
Work-Life Balance Practices as a Determinant of Sustainable Development in Agile Organizations: Insights from Our Research

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Abstract:

Purpose: The article aims to analyze the impact of work-life balance practices on the sustainable development of agile organizations. It focuses on key factors such as flexible working hours, professional development, financial support, and social integration.

Design/Methodology/Approach: The research was conducted using a survey of 745 respondents and a multivariate analysis (MCA). This approach enabled the identification of practices that promote employee well-being and organizational effectiveness.

Findings: The study reveals that work-life balance practices enhance employee engagement, boost productivity, and strengthen organizational adaptability in a dynamic environment. These practices contribute to building a sustainable, resilient workforce aligned with long-term organizational goals.

Practical Implications: The results provide HR leaders and managers with actionable tools to design strategies that align employee needs with organizational objectives. By implementing these practices, organizations can enhance employee satisfaction and overall effectiveness.

Originality/Value: The study's originality lies in integrating work-life balance and sustainable development perspectives. This comprehensive approach highlights the relationship between employee well-being and organizational success, offering valuable insights and practical recommendations for further research and application.

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1. Introduction

Modern organizations are facing increasing challenges related to the need to reconcile the dynamic pace of development with the need to take care of the well-being of their employees and sustainable development. In this context, the concept of work-life balance is gaining importance as a key element of management strategy, enabling the creation of a work environment that promotes both efficiency and employee satisfaction.

In turn, agile organizations, characterized by the ability to quickly adapt to a changing environment, are becoming the ideal ground for implementing practices that support work-life balance (Bortkiewicz, Makowiec-Dąbrowska, Siedlecka, and Józwiak, 2020). The topic is being addressed because of the growing need to understand how different work-life balance practices affect the functioning of organizations and their ability to achieve sustainable development goals.

In a world where remote work, flexible working hours and new employee expectations are becoming the norm, it is necessary to thoroughly analyze these phenomena and their significance for contemporary management models (Prieto and Talukder, 2023).

The aim of this article is to examine how work-life balance practices contribute to strengthening the sustainable development of agile organizations. The analysis focuses on identifying key factors and assessing their impact on employee efficiency and satisfaction, as well as on the overall ability of the organization to adapt in a dynamically changing environment. The structure of the text includes a literature review, which discusses the theoretical foundations of the concept of work-life balance and sustainable development of agile organizations. Then, the results of empirical research are presented, which allow for a better understanding of employee perception in this area.

The following sections are devoted to the interpretation of the results and practical recommendations for leaders and decision-makers. The article ends with a summary and a proposal of directions for further research. The added value of this study is the combination of the perspective of employees and organizations in order to understand the synergy between work-life balance and sustainable development. The

research results provide practical tips on how to effectively implement and manage the discussed practices, contributing both to the improvement of the quality of life of employees and the long-term development of the organization.

2. Literature Review

2.1 The Idea and Concept of Work-life Balance

The idea of work-life balance, or the balance between professional and private life, has gained importance in recent decades as a response to changing social, economic and technological realities. This concept assumes a harmonious combination of professional duties and personal life, so that neither of these spheres dominates the other in a way that could lead to overload, burnout or health problems. Work-life balance does not only concern the time spent at work and outside of it, but also the quality of this time, taking into account individual needs, priorities and values.

The basis of this idea is the belief that human life should not be dominated by one area at the expense of others (Nath and Agrawal, 2020). The contemporary labor market, characterized by high competitiveness and rapid pace of change, often forces employees to be more involved in terms of time and emotions. In turn, the development of technology and the prevalence of remote work have blurred the traditional boundaries between the office and home, which makes it even more difficult to maintain balance (Mikuła, 2015).

The response to these challenges is to strive for a lifestyle in which work remains an important, but not the only, element of everyday life. The concept of work-life balance includes various aspects, such as mental and physical health, social relationships, personal development and a sense of life satisfaction. The importance of regeneration, rest, time spent with family and friends, as well as pursuing passions and interests outside of professional duties is emphasized. In this context, support from employers is also crucial, as they can influence the well-being of their employees through appropriate HR policy and work organization (Luo, Ren, Cao, and Hong, 2020).

Examples of such activities include flexible working hours, the possibility of remote work, the introduction of mental health support programs or organizing initiatives supporting non-professional development. It is worth noting, however, that work-life balance is not universal and may look different depending on individual needs, the nature of work, stage of life or organizational culture.

For some people, the priority will be to devote more time to the family, while others will derive satisfaction from intensive professional development, supplemented by short but effective moments of relaxation. The essence of work-life balance is the ability to make conscious choices and adjust the proportions between different areas

of life in a flexible manner, without imposing rigid frameworks (Sidor-Rządkowska, 2021).

From an organizational perspective, promoting the idea of work-life balance contributes to increased productivity, reduced absenteeism and employee turnover, as well as building a positive image of the company. Employees who have space to pursue personal goals are more engaged and motivated, which in turn translates into the efficiency and success of the company. Work-life balance is therefore not only an individual benefit, but also a value for the entire society and economy (Raczyńska, 2022).

At the same time, this concept is subject to constant evolution, especially in the context of global changes such as digitalization, the COVID-19 pandemic or growing social awareness of mental health. The contemporary approach to work-life balance increasingly takes into account not only the needs of the individual, but also the broader social, ecological and cultural context, which makes it a more complex and at the same time more universal issue (Nowocień, 2020).

2.2 Determinants of Sustainable Development of an Agile Organization

The determinants of the sustainable development of an agile organization are a key element of its ability to function effectively in a dynamic environment. Organizational agility, which is the ability to quickly adapt to changes, requires a permanent balance of economic, social and environmental goals. Sustainable development in this context means not only long-term business efficiency, but also taking into account values related to social responsibility, minimizing negative impact on the environment and building an organizational culture based on cooperation, innovation and transparency.

One of the key factors determining the sustainable development of an agile organization is its ability to integrate the values of sustainable development with strategic goals (Walentek, 2019). Such organizations do not treat these values as an additional obligation, but as an integral part of their identity and way of operating. In practice, this means taking into account the principles of sustainable development in decision-making processes, both at the operational and strategic level.

Moreover, it is important for the organization not only to respond to changes, but also to proactively create solutions supporting long-term development. Agile organizations are able to build relationships based on mutual trust and knowledge exchange, which facilitates the identification and implementation of common goals. In this context, social responsibility is also important, including, among others, creating value for local communities, supporting diversity and developing initiatives that support inclusiveness (Galli, 2013).

Mutual involvement of stakeholders allows organizations not only to build a competitive advantage, but also to improve the quality of life in the environment in which they operate (Dewicka and Trziszka, 2018). Sustainable development of an agile organization also requires constant monitoring and adaptation of internal processes. An example of this is the implementation of modern technologies supporting effective management of resources, including energy, materials and data. In this respect, organizations must balance between innovation and responsibility for the impact of their activities on the environment (Gao, Zhang, Gong, and Li, 2020).

It is crucial that technological changes are not an end in themselves, but serve the implementation of the sustainable development strategy. Equally important is the creation of an organizational culture that promotes openness, learning, and experimentation (Polish Economic Institute, 2024). Agile organizations are able to develop by building teams with a high degree of commitment and competence, which work together on solutions consistent with the principles of sustainable development (Czarnecki, 2011).

In this context, the responsibility of leaders is also important, who should promote ethical attitudes and long-term thinking throughout the organization (Krzyszowska-Dąbrowska, 2020). Sustainable development also requires effective risk management in a changing environment. Agile organizations are able to predict potential threats and take actions to minimize their negative impact. For this purpose, advanced data analyses, forecasting scenarios, and a flexible approach to planning are used (Messenger and Gschwind, 2016).

In summary, the determinants of agile sustainability encompass a number of interconnected elements that require a holistic and long-term approach (Chen and Li, 2021). Agile organizations that can effectively integrate sustainability principles into their operating model not only increase their resilience to change, but also contribute to building a more sustainable future for all stakeholders (Karcz-Napieraj, Sęczkowska, Bąk, Borek, and Rutkiewicz, 2019).

2.3 The Concept of Work-life Balance and the Idea of Sustainable Development of an Agile Organization

The concept of work-life balance and the idea of sustainable development of an agile organization are inextricably linked, as both approaches focus on building an environment that promotes long-term effectiveness, employee engagement and social responsibility (Kurnia and Chien, 2020). Their mutual relationship is based on the belief that organizations that care about employee well-being are better prepared to cope with the challenges of the modern, changing environment (Fabjański and Sroczyńska, 2015).

Work-life balance, as an organizational practice, is becoming a key element supporting sustainable development in the context of agility, enabling the

achievement of a balance between individual goals and strategic organizational goals (Huras, 2021). The foundation of the relationship between work-life balance and the sustainable development of agile organizations is the understanding that work-life balance not only affects the quality of life of employees, but also the ability of the organization to adapt and innovate.

Flexible working hours, an important element of work-life balance, allow employees to better manage their time and adjust their schedules to their personal needs. Such a practice increases their engagement and productivity, which is crucial in agile organizations, where the speed of response and the ability to implement many projects simultaneously are key attributes (Kapusta, Sukiennik, and Bąk, 2017).

Another important aspect is the possibility of working independently, which gives employees more freedom in making decisions and autonomy in performing tasks (Ramadhana, 2021). Autonomy at work supports the development of individual competences, which has a direct impact on the innovation and effectiveness of the organization's activities. At the same time, independence at work promotes increased job satisfaction, which translates into a lower level of turnover and greater commitment to achieving organizational goals (Jeran, 2016).

Personal life balance, which is a key element of work-life balance, is reflected in practices promoting employees' mental and physical health (Wrobel, 2021). Employees who have the opportunity to rest, pursue their passions and spend time with their families are more motivated and creative, which is invaluable in agile organizations. The latter, striving for sustainable development, must not only support work-life balance, but also integrate it with the organizational culture, creating an environment that promotes well-being and responsibility (Blumberga and Pylinskaya, 2019).

The aspect of financial remuneration also plays an important role in building links between work-life balance and the sustainable development of agile organizations. Fair and competitive remuneration is a basic motivator that allows employees to achieve financial stability and focus on professional tasks and personal development (Mrugalska and Ahmed, 2021). Organizations that care about decent remuneration build long-term employee engagement, which promotes operational and strategic stability (Jozwiak, 2018).

Material support cannot be ignored either, as it is an additional element influencing employees' sense of security and comfort (Kt and Sivasubramanian, 2023). Practices such as providing work tools, access to development programs or additional non-wage benefits support employees in achieving their professional and personal goals. In agile organizations, such support is crucial for building an organizational culture based on mutual trust and cooperation (Leoński, 2015).

Professional development, which is both an individual and organizational goal, is one of the most important elements that connect the concept of work-life balance with the idea of sustainable development (Joiner, 2019). The possibility of improving qualifications, acquiring new competences and testing oneself in different roles increases employee motivation and efficiency. In agile organizations that emphasize continuous improvement, employee professional development is a key factor supporting the organization's ability to adapt and innovate (He and Harris, 2021).

Finally, social integration and the opportunity to test oneself in different professional contexts support building interpersonal relationships and developing cooperation skills (HRK SA, 2023). In the context of sustainable development of agile organizations, such practices support building teams that are not only flexible but also effective in implementing complex projects. The combination of these elements allows for creating a work environment that is conducive to both individual well-being and long-term development of the organization (Mierzejewska and Chomicki, 2020).

3. Methods and Materials

3.1 Methods

The aim of the research was to determine the impact of work-life balance practices on the sustainable development of agile organizations and to identify the most important factors that contribute to strengthening this development. It was assumed that appropriate implementation and management of work-life balance practices can significantly affect the efficiency, employee satisfaction and the ability of the organization to adapt in a dynamically changing environment.

The research hypothesis formulated within this objective assumed that work-life balance practices are a significant determinant of the sustainable development of agile organizations, and their effectiveness depends on the synergy between key areas such as work flexibility, professional development, social integration, financial support and remuneration.

The research asked questions about which work-life balance practices are perceived by employees as the most effective in supporting their well-being and engagement, and how they affect the sustainable development of the organization. The next question concerned the interdependencies between different practices and the possibilities of their integration within organizational strategies.

The study was conducted using a survey, which was conducted in the period January-March 2023 on a sample of 745 respondents. The survey aimed to collect data on employees' perceptions of the impact of different work-life balance practices on their satisfaction and effectiveness. The collected data allowed for a detailed

analysis of respondents' preferences and opinions in relation to key work-life balance management practices.

In order to deepen the analysis of the results, a multivariate analysis (MCA) was performed, which allowed for the identification of patterns and relationships between different work-life balance practices. MCA analysis was used to understand how individual practices are perceived in the context of two main dimensions, which allowed for the separation of groups of practices with a similar impact on sustainable development. Thanks to this method, a comprehensive picture of the relationships between factors and their impact on the perception of respondents was obtained.

The research aimed to provide valuable data supporting the decision-making process in organizations and to develop recommendations for implementing work-life balance practices in a way that maximizes their impact on sustainable development. The conclusions resulting from the analysis provide key information on management methods that can support both employee well-being and the long-term development of the organization.

3.2 Results

The research aimed the study obtained sociodemographic data on the respondents, including gender, age, place of residence, financial situation and professional activity. The study involved 416 men and 329 women. The age distribution of the respondents is as follows: 174 people were under 20, 446 were in the 21–30 age group, 69 were in the 31–40 age group, 46 were in the 41–50 age group and 10 were over 50.

The respondents lived in different areas in terms of the number of inhabitants. In cities with up to 20 thousand inhabitants lived 141 people, in cities from 21 to 50 thousand – 92 people, in cities from 51 to 200 thousand – 405 people, in cities with over 200 thousand inhabitants 453 people, and in rural areas – 89 people.

The financial situation of the respondents was diverse. It was rated as very good by 79 people, as good by 218 people, as average by 127 people, as bad by 41 people, while 7 people indicated a very bad financial situation.

The study also took into account the professional activity of the respondents. Permanent work was declared by 384 respondents, casual work by 106 people, running one's own business by 49 people, running a farm by 16 people, while professional inactivity was indicated by 89 people.

Table 1 presents data on work-life balance practices as a determinant of the sustainable development of an agile organization. The columns present five evaluation categories: “Definitely NO”, “Rather NO”, “No opinion”, “Rather YES” and “Definitely YES”.

The rows of the table represent different aspects related to work-life balance practices, such as financial reward, the possibility of independent work, flexible working hours, financial support, personal life balance, professional development, social integration and the possibility of testing oneself.

Table 1. *Practices of the work-life balance concept as a determinant of the sustainable development of an agile organization*

	Definitely NOT	Rather not	I don't have an opinion	Rather YES	Definitely YES
Financial compensation	25	52	62	308	298
Ability to work independently	17	37	73	328	290
Flexible working hours	23	53	115	328	226
Material support	36	74	129	303	203
Personal Balance	38	97	168	276	166
Professional development	19	20	54	282	370
Social integration	53	121	206	245	120
Opportunity to test yourself	43	78	160	305	159

Source: *Own study.*

In the category of financial reward, 25 people indicated the answer “Definitely NO” and 52 people answered “Rather NO”. A neutral attitude towards this factor was expressed by 62 respondents, while 308 people answered “Rather YES” and 298 people answered “Definitely YES”. The possibility of working independently received 17 answers in the category “Definitely NO” and 37 in the category “Rather NO”.

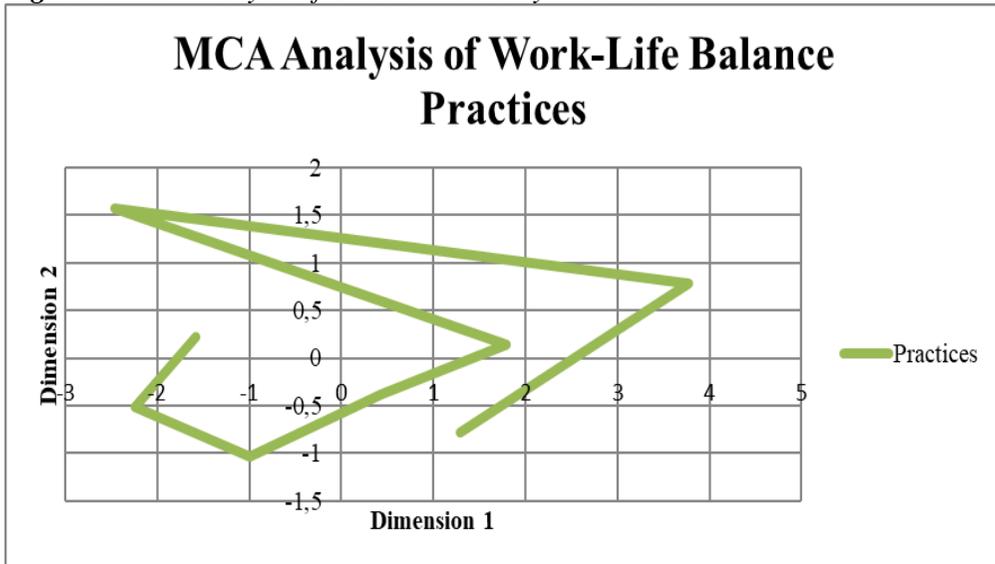
In this group, 73 people indicated that they had no opinion, while 328 respondents answered “Rather YES” and 290 “Definitely YES”. Flexible working hours were assessed as follows: 23 people selected “Definitely NO”, 53 indicated “Rather NO”, 115 expressed neutrality, and 328 and 226 people, respectively, considered this factor as “Rather YES” and “Definitely YES”.

Material support was met with 36 responses of “Definitely NO” and 74 of “Rather NO”. No opinion on this issue was expressed by 129 people, while 303 people chose “Rather YES” and 203 people chose “Definitely YES”. In the case of life balance, negative responses were 38 in the “Definitely NO” category and 97 in the “Rather NO” category. In this group, 168 people had no opinion, while 276 and 166 people chose “Rather YES” and “Definitely YES” respectively. Professional development was assessed as follows: 19 people chose “Definitely NO” and 20 “Rather NO”. In this group, 54 people were neutral, while 282 and 370 people chose “Rather YES” and “Definitely YES”.

Social integration was met with the answers “Definitely NO” from 53 people and “Rather NO” from 121 respondents. In this category, 206 people indicated neutrality, and 245 and 120 people, respectively, considered this aspect as “Rather

YES” and “Definitely YES”. The possibility of testing oneself was assessed as “Definitely NO” by 43 people and “Rather NO” by 78. No opinion was expressed by 160 people, while 305 and 159 respondents indicated “Rather YES” and “Definitely YES”, respectively.

Figure 1. MCA Analysis of Circular Economy Practices



Source: Own work.

Figure 1 presents the MCA analysis of work-life balance practices in the context of their impact on the sustainable development of the organization. The graph is based on two main dimensions that visualize the relationships between different practices. The horizontal axis is the first dimension of the analysis, labeled "Dimension 1", while the vertical axis is the second dimension, labeled "Dimension 2". The points on the graph represent individual practices, such as financial reward, the possibility of independent work, flexible working hours, financial support, work-life balance, career development, social integration, and the opportunity to prove oneself.

The distribution of points on the graph shows how individual practices differ in terms of their impact on the dimensions analyzed. The further a point is from the center of the coordinate system, the more unique it is with respect to a given dimension.

Practices placed closer together indicate similarities in the perception of their impact on work-life balance, while points placed further apart suggest differences in perception. The graph shows differences between practices related to remuneration and material support, which are located in one part of the graph space, and practices more related to career development and life balance, which are located in other areas.

The arrangement of points indicates the possibility of grouping practices, which may suggest common features or similarities in their impact. It is clear that some practices, such as professional development or flexible working hours, are more concentrated in one dimension, which may indicate their particular importance in the context of work-life balance.

On the other hand, others, such as social integration or the opportunity to test oneself, may be perceived in a more diverse way, which is evident from their distribution on the graph. Figure 1 therefore provides valuable information about patterns in the data, enabling a better understanding of the relationship between practices and their impact on the sustainability of an agile organization.

Based on the conducted research and MCA analysis, an original mathematical model describing the impact of work-life balance practices on the sustainable development of an agile organization can be proposed. The model takes into account the key dimensions that were distinguished in the analysis and presents the relationships between them as determinants of sustainable development.

Let ZR denote the level of sustainable development of an agile organization and the individual work-life balance practices will be represented by variables:

F — flexible working hours as a factor increasing efficiency and life balance,

D — professional development as an element of building employee competences and motivation,

S — social integration as a tool supporting cooperation and team cohesion,

C — financial reward as a motivation in line with the principles of work-life balance,

M — material support that reduces stress and increases work comfort.

The mathematical model can be written as:

$$ZR = aF + bD + cS + dC + eM + \varepsilon$$

where: a , b , c , d , e are the weights assigned to individual practices, reflecting their impact on sustainable development based on the results of the MCA analysis,

ε denotes a random factor that takes into account the influence of other, unmeasured variables.

The values of the coefficients a , b , c , d , can be estimated based on the results of MCA, analyzing the distances of points in the multidimensional space and their relations to the main dimensions. The model indicates that the sustainable development of the organization is a function of the synergy of various work-life balance practices, which complement and reinforce each other.

In practice, this model allows for the identification of priority areas of action in order to increase the sustainable development of the organization and determining the relative importance of individual practices in the context of their implementation.

3.3 Discussion

The results of the MCA analysis indicate that the key factor influencing the sustainable development of agile organizations are practices related to work flexibility and professional development opportunities. These practices are seen as mutually complementary, contributing to both the improvement of the organization's efficiency and the well-being of employees.

Flexible working hours allow for a better adjustment of professional duties to the needs of private life, which not only increases the motivation and engagement of employees, but also supports their productivity. Professional development opportunities, such as training, mentoring or clearly defined career paths, allow employees to improve their qualifications, which translates into an increase in their value to the organization and a sense of stability and job satisfaction.

In addition, the analysis showed the important role of social integration and material support in building team cohesion and organizational culture. Material support, including additional benefits or non-wage benefits, increases the sense of security of employees, which helps build loyalty to the employer. Social integration, on the other hand, supports the development of relationships between team members, which has a positive impact on the atmosphere in the workplace and the ability of the organization to adapt in a dynamically changing environment.

The role of financial reward, although important, seems to be more of a basic element in meeting the needs of employees than a factor directly stimulating the development of the organization. However, reward plays a significant role in maintaining an appropriate level of motivation and retention of employees, especially in situations where work-life balance is supported by other practices. The results of the analysis emphasize that effective implementation of work-life balance practices requires synergy between different areas of the organization's activity.

The greatest benefits are achieved when these practices are implemented as a coherent system, in which flexibility, development, integration and support complement each other. Agile organizations that can adapt their approach to the individual needs of employees, while investing in their development and well-being, achieve better results in terms of sustainable development and gain a competitive advantage.

To sum up, implementing work-life balance practices in organizations not only increases employee satisfaction and engagement, but also contributes to building a

more sustainable, innovative and flexible working environment, which is crucial in the context of dynamically changing market conditions.

The added value of the proposed proprietary mathematical model lies in its ability to integrate various work-life balance practices into a coherent system that enables their quantitative assessment and comparison in the context of sustainable development of agile organizations. The model allows for taking into account both measurable and more subtle aspects related to employee well-being, which makes it a universal analytical tool.

By using parameters responsible for various practices, such as work flexibility, professional development, material support or social integration, the model enables the identification of those areas that have the greatest impact on sustainable development. At the same time, it allows for determining the weights for individual factors, which supports the decision-making process in organizations.

The model finds practical application in several key areas. First, it can be used by HR managers and organizational leaders to design work-life balance strategies that are aligned with sustainable development goals. Analysis of the model results allows for prioritization of activities and allocation of resources in the most effective way, which can lead to improvement in both operational efficiency and employee satisfaction. Second, the model can be used in the processes of monitoring and assessing the effectiveness of implemented work-life balance practices.

Organizations can use it to conduct regular analyses to understand which activities bring the greatest benefits and which require modification or additional investment. As a result, the model supports the process of continuous improvement and adaptation of the work-life balance strategy in response to the changing needs of employees and the organization.

Third, the model can be used in scientific and analytical research, allowing researchers to assess the impact of different work-life balance practices on sustainable development in different organizational and cultural contexts. It can serve as a tool for comparing organizations from different sectors or regions, providing valuable data for creating recommendations and good practices.

Fourth, the model can be used in certification and audit processes related to responsible management and sustainable development. Organizations can use it as a tool to demonstrate compliance with work-life balance and sustainable development requirements, which increases their credibility in the eyes of customers, business partners and regulators. The practical value of the model also stems from its flexibility, which allows it to be adapted to the specific needs of various organizations. The introduction of additional variables or adjustment of weights for individual factors allows for better mapping of the specifics of a specific work environment.

Thus, the model is a valuable tool supporting both operational and strategic management, contributing to the construction of more sustainable and effective organizations.

Based on the analyses and conclusions, recommendations were formulated for companies that want to effectively implement work-life balance practices as an element of sustainable development of the organization (Figure 2). The key action should be to focus on introducing and promoting flexible working hours, which allow employees to adjust their schedule to their individual needs. Such flexibility not only supports their productivity, but also reduces stress related to the need to reconcile professional duties with private life. These activities should be integrated with the long-term strategy of the organization, which will ensure their durability and compliance with business goals.

At the same time, it is recommended to invest in the professional development of employees by organizing training, mentoring programs and clearly defined career paths. The opportunity to acquire new skills and develop competences not only increases motivation and commitment, but also allows the organization to build a team with high qualifications, which translates into greater flexibility and the ability to adapt to changing market conditions.

Another important area is the creation and support of integration initiatives that build social bonds in the team. Such activities support the creation of a culture of cooperation, which is crucial in agile organizations. Organizing joint events, workshops or psychological support programs strengthens the sense of belonging and security in the workplace, which has a positive impact on employee satisfaction and team effectiveness.

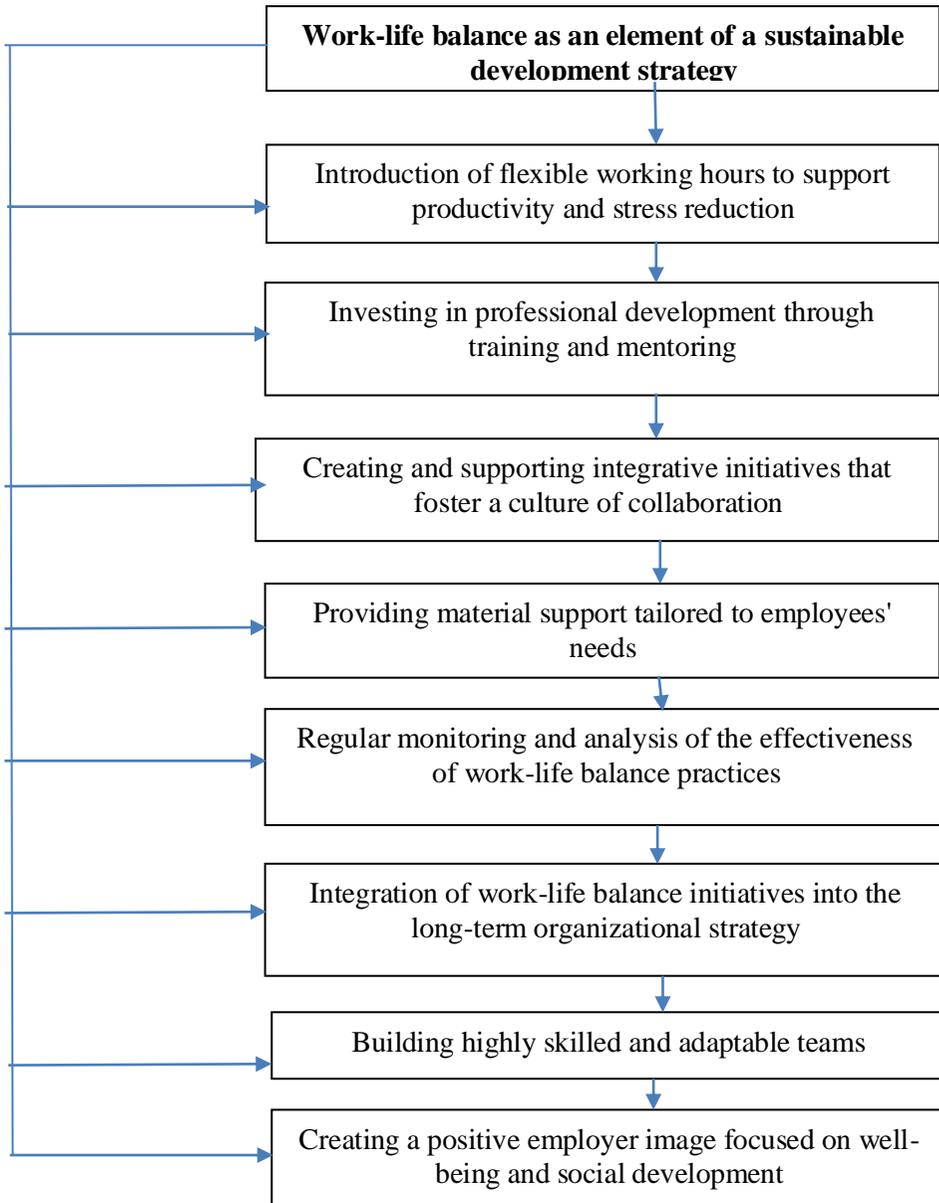
It is also recommended to include financial support as a complementary element of work-life balance practices. Non-wage benefits, such as childcare subsidies, health packages or the possibility of using additional days off, increase employees' sense of security and allow them to better cope with the challenges of everyday life. Such activities should be tailored to the individual needs of employees, which will increase their effectiveness.

At the same time, it is recommended that organizations regularly monitor the effectiveness of implemented practices through employee satisfaction surveys and analysis of their impact on business results. Such an approach allows for a quick response to changing needs and the introduction of modifications to the strategy, which allows for maintaining high effectiveness of activities in the long term.

In summary, companies should treat work-life balance practices as an integral element of their sustainable development strategy, investing in flexibility, employee development, social integration and material support. These activities not only contribute to increased employee engagement and satisfaction, but also support the

construction of an organization capable of dynamic development in a changing business environment. Implementing such practices allows companies to gain a competitive advantage and build a positive image as employers who care about the well-being of their employees and social development.

Figure 2. *Work-life balance as an element of a sustainable development strategy*



Source: Own study.

4. Conclusions

The results of the conducted research are consistent with the findings of other researchers dealing with the subject of work-life balance and its impact on the sustainable development of the organization. In the article by Raczyńska (2022) it was emphasized that time management, ensuring appropriate working conditions and promoting well-being and work-life balance of employees have a significant impact on the health of society, long-term efficiency and sustainable development of the organization.

Similarly, Stankowska (Stankowska, 2024) indicates that the introduction of flexible forms of work organization, such as flexible working hours or the possibility of remote work, contributes to improving the balance between work and private life of employees, which in turn affects their satisfaction and efficiency.

Moreover, in the publication edited by Strzelczak (Strzelczak, 2021) attention was drawn to the importance of diversity management and work-life balance in the context of gender equality and building inclusive workplaces, which has a direct impact on the sustainable development of the organization.

The article by Mroczkowska and Kubacka (Mroczkowska and Kubacka, 2020) discusses the concepts of boundaries between work and personal life, indicating the need for a flexible approach to managing these areas in order to achieve balance and sustainable development of the individual and the organization.

The presented research confirms that work-life balance practices, such as flexible work arrangements, support for employees in reconciling professional and private responsibilities, and promoting a healthy work-life balance, are key to the sustainable development of organizations. These results are consistent with the findings of the conducted research, which showed that implementing such practices contributes to increased employee satisfaction and engagement, as well as to improving the effectiveness of the organization.

Future research directions could focus on even more detailed understanding of the impact of work-life balance practices on various aspects of the functioning of agile organizations, taking into account various cultural, sectoral and demographic contexts.

An important area for exploration is the analysis of the impact of individualizing work-life balance practices on different groups of employees, taking into account variables such as age, gender, type of work performed or level of education. Research could also explore how these practices affect the innovation and creativity of teams, especially in environments with high dynamics of change.

It is also worth examining the long-term effects of implementing work-life balance practices at the organizational level, such as their impact on employee retention, reduced absenteeism, level of engagement, or the development of team competencies.

In the context of the growing popularity of remote work, an interesting direction of research would be to determine how employees' needs in terms of work-life balance change in hybrid work models and what solutions can effectively support their well-being. Given the growing role of digital technologies, future research could also analyze how tools such as artificial intelligence, time management systems, or mobile applications can support work-life balance management. It would also be important to examine the potential risks resulting from the overuse of technology, such as digital overload or lack of clear boundaries between work and personal life.

Future research could also include an organizational perspective, examining what management models and organizational cultures are most conducive to implementing effective work-life balance practices. It seems particularly important to understand the role of leaders and managers in shaping a work environment that supports work-life balance.

In the context of global challenges such as climate change, pandemics, or economic crises, future research could also focus on examining how work-life balance practices can contribute to increasing organizational resilience and their ability to adapt to difficult conditions. Finally, it would be important to examine how implementing such practices affects the image of the organization in the eyes of external stakeholders, such as customers, business partners, or local communities, which may have a direct impact on long-term business success.

5. Limitations

The limitations of the conducted research included several key aspects that could have influenced the results and interpretation of the collected data. One of the main limitations was the voluntary nature of the respondents' participation, which could have resulted in a certain distortion of the research sample, as people who were more interested in the topic of work-life balance could have been more willing to participate in the study. This could lead to obtaining results that are more favorable for work-life balance practices than would be the case in the case of a full representation of the entire population.

Another limitation was the relatively uniform demographic structure of the respondents in terms of some variables, such as age or place of residence, which could affect the generalization of the results to other social or professional groups. The study was also conducted in a specific time and geographical context, which may limit the possibility of applying the results to other regions or in different socio-economic conditions.

Additionally, using a survey as a research method, although effective in collecting quantitative data, may be associated with the risk of superficial recognition of some aspects of the perception of work-life balance practices. Surveys do not always allow for the exploration of individual experiences and contexts, which could affect the full picture of the obtained results. Another limitation was the possibility of interpreting the questions by the respondents, because differences in the understanding of terminology could affect the answers provided.

MCA analysis, although valuable in identifying relationships between variables, is based on reducing the dimensions of the data, which may lead to the loss of some nuances in the relationships between the practices studied. The conclusions resulting from this analysis should be treated as guidelines, not final answers.

In summary, the limitations of the study suggest that caution should be exercised in interpreting the results and that further research is needed that takes into account more diverse groups of respondents, other geographical contexts and research methods to obtain a more complete picture of the impact of work-life balance practices on organizational sustainability.

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