogue with authorities and other key stakeholders can help shape more responsible regulations and policies that support sustainable development (García-Granero, Piedra-Muñoz, and Galdeano-Gómez, 2020).

Therefore, examining the role of social activities in agile organizations is not only timely but also essential to understanding how these initiatives can support strategic organizational goals. Integrating social activities into business strategy allows organizations to better respond to market needs, increase employee involvement and

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build lasting relationships with stakeholders. Long-term involvement in social activities brings benefits not only to the organization itself, but also to its environment, which makes this topic extremely important in the context of modern management.

## **2. Literature Review**

### **2.1 The Essence of Agile Organizations**

Agile organizations are distinguished primarily by their ability to quickly adapt to dynamically changing market conditions. The key element here is flexibility, which is reflected in both the organizational structure and work culture. The structures of such organizations are typically flat, which means minimizing hierarchy and promoting decentralized decision-making. This makes it possible to quickly respond to changes and implement innovations without unnecessary delays resulting from bureaucratic procedures (Kocot and Kwasek, 2022).

Another important aspect of agile organizations is their strong customer orientation. All activities are focused on identifying and meeting customer needs, which allows us to deliver high-value products and services (Malinowski, 2021). To achieve this, these organizations often use agile methodologies such as Agile or Scrum, which enable iterative and incremental product development.

Thanks to regular retrospectives and constant feedback from customers, agile teams can make necessary corrections and improvements on an ongoing basis (Gwoździewicz and Prokopowicz, 2017).

In agile organizations, the culture of cooperation and communication plays a key role. The teams are cross-functional, which means that they consist of people with various competences who work together to implement projects. This way of organizing work promotes creativity and knowledge exchange, which leads to more innovative solutions. Communication is open and transparent, which in turn increases employee engagement and their sense of belonging to the organization (Karnani, 2010).

Employee autonomy and responsibility is another foundation of agile organizations (Nath and Agrawal, 2020). Employees have greater freedom in making decisions about their work, which motivates them to look for innovative solutions and take initiative. Such autonomy also facilitates faster problem solving and response to changing circumstances (Munodawafa and Johl, 2019).

Agile organizations also invest in the development of their employees, offering them opportunities to continuously improve their skills and competences. They strive to create an environment where learning and development are an integral part of everyday work (Sajdak, 2013). Thanks to this, employees are better prepared to deal

with challenges and changes, which in turn translates into better results of the entire organization (Parker, Wall, and Cordery, 2008).

Agile organizations also place great emphasis on effective change management. They use a variety of tools and techniques that help them monitor and analyze changes in the business environment and then quickly respond to them. Thanks to this, they are able to maintain their competitiveness and adapt to new market conditions (Luthar and Barkin, 2012).

The introduction of agile work methods allows organizations to better cope with uncertainty and risk. Through an iterative development process, agile teams can regularly test and validate their hypotheses, which reduces the risk of failure and increases the chance of success. As a result, agile organizations are more resistant to change and better prepared for future challenges (Crane and Matten, 2016).

To sum up, agile organizations are those that are characterized by flexibility, customer orientation, a culture of cooperation and communication, employee autonomy and effective change management. Thanks to these features, they are able to quickly respond to market changes, introduce innovations and maintain their competitiveness on the market.

## **2.2 The Role of Social Activities in Organizations**

Social activities play an important role in the functioning of modern organizations, influencing their reputation, relations with stakeholders and overall business strategy. The introduction of social programs and initiatives for local communities allows organizations to build a positive image and gain the trust of customers, employees and business partners. Organizations engaging in social activities can attract more loyal and engaged customers who value social responsibility and an ethical approach to business (Kowalski, 2019).

Investing in social activities also fosters the creation of strong relationships with local communities. By supporting educational, cultural and ecological initiatives, organizations can contribute to improving the quality of life of residents and strengthen their presence in a given region. Such activities often lead to increased local support and collaboration, which can be beneficial to both the organization and the community (Górnicka, 2020).

Social activities also have a significant impact on employee engagement and motivation. Employees who see that their employer is involved in important social initiatives are more likely to identify with the company and show greater commitment to their work. (Sumukadas and Sawhney, 2012). Employee volunteering programs, support for charitable initiatives or activities for sustainable development can significantly impact team morale and create an organizational culture based on shared values. (Munodawafa and Johl, 2019).

Another aspect in which social activities play an important role is risk management. Organizations that actively engage in social responsibility can better cope with potential crises and negative events. A proactive approach to social and environmental issues can prevent reputational and legal problems and contribute to building the long-term resilience of organizations (Rzepka, 2019).

In the context of sustainable development, social activities are an integral part of the strategies of many organizations. Adopting sustainable development practices such as reducing greenhouse gas emissions, waste management and responsible management of natural resources not only brings environmental benefits, but can also lead to innovation and optimization of business processes (Wiśniewski, 2019).

Long-term commitment to pro-ecological and social activities can also increase the competitiveness of the organization, attracting investors and business partners interested in a responsible approach to business activities (Munodawafa and Johl, 2019).

Social activities also influence policy and legal regulations. Organizations that engage in dialogue with authorities and other key stakeholders can help shape more responsible regulations and policies that support sustainable development. In this way, they can also influence the creation of a favorable regulatory environment that supports their activities (García-Granero, Piedra-Muñoz, and Galdeano-Gómez, 2020).

Finally, social activities can have a positive impact on organizational innovation. Social initiatives often require new approaches and solutions, which can stimulate creativity and the development of new technologies and products. Collaboration with non-profit organizations, universities and other institutions can lead to the creation of innovative projects that not only benefit communities, but also support business development.

To sum up, social activities play a key role in the strategy and functioning of modern organizations. They impact reputation, stakeholder relationships, employee engagement, risk management, innovation and regulatory compliance. By engaging in social activities, organizations can build long-term value while contributing to community development and environmental protection.

### **2.3 Social Activities and Organizational Agility**

Social action and organizational agility are closely linked, creating a synergistic relationship that can significantly impact the success and development of an organization. Agile organizations, characterized by flexibility and the ability to quickly respond to changes, are increasingly integrating social activities into their strategies. These types of initiatives not only strengthen their reputation, but also support internal culture and foster innovation (Kwasek *et al.*, 2023).

As part of social activities, agile organizations engage in social campaigns that allow them to build strong relationships with the environment and increase awareness of important issues. Green activities are another key area where agile organizations can demonstrate their commitment to sustainability, which in turn attracts eco-conscious customers and business partners (Nath and Agrawal, 2020).

Health activities aim to improve the well-being of employees and the local community. Such initiatives may include programs promoting healthy lifestyles, psychological support and public health campaigns. Employee volunteering is another important element that not only supports local communities, but also increases employee commitment and motivation, contributing to the creation of a stronger organizational culture (Nowak, 2020).

In the context of activities for the local community, agile organizations often undertake initiatives aimed at improving infrastructure, supporting education and promoting cultural activities. Such activities help build a positive image of the organization and strengthen its relationships with local stakeholders (Nath and Agrawal, 2020).

Building organizational culture is a key aspect that agile organizations implement by promoting ethical values, openness and cooperation. Codes of ethics provide the foundation for such activities, providing clear guidelines for employee behavior and decisions. Supporting foundations and associations is another example of social involvement that allows organizations to support various initiatives and programs with a wide social reach (Rzepka, 2019).

Integrating social activities into an organization's agile strategies brings numerous benefits. Firstly, it enables faster and more effective response to the needs and expectations of stakeholders, which is crucial in a dynamically changing business environment. Secondly, it supports innovation by promoting diversity and inclusion, which helps generate new ideas and solutions (Kwasek *et al.*, 2023).

Social activities in agile organizations also contribute to increasing the trust and loyalty of customers and business partners. By supporting various social initiatives, organizations show their commitment to solving important social problems, which translates into their positive image (Sallnäs and Björklund, 2020).

Finally, social engagement helps agile organizations manage risk and build long-term resilience. By taking a proactive approach to social and environmental issues, organizations can better prepare for future challenges and ensure their long-term sustainability (Sallnäs and Björklund, 2020).

To sum up, the role of social activities in agile organizations is multifaceted and brings numerous benefits both internally and externally. Integrating these activities

with organizational strategy supports flexibility, innovation and long-term development, creating a solid foundation for future success.

### 3. Research Methods and Materials

#### 3.1 Research Methods

Scientific research was conducted in 2023 using a survey method aimed at collecting data on social activities undertaken by agile organizations. The surveys were addressed to representatives of various organizations that are known for implementing agile practices to obtain detailed information on various forms of social activity that support both employees and local communities.

The aim of the article is to identify and classify in detail the social activities undertaken by agile organizations, as well as to analyze their structure and importance in the context of organizational agility. The article seeks to understand which activities are most represented and what their implications may be for the development of agile organizations.

The research hypothesis was that agile organizations engage in a variety of social activities, with an emphasis on pro-ecological and health initiatives, which are consistent with their flexible and adaptive management approach. It is also assumed that such activities contribute to improving the organization's image and increasing employee involvement.

The research focuses on several key research questions:

- *What are the main categories of social activities undertaken by agile organizations?*
- *Which activities are most frequently implemented and what do they mean for organizations and their stakeholders?*
- *How do agile organizations use social activities to build their organizational culture and strengthen relationships with local communities?*
- *How can analyzing the mean and median number of social activities contribute to a better understanding of typical practices in agile organizations?*

The analysis of research results, including the calculation of the average and median number of activities in individual categories, allows for obtaining a more complete picture of the structure of social activities in agile organizations.

The arithmetic mean provides information about the average number of activities in each category, indicating dominant trends, while the median shows a central value, less susceptible to the influence of extreme values.

This analysis allows for more accurate comparisons with other data sets and monitoring changes in social activities over time. Thanks to this research, it is possible to draw conclusions and formulate recommendations for agile organizations that want to strengthen their social involvement, improve their image and increase the involvement of employees and local communities.

During the research, sociodemographic data were obtained, which allowed for a detailed analysis of the respondents' profile. The collected information covers six main categories: gender, place of residence, financial situation, professional activity, type of studies and perception of oneself as an entrepreneur.

In the gender category, the study covered 1,112 respondents, of which 670 were women and 442 were men. The respondents' place of residence also varied: 190 people lived in cities with a population of 21,000 to 50,000 inhabitants, 142 people in the countryside, 118 people in cities with a population of up to 20,000 inhabitants, 78 people in cities with a population of 51,000 to 200,000 inhabitants, and the largest the group, numbering 584 people, lived in cities with over 200,000 inhabitants, which gives a total of 1,112 people.

The financial situation of the respondents was divided into four categories. The average financial situation concerned 103 people, 656 respondents had a good financial situation, 308 people declared a very good financial situation, and 45 people declared a bad financial situation, which also adds up to 1,112 respondents.

The respondents' professional activity included various forms of employment. 231 people did not work, 558 people worked permanently, 223 people worked casually, and 100 respondents ran their own business, which gives a total of 1,112 people.

In the context of the type of studies, the study included 1,112 respondents, of which 633 people studied part-time and 479 full-time. Finally, in relation to the question about perceiving themselves as an entrepreneur, 566 people answered affirmatively, 415 people answered "I don't know" and 131 people did not consider themselves as entrepreneurs, which again gives a total of 1,112 respondents.

The analysis of the above sociodemographic data allows for understanding the diversity in the respondents' profile, which may have a significant impact on the interpretation of research results regarding their entrepreneurship and other analyzed aspects.

#### **4. Results**

The research conducted on social activities undertaken in an agile organization aimed to identify and classify in detail various social activities in order to better understand their structure and importance in the context of agile organizations. The research focused on various forms of social activity aimed at supporting both



employees and local communities. The analysis covered eight main categories of activities and data were collected in numerical form, with appropriate percentages assigned (Table 1).

**Table 1.** *Social activities undertaken in agile organization*

Social campaigns	168	15%
Pro-ecological activities	196	18%
Health measures	163	15%
Employee volunteering	104	9%
Activities for the benefit of the local community	73	7%
Building organizational culture	142	13%
Codes of Ethics	133	12%
Supporting foundations and associations	133	12%
Together	<b>1112</b>	<b>100%</b>

*Source:* Own study.

The first category was social campaigns, which recorded 168 activities, which constitutes 15% of the total. The next group, pro-ecological activities, was the most represented, achieving 196 activities, which translates into 18% of the total. Health activities that focused on promoting health among employees and communities numbered 163 initiatives, also representing 15% of the total number of activities.

Employee volunteering was noticed in 104 cases, which corresponds to 9% of all activities. Initiatives aimed directly at the local community were less numerous, reaching 73 activities, which is 7%. Building organizational culture, a key aspect for agile organizations, was recorded in 142 cases, which gives a 13% share.

Codes of ethics and supporting foundations and associations each received 133 actions, which in both cases translates into 12% of the total number of initiatives. In total, all identified social activities in agile organizations amounted to 1,112, which constitutes the complete database of analyzed data, with an equal percentage distribution adding up to 100%.

To better understand the structure of social activities undertaken in agile organizations, a statistical analysis was performed, including the calculation of the average and median number of activities in individual categories. The arithmetic average provides an overall picture of the average number of activities in each category, which can indicate which activities are most frequently undertaken by organizations. The median, on the other hand, provides information about the middle value in a data set, which is particularly useful in the case of asymmetric distributions because it is not susceptible to extreme values.

The average number of social activities for agile organizations is calculated by dividing the sum of all activities by the number of categories. In this case, the sum of activities is 1112 and the number of categories is eight, which gives an average of 139.

The median is the middle value in a set of ordered data. To calculate it, you need to arrange the numbers of activities in ascending order: 73, 104, 133, 133, 142, 163, 168, 196 . Since the number of categories is even, the median is the arithmetic mean of the two middle values, i.e., 133 and 142. The calculated median is 137.5 .

Analyzing these two statistical indicators provides valuable information about the typical values of the number of social activities in agile organizations. The average indicates the dominant tendencies in the initiatives undertaken, while the median shows a central tendency that is less susceptible to the influence of extreme values.

Together, both metrics help provide a more accurate understanding of the distribution of social activities and can be used to compare with other data sets or to monitor changes in the future.

**Table 2.** *Social activities undertaken in agile organization – mean and median*

<b>Category</b>	<b>Number of activities</b>
Social campaigns	168
Pro-ecological activities	196
Health measures	163
Employee volunteering	104
Activities for the benefit of the local community	73
Building organizational culture	142
Codes of Ethics	133
Supporting foundations and associations	133
<b>Average</b>	139
<b>Median</b>	137.5

*Source:* Own study.

Table 2 shows social activities in agile organizations includes both basic data on the number of activities in each category, as well as statistical values, such as mean and median, that help better understand this data. By adding these indicators, it is possible to obtain a more complete picture and better interpretation of research results.

## 5. Discussion

Research on social activities in agile organizations shows the diverse nature of the initiatives undertaken by these organizations, which reflects their involvement in a wide range of social aspects. The analyzed activities included social campaigns, pro-ecological activities, health initiatives, employee volunteering, support for local

communities, building organizational culture, creating ethical codes and supporting foundations and associations. Each of these categories plays an important role in building relationships both within the organization and with the external environment.

Research conclusions indicate that agile organizations particularly focus on pro-ecological and health-related activities, which may indicate a growing awareness of the importance of sustainable development and employee health.

These types of initiatives not only contribute to improving the organization's image, but also to a real impact on the environment and society's health. Social campaigns and building organizational culture also play a significant role, suggesting that agile organizations attach great importance to external communication and internal coherence and values.

It is worth noting the relatively smaller number of activities aimed directly at the local community and employee volunteering. This may indicate areas that potentially require greater commitment and investment to strengthen ties with local communities and promote pro-social attitudes among employees.

Determining the average number of social activities allows you to obtain an overall picture of the organization's activity in individual categories. The average reveals which types of activities are undertaken most often and can be considered a priority in the social strategies of agile organizations. Thanks to this, it is possible to better understand which areas of social activity are the most developed and which of them can constitute model practices to follow.

The median, on the other hand, provides information about the middle value in the distribution of the number of actions, which is particularly useful when the data distribution is not symmetrical.

The median is less susceptible to the influence of extreme values, which allows for a more representative understanding of the typical number of social activities in each category. Thanks to median analysis, you can assess what activities are standard for agile organizations and how much they differ from each other.

Together, mean and median analysis provide valuable information that helps better understand the distribution and intensity of social activities in agile organizations. These metrics can be used to benchmark against other organizations, monitor changes over time, and identify areas that require more attention or investment.

Consequently, this allows for more conscious and effective planning of social strategies that can benefit both employees and local communities and the broader external environment .

## **6. Conclusions**

Based on research conducted on social activities undertaken in agile organizations, a number of recommendations can be made for companies that want to strengthen their social involvement while maintaining agility and flexibility. Agile organizations should focus on developing social strategies that not only support their employees and local communities, but also contribute to their long-term success and reputation.

One of the key conclusions from the research is the need to intensify pro-ecological and health-related activities. Companies should continue and develop their initiatives in these areas, as they have a significant impact on sustainable development and employee well-being.

It is proposed to introduce more integrated ecological programs, such as sustainable resource management, emission and waste reduction, as well as promoting a healthy lifestyle through wellness programs, health support and initiatives promoting physical activity.

Social campaigns and building organizational culture also play an important role in agile organizations. It is recommended that companies develop their social campaigns by focusing on issues that are important to both the organization and its stakeholders.

Building a strong organizational culture based on values such as trust, cooperation and openness to change can significantly contribute to increasing employee commitment and their loyalty to the company. Companies should regularly assess and update their codes of ethics to ensure they are consistent with current social norms and stakeholder expectations.

It is also worth paying attention to the relatively smaller number of activities aimed at local communities and employee volunteering. In order for agile organizations to support local communities more effectively, it is recommended to strengthen these areas by developing partnerships with local organizations, conducting regular public consultations and engaging employees in volunteer initiatives.

Employee volunteering not only contributes to the development of local communities, but also strengthens bonds between employees and the company, promoting pro-social attitudes and commitment.

Determining the average and median of social activities allows for a better understanding of the typical number and type of initiatives undertaken by agile organizations. On this basis, companies can monitor their activities compared to other organizations and identify areas requiring improvement.

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It is worth regularly analyzing data and conducting benchmarking to make sure that the initiatives undertaken are effective and bring the expected results.

Companies should also invest in education and training that will help employees understand the importance of social activities and their impact on the organization and the environment. Thanks to this, employees will be more willing to engage in such initiatives and promote them in their work environment. In addition, regular reporting and transparency regarding social activities can strengthen stakeholder trust and improve the company's image.

Agile organizations, with their flexibility and ability to quickly respond to changing conditions, are ideally positioned to become leaders in social action. By implementing the above recommendations, companies can not only increase their social involvement, but also strengthen their position on the market, gaining the trust of customers, employees and other stakeholders. In the long term, this approach may contribute to the sustainable development of the organization and improve the quality of life both within the company and in its surroundings.

Future research directions may include expanding geographic and demographic coverage to obtain more representative data and account for population diversity. Research can be conducted across regions and cultures to examine how social and cultural context influences entrepreneurial attitudes and activities. Another direction may be the use of qualitative methods, such as in-depth interviews and focus groups, which will allow for a better understanding of respondents' motivation, values and experiences.

Another important area of research may be longitudinal analysis, i.e. examining the same groups of respondents over a longer period of time. This will allow you to observe changes in attitudes and behaviors and identify long-term trends. Research can also focus on specific demographic groups, such as youth, older people, or ethnic minorities, to better understand their specific needs and challenges related to entrepreneurship.

It is also worth examining the impact of various interventions and programs supporting entrepreneurship on attitudes and behaviors. Conducting experiments with control groups can help evaluate the effectiveness of these programs and identify best practices. Analysis of the impact of new technologies and social media on entrepreneurship is another area that can provide valuable information, especially in the context of dynamic technological changes.

Research can also focus on understanding the barriers that people face when starting a business and developing strategies to overcome them. Finally, further research could focus on comparing different models of agile organizations and their impact on social engagement and entrepreneurship, which could provide practical guidance for companies and institutions.

Extending this research in the above directions may contribute to deepening knowledge about entrepreneurship, identifying effective supporting strategies and promoting sustainable social and economic development.

## **7. Limitations**

The limitations of the study were multiple and may affect the interpretation of the results and the generality of the conclusions. Firstly, the methodology was based on a survey, which may introduce certain biases resulting from the subjective answers of respondents. Respondents could provide answers in line with social expectations and not necessarily in accordance with reality.

Additionally, the representativeness of the sample may be questioned if the sample did not fully reflect the demographic makeup of the population. The limited number of respondents from certain demographic groups, such as people from smaller towns or those with lower financial status, may have influenced the balanced results.

Another limitation was that the data were collected at a specific time, which does not allow taking into account the dynamics of changes over a longer period. The variability of the economic, social and political situation may influence the attitudes and opinions of respondents, which means that the results may be specific to the research period.

The inability to control for all external variables that could influence respondents' responses presented another challenge. Factors such as current social events, media or respondents' personal experiences could introduce additional variables that were not directly related to the subject of the study.

Technical limitations may also have influenced the results. Insufficient feedback or errors in completing the surveys may have introduced inaccuracies in the data. Furthermore, the lack of deeper qualitative analysis that could complement the quantitative data limited the ability to fully understand the context and motivations of respondents.

Finally, the studies were geographically and culturally limited, which means that the results may not be directly applicable to other regions or cultures. Social and cultural context has a significant impact on attitudes and behavior, and results should be interpreted with this limitation in mind.

## **8. 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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