
CHANGING THE TRADITIONAL MODE OF HR WORK AND INCREASING
THEIR PROFESSIONAL EFFECTIVENESS

Jakub Jerzy Czarkowski¹, Piotr Baczar²

University of Justice, 50 Wiśniowa Street, 02-520 Warsaw, Poland

E-mails: ¹jakub.czarkowski@swws.edu.pl; ²piotr.baczar@swws.edu.pl

Received 5 March 2023; accepted 25 June 2023; published 30 June 2023

Abstract. As part of its analysis in the area of HR mode of work, the article presents key practical insights and experiences of companies providing guidance for HR teams seeking new solutions in human capital management. Today, companies are undergoing constant change. Increasing customer demands, constant pressure from competitors and the threat of unexpected market entries are disruptive. These disruptive changes affect both companies and their employees. The digitization and personalization of daily life, coupled with the rapid introduction of a plethora of enabling technologies in the workplace has caused a dramatic shift in the business landscape.

Keywords: human capital; business; HR operating model; management; personalization; digitalization; skills; High Impact People model; adaptation

Reference to this paper should be made as follows: Czarkowski, J.J., Baczar, P. 2023. Changing the traditional mode of HR work and increasing their professional effectiveness. *Journal of Security and Sustainability Issues*, 13, 153-162. <https://doi.org/10.47459/jssi.2023.13.15>

JEL Classifications: I2

1. Introduction

As we know, existing HR functions are likely to hit a bottleneck in the future. New companies, employees and ways of working are rapidly creating a new future for HR. A digital mindset, a continuous focus on customer needs, advanced enabling technologies and flexible and easy ways of working are the prerequisites for a new future (Ivanová, Žárská & Masárová, 2021; Muzanenhamo & Rankhumise, 2022; Shava & Vyas-Doorgapersad, 2023; Rubio-Andrés et al., 2023).

Over the decades, the HR operating model has evolved from HR to “human capital” (Rhoades, Eisenberger, 2002, pp. 698-714). This has been marked by an increase in the business impact of HR. The functional role of HR has evolved from that of an indispensable administrator to a figure of support, a business partner and even a trusted advisor. HR development has often kept pace with and largely met the needs of the business, enabling organizations in all sectors to flourish. However, future growth models urgently require greater change from companies and their HR teams.

HR must drive disruptive change to help organizations deliver business value. Reorganizing HR’s work is critical, requiring dynamic and digital ways of working, super HR positions and new competencies. Traditional HR operating models are no longer fit for the future (Piotrowski, Huras & Modrzejewska, 2021; Paulikas & Paulikiene, 2022).

Exponential HR professionals and the companies they work for will be adaptive, agile, architectural and technology-driven.

2. Human resources based on indicators

Business development is in the spotlight. The constantly changing labor market and the demands placed on companies by society make this issue even more complex. To meet ongoing challenges, companies must anticipate, adapt and adjust faster than ever before. Human resources is uniquely positioned to enable companies to thrive in the new work environment. HR can shape the way companies compete, attract talent and plan the employee experience (Łądka-Barańska, Puchalska-Kamińska, 2022, p. 192; Leikuma-Rimicane et al. 2021; Menshikov et al., 2022).

In the environment in which employees live and work, HR is playing a new and important leadership role. It is still difficult to keep up with the pace of change in the business environment. Before it was about improvement, now it's about change. About five years ago, companies recognized that businesses were undergoing dramatic changes in technology, employee structures and ways of working.

The traditional HR operating model, the skills and knowledge of employees and the way they work were changing dramatically. Traditional HR operating models, skills and technologies were no longer sufficient to meet the needs of the business. It became clear that the HR department would be in trouble in the future. To change a long-standing tradition, a shift to a customer-centered model and a recognition that digital empowerment can be sustainable is needed.

The future of HR is inextricably linked to the future of business, the future of the workforce and the future of work. To effectively respond to disruptive changes in these areas and help companies achieve positive business results and help companies achieve positive business results. HR needs to further expand its expertise to effectively respond to disruptive changes in these areas and help companies achieve positive business results. HR must further enhance its professionalism and make fundamental changes in the following five areas, i.e. (*The Guardian*, 2012, p. 26):

- from implementing digitization to making it a reality,
- from being centrally controlled to being people-centered,
- from compliance and control to trust and empowerment,
- from integrated systems to integrated platforms,
- from basic analytics to data-driven decisions and practices.

From the analyses conducted, it is clear that traditional, unquestioned, standard and unchallenged HR practices can no longer help operational excellence. Extensive research has been conducted, resulting in the development of a new model - High Impact People - and it is being iterated annually based on experience and rapidly changing business patterns. The model is iterated annually based on experience and rapidly changing business patterns.

The High Impact HR model has transformed the traditional HR operating model, enabling many HR departments around the world to move from a legacy work model to a more flexible and employee-centered one. The core elements of High Impact HR remain essential as we look to the future.

However, these elements are currently operating at the minimum level at which HR should operate. The key elements of effective HR are still essential. Achieving efficiency and effectiveness is a basic corporate expectation that has not escaped the High Impact HR model. The same is true for High Impact HR models, core elements include (*The Guardian*, 2012, p. 26):

- keeping HR customers (i.e., leaders and employees) at the center of attention,
- always put HR customers (i.e., leaders and employees) at the center,
- breaking down silos through guided, cross-functional interactions,
- embed HR in the business,
- augment existing services,
- shared governance by business and people leaders,

- measuring impact beyond operations, costs and performance,
- positioning internal and external collaborators as an extension of the business,
- from reporting HR information to providing problem-solving information.

Exponential HR, which will break away from the role of HR as corporate support, partner and advisor, then numerical HR professionals will take the lead in developing hiring strategy, talent acquisition, team facilitation and planning personalized talent experiences to increase engagement and productivity. At the same time, leading the business to prepare for future changes by driving productivity (Żukowska, 2023, pp. 51-53).

Traditional measures of HR value are not sufficient to evaluate leaders. In an exponential HR model, long-standing metrics such as “time to fill a vacant position” will change to “time to increase productivity”; “educational enrollment” will be replaced by “new competencies acquired.” These are the really important job outcomes for companies of the future, and the processes and metrics that can be applied are the processes and metrics that can be applied as core requirements.

Exponential HR specialists will introduce advanced digital solutions that make the employee experience automatic, streamlined and easy. Most importantly, they will increase the role of talent in the business and create value for customers and stakeholders. Exponential HR transformation requires more than just adjusting the existing HR operating model or adding new roles, structures and technologies to an old framework. It also requires an approach that goes far beyond redesigning processes and experiences to achieve meaningful work outcomes.

Exponential HR requires a reimagining of work both within the HR department and within the company. For all companies, HR must analyze and reimagine the work to enhance the role of talent through a range of practices (such as separating work, using for all companies to analyze and reimagine the work to enhance the role of talent through a range of practices (such as separating work, leveraging technology, identifying alternative talent, innovative channels and driving results) (Żukowska, 2023, p. 68). Exponential HR teams will help their companies see work in new ways and move beyond traditional operational models.

Exponential HR teams will help their organizations see work in a new way and go beyond traditional operating models. Benefits, rewards and development will take on a new meaning, helping to create an environment focused on role fit and competence growth, enabling employees in the organization to answer the question: what will make the difference? To achieve this ambitious and inevitable future, exponential HR organizations must become (Lamrii, 2020):

- 1) adaptability,
- 2) agility,
- 3) architecture,
- 4) technology-based.

Adaptability

Similar to human resilience and re-creation, adaptive organizations are able to adopt and adjust operational and management models in response to changing customer, environmental and market needs (Kinowska, 2021; Grecikova et al., 2022; Čižo et al., 2022).

Adaptive organizations operate in an ecosystem that learns and adapts, avoiding the pitfalls of obsessing, learning and adapting ecosystems, avoiding the pitfalls of obsessing over resource scarcity, structure and control. Adaptive organizations respond to challenges by constantly innovating to meet challenges.

Adaptive organizations are dynamic and organize their activities based on a network of human work styles and behaviors, operating within five levels (IRS Employment Review, 2012, p. 1):

- 1) ecosystems - adaptive organizations are able to maximize human potential at five levels through a clear customer-focused mission, can succeed in a goal-oriented ecosystem. It constantly analyzes and adapts to the changing needs of employees, customers and market needs,

- 2) an adaptive organization operates with a flexible network of people, processes and systems that work together to meet customer needs. Rigid hierarchies and siloed organizational structures are replaced by multidisciplinary network structures,
- 3) teams - Adaptive organizations are developing a culture where they combine high-performing teams into adaptive networks to achieve common goals. Where their skills are needed individually, these teams are broken up and reorganized,
- 4) adaptive leaders act as facilitators in the organization, unleashing the full potential of their teams. They are able to unleash the full potential of the team's skills, allowing team members to feel connected and empowered. These teams will operate in an environment that is creative and inclusive, while accepting vulnerability,
- 5) individuals - Talent programs in adaptable organizations are able to respond to the different ways in which individuals different ways to learn, grow and develop. They support individuals in demonstrating resilience in the face of constant uncertainty and change.

The path to “exponential HR” through increased adaptability requires a bold approach. In the face of intense, disruptive change, exponential HR can propel companies forward, change behaviors and ways of working, and empower teams within a company to work with purpose (Ziaran et al. 2021; Marino & Pariso, 2021)

An Exponential HR approach can propel an organization forward, changing behaviors and ways of working, and empowering teams within the organization to work with purpose.

Agility

Effective HR teams are not afraid of failure and are good at learning. They learn by experimentation and rapid testing, all the while freeing themselves from the pressure to be “perfect.” They deliver results proactively, repeatedly and frequently, emphasizing collaboration rather than individual contributions. They deliver results proactively, repeatedly and frequently, emphasizing collaboration rather than individual contribution, contacting teams frequently and centrally in the process to identify issues and using transparent data to make decisions quickly. Effectiveness includes frequent reflection and improvement to create and implement solutions that enable employees and leaders to innovate, collaborate and deliver for customers. Effective HR teams adopt an operational logic that disrupts the long-standing search for the “perfect” solution, whereby every policy, process and project must be perfect before it is launched.

Today's organizations must move at an unprecedented pace, forcing workforce planning and solutions to be implemented faster. There are four areas where HR can transform and increase agility across the enterprise, i.e. (Elson, Ferrere, 2012):

- 1) technology - using mobile, social and workplace tools to facilitate faster collaboration. By equipping work teams with convenient technology tools, 24/7 knowledge, insight, action and real-time collaboration,
- 2) development - develop leadership and learning skills in all employees to acquire the new skills they need to advance their careers,
- 3) product - change the way HR builds projects by adopting a product management mentality to provide a clear and effective way of working with employees. To do so, adopt a product management approach, providing a comprehensive, person-centered and personalized service. end-to-end, people-centered, personalized solutions that deliver value to the business and its employees,
- 4) process - streamlining processes for faster decision-making and iteration. Empowering the business of business leaders and employees, driving performance and increasing productivity.

Achieving “exponential HR” through increased agility requires awareness of employee trends and needs. Through short-term, meaningful efforts to update solutions and use transparent data for rapid prioritization and decision-making using transparent data.

Architecture

Exponential HR professionals focus on the employee experience to increase productivity. At the same time, they build holistic, end-to-end solutions that bring relevant, measurable value to organizations (Brooks, et al.,

2006, pp. 52-82). The business world of tomorrow has never been more complex in terms of the difficulties facing organizations.

The complexity of the difficulties facing organizations in the future business world is unprecedented. However, optimal workforce solutions (including human workers and machines) solutions can simplify this complexity. Achieving this requires skills that span multiple disciplines, a cross-functional perspective and advanced digital tools, combined with an “integrated engagement platform” (Ładka-Barańska, Puchalska-Kamińska, 2022, pp. 74-79), an intuitive experience that combines a variety of technology solutions are combined to provide a connected experience for the business.

Exponential HR therefore means building a flexible, effective, long-lasting workforce by leveraging design thinking, prototyping and combining the required elements to build flexible, effective, long-lasting people-centered solutions.

Professional HR architects are breaking away from the legacy, function-focused approach to planning, solutions and development processes to create a truly people-centered end-to-end solution.

Architecting for exponential HR requires enhancing the employee experience to unlock value and productivity, enabling data to guide solution design and assessment, and coordinating multi-departmental teams (HR and other departments, including external partners) to create people-centered solutions.

A long-established, successful consumer goods company is under increasing pressure to innovate for its customers in a highly competitive product segment of the market. The company needs to implement new ideas and bring them to market as quickly as possible, and HR realizes the importance of its role in this effort.

Technology-based

HR professionals can combine the roles of technology and solution provider as a way to extend their work with real-time, actionable insights to increase organizational intelligence. These cognitive tools enhance organizational intelligence by using intelligent agents and avatars to deliver personalized services at scale and create smarter, more relevant ones to improve the end-user experience, increasing employee engagement.

Artificial intelligence replicates human behavior based on rules to automate transactions. Cognitive tools can also be continuously updated with relevant applications and through new deployment methods (Rhoades, Eisenberger, 2002, pp. 698-714), to perform higher-level tasks beyond transaction processing. By collaborating with robotic collaborators, the exponential HR team has enhanced capabilities through collaboration with robotic collaborators.

Leveraging the irreplaceable strengths of humans while working with machines to build and play new roles and generate new ideas for the benefit of employees and the business. Working with people and machines to provide leaders with how to accelerate the process of dealing with complex challenges (such as inclusion, equity, productivity and well-being).

Technology-driven HR is not strictly “technology-enriched.” Both technology and solution provider services are indispensable. Third-party partners can apply specific knowledge (e.g., research and benchmarking data) to strengthen HR teams, achieve scale through operational delivery capabilities and offer a flexible workforce. Service can be delivered through operational delivery capabilities and provide a flexible workforce (e.g., crowdsourcing). Although there are still a small number of HR teams who believe that using external solutions may be a sign of poor capability.

From a practical standpoint, using external solutions can still be seen as a sign of weakness; practice has shown that working closely with external partners can bring 1+1+2 and cost savings (Rhoades, Eisenberger, 2002, pp. 698-714; Holubčík, Soviar & Lendel, 2022). To achieve exponential HR through technology-based initia-

tives, human-machine collaboration should be used to improve quality and speed, while working in a manner consistent with corporate values and ethics.

3. Reformulation of HR operational models and roles

HR operations and organizational models are undergoing radical changes. Under the traditional “three-pillar” operating model, HR business partners, HR specialists and consultants work closely together. The traditional “three-pillar” operating model, in which the HR business partner, HR specialist center and HR operations department work relatively independently of each other and are responsible only for their “respective” activities, is no longer so common (Sidor-Rządkowska, Sienkiewicz, 2023).

This operational model is quickly becoming obsolete. In an era of constant change, operational stagnation can lead to functions, especially HR, failing to keep up with the pace of change. The HR function in particular is not keeping up with the pace of business development. HR is more adaptive, more agile, more structured and more technology-driven - changes that would not be possible in a traditional operating model. These changes cannot be achieved in a traditional operating model.

While all eyes are on how to be more efficient, organizational structures based on HR processes or functions have become obsolete. In its place, cross-functional HR teams are being created around enhancing the employee experience and integrated resource development, management and solution delivery.

They are using digital thinking, data and the power of the Internet to continuously update the employee experience and reshape HR work.

Forward-thinking HR organizations are introducing new roles and operational structures, breaking with the old HR operational model of the past. Collaborative teams of HR and non-HR professionals are working together to create “agile resource pools.” HR professionals are developing new capabilities, moving away from the previous work model focused almost exclusively on cost and efficiency to a work model focused on advice, analysis and solutions.

The HR profession is developing new capabilities, moving away from the previous work model focused almost exclusively on cost and efficiency to a work model focused on advice, analysis and solutions. In addition, the increasingly close collaboration between man and machine in HR is giving rise to entirely new HR roles that are integrating previously unrelated HR roles into “super jobs” - the latest form of jobs” - a new way of classifying jobs that is changing the way companies view work (Schneider, et al., 2003, pp. 836-851).

This latest job classification has changed the way companies view work. While some jobs are automated by machines, human jobs are more insightful and service-oriented, and require using machine output to interpret data and solve problems. The work benefits from people’s unique abilities, such as imagination, curiosity, self-development and empathy.

The explosion of change has led to a shift from the exponential human to a more flexible, evolving and less rigorous work model, or the development of exponential human roles that are more flexible, evolving and not strictly defined.

In addition, as with all future roles, exponential HR must enable practitioners to find meaning in their work. They need to see their role in achieving important priorities and executing programs with impact, and how to help the company achieve excellence. Emerging exponential HR super jobs must be aligned with new competencies.

Below are description of four examples of typical roles, while some competencies are important in multiple superpositions, they are important as a way to propel the HR organization forward, but as part of driving the

HR organization into the future, each emerging role has its own unique importance as part of driving the HR organization into the future (Dawid-Sawicka, Stelmach, 2023).

3.1. Employee Experience Architect

Coordinates collaboration across the company, internally and externally, to develop and nurture employee experiences that increase engagement and build a strong employer brand (Dawid-Sawicka, Stelmach, 2023). This type is:

Dynamic innovator

Utilize clearly defined outcomes, data and sound employee (people and machine) assessment to track the impact of products/solutions on business results, identify opportunities for change and continuously improve and adapt solutions/products to meet changing business needs; solutions/products to meet changing business needs on an ongoing basis.

Team Facilitator

Matches employees with the right skills to the team; through clearly defined deliverables, team roles, norms and plans to achieve exceptional team performance and create a positive team atmosphere to build, implement and manage products/solutions.

Product Manager

Gathers and analyzes product information.

Product manager

Gathers and analyzes product/solution requirements; creates product roadmaps; develops user cases to drive product effectiveness; develops user cases to ensure product effectiveness; oversees product/solution development; change management and coordination of product launch activities.

Marketing competencies

Develops product launch plans and marketing plans; develops product campaigns to raise awareness and demand for the product; develops product presentations and promotional materials; works with all stakeholders to improve marketing plans and collaborates with all stakeholders to improve marketing plans.

Domain Knowledge Specialist

Provides in-depth functional knowledge, insights and elements on developing, implementing and managing workforce solutions (employees and machines), solutions that generate ROI in productivity and employee engagement and achieve business goals.

3.2. Sprint Leader (Dawid-Sawicka, Stelmach, 2023)

Creates and manages cross-functional teams to solve business challenges quickly and effectively.

Mentors/Agile

Quickly mobilize work, bring teams together and provide direction to achieve the outcome goal.

Researchers

Demonstrate expertise in specific areas of HR.

Data questioner

Develops hypotheses, prototypes, pilots, tests and conducts statistical analysis to make recommendations on the effectiveness and reliability of solutions/products for the workforce (human and machine workers).

Reliable knowledge activist/integrator

Acquires, information, analyzes, works and advises with the necessary trust and respect.

Designers

Carefully understand end-user and business needs, provide options, test potential solutions and use feedback from data to improve solutions, products and work results.

Collaborator

Performs well in a team environment, using the ideas and work of others to solve problems and increase productivity.

We are reimagining the work of HR and the solutions it delivers by introducing advanced digital solution technologies that transform what, how and by whom HR delivers work and who (including machines) does that work (Dawid-Sawicka, Stelmach, 2023).

3.3. Organizations and workforce information managers (people and machines)

Implement strategic and technological tools to accurately, efficiently, comprehensively and effectively manage workforce (human workers and machines) data, records and related matters.

Digital mindset

Enabling the use of traditional and digital technologies at the same pace and avoiding isolation. This means using digital technologies to improve current operational and talent management models.

HR user perspective specialists

Design and deliver digital solutions with a focus on excellent user experience as a top development priority.

Update/solution testers

Develop hypotheses, build prototypes, pilot, test and conduct statistical analysis to evaluate the effectiveness and reliability of workforce services (employees and machines).

Insight teller

Synthesizes various sources to statistically identify and predict and act on trends that affect workforce performance.

3.4. Technology-oriented HR professionals

Effective use of integrated solutions using various channels to deliver a positive user experience and continuous improvement of HR services consequently leads to the design and implementation of advanced technology tools and for HR customers (Dawid-Sawicka, Stelmach, 2023).

Focus on ethics and compliance

Interpreting labor laws and related policies, applying compliance knowledge and providing management services to protect the organization, reduce risks to people and ensure that ethical standards and behaviors are maintained and practiced.

Focus on business results and continuous innovation

Use data and robust assessment methods to track workforce solutions (human workers and machines), track the impact of workforce solutions (workers and machines) on business results, and continuously improve and adapt services/products to meet changing business needs.

Customer Experience Driven HR

Implementing superior employee services, using data and feedback to come up with user-centered, creative, progressive and original solutions to motivate employees and ensure their productivity and efficiency.

4. Summary and conclusions

The traditional HR competency model and its previous required in the past must be fundamentally overhauled to move towards “exponential HR” to lead the development of the HR department (Rhoades, Eisenberger, 2002, pp. 698-714).

The Exponential HR team will continue to anticipate, develop and deploy the workforce (the workforce) based on a deep understanding of the user and the business. Compared to the past, these decisions will be more data-driven by collecting, organizing, synthesizing and analyzing data to synthesize and analyze data to identify

problems, predict trends make recommendations and guide actions that will ultimately improve productivity and business performance.

The Exponential HR team is digital. It will do this by constantly testing, applying and creating new ways of working and dealing with challenges, and embracing a culture of digital immersion in the organization. These activities should be done in networked teams that will share ideas and information and gain access to share ideas and information and gain access to leading best practices, trends and information.

Throughout history, organizations recognize that capabilities go through waves of transformation over time. For example: the consensus reached in numerous HR transformation projects - about a third of HR professionals already have the competencies needed for the future, while another third will never adapt to meet the requirements. In the future, however, the definition of success will be more radical than today, so that all people will be able to improve their professional competence of all HR practitioners.

The path to “exponential” is different for every HR team. It is determined by where they start and is limited by the speed at which they can develop new competencies.

HR management in each company will have its own unique path to the future. Becoming “exponential” is a key part of that journey. Each HR organization’s journey is unique. In today’s disruptive world, the road less traveled may be the ultimate path to the destination.

References

- Brooks, S. M., Wiley, J. W., & Hause, E. L. (2006). *Using employee and customer perspectives to improve organizational performance*. In L. Fogli (Ed.), *Customer service delivery: Research and best practices* (pp. 52 – 82). San Francisco, CA: Jossey-Bass.
- Čižo, E., Awan, R.A., Ali, R., Esau, N.A. (2022). Impact of employee attitude on their pro-social behavior: a case study. *Entrepreneurship and Sustainability Issues*, 9(4), 416-426. [http://doi.org/10.9770/jesi2022.9.4\(22\)](http://doi.org/10.9770/jesi2022.9.4(22))
- Dawid-Sawicka, M. Stelmach, E. (2023). *13 wzorców dobrej komunikacji i relacji. Analiza transakcyjna w praktyce [13 patterns of good communication and relationships. Transactional analysis in practice]*. Wolters Kluwer Polska, Warszawa.
- Elson, C.M. & Ferrere, C.K. (2012). *Executive Superstars, Peer Groups and Over-Compensation– Cause, Effect and Solution*, Available at SSRN 2125979, 2012 – works.bepress.com [accessed 18 February 2023].
- Gniazdowski, P., Jagielka, A., Kosińska, M., Kuron, P., Mianowski, M. (2022). *Restrukturyzacja. Wprowadzanie trudnych zmian z korzyścią dla organizacji i pracowników [Restructuring. Introducing difficult changes for the benefit of the organization and employees]*. Wolters Kluwer Polska, Warszawa.
- Grencikova, A., Navickas, V., Spankova, J., Krajco, K. (2022). The motivation of different employee generations: a case study of the spa industry. *Entrepreneurship and Sustainability Issues*, 10(1), 80-90. [http://doi.org/10.9770/jesi.2022.10.1\(4\)](http://doi.org/10.9770/jesi.2022.10.1(4))
- Holubčík, M., Soviar, J., & Lendel, V. (2022). Sustainable cooperation management - insights from a selected company. *Entrepreneurship and Sustainability Issues*, 10(2), 429-447. [http://doi.org/10.9770/jesi.2022.10.2\(27\)](http://doi.org/10.9770/jesi.2022.10.2(27))
- IRS Employment Review (2012). *Annual Review of Pay Trends*, 11 September, 1.
- Ivanová, E., Žárská, V., Masárová, J. (2021). Digitalization and human capital development. *Entrepreneurship and Sustainability Issues*, 9(2), 402-415. [http://doi.org/10.9770/jesi.2021.9.2\(26\)](http://doi.org/10.9770/jesi.2021.9.2(26))
- Kinowska, H. (2021). Core features for the design of remuneration systems for sustainable human resource management during the Covid-19 pandemic: Polish companies’ experiences, *Entrepreneurship and Sustainability Issues*, 8(4), 389-402. [http://doi.org/10.9770/jesi.2021.8.4\(23\)](http://doi.org/10.9770/jesi.2021.8.4(23))
- Ładka-Barańska, A., Puchalska-Kamińska, M. (2022). *Job Crafting. Nowa metoda budowania zaangażowania i poczucia sensu pracy [Job Crafting. A new method of building commitment and a sense of meaning in work]*. Wolters Kluwer Polska, Warszawa.
- Lamrii, J. (2020). *Kompetencje XXI wieku [21st century competences]*. Wolters Kluwer Polska, Warszawa.

Leikuma-Rimicane, L., Komarova, V., Lonska, J., Selivanova-Fyodorova, N., Ostrovska, I. (2021). The role of talent in the economic development of countries in the modern world. *Entrepreneurship and Sustainability Issues*, 9(2), 488-507. [http://doi.org/10.9770/jesi.2021.9.2\(32\)](http://doi.org/10.9770/jesi.2021.9.2(32))

Marino, A., Pariso, P. (2021). Digital economy: technological, organizational and cultural contexts for the development of cooperation in Europe. *Entrepreneurship and Sustainability Issues* 9(2), 363-383. [http://doi.org/10.9770/jesi.2021.9.2\(24\)](http://doi.org/10.9770/jesi.2021.9.2(24))

Menshikov, V., Ruza, O., Arbidane, Mietule, I. (2022). Entrepreneurial talent: The Baltics in the mirror of international studies. *Entrepreneurship and Sustainability Issues*, 10(2), 274-293. [http://doi.org/10.9770/jesi.2022.10.2\(17\)](http://doi.org/10.9770/jesi.2022.10.2(17))

Muzanhenamo, A., Rankhumise, E. (2022). Digital entrepreneurship in South Africa: a human capital perspective. *Entrepreneurship and Sustainability Issues*, 10(2), 464-472. [http://doi.org/10.9770/jesi.2022.10.2\(29\)](http://doi.org/10.9770/jesi.2022.10.2(29))

Parker, S. K., Williams, H. M., & Turner, N. (2006). Modeling the antecedents of proactive behavior at work. *Journal of Applied Psychology*, 91, 636-652.

Paulikas, J., Paulikiene, B. (2022). Impact of the communicated information content on employee resistance to change. *Insights into Regional Development*, 4(3), 61-75. [http://doi.org/10.9770/IRD.2022.4.3\(4\)](http://doi.org/10.9770/IRD.2022.4.3(4))

Piotrowski, M., Huras, P., Modrzejewska, K. (2021). Determinants of the human capital redistribution. What pushes out and what pulls to the regions of Masovian voivodship. *Entrepreneurship and Sustainability Issues*, 9(2), 50-64. [http://doi.org/10.9770/jesi.2021.9.2\(3\)](http://doi.org/10.9770/jesi.2021.9.2(3))

Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology*, 87, 698-714.

Rubio-Andrés, M., Ramos-González, M. d., Molina-López, M. M., Sastre-Castillo, M. (2023). Training higher education students for employability skills: Is it worth it?, *Entrepreneurship and Sustainability Issues*, 10(4), 390-407. [https://doi.org/10.9770/jesi.2023.10.4\(24\)](https://doi.org/10.9770/jesi.2023.10.4(24))

Schneider, B., Hanges, P. J., Smith, B., & Salvaggio, A. N. (2003). Which comes first: Employee attitudes or organizational financial and market performance? *Journal of Applied Psychology*, 88, 836-851.

Shava, E., Vyas-Doorgapersad, Sh. 2023. Inclusive participation in information and communication technologies (ICTs) processes for smart services in the city of Johannesburg. *Insights into Regional Development*, 5(1), 26-40. [http://doi.org/10.9770/IRD.2023.5.1\(2\)](http://doi.org/10.9770/IRD.2023.5.1(2))

Sidor-Rządowska, M., Sienkiewicz, Ł. (2023). *Cyfrowy HR. Dział personalny w obliczu cyfrowej transformacji firmy [Digital HR. The HR department in the face of the digital transformation of the company]*. Wolters Kluwer Polska, Warszawa.

Surowiecki, J. (2013). *Open season*, The New Yorker, 21 October, 31.

The Guardian (2012). *A Culture in Need of Curbing*, 6 February, 26.

Ziaran, P., Fedorko, R., Gavurova, B., Bacik, R. (2021). Motivational factors at work of e-commerce and e-business employees. What is the difference between genders? *Entrepreneurship and Sustainability Issues*, 9(1), 23-36. [http://doi.org/10.9770/jesi.2021.9.1\(2\)](http://doi.org/10.9770/jesi.2021.9.1(2))

Żukowska, J. (2023). *Metody oceny form rozwoju kompetencji [Methods of evaluating forms of competence development]*. Wolters Kluwer Polska, Warszawa.

Jakub Jerzy CZARKOWSKI is a vice-rector of the University of Justice, PL.

ORCID ID: 0000-0001-6212-5763

Piotr BACZAR is assistant professor at the University of Justice, PL.

ORCID ID: 0000-0002-8778-7875