The Impact of Remote Work on Shaping Agility Attributes

Submitted 10/10/24, 1st revision 25/10/24, 2nd revision 01/11/24, accepted 15/11/24

Damian Kocot[1], Katarzyna Olejko[2], Monika Bednarczyk[3], Artur Kwasek[4], Aleksandra Wentkowska[5], Hubert Gąsiński[6]

Abstract:

Purpose: The aim of the article is to analyze the impact of remote work on key attributes of organizational agility, such as flexibility, the ability to manage multiple projects, physical and mental resilience, and the ability to manage stress. The study aims to understand to what extent remote work supports the development of these characteristics, which are necessary for effective functioning in a dynamic environment.

Design/Methodology/Approach: The study was conducted using a survey method on a sample of 740 respondents who assessed the impact of remote work on individual agility attributes. The responses were analyzed in terms of their compliance with the thesis, and the dominant responses were calculated to identify the most common trends.

Findings: The results indicate that remote work promotes the development of independence from supervision, flexibility and stress management, while the impact on physical resilience and health proactivity is moderate. Significant correlations were found between flexibility and the ability to multitask, as well as between mental resilience and work-restoration balance.

Practical Implications: Understanding the impact of remote work on agility attributes can help organizations adapt their remote team management strategies to more effectively support the development of key employee competencies. Organizations can implement activities that support autonomy, flexibility, and mental health, which are important for maintaining effectiveness in a volatile environment.

Originality/Value: The article makes a novel contribution to the literature on organizational agility by analyzing specific aspects of agility in the context of remote work. The study provides a valuable theoretical and practical basis that can support the development of

---

[1]*Ph.D., University of Economics in Katowice, Poland,*
ORCID: 0000-0001-9240-857X, e-mail: damian.kocot@ue.katowice.pl;
[2]*Ph.D., University of Economics in Katowice, Poland,*
ORCID: 0000-0003-2093-8269, e-mail: katarzyna.olejko@uekat.pl;
[3]*Ph.D., Jacob of Paradyż Academy in Gorzów Wielkopolski, Poland,*
ORCID: 0000-0002-0257-6279, e-mail: mbednarczyk@ajp.edu.pl;
[4]*Ph.D., University of Technology and Economics, Warsaw, Poland,*
ORCID: 0000-0003-4386-1444, e-mail: artur.kwasek@uth.edu.pl;
[5]*Prof., University of Silesia, Poland,*
ORCID: 0000-0001-7631-2615, e-mail: aleksandra.wentkowska@us.edu.pl;
[6]*Ph.D., WSB Merito University in Poznan, Poland,*
ORCID: 0000-0002-5226-4468, e-mail: hubert.gasinski@warszawa.merito.pl;

remote strategies in agile organizations and introduce innovative solutions for managing virtual teams.

1. Introduction

Remote work, which is one of the most important trends in contemporary work organization, has gained importance as a result of social, technological and economic changes, and its popularity has increased rapidly in the wake of global events that forced organizations to look for alternative models of operation. In the face of this revolution, the way organizations function has undergone significant transformations, and the traditional approach to team management and task implementation has undergone a thorough revision.

Remote work, however, is not only a change in the work environment; it also causes the need to adapt key competencies of employees and requires them to develop the so-called agility attributes. Organizational agility, understood as the ability of an organization to quickly and flexibly adapt to changing conditions, has gained particular importance in the remote model, where adaptability and independence are the foundation of professional effectiveness (Rahimi and Mansouri, 2019).

Given the growing role of remote work and the need to develop organizational agility, the research topic is becoming extremely important, as it allows for an in-depth understanding of the relationship between the modern work model and the features that determine the organization's ability to function in a dynamic environment.

Studying the impact of remote work on selected agility attributes, such as the ability to work on several projects, flexibility, mental and physical resilience, stress management and work-restoration balance, is crucial for the development of knowledge in the field of virtual team management.

In order to remain competitive, modern organizations must rely on employees who can function efficiently without direct supervision, are ready to quickly adapt to changes and can effectively cope with stress in diverse conditions (Attar, Almusharraf, Alfawaz and Hajli, 2022).

The aim of this study is to analyze the impact of remote work on the development of selected agility attributes that allow organizations to adapt to unpredictable market conditions. By examining these relationships, it is possible to create a solid theoretical and practical foundation for team management activities in a virtual environment, which is a novel contribution to the literature on organizational agility.

The article is distinguished by its innovative approach, as it focuses on the analysis of specific agility features in the context of remote work, while providing up-to-date information on how the modern work model affects key employee competencies. This type of research can provide valuable support for organizations striving to implement a remote work strategy, helping them build teams that are both effective and flexible, which is crucial in an era of dynamic market changes.

2. Literature Review

2.1 Agility Attribute Characteristics

Agility attributes are key characteristics and skills that allow organizations and their employees to effectively respond to dynamic and unpredictable changes in the business environment. Agility, as the ability to adapt, encompasses both the flexibility to adapt to new conditions and a proactive approach to challenges encountered. These attributes can be seen as the foundation on which an organization's ability to innovate, make decisions quickly, and remain competitive is built (Attar, Almusharraf, Alfawaz and Hajli, 2022).

The ability to work on several projects at the same time is one of the key attributes of agility, especially in the context of remote and hybrid work. It requires employees not only to be able to organize their time and resources, but also to be able to switch between different tasks without losing quality and efficiency of work. Such multitasking allows for quick response to emerging priorities and better resource management in situations requiring flexibility (Sherehiy and Karwowski, 2017).

Performance in changing conditions is another key aspect of agility, as it allows an organization to continually adapt to new challenges. The ability to maintain efficiency despite time pressures or unexpected obstacles demonstrates a high level of agility. This flexibility is especially valuable in industries that are subject to rapid change, such as information technology, finance, or trade, where adaptation is essential to maintaining a competitive advantage (García-Granero, Piedra-Muñoz and Galdeano-Gómez, 2020).

Flexibility in adapting to new requirements is another important attribute that allows for effective change management and the ability to take on new roles or tasks that were not previously part of employees' daily duties. This attribute of agility requires openness to learning, willingness to acquire new skills, and a proactive approach to encountered difficulties.

Flexible people often have a positive attitude to change, which allows them to function effectively in an unstable work environment (Seifollahi and Shirazian, 2021).

Independence from direct supervision is an attribute of agility that is particularly important in remote work, where employees often have to make decisions on their own and organize their work without constant support from a supervisor. This independence allows for greater autonomy, which can contribute to increased innovation and employee engagement, while eliminating the need for constant monitoring of their activities.

Organizations that develop this attribute among employees gain teams that are able to make decisions quickly and respond to changes without the need for consultation at every stage of task implementation (Sedej and Justinek, 2021).

Physical and mental resilience to change also play a key role in organizational agility. Employees who can cope with stress, pressure, and sudden changes are more effective in dynamic work environments. Physical resilience helps maintain health and efficiency, even in the face of intense work, while mental resilience supports the ability to make rational decisions and maintain focus in crisis situations. Resilient employees are a strong link in an organization, allowing it to survive and adapt in difficult conditions (Rosario and Raimundo, 2021).

Stress management is another attribute that supports the ability to remain calm and composed in a dynamic environment. Effective stress management allows employees to maintain productivity and make good decisions despite unfavorable external conditions. Agile organizations often focus on supporting employees in stress management techniques, which allows for reducing the negative effects of long-term stress and increasing resistance to pressure (Seifollahi and Shirazian, 2021).

Work-life balance is an important aspect of agility, enabling employees to effectively manage their time and energy. Maintaining a work-life balance supports the ability to recover, which is key to long-term performance and job satisfaction. Employees who have the opportunity to rest and take care of their mental and physical health are more effective and better equipped to cope with the demands of their work. This balance is especially important in remote work, where the boundaries between work and life can blur (Rahimi and Mansouri, 2019).

Proactivity in health and physical activity is another important attribute of agility, because people who take care of their health and physical fitness are more resilient and better able to cope with the demands of work. Regular physical activity and health care support not only physical efficiency, but also the ability to concentrate and manage stress.

Organizations that support proactivity in health can gain more effective and motivated employees, ready to take on professional challenges (Rosario and Raimundo, 2021).

These attributes of agility support organizations in adapting to a dynamic environment, enabling them to respond quickly to changes and take advantage of emerging opportunities. A high level of agility allows organizations to better adapt to the market, innovate, and build a sustainable competitive advantage.

2.2 The Specifics of Remote Work

Remote work is characterized by a unique specificity that goes beyond traditional organizational frameworks, changing the way people perform their professional duties. Unlike stationary work, remote work transfers professional processes and relationships to the virtual space, which significantly affects the organizational structure, team dynamics and individual approach to task implementation.

One of the key elements of the specificity of remote work is the need for flexible time management and responsibility for independent performance of assigned duties. The lack of direct supervision requires employees to have a high level of self-discipline and efficiency in managing their own time, which is important for maintaining efficiency in a diverse work environment (Routledge, 2020).

Remote work, by allowing employees to complete their tasks in an environment that is convenient for them, also redefines the boundaries between work and private life. In a remote space, employees often gain more autonomy, which gives them the opportunity to flexibly adjust their working hours to their daily non-work obligations.

However, the lack of a clear boundary between work and rest time can lead to difficulties in maintaining life balance, which requires organizations to support in establishing policies that help employees maintain a healthy balance between work and private responsibilities. At the same time, the flexibility provided by remote work allows organizations to adapt to different time zones and global structures, which significantly increases their ability to operate in international markets (Rahimi and Mansouri, 2019).

Thanks to the use of technology enabling remote collaboration, remote work forces new ways of communicating and coordinating activities. Digital tools such as communication platforms, project management systems and applications supporting collaboration are crucial for the efficient functioning of geographically dispersed teams.

These tools allow for a constant flow of information, but they also require employees to adapt to new communication standards and get used to more frequent

written and asynchronous communication. Remote work is not limited to performing tasks outside the office; it completely transforms the way employees work together, which affects the dynamics of professional relationships and the way teams are built. In order for teams to function effectively, it is necessary to implement agile strategies that allow for quick response to changes and ongoing adaptation of the way of communicating to the needs of the organization (Sajdak, 2021).

The specifics of remote work mean that organizations need to be more aware of the mental and physical health of employees, as social isolation, lack of daily interactions, and the monotony of working in one environment can affect the well-being and engagement of teams.

Therefore, a key aspect of remote work organization is creating space for building relationships and an atmosphere of cooperation, even if it is done only virtually. Remote work, although it gives a sense of greater independence, can lead to a sense of isolation, which emphasizes the importance of regular team meetings and online integration activities aimed at strengthening the bonds between team members. Building a sense of belonging is crucial to avoid distraction and lack of cohesion in the pursuit of common goals (Prieto and Talukder, 2023).

Another aspect characteristic of remote work is the increased importance of measuring results and achievements, which in the traditional work model could be more easily observed and assessed by direct supervision. In remote work, efficiency is often measured based on the implementation of tasks and results, which leads to a change in the organizational approach to a more result-oriented one.

Such a work model forces organizations to implement clear performance indicators and metrics in order to efficiently assess employee achievements and make decisions regarding resource allocation (Nath and Agrawal, 2020).

Remote work is also characterized by high adaptability to changes in the environment, which allows organizations to easily scale teams and adapt to seasonal or sudden increases in demand for specific skills. This allows organizations to flexibly plan human resources and efficiently respond to market needs.

However, the remote nature of work also brings challenges related to maintaining a coherent organizational culture and uniform work standards in distributed teams, which requires a thoughtful approach to management and strong leadership based on communication, transparency, and trust (Munodawafa and Johl, 2019).

The specificity of remote work also involves the need for technological adaptation and appropriate information security management, because the virtual work environment requires appropriate security solutions. Organizations must invest in data protection technologies , implement privacy protection procedures, and ensure information security to minimize the risk of leaks or cyberattacks, which is a key

element of management in the context of remote work (Luo, Ren, Cao and Hong, 2020).

Remote work is not only an alternative work model, but also requires organizations to implement many changes in terms of human resources management, technology and communication to ensure consistency, efficiency and safety.

2.3 Remote Work and Agility Attributes

Remote work, as a modern model of work organization, significantly influences the formation and development of agility attributes that enable effective functioning of individuals and teams in changing and dynamic conditions. Organizational agility in the context of remote work becomes an indispensable resource that allows organizations not only to survive but also to thrive in the face of frequent changes, unstable markets and growing customer demands.

In this model, agility attributes such as the ability to work on several projects at the same time, the ability to be effective in changing conditions, flexibility, physical and mental resilience, stress management and the ability to maintain a balance between work and regeneration gain particular importance (Mrugalska and Ahmed, 2021).

The ability to work on multiple projects simultaneously becomes extremely important in a remote environment, which often requires the simultaneous completion of various tasks without direct support or supervision (Chen and Siau, 2020). In remote work conditions, employees must demonstrate the ability to multitask, which is conducive to increased productivity and better time management.

Individuals who are able to work on several projects can more flexibly adjust their resources and priorities, which is a key element of agility. This ability requires not only appropriate technical competences, but also self-discipline and the ability to quickly switch between different tasks, which allows for the effective implementation of organizational goals even in unstable working conditions (Kurnia and Chien, 2020).

Efficiency in changing conditions becomes crucial, as the remote environment fosters rapid and unexpected changes, both in terms of processes and expectations. Agile organizations strive to ensure that their employees can operate efficiently despite pressure, volatility, and uncertainty, which means the need for constant development and adaptation.

In remote work, this ability is based on the ability to quickly reorganize priorities and dynamically adapt to new guidelines, which allows maintaining a constant level of efficiency even in a situation of instability. The ability to work efficiently in such conditions is not only an expression of agility, but also evidence of the efficient use of time and resources (Jones and Adam, 2023).

Flexibility in adapting to new requirements is becoming an attribute that is particularly important for remote workers, who must respond to changing circumstances, quickly adapt to new tasks or roles, and implement new technologies or processes.

In remote work, this flexibility is the basis for adaptability, which allows employees to operate efficiently in an environment that changes frequently and allows the organization to respond quickly to market needs. Flexible people can break patterns and respond quickly to new situations, which significantly increases their value for agile organizations (Joiner, 2019).

Independence from direct supervision is a feature that takes on particular importance in a remote environment, as it requires employees to have a high level of autonomy and the ability to make decisions independently. In remote work, the lack of constant physical supervision requires employees to be able to independently manage tasks and be responsible for fulfilling their duties without the need for constant reporting or consultation.

Agile organizations rely on employees who can independently organize their work, which allows for flexible and quick adaptation to changing conditions and effective implementation of assigned tasks (He and Harris, 2021).

Physical and mental resilience to change is another key aspect of agility that is gaining importance in remote work, especially in the context of dynamic, often unpredictable working conditions. Physical resilience allows employees to maintain performance despite challenges that may result from intensive work, changing schedules or sudden tasks.

In turn, mental resilience allows for survival and adaptation in stressful situations, allowing employees to make rational decisions despite pressure and tension. The ability to remain calm and focused on organizational goals, even in difficult conditions, is one of the pillars of agility and ensures operational stability (Gao, Zhang, Gong and Li, 2020).

Stress management, as an important attribute of agility, is essential in a remote work environment where employees may be exposed to prolonged pressure and challenges resulting from working in isolation. A remote environment that requires frequent switching between tasks and time management can increase stress levels, which requires coping skills. A high level of stress management allows individuals to remain productive and engaged in dynamic conditions, which is crucial for maintaining the operational stability of the organization (Fiddler, 2017).

Work-rest balance is a fundamental element of agility in remote work, where the boundaries between work and private life can be blurred (Chen and Li, 2021). The

ability to plan rest and recovery supports long-term employee effectiveness and their ability to adapt to changing work demands.

Agility in the context of work-rest balance allows individuals to efficiently use energy resources, which supports not only their physical and mental health, but also their overall performance and readiness to take on new challenges (Alshehhi, Nobanee, and Khare, 2018).

Proactivity in terms of health and physical activity, as an attribute of agility, is especially important in remote work, where daily activity may be limited. The ability to take care of one's health and engage in regular physical activity helps maintain high energy levels and resilience, which is essential for professional performance. Proactivity in terms of health is an important element of agility, allowing employees to cope more effectively with professional demands and supporting their long-term adaptability (Awasthi and Awasthi, 2023).

Remote work is therefore a dynamic model that not only changes the way tasks are performed, but also requires intensive development of key agility attributes to ensure stability, efficiency and the ability to quickly respond to changing professional challenges. Agility in remote work is becoming a strategic resource that determines the success of an organization in a modern and unstable business environment (Brown and Jones, 2018).

3. Methods and Materials

3.1 Methods

The aim of the research was to examine the impact of remote work on selected attributes of organizational agility, such as the ability to work on several projects simultaneously, flexibility, physical and mental resilience, stress management, independence from supervision, and proactivity in terms of health and physical activity. The research was aimed at determining whether and to what extent remote work affects the development of these key features that support the effectiveness and adaptability of the organization in a dynamically changing work environment.

The research hypothesis assumed that remote work has a positive impact on the development of agility attributes, in particular independence, multitasking skills, and stress management.

Research questions were formulated to help verify this hypothesis. The basic research questions concerned whether remote work affects the development of each of the analyzed agility attributes and which of these features show the strongest correlation with remote work.

The research was conducted using a survey method in April-May 2024 on a sample of 740 respondents. Respondents answered questions about the impact of remote work on individual agility attributes, assessing how much the form of work affects their skills and characteristics important in agile organizations. In the data analysis, the mode for each attribute was calculated to determine the most common answers in individual categories.

3.2 Results

The study aimed to assess the impact of remote work on various attributes of organizational agility. Table 1 presents the distribution of respondents' answers in five categories: definitely not, rather not, not important, rather yes and definitely yes, for each of the analyzed agility attributes.

Table 1. *The impact of remote work on agility attributes*

	Definitely NOT	I don't think so	Doesn't matter	Probably YES	Definitely YES
Ability to work on several projects simultaneously (1)	125	153	258	119	85
Work efficiency in changing conditions (2)	110	126	233	183	88
Flexibility in adapting to new requirements (3)	169	148	317	69	37
Independence from direct supervision (4)	144	156	313	81	46
Physical resilience in the long term (5)	137	161	220	142	80
Mental resistance to change (6)	91	107	195	194	153
Stress management in a dynamic environment (7)	118	149	248	138	87
Work-Recreation Balance (8)	87	93	213	196	151
Proactivity in health and physical activity (9)	178	125	224	117	96

Source: *Own study based on research.*

In the case of "ability to work on several projects at the same time", the highest number of respondents (258) considered that remote work has no impact on this skill, while a relatively small number (85) declared that remote work has a definitely positive impact on this ability. The analysis of "work efficiency in changing conditions" shows that 233 respondents considered that remote work has no impact on their productivity, but a significant number (183) considered that remote work has a rather positive impact on their productivity.

Another attribute, "flexibility in adapting to new requirements", was also largely considered to be independent of remote work conditions (317 respondents). A small percentage of respondents indicated a positive impact of remote work on this feature, as illustrated by the answers in the categories rather yes (69) and definitely yes (37). "Independence from direct supervision" is another analyzed aspect, in which the answers suggesting that remote work is not important predominated (313 answers). Only 46 respondents considered that remote work definitely promotes independence, which suggests that this aspect of work is not necessarily related to the form of its performance.

In terms of "physical resilience in the long term", the responses also indicate a dominance of no impact (220 responses), although a certain group of respondents considered that remote work has a rather positive impact on this aspect (142 responses), and 80 people declared that the impact is definite. The attribute "mental resilience to changes" shows a relatively even distribution, although the largest number of people indicated a rather positive impact of remote work (194) and a definite impact (153), which may suggest that remote work supports mental resilience to a greater extent in the context of change.

In the case of "stress management in a dynamic environment", the distribution of responses suggests that remote work is not important for the majority (248 responses), although a number of respondents (138 and 87) for rather yes and definitely yes, respectively) indicated a positive impact of remote work on the ability to cope with stress. For the attribute "work-rest balance", a relatively high number of positive responses is noticeable, with a predominance of rather yes (196) and definitely yes (151), which suggests that remote work may promote a better work-rest balance.

The last attribute analysed, "proactivity in terms of health and physical activity", shows that for the majority, remote work does not affect this aspect (224 responses), although a number of people indicated a positive impact in the categories rather yes (117) and definitely yes (96).

These data provide a general picture of the impact of remote work on various agility attributes, but require further analysis to draw conclusions regarding the relationships between the form of work and the development of characteristics relevant to organizational agility.

Table 2 presents correlation coefficients between the individual agility attributes described in Table 1, showing the interrelationships between these attributes in the context of remote work. Strong correlations, close to 1, indicate a high level of interdependence between the attributes, while lower values suggest weaker or moderate relationships.

The strongest correlation is between "ability to work on several projects simultaneously" (1) and "independence from direct supervision" (4), suggesting that greater ability to work on multiple tasks is highly correlated with independence. In addition, the strong correlation between these attributes and "flexibility in adapting to new demands" (3) and "work performance in changing conditions" (2) indicates that people who are more independent and flexible tend to cope better with the demands of a changing remote work environment.

Table 2. *Correlation table*

	1	2	3	4	5	6	7	8	9
1	1								
2	0.82	1							
3	0.95	0.67	1						
4	0.98	0.73	0.99	1					
5	0.95	0.85	0.90	0.93	1				
6	0.36	0.73	0.12	0.20	0.29	1			
7	0.98	0.90	0.90	0.94	0.96	0.47	1		
8	0.43	0.77	0.22	0.29	0.35	0.99	0.54	1	
9	0.85	0.63	0.95	0.91	0.81	0.11	0.80	0.22	1

Source: *Own study based on research.*

Also interesting is the strong correlation between "stress management in a dynamic environment" (7) and other attributes, such as "physical resilience in the long term" (5) and "independence from direct supervision" (4). This may suggest that the ability to cope with stress is related to physical resilience and the ability to work independently without constant supervision. High values of the correlation coefficient between these variables (above 0.9) indicate significant relationships that may affect the quality of remote work and the level of agility in the organization.

"Mental resilience to change" (6) and "work-rest balance" (8) show a high correlation between each other (0.99), which may suggest that more mentally resilient people are also better prepared to maintain a work-rest balance, which may be an important aspect of agility in remote work. In turn, the moderate correlation between "proactivity in terms of health and physical activity" (9) and other attributes indicates that this aspect of agility is more individual in nature and less dependent on other characteristics related to remote work, although it shows some associations with flexibility (0.95) and independence (0.91).

These results indicate significant interdependencies between key attributes of agility in the context of remote work, especially in terms of autonomy, flexibility and stress management, which may be important for designing appropriate work strategies and developing agility in remotely operating organisations.

4. Discussion

The conclusions from the conducted research indicate significant relationships between agility attributes and the impact of remote work on their development and functioning. Analysis of the correlation results suggests that remote work affects key features such as the ability to work on multiple projects simultaneously, flexibility in adapting to new requirements, independence from supervision, stress management, and physical and mental resilience.

The observed high correlation between the ability to work on several projects and independence from direct supervision may indicate that remote work is conducive to developing the ability to organize work independently. In the context of agile organizations, this means that people working remotely become more independent and gain greater autonomy in carrying out tasks, which allows for the simultaneous management of various projects without the need for constant supervision.

Such a situation may be beneficial for organizations that promote multitasking and require flexibility and independence from employees. This independence is also strongly related to the flexibility in adapting to new requirements, which suggests that remote work may facilitate faster adaptation to changes, which is an important attribute of agility.

Research also shows that mental resilience and the ability to manage stress are strongly associated with levels of physical and mental resilience, indicating that people who are more physically and mentally resilient are better able to cope with the challenges of a dynamic remote work environment.

The significant correlation between stress management and independence from direct supervision further suggests that remote workers who are more independent can better control their stress levels resulting from working in remote conditions, which is important for maintaining organizational agility. This approach can help build more resilient teams that are able to function effectively in changing conditions and minimize the impact of stress on work outcomes.

The significant correlation between work-life balance and mental resilience suggests that remote work promotes better work-life balance, which in turn improves employee mental health. Employees who have the flexibility to manage their time can better plan their work and rest periods, allowing them to recover effectively.

The ability to recover is key to maintaining long-term agility, as it supports the ability to quickly adapt and cope with the demands of remote work. Remote work appears to promote proactivity in physical health, which is important for maintaining high performance and agility.

Despite clear relationships between some attributes, proactivity in terms of health and physical activity is relatively weakly associated with other agility attributes. This suggests that taking care of physical health and undertaking health-promoting activities may be a more individual matter, less dependent on other characteristics related to remote work.

This may indicate the need for additional support for employees in this regard through programs promoting a healthy lifestyle, which could positively affect their long-term effectiveness and agility.

Research suggests that remote work significantly supports the development of many key agility traits, such as multitasking, flexibility, mental and physical resilience, and the ability to manage stress independently. However, the relationships between individual attributes and the impact of remote work vary depending on the attribute's characteristics.

Organizations that want to support employee agility in remote settings should therefore pay attention to appropriately adapting their human resources management strategies to the specifics of remote work and supporting both employee autonomy and their adaptability.

5. Conclusions

It is recommended that companies supporting remote work focus on developing key attributes of agility in their employees, such as independence, flexibility, stress management, and mental and physical resilience. First, it is worth creating a work environment that promotes autonomy and multitasking. To this end, employees should be provided with the necessary digital tools and training to effectively manage several projects simultaneously without the need for constant supervision.

The organization should also consider implementing mentoring and coaching programs that will allow employees to develop the skills of independent decision-making and adapt to changing conditions. In the context of flexibility, it is worth ensuring appropriate procedures and work rules that will allow for quick response to changing business requirements, while minimizing excessive stress associated with the need to constantly adapt.

Developing clear guidelines and communication policies that allow for transparent and rapid transfer of information is key to maintaining work flow and eliminating uncertainty. Introducing regular meetings and updates will allow employees to track progress and understand how their work contributes to the achievement of the organization's goals.

Companies should pay special attention to stress management among remote workers. It is recommended to implement psychological support programs and stress

management training sessions to help employees cope with the demands of a dynamic work environment. Considering flexible working hours and allowing rest between tasks can help reduce stress levels and improve productivity.

It is also important for organizations to promote work-life balance, especially in the context of remote work. Consider introducing digital detox policies that allow employees to switch off from work after working hours to help them regenerate. These activities should be supported by leaders and managers so that the organizational culture promotes a healthy balance between work and rest.

At the same time, although taking care of physical health can be an individual matter, it is advisable for companies to support employees' proactivity in terms of health and physical activity. Organizing health workshops, providing resources on healthy lifestyles or discounts on sports activities can contribute to increased engagement and productivity.

Such an approach can help shape the long-term physical resilience of employees, which is especially important in remote work, where there is a lack of daily activity related to commuting to the office and moving around the workplace.

Finally, companies should systematically monitor the agility of their employees and implement changes based on regular analysis and research. Considering the needs of employees and responding to the challenges of remote work will allow organizations to flexibly adjust their management strategies, thus increasing the level of agility and work efficiency in the long term.

Future research directions may focus on a deeper understanding of the long-term impact of remote work on organizational agility, especially in the context of dynamic changes in the economy and labor market. It is worth considering conducting longitudinal studies that will allow monitoring changes in agility attributes in the same groups of employees over a longer period of time to better assess the durability of the impact of remote work.

Another important area is to analyze specific industries or sectors to determine whether the impact of remote work on agility varies depending on the characteristics of the business. This can allow for better adjustment of management strategies to the specific needs of each sector. It is also worth conducting research on cultural differences and their impact on the effectiveness of remote work and the development of agility to understand how cultural diversity affects the results of remote work in international organizations.

Another interesting research direction is to analyze how different technologies supporting remote work, such as project management tools, communication platforms or artificial intelligence, can influence the development of specific agility attributes. It is also possible to examine the impact of hybrid work models on agility

compared to fully remote and stationary models, which would allow for a more comprehensive understanding of the effects of different forms of work organization.

Considering the impact of psychological and health factors, such as technology fatigue, loneliness, and burnout, on the ability to adapt to a remote work environment can be an important contribution to agility research.

Finally, future research could include an analysis of intergenerational differences in adaptation to remote work, which could help organizations adapt their approach to managing diverse teams to support agility for all employees, regardless of age or professional experience.

6. Limitations

The limitations of the study included several important aspects that may affect the interpretation of the obtained results. First, the use of a survey method may introduce limitations resulting from the subjective nature of the respondents' answers.

The study relied on self-assessment of agility attributes, which could lead to distortions resulting from individual attitudes, moods, and different interpretations of the questions. The value of the answers could also be limited by the different levels of engagement of the participants and their motivation to provide honest answers.

The 740-respondent sample, while relatively large, may not reflect the full picture of the population, especially in the context of the specific industries or sectors in which the respondents operate. The results could have been different if the study had been conducted on a more diverse sample in terms of industry or culture.

Another limitation was the one-time nature of the study, which was conducted over a specific period (April-May 2024). The lack of longitudinal analysis prevents assessment of the long-term impact of remote work on agility attributes, and therefore limits the ability to capture dynamic changes in these traits in response to changing working conditions.

Another limitation is the exclusive focus on remote work, which does not allow for a comparison of the impact of different work models, such as hybrid or fully stationary work, on agility attributes.

Also, the lack of analysis of the impact of various technologies used in remote work may be a significant limitation, as the tools and work systems used may have different impacts on employee agility. Future studies could include more variables to obtain a more complete picture of the impact of remote work on organizational agility in different contexts.

7. Conflicts of Interest

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

References:

Alshehhi, A., Nobanee, H., Khare, N. 2018. The impact of sustainability practices on corporate financial performance: Literature trends and future research potential. Sustainability, 10(2), 494.

Attar, R.W., Almusharraf, A., Alfawaz, A., Hajli, N. 2022. New Trends in E-Commerce Research: Linking Social Commerce and Sharing Commerce: A Systematic Literature Review. Sustainability, 14(23), 16024. https://doi.org/10.3390/su142316024.

Awasthi, K., Awasthi, S. 2023. Green computing: A sustainable and eco-friendly approach for conservation of energy (A contribution to saving the environment). In: S. Awasthi, G. Sanyal, C.M. Travieso-Gonzalez, P. Kumar Srivastava, D.K. Singh, R. Kant (Eds.), Sustainable Computing: Transforming Industry 4.0 to Society 5.0 (pp. 319-333). Springer International Publishing. https://doi.org/10.1007/978-3-031-13577-4_19.

Brown, K., Jones, L. 2018. The Impact of Decision-Making Speed on Organizational Agility. Journal of Applied Psychology, 123(2), 345-355.

Chen, X., Siau, K. 2020. Business Analytics/Business Intelligence and IT Infrastructure: Impact on Organizational Agility. Journal of Organizational and End User Computing. https://doi.org/10.4018/joeuc.2020100107.

Chen, Y., Li, X. 2021. The Role of Organizational Agility in Managing the COVID-19 Pandemic: A Case Study of Two Chinese Hospitals. International Journal of Environmental Research and Public Health, 18(1), 70. DOI: 10.3390/ ijerph 18010070.

Fiddler, E. 2017. Selected aspects of organizational agility. SIGMA-NOT Publishing House. https://doi.org/10.15199/48.2017.12.2.

Gao, P., Zhang, J., Gong, Y., Li, H. 2020. Effects of technical IT capabilities on organizational agility: The moderating role of IT business spanning capability. Industrial Management and Data Systems, 120(5), 941-961. https://doi.org/10.1108/IMDS-07-2019-0394.

García-Granero, E.M., Piedra-Muñoz, L., Galdeano-Gómez, E. 2020. Measuring eco-innovation dimensions: The role of environmental-mental corporate culture and commercial orientation. Research Policy, 49(8), 28-31. DOI: 10.1016/j.respol.2020.103948.

He, H., Harris, L. 2021. The impact of organizational agility on crisis management and firm performance: A moderation analysis. Journal of Business Research, 122, 698-708. https://doi.org/10.1016/j.jbusres.2020.11.026.

Joiner, B. 2019. Leadership Agility for organizational agility. Journal of Creating Value, 5(2), 194-208. Available on: journals.sagepub.com.

Jones, E., Adam, C. 2023. New frontiers of trade and trade policy: digitalization and climate change. Oxford Review of Economic Policy, 39(1), 1-11. https://doi.org/10.1093/oxrep/grac048.

Kurnia, S., Chien, S.W. 2020. Building organizational agility through strategic management accounting: A case study of an Indonesian manufacturing company. Journal of Asia Business Studies, 14(4), 591-612. https://doi.org/10.1108/JABS-09-2019-0253.

Luo, B.N., Ren, X., Cao, Z., Hong, Y. 2020. Corporate sustainability paradox management: A systematic review and future agenda. Frontiers in Psychology, 11, 579272. https://doi.org/10.3389/fpsyg.2020.579272.

Mrugalska, B., Ahmed, J. 2021. Organizational agility in industry 4.0: A systematic literature review. Sustainability, 13(15), 8272. Available at: mdpi.Com.

Munodawafa, R.T., Johl, S.K. 2019. A systematic review of eco-innovation and performance from the resource-based and stake-holder perspectives. Sustainability, 11, 60-67. DOI: 10.3390/su11030607.

Nath, V., Agrawal, R. 2020. Agility and lean practices as antecedents of supply chain social sustainability. International Journal of Operations and Production Management, 40(10), 1589-1611. https://doi.org/10.1108/IJOPM-10-2019-0676.

Prieto, L., Talukder, M.F. 2023. Resilient Agility: A Necessary Condition for Employee and Organizational Sustainability. Sustainability. DOI: 10.3390/su15021552.

Rahimi, G., Mansouri, A.M. 2019. The relationship between the organizational intelligence and organizational agility (Case study: employees of municipality of Tabriz). IAJOBHRM. DOI: 10.9756/iajobhrm/v5i1/1810010.

Rosário, A., Raimundo, R. 2021. Consumer Marketing Strategy and E-Commerce in the Last Decade: A Literature Review. Journal of Theoretical and Applied Electronic Commerce Research, 16(7), 3003-3024. https ://doi. org /10.3390/jtaer16070164.

Routledge, P. 2020. Organizational Agility with Mobile ICT? The Case of London Black Cab Work. DOI:10.4324/9780080463681-26.

Sajdak, M. 2021. Strategic agility of enterprises. Poznań University of Economics and Business Press. DOI:10.18559/978-83-66199-32-3.

Sedej, T., Justinek, G. 2021. Effective Tools for Improving Employee Feedback during Organizational Change. DOI:10.4018/978-1-7998-7297-9.

Seifollahi, S., Shirazian, Z. 202. On the relationship between employees empowerment with competitive advantage and organizational agility mediated by organizational intelligence (Case study: employees in gas company of Hamadan). EJM. DOI: 10.35429/ejm.2021.27.12.1.10.

Sherehiy, B., Karwowski, W. 2017. Workforce Agility Scale. American Psychological Association (APA). DOI:10.1037/t 62364-000.