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## Signs of HR Management in an Agile Organization

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### **Abstract:**

**Purpose:** The purpose of this article is to examine the key elements of personnel management in agile organizations and determine which features have the greatest impact on team effectiveness. The work focuses on aspects such as interpersonal relations, self-discipline, time management, and cooperation in the context of agile management methods.

**Design/Methodology/Approach:** The study was conducted using a survey with 312 respondents representing various industries. The analysis of the results included calculating correlations between key aspects of HR management in agile organizations, which allowed for the assessment of their mutual dependencies.

**Findings:** The study results indicate that interpersonal relationships, cooperation, and self-discipline are key to the functioning of agile teams. The strong correlations between these elements suggest that effective personnel management in agile organizations relies on mutual support and the ability to manage time independently.

**Practical Implications:** The study results provide practical advice for managers and leaders of organizations that are trying to implement agile methods of managing people. Understanding the key elements that affect team effectiveness can help create more integrated and flexible organizational structures.

**Originality/Value:** The article brings a new perspective to the research on personnel management in agile organizations, analyzing the relationships between different elements, such as interpersonal relations, self-discipline, and time management. The work provides valuable conclusions for practitioners and theoreticians dealing with contemporary management methods.

**Keywords:** Agile organization, personnel management, organization, management, Pearson correlation.

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## **1. Introduction**

Personnel management in an agile organization has become one of the key topics of contemporary research on business efficiency, especially in the face of increasing market dynamics and unpredictability. Agile management methods, based on flexibility, rapid adaptation and decentralization of decision-making processes, have gained importance as a response to these challenges. At the center of this concept is effective personnel management, which not only allows for maintaining high efficiency, but also promotes innovation and employee engagement (Brown and Jones, 2018).

Understanding which features and practices of personnel management are key in agile organizations is important for both management theorists and practitioners. In the face of global changes and the need to respond quickly to them, organizations must develop structures that foster effective cooperation, self-discipline, and time management skills. In this context, it is crucial to examine the relationships between elements of personnel management, such as interpersonal relationships, pursuing common goals, or avoiding aggression, and the overall effectiveness of the organization (Chen and Li, 2021).

This topic is gaining importance also because agile management methods, such as Agile, are playing an increasingly important role in various industries, from IT to manufacturing (Bukowska, 2023). Companies that can efficiently implement agile practices increase their ability to survive in a dynamically changing business environment. Therefore, researching the key aspects of personnel management in agile organizations is necessary to better understand how to effectively create and develop teams working in such a model.

## **2. Literature Review**

### **2.1 Agile Organization – Concept and Theoretical Foundations**

An agile organization is a business model that was created in response to dynamically changing market conditions and the growing uncertainty and complexity of the business environment (Skrzypek, 2017). This concept is based on

flexibility, adaptability and quick response to changes, which allows organizations to remain competitive in modern markets. An agile organization is characterized by the ability to adapt to changing circumstances and customer needs, as well as to internal reorganization in order to improve efficiency and innovation (Candela, Castelli, and Pagano, 2011).

The theoretical basis of agile organizations is the rejection of traditional, hierarchical management structures in favor of flatter and decentralized organizational forms (Palgrave Macmillan, 2013). In such organizations, the priority is autonomous decision-making by teams of employees, which allows for faster problem solving and more dynamic implementation of changes. Structural flexibility allows teams to independently define goals and methods of achieving them, as well as freely adapt to current challenges (İlhan, Erolu, and Toygur Eroğlu, 2023).

The concept of agility in an organization is derived from project management methodology, in particular from the Agile philosophy, which was first formally formulated in the Agile manifesto in 2001. In Agile, the key assumption is the iterative nature of work, which allows for constant monitoring of progress and introducing necessary changes at each stage of the project implementation (Dyba, 2020).

In the context of an agile organization, this iterative process allows for more effective risk management, minimizing resource waste, and better matching of products and services to changing market needs (Meera Jyothirmal, Kumar, and Sowdamini, 2022).

An agile organization also places great emphasis on collaboration between employees and on building relationships based on trust and mutual support. Traditional functional divisions, which often lead to information silos and communication problems, are replaced in agile organizations by cross-functional teams (Zagazig City Study, 2020). Such teams consist of employees with different competencies who work together to achieve goals, which allows for faster knowledge exchange and more efficient problem solving (Nazempour, Yang, and Waheed, 2019).

In a theoretical context, agile organizations are based on management models that promote flexibility, decentralization, and autonomy (Kt and Sivasubramanian, 2023). The key concepts here are empiricism, which means acting based on observation of reality, and iteration, which involves continuous improvement of processes. An important element of agility is also transparency, both in terms of internal and external communication, which allows for better knowledge management and quick response to changes (Prieto and Talukder, 2023a).

An agile organization is not just an operating model, but also a management philosophy that emphasizes values such as adaptability, innovation, and

collaboration (Auerbach Publications, 2021). A key aspect in the context of agility is also customer focus, which means that the entire activity of the organization is focused on delivering value to recipients in the most effective way possible and tailored to their needs (Davies, 2013; Dudek, 2019; Nafei, 2016). The introduction of agile management methods requires not only structural changes, but also cultural ones, including promoting openness to change, experimentation and supporting innovative initiatives (Seifollahi and Shirazian, 2021).

The theory of an agile organization emphasizes that in today's unpredictable business environment, agility is a key factor for success. Organizations that can quickly respond to changes, introducing innovative solutions and adapting their structures, have a better chance of achieving a competitive advantage.

## **2.2 Interpersonal Relationships and Collaboration as the Foundation of Agile Teams**

Interpersonal relationships and cooperation are one of the key pillars of agile teams, whose functioning is based on mutual trust (Brown, Owens, and Bradley, 2011), open communication and shared responsibility for achieving common goals. In agile organizations, the emphasis is on creating an environment that is conducive to effective collaboration (Blickle and Heß, 2006), where interpersonal relationships play a fundamental role in decision-making processes and the execution of everyday tasks.

Unlike traditional management models, agile teams do not function based on hierarchical dependencies, but on partnership and a shared drive for success, which significantly affects the dynamics of interactions between employees (Matuszczyk and Okólski, 2023).

Collaboration in agile teams is based on the principle of mutual responsibility for work results. Each team member brings their competences, experience and knowledge to the joint project, which makes the team work more effectively than individuals working independently (Stroiska and Trippner-Hrabi, 2016).

The key here is the ability to cooperate within cross-functional teams, which combine employees with different skills and experiences, which in turn contributes to better problem solving and creating innovative solutions. This form of cooperation promotes effective task management, because each employee has their clearly defined contribution to achieving the goal, while using the support and knowledge of other team members (Awasthi and Awasthi, 2023).

Interpersonal relationships in agile teams are characterized by openness and transparency, which are key to effective collaboration. In such environments, regular meetings are promoted, such as daily stand-ups or retrospectives, which aim not only to monitor progress but also to build bonds between employees (Alshehhi,

Nobanee, and Khare, 2018). These meetings allow for an open exchange of information, which allows for faster identification of problems and making joint decisions in a more flexible manner (Sajdak, 2021).

Transparency in communication also helps build trust, which is crucial for effective cooperation. This trust is based on the certainty that each team member is acting in the best interest of the project and that openly sharing difficulties and challenges contributes to shared success (Ludvig and Kalvin, 2023).

Another important aspect is joint decision-making, which in agile teams is based on consensus and shared responsibility (Bray *et al.*, 2019). Collaboration in such a team is not about imposing decisions by management, but about striving to develop the best possible solution with the participation of all team members (Skyrius and Valentukevič, 2020).

In this way, agile organizations promote employee engagement, which leads to a greater sense of belonging and responsibility for work results. Each team member has the right to express their opinion, which promotes greater diversity in decision-making and often leads to more innovative solutions (Prange and Pinho, 2017).

Interpersonal relationships in agile teams are also characterized by a high level of empathy and mutual support (Maulana, 2021). In complex, dynamic work environments that require constant change and adaptation, it is essential that team members are able to support each other in situations of stress and pressure (Varghese and Bini, 2019).

Employees who feel supported by their coworkers are more willing to take risks and experiment, which is key to innovation. In addition, empathy in agile teams promotes better communication and resolving conflicts in a constructive way, which helps maintain a positive work atmosphere (Lima and Pacheco, 2021).

Collaboration in agile organizations is also based on continuous improvement of relationships and processes. Teams regularly evaluate their activities and try to improve both communication and forms of cooperation to increase efficiency.

Agility assumes that cooperation between employees is not static (Collins, 2013), but it changes dynamically depending on the needs of the project and external conditions. Teams that can flexibly adapt their ways of working together are more effective in achieving goals and cope better with the challenges of working in a dynamic environment (Kumkale, 2022).

In summary, interpersonal relationships and collaboration are essential elements of agile teams that allow them to function effectively in changing conditions. Openness, trust, shared decision-making, and mutual support are the foundations on which agile organizations are based, enabling teams not only to efficiently

implement projects, but also to continuously improve their processes and relationships.

### **2.3 The Importance of Self-Discipline and Time Management in an Agile Organization**

In an agile organization, self-discipline and time management play a key role as these are fundamental skills necessary to function effectively in a dynamic and often unpredictable work environment (Sherehiy and Karwowski, 2017). Agile organizational structures are characterized by decentralization, which means that employees must independently manage their tasks, make decisions about priorities, and organize their work time in such a way as to effectively achieve the goals of the team and the organization.

Therefore, self-discipline, understood as the ability to self-control and consistently perform tasks, becomes a key factor in the success of employees in agile organizations (Prieto and Talukder, 2023b).

Time management is particularly important in agile organizations, because the way of working based on iterative cycles and rapid adaptation to change requires employees to be able to plan and be flexible. Agile teams often work on multiple projects at the same time, which requires effective allocation of attention and resources between different tasks. In this context, the ability to manage time precisely becomes an indispensable element, as it allows for maximizing efficiency while maintaining the flexibility needed to quickly respond to new challenges and priorities (Rahimi and Mansouri, 2019).

Self-discipline enables employees of agile organizations to stay focused on their tasks, even in conditions of high autonomy and variability of the work environment. (Adamik, 2019; Borowski, 2021). In a situation where teams are dispersed or operate in a flexible work mode, self-discipline becomes a key factor in maintaining high productivity.

Employees who can effectively manage their time are able to deliver results within set deadlines, which has a direct impact on the efficiency of the entire team. In an agile organization, each team member has a significant impact on the achievement of goals, and their individual responsibility for the effective use of working time translates into the overall success of the organization (Cappelli and Tavis, 2018).

Time management in the context of an agile organization also includes the ability to prioritize tasks and adjust schedules to changing conditions (Chen and Siau, 2020b). Agility involves constant adaptation and adjustment to new challenges, which means that employees must be flexible in planning their work.

Skillful priority management is key here, as agile teams often work in short time cycles (so-called sprints), where each iteration requires rapid adaptation to the current needs of the project. Effective time management allows tasks to be completed within these iterations, minimizing the risk of delays and enabling teams to deliver value on an ongoing basis (Piece, 2021).

Self-discipline and time management are also essential in the context of collaborating in agile teams (Attar, Almusharraf, Alfawaz, and Hajli, 2022). This collaboration requires each team member not only to be responsible for their own tasks, but also to be involved in teamwork (Stuart and Huzzard, 2017). For teamwork to be effective, it is necessary for all team members to manage their time skillfully, to meet deadlines and support other team members. In this way, time management and self-discipline become not only individual skills, but also elements that affect the effectiveness of the entire team (Chen and Siau, 2020a).

Self-discipline also allows employees to better manage the stress that often accompanies working in agile organizations, where the pace of work is intense and expectations for results are high (Sedej and Justinek, 2021). Thanks to the skills related to effective planning and organizing work, employees can better control their work, minimizing the risk of burnout and maintaining a high level of productivity. The ability to manage time also allows for more effective avoidance of work overload, which helps maintain a work-life balance, which is important in the context of long-term efficiency (Ramadan, 2021).

In summary, in agile organizations, self-discipline and time management play a key role both at the individual and team level. Proper management of these skills allows employees not only to effectively perform their tasks but also to support other team members, which translates into the overall success of the organization. In agile structures, where flexibility and speed of action are a priority, the ability to manage time independently becomes an indispensable element of effective functioning of teams and achievement of organizational goals.

### **3. Methods and Materials**

#### **3.1 Methods**

The aim of the conducted research was to understand which aspects of personnel management are crucial in agile organizations and how these elements affect the effectiveness of the work of teams. In particular, it was examined whether specific features, such as good personal relations, avoiding aggression, striving for a common goal or self-discipline, are of significant importance for the functioning of agile teams and what correlations occur between them.

The research hypothesis assumed that elements of personnel management, such as a good atmosphere between employees, partnership, cooperation and self-discipline,

are strongly related to each other and jointly affect the success of agile organizations. The research questions concerned, among others, which aspects of personnel management are perceived as key in agile organizations, what factors have the greatest impact on team cooperation, and whether there are strong connections between individual management elements and the atmosphere and effectiveness of work in teams.

The research was conducted using a survey method from April to June 2024 on a sample of 312 respondents. In order to better understand the mutual relationships between various aspects of personnel management, correlation coefficients were calculated.

Correlation was used to examine how strong the relationships are between individual variables, for example between good personal relations and the atmosphere between employees, or between avoiding aggression and striving for a common goal. The results of these analyses allowed us to determine which elements of personnel management have the greatest impact on the success of agile organizations and how changes in one of these areas can affect others.

Calculating correlations was crucial to verify the research hypothesis and assess the extent to which individual aspects of HR management are related. This allowed us to identify the most significant factors influencing work efficiency in agile organizations and to formulate conclusions on how to best manage teams in dynamic work environments.

As part of the research, sociodemographic data were collected on the companies participating in the survey. Among the dominant industries, service companies predominated, accounting for 65.1% of the surveyed entities. In turn, 25.6% of companies conducted commercial activities, and only 9.3% of them were involved in production. Analyzing the size of employment, the largest group (23.1%) were companies employing from 0 to 9 employees. Companies with a staff of 10 to 49 employees accounted for 20.5%, and companies employing from 50 to 249 people represented 15.7% of the sample. Companies employing from 250 to 999 people accounted for 21.8%, while those with more than 1,000 employees accounted for 18.9%.

In terms of the scope of operations, the largest group of companies (36.2%) operated on international markets. Domestic operations were conducted by 30.4% of the surveyed companies, while 21.5% operated at the local level. Regional operations were conducted by 11.9% of the companies.

In turn, the analysis of the education of the respondents showed that 57.1% had higher education, while 9.3% had completed higher vocational education, and 33.7% had secondary education. In terms of age, the largest group were respondents aged 20 to 30 (48.4%).



In the age group from 31 to 40 were 12.8% of the respondents, while people aged 41 to 50 constituted 21.2% of the sample. The group of respondents aged 51 to 60 constituted 10.9%, and the oldest group, over 60, comprised 6.7% of the respondents.

### **3.2 Results**

The research aimed to assess various aspects of personnel management in an agile organization. The first element analyzed was good interpersonal relations. In this category, 17 people definitely considered that they were not characteristic of an agile organization, 25 people expressed the opinion that they rather did not, 39 people had no opinion, while 139 people considered that they rather did, and 92 people strongly agreed with this statement.

The next category was avoiding aggression, where 19 people considered that it was definitely not a characteristic feature, 10 people rather disagreed with this statement, 26 people were neutral, 113 people rather agreed, and 144 people strongly supported this statement. The pursuit of a common goal was assessed as follows: 18 people considered it to be definitely not a feature of agile organizations, 14 people expressed the opinion that it rather did not, 37 people were neutral, while 120 people considered it rather yes, and 123 people strongly agreed that the pursuit of a common goal is important.

Regarding the atmosphere between employees, 19 people expressed the opinion that it is definitely not a feature of agile organizations, 21 people rather disagreed, 49 people had no opinion, 135 people rather agreed with this statement, and 88 people strongly supported it.

Partnership and cooperation were rated similarly. 23 people stated that they were definitely not a feature of an agile organization, 24 people rather disagreed, 52 people were neutral, while 118 people stated that they were rather yes, and 95 people strongly agreed with this statement. Another aspect was searching for a common solution. In this category, 16 people stated that they were definitely not a characteristic, 23 people stated that they were rather no, 39 people had no opinion, while 119 people stated that they were rather yes, and 115 people strongly agreed with this statement.

Satisfaction of common needs was assessed as follows: 19 people strongly disagreed that it is a feature of an agile organization, 18 people expressed the opinion that it is rather not, 54 people were neutral, while 128 people considered it rather yes, and 93 people strongly agreed with this statement.

The last aspect was self-discipline and time management skills. In this category, 15 people stated that it is definitely not a feature of an agile organization, 31 people

expressed the opinion that it is rather not, 48 people were neutral, while 125 people considered it rather yes, and 93 people strongly agreed with this statement.

Table 2 presents correlations between different aspects of personnel management in an agile organization, which were discussed in Table 1. The correlation values indicate strong relationships between the individual elements. A correlation close to 1 suggests a very strong relationship, which means that changes in one aspect have an impact on others. For example, good personal relations (1) has a very high correlation with atmosphere between employees (4) at the level of 0.99, which indicates a strong relationship between these two elements. This means that improving personal relations directly affects the improvement of the atmosphere in the team.

**Table 1.** Characteristics of personnel management in an agile organization

	Definitely NOT	Rather NOT	I don't have an opinion	Rather YES	Definitely YES
Good personal relations (1)	17	25	39	139	92
Avoiding aggression (2)	19	10	26	113	144
Pursuing a common goal (3)	18	14	37	120	123
Atmosphere between employees (4)	19	21	49	135	88
Partnership and cooperation (5)	23	24	52	118	95
Finding a common solution (6)	16	23	39	119	115
Satisfaction of common needs (7)	19	18	54	128	93
Self-discipline and time management skills (8)	15	31	48	125	93

*Source:* Own study based on research.

**Table 2.** Correlation Table

	1	2	3	4	5	6	7	8
1	1							
2	0.86	1						
3	0.93	0.98	1					
4	0.99	0.84	0.92	1				
5	0.98	0.91	0.96	0.98	1			
6	0.95	0.97	0.99	0.94	0.97	1		
7	0.98	0.87	0.94	0.99	0.99	0.95	1	
8	0.99	0.88	0.94	0.98	0.99	0.96	0.98	1

*Source:* Own study based on research.

A similarly high level of correlation is seen between striving for a common goal (3) and searching for a common solution (6), where the correlation value is 0.99. This suggests that these two elements coexist and mutually reinforce each other – organizations that strongly strive for a common goal also tend to search for common solutions.

Avoiding aggression (2) also shows high correlations with other traits, for example with striving for a common goal (3) – a correlation of 0.98 indicates that where aggression is effectively avoided, striving for a common goal is more pronounced. In turn, self-discipline and time management skills (8) have very high correlations with most of the items, especially with partnership and cooperation (5) and meeting common needs (7), which may indicate that self-discipline and time management are crucial in agile organizations for effective cooperation and meeting team needs.

In general, correlation analysis suggests that all aspects of people management in agile organizations are strongly related. The highest correlations, at levels close to 1, indicate that improvement in one area can lead to improvement in others, suggesting that these elements are integral to effective people management in an agile organization.

#### **4. Discussion**

Based on the research conducted, it can be concluded that personnel management in an agile organization is based on interconnected elements that largely determine the effectiveness of the teams. First of all, it was noted that good personal relations are strongly related to the atmosphere between employees.

This indicates the important role of the quality of relationships in everyday work, which consequently affects the overall atmosphere in the organization. Improving relations between employees directly translates into better cooperation and mutual understanding in the team, which facilitates the achievement of common goals.

Avoiding aggression, one of the aspects studied, is also crucial in agile organizations. The high correlation with striving for a common goal suggests that where conflict is effectively managed and aggression is avoided, there is a stronger commitment to common goals. This type of approach creates favorable conditions for effective teamwork, which is crucial in the dynamically changing work conditions characteristic of agile organizations.

Another important finding is the relationship between partnership, collaboration, and meeting the common needs of the team. The strong links between these aspects suggest that agile organizations must place great emphasis on building partnerships among employees, which is crucial to effectively achieving shared goals.

Partnerships and collaboration foster mutual support and understanding, which ultimately leads to better meeting the needs of the team. Employees who feel supported and who work in a collaborative atmosphere are more likely to engage in problem-solving and organizational goals.

Self-discipline and time management skills turned out to be equally important, and they show high correlations with other elements. The ability to self-discipline allows employees to better manage their tasks, which affects the efficiency of the entire team. Time management, in turn, is crucial in agile organizations, where quick adaptation to changing conditions and dynamic decision-making are essential elements. The high correlation between self-discipline and other features, such as partnership or meeting the needs of the team, indicates that these aspects of personnel management are strongly related and mutually reinforcing.

In general, the research findings suggest that personnel management in an agile organization requires a holistic approach, in which various elements are strongly correlated and mutually dependent. Improving one of these elements, such as personal relations, work atmosphere, or self-discipline, can have a positive impact on other aspects of team management.

In agile organizations, it is crucial that all these aspects are harmoniously developed, which allows for effective operation and adaptation to changing market conditions. Research shows that introducing changes in one area can result in a positive impact on the entire team, which confirms the importance of interdependencies between different aspects of personnel management.

## **5. Conclusions and Limitations**

### **5.1 Conclusions**

Based on the research results, several recommendations can be made for companies that want to effectively manage personnel within an agile organization. First of all, it is necessary to pay attention to the need to invest in building and maintaining good personal relationships. The research results indicate that positive relationships between employees are crucial for the work atmosphere and effective cooperation. Companies should therefore create interpersonal support programs that promote understanding, empathy, and open communication in teams, which directly affects the increase in employee engagement and motivation.

Another area that requires attention is avoiding aggression in the workplace. Implementing policies and procedures that effectively minimize conflict and promote constructive problem-solving methods is crucial to maintaining cohesion in the organization.

Mediation and emotion management training can help employees effectively deal with difficult situations, which promotes better team functioning. Agile organizations that effectively eliminate aggression create an environment that is conducive to innovation and cooperation.

Companies should also place a strong emphasis on working towards a common goal. Studies have shown that well-coordinated teams with clearly defined goals and values achieve higher levels of productivity. In this context, it is recommended to introduce mechanisms that support transparency and regular communication about the organization's strategic priorities. Setting common goals at the level of teams and individual employees can lead to better synchronization of activities and increased commitment at all levels of the organization.

Strengthening partnerships and collaboration between employees is another key element of effective management in agile organizations. It is necessary to create space for mutual exchange of knowledge and experience and promote attitudes based on trust and partnership.

Mentoring programs and cross-functional project teams can contribute to closer cooperation and better use of intellectual resources within the organization. Companies should also take care of appropriate tools supporting collaboration, such as communication platforms or project management tools that facilitate teamwork and information exchange.

Based on the research results, it can also be stated that agile organizations must pay special attention to self-discipline and time management skills among employees. Therefore, it is recommended to organize training in time management, which will help employees better plan their tasks and priorities. It is also important for organizations to have a culture of trust, where employees have the freedom to make decisions independently and carry out tasks in a way that best suits their work style. Such an approach promotes not only higher efficiency, but also satisfaction with the duties performed.

In summary, companies that want to effectively manage staff in an agile way must attach importance to building a good atmosphere, eliminating aggression, strengthening cooperation and supporting individual time management skills. An integrated approach to these elements allows not only to increase the effectiveness of the organization, but also to create a working environment that is conducive to innovation and continuous development.

Based on the obtained results and conclusions from the conducted research, several potential directions for future research can be indicated, which will allow for further deepening of knowledge on personnel management in agile organizations. One possible research area is further analysis of the influence of organizational culture on the effectiveness of agile management practices.

Although research shows that good personal relations and avoiding aggression play a key role, it would be interesting to examine how different models of organizational culture, for example based on hierarchy or adhocracy, can influence the adoption of agile management methods. Such research could provide valuable information on how to adapt agile practices in different cultural contexts.

Another direction for future research could be a more detailed analysis of individual employee characteristics and their impact on the success of agile teams. Previous studies have focused mainly on general aspects of team management, but it is worth paying attention to the diversity of individuals, for example in terms of their level of self-discipline, ability to work in a team, or openness to change. Research on personal competencies, such as emotional intelligence or adaptability, could shed more light on which personality types function best in agile organizational structures. This could also allow for better matching of management strategies to the individual needs of employees.

Another important direction for future research could be the analysis of the long-term impact of agile management methods on business results. Current research provides insight into the short-term effects of implementing agile practices, such as improving the work atmosphere or increasing employee engagement, but there is a lack of data on how these practices affect the long-term development of the organization, innovation, or the ability to survive in changing market conditions.

This type of analysis could provide valuable information on the durability and effectiveness of agile strategies in the context of changing market challenges.

Future research could also focus on the role of new technologies in supporting agile HR practices. The development of digital tools such as artificial intelligence, project management platforms, and automated data analysis systems can significantly change the way agile teams function.

Research in this area could include an assessment of how these technologies can support, and perhaps even modify, traditional agile practices, and how they can contribute to even greater team effectiveness in dynamic conditions.

Another interesting area of research is the impact of globalization on agile organizations, especially in the context of managing geographically dispersed teams. More and more organizations operate in hybrid or fully remote models, which creates new challenges related to coordinating work, building trust, and collaborating remotely.

Future research could focus on analyzing how agile practices are adopted in international teams and what strategies may be most effective in dealing with cultural differences, communication barriers, and time zone differences.

Another interesting area for further research is the impact of agile management on employee mental health. Agile organizations are often characterized by high work pace and high flexibility, which can lead to increased stress and pressure on employees. Future research could investigate how agile work environments can be designed to be both effective and conducive to employee mental well-being, which could prevent burnout and promote long-term engagement.

Finally, an interesting direction for future research may also be the analysis of the impact of agile management methods on the development of leaders. Agile organizations require specific competencies from leaders, such as the ability to build commitment, delegate tasks, and flexibility in decision-making. Future research could focus on how to develop these competencies and which leadership models work best in agile structures. Analyzing the impact of agility on leadership styles could also help create more adaptive management models that meet the needs of modern organizations.

In conclusion, future research on personnel management in agile organizations can focus on various aspects, such as the influence of organizational culture, technology, globalization, and mental health. This research can not only provide valuable advice for management practitioners, but also contribute to the further development of agile management theory and its practical applications.

## **5.2 Limitations**

The limitations of the research resulted from several factors that could have influenced the obtained results and their interpretation. First, the research sample, although relatively broad, was not fully representative of all sectors of the economy, which may limit the possibility of generalizing conclusions to the entire population of enterprises. The dominance of service companies and the limited number of manufacturing companies may lead to a certain distortion of the image of agile personnel management in various industries.

Another limitation was that the study was based on a survey, which was based on the self-assessment of respondents. There is a risk that the subjective feelings of participants could have influenced the answers, which introduces potential inaccuracies in the interpretation of the results. In addition, the use of a survey limits the possibility of exploring more complex phenomena and relationships that could be better captured using qualitative methods, such as interviews or observations.

Another limitation was the structure of the study sample in terms of the size of the companies and the number of employees, where a significant part of the companies had a limited scale of operations, which could have influenced the specific way of managing personnel in smaller organizations.

Also, the time of conducting the study, limited to a period of several months, could not have taken into account long-term changes in personnel management, especially in the context of dynamically changing market conditions. Finally, it cannot be ruled out that certain external factors, such as the economic situation or changes in legal regulations, could have influenced the respondents' answers, which may lead to an incomplete picture of the analyzed phenomena.

## 6. Conflicts of Interest

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

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