

FOREWORD

Presented number of *Silesian University of Technology. Scientific Papers. Organization and Management Series* is devoted to current problems and challenges in the area of organization and management. It contains 41 papers which are the result of research and analyzes by scientists from over a dozen Polish universities. The issues discussed in the presented papers concern in particular human resources competences, shaping organizational relations, communication between the organization and the environment, tools supporting the management process, management challenges related to COVID-19 pandemics, social responsibility and sustainable development.

The considerations undertaken here include such research areas as: employee well-being, quality of working life, empowerment, organizational trust, organizational social capital, relations quality, work engagement, work environment, organizational justice, organizational silence, HR 4.0, leadership, talent management, competence management, diversity management, healthcare professionals, self-development, professional development, lifelong learning, creative life orientations, career, generation Z, training process, technical training, risk management, communication, marketing, service quality, medical services market, modern technologies, remote work, information technology (IT), economy 4.0, SME sector, female migration, structural funds, Smart City, experience economy, ergonomics, sustainability, social responsibility, social innovation, third mission of universities, social economy and non-profit sector.

The most extensive group of studies in this issue is the multi-faceted issue of human resources competences. Many authors have focused in their studies on the issue of shaping and developing competences, starting with emphasizing the role of studying in this process (*Studying "Management" as a challenge to develop your own competences*), lifelong learning (*The concept of lifelong learning – managers' expectations and youth attitudes*), the role of training and development practices (*Improving the technical training process in the Armed Forces – research report, Support for teachers' competences in the Teacher Training School model – a case study, Implications of talent management: impact of development practices on the work engagement of talented employees*), and the importance of regional support in this area (*The ESF support for the improvement of workers' qualifications at a regional level*).

The important role of creativity in contemporary organizations has also been noticed (*Creative life orientations of employees of creative organisations*) and the role of digital competences (*Digital competences of human resources of organizations and competitiveness of SME enterprises*), especially those of the young generation (*A methodology to research competencies of the young generation in the economy of the future. A proposal of new research tools, Digital competences of Generation Z in the area of work and professional development, Digital competences of young people: the results of a study of secondary-school students in the Greater Poland province*). Moreover, the issue of the impact of the level of employees' competences on their empowerment in the organization was raised (*Employee competencies as a factor conditioning the application of empowerment*).

The issues of shaping lasting intra-organizational relations and the relations of the organization with the external environment have been discussed in the papers *Internal social capital of enterprises in Poland* and *Determinants of the relationship quality in the perspective of the enterprise – business environment institutions*. The paper *The role of leadership in stimulating the growth of vertical trust in companies* focuses in particular on the issue of trust, in the next study *Employee well-being from the perspective of human resources professionals* – on the issue of employee well-being, while the next paper *The impact of personality traits of individuals on organizational silence in its four forms* focuses on the issue of organizational silence. The relational aspect in the context of equal opportunities, counteracting discrimination, employee integration and creating pro-family policy of enterprises and better conditions for personal and professional life was also reflected in the paper entitled *Is employee diversity relevant? Assessment of the impact of diversity management on soft and hard aspects of management* and in two other studies devoted to the analysis of selected aspects of the situation of women in the organization and the emigration of women in search of better conditions for personal and professional life (*Women managers' professional career versus motherhood, Long-term emigration of polish women from the perspective of motives and consequences in the professional field*).

Proper communication significantly contributes to building successful relations of the organization with the internal and external environment. Issues related to communication and marketing were discussed in particular in three studies, referring to the issue of intra-organizational communication (*Evaluation of internal communication of an organisation on the example of a student self-government*) and with external stakeholders (*Communication with patients and the quality of medical services (on the example of handling patients at the reception desk), Modern technological means used by modern companies in marketing communication*).

The selected aspects of the organizational and technical support of the enterprise management process presented in this publication concern IT tools supporting HR departments (*AI tools applied in HR 4.0*), issues of remote work (*Implementation and use of remote work tools*) and ergonomics (*Input data of scenarios for the implementation of ergonomic projects in*

a manufacturing company). The importance of ergonomic solutions for the efficiency of the work performed was also highlighted in the study *Identification and evaluation of ergonomic inconsistencies in the manner of performing control activities by the glider pilot*.

The COVID-19 pandemic turned out to be one of the significant challenges for human resource management today, which was also reflected in the papers presented in this study. They raised the issue of pandemic management (*Work environment management and sense of health security among healthcare professionals, VUCA or BANI? – the challenges of human capital management in post(?)pandemic times, Social responsibility in human resources management in public institutions during COVID-19 pandemic – a SMART CITY perspective*), in particular shaping employee well-being (*Case studies of well-being practices in companies during the pandemic*), digital competences of a leader (*Leader's digital competence in motivating employees during the COVID-19 pandemic – research findings*), Generation Z employees (*The impact of the COVID-19 pandemic on the expectations of employees belonging to Generation Z towards the incentive system, Generation Z in uncertain time of SARS-COV-2 – how do they feel far away from office?*) and perception of COVID-19 (*Perception of pandemic illustrations in the times of Homo Videns and heightened health risks*).

An important place in this study is also the issue of broadly understood social responsibility and sustainable development, analyzed by the authors from the perspective of the role of universities in solving significant social problems of the region (*Social innovation in solving significant and complex problems of the Mazovia region*), social attitudes (*Social entrepreneurship of the New Generation in the New Economy*), and from the perspective of the activities of selected market entities (*Barriers to the purchase of organic food from local producers, The role of green competencies for the sustainability manufacturing grow: preliminary research, Digitization of business activities and human resources orientation on sustainable consumption and production, Socially irresponsible actions in the economic area towards employees in a small enterprise*).

By placing this publication in the hands of esteemed Readers, we hope that by stimulating reflection it will become a contribution to further research covering the problems of organization and management and for solutions to practical problems in this area.

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