



REPORT

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**THE REPORT FROM THE 4TH SCIENCE
CONFERENCE IN THE SERIES *DIGITAL
SOCIETY AND ORGANIZATIONAL
MANAGEMENT CONCEPTS* TITLED
*HUMAN CAPITAL MANAGEMENT
DURING UNCERTAINTY***

Józefów, 21st May 2024

On 21st May 2024, the national science conference titled *Human Capital Management during Uncertainty* was held in person at the WSGE University of Applied Sciences in Jozefow. This conference is part of the series *Digital Society and Organizational Management Concepts*. The event was held under the honorary patronage of the Ministry of Digital Affairs, the Polish Economic Society, the European Business Club Poland, and the Scientific Federation WSB-DSW Merito. The conference was part of a project co-financed by the state budget granted by the Minister of Education and Science under the program *Social Responsibility of Science II – The contemporary image of Polish society in science and public debate*.

The conference aimed to review the current dilemmas facing representatives of the management science discipline and organizational leaders. It presented both theoretical and practical knowledge regarding the functioning of enterprises and institutions in a digital society, reflecting on the challenges, threats, and opportunities they will face in the contemporary world. The relevant topics attracted significant interest from representatives of social and humanities sciences and management practitioners. The speakers represented 16 academic centers in Poland, including the Warsaw School of Economics, Warsaw University of Technology, Warsaw University of Life Sciences, University of Warmia and Mazury, WSB Academy in Dąbrowa Górnicza, Jan Kochanowski University in Kielce, and others. The host academy, WSGE, was the most represented, with 13 researchers participating. Additionally, local government representatives, entrepreneurs, and students, whose number doubled compared to the previous year, attended the event.

Assoc. Prof. Aleksandra Szejniuk chair of the organizing committee and initiator of this conference series, welcomed the gathered guests. The conference was officially opened by the Rector of the WSGE University Prof. Magdalena Sitek. She emphasized that the proceedings are an excellent opportunity to exchange ideas and seek innovative solutions to better manage human resources in dynamically changing conditions, wishing fruitful discussions and inspiring exchanges and valuable networking.

Next, Urszula Anisiewicz, M.A. invited the gathered guests to the ceremonial plenary session titled *Society and Organizational Management Concepts*, led by Vice-Rector of the WSGE University of Applied Sciences in Jozefów Iwona Florek, Ph.D. Four speeches were presented in this session,

starting with Prof. Elżbieta Mączyńska-Ziemacka, Honorary President of the Polish Economic Society and lecturer at the Warsaw School of Economics. Her presentation, titled *Social Capital in Conditions of Civilizational Shift and AI Development: The Problem of Dehumanization*, gathered significant interest from both scientists and students. Prof. Mączyńska-Ziemacka emphasized the significant role of humans in designing artificial intelligence and advocated for optimal, pro-humanitarian utilization of the fourth industrial revolution's potential, referencing Nobel Laureate Annie Ernaux's words, *The multitude of things masks the deficit of thought*. Subsequently, Assoc. Prof. PUZ in Ciechanów Andrzej Kozłowski presented factors determining career advancement in the Police from an employee's perspective. This presentation showcased research conducted at the officer school in Szczytno by a team including Prof. h.c. mult. Bogdan Nogalski from WSB Merito University in Gdańsk, Assoc. Prof. Iwona Czaplicka-Kozłowska from the University of Warmia and Mazury in Olsztyn, Prof. Agnieszka Szpitter from the University of Gdańsk, and the speaker. The next paper, presented by Prof. WSB University in Dąbrowa Górnicza, retired chief inspector Iwona Klonowska – was titled *Managing Resources with Different Needs and Approaches to Achieving Professional Goals: A Multidimensional Approach*. This was a comparative analysis of different generations' approaches to professional activity and mechanisms supporting the management of a diverse team. The final speaker in the plenary session, Assoc. Prof. from Warsaw University of Technology Małgorzata Sidor-Rządkowska, explored whether human capital management in Industry 5.0 represents a breakthrough or a continuation of previous assumptions. She emphasized the need to focus all activities on humans, ensuring that people remain at the center of all economic processes.

The next part of the conference featured a lecture by Magdalena Witkowska-Krzymowska Ph.D., Director of the Legal Department at the Ministry of Digital Affairs, dedicated to the digital identity management in light of new EU regulations. In the first part, M. Witkowska-Krzymowska, Ph.D., presented the definition of digital identity and its components, followed by a discussion of the latest legal regulations within the EU's digital strategy and technologies supporting digital identity management. The lecture concluded with forecasts and directions for the development of digital identity and potential future regulatory changes.

Due to the large number of speakers and the diverse range of topics they presented, further sessions were conducted in several parallel panels.

The first thematic block, led by Assoc. Prof. Warsaw University of Business Jerzy Zawisza, focused primarily on the possibilities of using artificial intelligence in human resource management. The session opened with a paper by Barbara Kusto, Ph.D., from Jan Kochanowski University in Kielce, prepared together with Prof. Bogdan Klepacki from the University of Agriculture in Kraków, on CSR practices in human capital management in local government administration. Bartosz Zamara, Ph.D., from the Warsaw University of Technology then presented the results of his research on leadership in investment projects using artificial intelligence. The next paper, on the phenomenon of mobbing in public administration, was presented by Jolanta Kloc, Ph.D. from the State Academy of Applied Sciences in Włocławek. In this part, representatives from the business world also spoke. The director of the Nosselia Hotel in Warsaw Mr. Andrzej Przeniosło, discussed the process of supporting employee motivation in the hotel industry from a manager's perspective, and Ms. Agnieszka Boulcott from ING Hubs Poland presented the phenomenon of creating neurodiverse teams in enterprises. The purpose of these teams is to leverage individuals' unique skills to increase innovation and overall team efficiency. The benefits of neurodiverse teams and the challenges faced by management were presented.

The second parallel panel was led by representatives of the WSGE University of Applied Sciences in Jozefow, Urszula Anisiewicz, M.A. and Adam Życzkowski, M.A. The first presentation in this section, on stress and its impact on management, was delivered by Adam Życzkowski, M.A., emphasizing the significant role of managers in combating stressful situations in enterprises and preventing burnout. Alina Paklarska, Ph.D., from the WSGE University of Applied Sciences in Jozefow then presented a paper titled *Information in Light of Management Science Paradigms*. Krystyna Palonka, Ph.D., also representing the host institution, provided a very interesting view on financing startups in the American and European models, with particular emphasis on venture capital in Poland. Sylwester Smoleński, Ph. D. then presented a paper on the militarization of units in the context of human capital management. The panel concluded with a paper by Urszula Anisiewicz, M.A.,

on the dilemmas and controversies arising from corporate social responsibility, both in theoretical and practical aspects of CSR solutions.

The third parallel session, led by Assoc. Prof. Aleksandra Szejniuk, was the most numerous in terms of the number of papers. Maria Kocór, Ph D., from the Andrzej Frycz Modrzewski Krakow University presented the results of her research on educational leadership in schools and managing its capital in a digital society. This presentation highlighted the conditions, problems, and challenges associated with educational leadership. Bogdan Machowski, Ph. D., then presented a paper, prepared by a team from the Management Academy of Applied Sciences in Warsaw, including the speaker, Andrzej Góralski, Ph.D., Agnieszka Król, Ph. D., and Karol Juszczyk, M.A., on the proposal of an academic training system for FPV drone operators in times of uncertainty. Paweł Dąbrowski, Ph. D., also from the Management Academy of Applied Sciences in Warsaw, then presented a paper on social capital and organizational resilience to threats. Assoc. Prof. MANS Mostefa Ider presented the results of his research on factors affecting the leader-member relationship, which can influence employee efficiency. These studies focused on how job satisfaction can translate into better efficiency. This paper provided valuable insights into building and maintaining positive relationships with subordinates, which can lead to overall organizational success. The final two presentations closing this panel addressed the opportunities and threats posed by artificial intelligence in human resource management. Janusz Sarnowski, Ph. D., emphasized the challenges associated with implementing AI-based solutions in management, while Assoc. Prof. Aleksandra Szejniuk presented issues related to the future of AI in organizations.

A parallel Student Scientific Conference titled *Social Sciences in the Face of Crises in the 21st Century* took place. The event was led by Barbara Antczak, Ph.D., from the WSGE University of Applied Sciences in Jozefow. She, along with AWSGE students Ms. Barbara Białek and Ms. Sylwia Dąbrowska, opened the session with a presentation based on their own research titled *Marketing Tools Used in Promoting the WSGE University of Applied Sciences*. The second presentation, given by Dorota Biały, a master's student in management, focused on the relationship between talent and achieving success. The next paper, concerning the value of people in the digital age, was delivered by Ms. Katarzyna Straś, also a student at AWSGE. Following this,

Ms. Edyta Makowska presented on the social and economic challenges for social sciences in the face of crises, highlighting some of the contemporary world's problems. Additionally, a scientific poster by Radosław Kaczor, a student in internal security at the WSGE University of Applied Sciences in Jozefow, addressed the challenges of using artificial intelligence in HR.

This event facilitated the exchange of views and experiences on contemporary challenges and social crises. The students' presentations highlighted the issues facing the modern world. The conference served not only as a platform for presenting research but also as a venue for reflecting on the role of social sciences amidst multiple crises.

Each session was accompanied by great interest and an excellent atmosphere, with lively discussions extending from the conference rooms to the corridors during breaks.

The conference, dedicated to managing human capital under uncertainty, was a huge success. Key strategies and tools to help organizations effectively manage human resources in the face of dynamic changes were discussed. Experts shared their experiences and research findings, resulting in inspiring discussions and valuable insights. Participants had the opportunity to make valuable contacts and gain new knowledge, potentially contributing to building resilience in uncertain times. The conference concluded with an invitation to future editions of the event, and the organizers assured that they would make every effort to ensure that the next meetings would be equally fruitful and serve as an inspiration for further development.