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Preface

The papers collected in this issue of Research Papers of Wrocław University of Economics and Business concern various aspects and perspectives of the concept “Human at the Center of Organization”. This approach is not only a short-term trend, but as presented in findings of empirical research and discussions included in this issue, way of thinking building attitudes affecting both practices in organizations and teaching programs at various universities, building together brand new character of the process of socialization. There are many issues that should be solved if organizations want to use the potential of their human beings. Real focus on individuals and teams in modern world should take into account at least these aspects that we present in the 2/2025 issue.

Bartkowiak & Krugielka show how important in building human capital at work in the employee labor market are migrants. Finding themselves not only at work but also in society is a real challenge for them. Helping them with using artificial intelligence in the recruitment and onboarding processes, may be beneficial both for the migrants themselves and the organization that wants to employ them.

Staszkiwicz & Beck-Krala discuss the role of tutoring as a an experience that strengthens the sense of coherence of academics. The Authors convince us that tutoring may be a solution for the problems which arise from increasing requirements and decreasing well-being of scholars.

Borowska & Pietroń-Pyszczyk focus their attention on the commitment which is one of the main determinants of effective organizational functioning. According to the Authors, it is particularly important to adjust conscious and intentional actions within an organization which would take into account differences between generations, especially Generation Z, which in a few years will dominate the labor market.

Dernowska-Żaczek & Smarżewska emphasize that in the context of rapidly accelerating digitalization, digital competencies emerge as a pivotal determinant of organizational success, thanks to their role in human capital management. The Authors demonstrate that the enhancement of these competencies not only augments workforce efficiency but also facilitates the agile adaptation of organizations to fluctuating market dynamics.

Haromszeki highlights that employee retention is one of the key issues in companies not only during crisis, but it's role becoming even more important when their survival depends on the reaction of their workforce to changing condition. In these aspects company's success can be an effect of the mediation of HRM outcomes in relationship between employee retention and company performance results.

Kluska-Nowicka emphasizes that one of the key factors for success in an organization, and an important dimension of the new “people at the center of the organization” paradigm, is diversity and inclusion. This approach is reflected in this study in the impact of organizational culture on perceptions of career success among women, especially the occupation of senior positions in companies by women as an expression of equal employment opportunities.

Kopertyńska et al. show us two perspectives of leadership in an organization – leaders and employees. The competencies characteristic for modern world approach focused on human beings include: team building, openness to change, supporting development and understanding business. The most important challenge for leaders is to inspire employees to work in conditions of constant change, as well as to balance the needs of the company with the needs of employees, following values: diligence, justice and decisiveness.

Mikołajczyk made an attempt to describe the issue of workplace well-being, with particular emphasis on the phenomenon of so-called “well-being washing”, describing its symptoms and implications for employees and organizations. Addressing a selected problem takes place in the context of a comprehensive discussion of the fundamental elements that should be included in every effective and holistic organizational well-being strategy.

Młodzińska-Granek & Dziob-Zadworna show why supporting gender equality matters, analyzing the case of new quality of leadership and management in tech startups. The Authors focused on this case in context of prejudice against women and gender-biased social norms underestimation of women's capabilities and rights in society.

Olchawa conducts a review of Polish research focused on human resource management competencies of microenterprise owners. Their competencies and approach may affect the human capital building process, which has an important role in achieving a competitive advantage in the market. The Author highlights that those competencies influence the use of emerging opportunities and the elimination of risks that arise from modern challenges for organizations that determine the management of people.

Szydło & Moczydłowska offer us a bibliometric analysis of employee motivation in uniformed services. The Authors pay special attention to a labor motivation in the uniformed services, because according to their critical analysis of literature, this issue has been poorly studied by management science and quality researchers. They try to diagnose the motives of those who decide to become an officer, and above all, what factors motivate them to serve.

Teneta's research is focused on the role of Corporate Social Responsibility of the ICT sector in Poland. The Author's conclusions indicate that ICT companies are increasingly under pressure to operate sustainably and socially responsibly. Taking into account both human rights and digital rights and principles, ICT should protect human rights and support democracy; everyone should have access to the internet, develop digital skills and exercise control over their data.

Waligóra addressed the problem of the influence of age diversity on organizational identification. The Author points out that age diversity refers to the presence of employees in different age groups within an organization, and its impact on organizational identification and work effectiveness is a complex and worthy topic of exploration. In her paper, she also highlights that the research on the relationships between age diversity and organizational identification presents a picture that encompasses both positive and negative aspects of this relationship.

Wiśniewska et al., in their paper, discuss the problem of the perception of organizational learning at the team level and perceived employability. The Authors emphasize that these days, the requirements placed on employees imply the need for continuous learning and the permanent development of competencies to increase employability in a changing labor market. The Authors are trying to fill the research gap of a more comprehensive link between these two notions and their associations.

Łukasz Haromszeki
Thematic Editor