

THE ROLE OF SUSTAINABLE LEADERSHIP IN SHAPING EMPLOYEES' ORGANIZATIONAL COMMITMENT

Ireneusz RYNDUCH

Cracow University of Economics, Department of Labour Resource Management; Kraków;
rynduchi@uek.krakow.pl, ORCID: 0000-0001-9750-9628

Purpose: The purpose of this paper is to explore the theoretical relationship between sustainable leadership and employees' organizational commitment. The article aims to identify key leadership practices that support long-term employee attachment to organizations, particularly in the context of contemporary challenges such as digital transformation, generational diversity, and evolving labor market expectations.

Design/methodology/approach: This is a conceptual paper based on an integrative literature review. It synthesizes theoretical contributions in the areas of sustainable leadership and organizational commitment. The approach combines Avery and Bergsteiner's (2011) model of sustainable leadership with Meyer and Allen's (1991) three-component model of organizational commitment. The analysis focuses on the alignment between leadership behaviors and factors fostering affective, continuance, and normative commitment.

Findings: The paper identifies that sustainable leadership can positively influence organizational commitment by creating a supportive work environment, enhancing trust, and fostering a sense of purpose. Leadership practices such as participatory decision-making, transparent communication, and long-term employee development contribute to building loyalty and reducing turnover.

Research limitations/implications: As a theoretical study, the paper does not include empirical validation. Future research should examine the relationship between sustainable leadership practices and organizational commitment through quantitative and qualitative methods. The need to explore sectoral differences and the impact of technological change is also emphasized.

Practical implications: The article provides practical guidance for managers and HR professionals aiming to increase employee retention and engagement. It highlights the importance of leadership strategies that balance economic, social, and environmental objectives in human resource management.

Social implications: Sustainable leadership may support employee well-being, foster ethical organizational cultures, and promote socially responsible practices. It can contribute to aligning organizational goals with societal and environmental expectations.

Originality/value: This paper offers a novel theoretical contribution by linking sustainable leadership with the multidimensional concept of organizational commitment. It provides a foundation for future empirical research and practical applications in leadership development and strategic HR management.

Keywords: organizational commitment; employee engagement; sustainable leadership; human resource management; sustainable leadership dimensions.

Category of the paper: conceptual paper, literature review.

1. Introduction

Contemporary enterprises operate in an exceptionally dynamic environment that requires leaders to remain flexible in fulfilling their responsibilities (Szewczyk, 2024). The growing diversity of employee needs, as well as changes in the generational structure of the workforce, are prompting organizations to seek new ways to strengthen organizational commitment (Pereira, 2023). Consequently, managers are increasingly turning to the concept of sustainable leadership, which encompasses not only economic but also social and environmental dimensions of organizational functioning (Meyer, Allen, 1991). This article presents key challenges faced by contemporary enterprises and their leaders, discusses the role of sustainable leadership in shaping organizational commitment, and provides examples of actions that may positively influence employee loyalty.

2. Contemporary Challenges Faced by Organizations and Their Leaders

Today's organizations operate in an environment characterized by an increasing pace of technological, social, and economic change (Urabniak et al., 2020). In this context, leaders play a crucial role in adapting to the changing reality. One of the key challenges remains maintaining a high level of employees' organizational commitment. Leaders who seek to attract and retain qualified personnel must create conditions conducive to task engagement and stimulate employee loyalty to the employer (Meyer, Allen, 1996; Hung, Huy, 2023).

Contemporary organizations often comprise members of up to four different generations, differing in leadership style preferences, attitudes toward work, and communication methods (Lewicka, 2017). Understanding the needs and values of different age groups supports synergy building and reduces the risk of conflict. As a result, leaders must demonstrate flexibility in their leadership approaches and be able to negotiate the expectations of individual teams to foster a healthy work environment.

A vital role is also played by the digital transformation associated with Industry 4.0, which has altered how enterprises operate (Poszytek, 2024). To implement innovations, leaders require not only technical competencies but also the ability to motivate and support their teams, fostering a sense of purpose in the changes being introduced (Cybal-Michalska, 2015).

Inadequate employee support during digital transformation may lead to frustration, resistance, and a decline in work engagement (Shahi, Sinha, 2021).

With the advancement of globalization and digitalization, sustainable leadership—seeking to integrate economic performance with social and environmental responsibility—gains increasing importance (Suriyankietkae, Avery, 2014). Developing such an approach is challenging but enables organizations to respond to stakeholder and market expectations. Applying sustainable leadership principles in daily practice requires ongoing balancing of diverse goals, often necessitating complex decision-making and adaptation of existing routines (Avery, Bergsteiner, 2011).

Another challenge is maintaining the consistency of organizational values. Discrepancies in norms and beliefs can lead to a decline in employees' commitment, workplace conflict, and diminished quality of work (Suriyankietkaew et al., 2022). Therefore, it becomes the leader's role to articulate and communicate a shared vision of action.

Dynamic technological processes, growing employee expectations toward leadership, and the need to balance business, social, and environmental objectives exemplify the complex environment in which today's organizations operate (Grześ, 2022). In this context, the appropriate selection of leadership practices and the cultivation of an organizational culture that allows each team member space for development become especially significant.

3. Characteristics of Sustainable Leadership

The literature emphasizes the need to develop a new approach to leadership in organizations. Scholars argue for moving away from perceiving leadership solely as a control function, and instead focusing on dialogue (Gerard et al., 2017). Within leadership studies, increasing attention is also being paid to organizational stakeholders, the relationships between leaders and subordinates, and the need to implement leadership practices aligned with the principles of sustainability (Armani et al., 2020). The concept of sustainable leadership assumes a departure from the traditional focus on financial outcomes in favor of recognizing that organizations are part of a broader environmental and social context, and that it is essential to adopt a long-term perspective on operations (Avery, Bergsteiner, 2011). Hargreaves and Fink (2003) highlight that the purpose of sustainable leadership is to meet the needs of today's society while also considering the needs of future generations. This approach stresses the responsibility of leaders to address sustainability-related challenges and to act regardless of their formal position within the organization. One of the most prominent frameworks, developed by Avery and Bergsteiner (2011), defines sustainable leadership as encompassing long-term decision-making, continuous innovation, nurturing a loyal workforce, delivering high-quality products and services, and balancing the well-being of people, profit,

and the environment. Such leadership is rooted in the broader social, cultural, and institutional context. The literature identifies three key dimensions of sustainable leadership, the main characteristics of which are presented in Table 1.

Table 1.
Characteristics of Sustainable Leadership Dimensions

Economical dimension	Social dimension	Environmental dimension
<ul style="list-style-type: none"> • focus on maximizing work efficiency, • use of performance metrics for both leaders and employees, • maintenance of internal organizational harmony, • attention to employees' awareness of goals and long-term consequences of their action. 	<ul style="list-style-type: none"> • creating an optimal work environment, • implementing socially responsible business practices, • treating subordinates as autonomous individuals, • ensuring employee well-being, • supporting the development of subordinates, • building a positive organizational climate, • preventing and resolving conflicts. 	<ul style="list-style-type: none"> • raising employees' awareness of environmental protection, • engaging leaders and employees in ecological initiatives, • conducting environmental education and training, • considering environmental well-being in organizational processes.

Source: own elaboration based on: Dillard et al. (2008); Kuhlman, Farrington (2010); Liao (2022); Juchnowicz et al. (2024).

Based on the information presented in Table 1, it can be inferred that sustainable leadership aims to engage a broad range of organizational stakeholders and defines success in multidimensional terms. It emphasizes a shift from an egocentric to a collective approach (Rehman et al., 2019). Leadership actions, which often involve organizational and process restructuring, require employee acceptance and an understanding of the long-term benefits of new ways of working (Suriyankietkaew, Avery, 2014). However, the new approach is oriented toward the well-being of employees and their environment, which makes it more likely to gain acceptance.

In summary, sustainable leaders are characterized by a holistic perspective that enables the creation of a supportive and inclusive work environment. This type of leadership may contribute to the long-term development of the organization and its stakeholders, while also addressing employee Turnover - often linked to a lack of organizational commitment.

4. Employees' Organizational Commitment

Organizational commitment can be defined as a force that binds employees to the organization and makes it more difficult for them to leave (Lewicka, 2017). It is associated with an individual's identification with the organization and its goals, as well as with loyalty (Aydin et al., 2011). Becker (1960) described commitment as a mechanism through which an employee invests time and gains skills, thereby reducing the desire to leave the organization. Another

definition was proposed by Mowday (1979), who characterized organizational commitment as an employee's personal involvement with and identification with the organization.

A breakthrough in the study of organizational commitment was the work of Meyer and Allen (1991), which examined its correlation with employee behavior. They distinguished three components of organizational commitment, each associated with a different psychological state and corresponding work behavior. The affective component is based on positive emotions and job satisfaction. The continuance component arises from a calculation of the costs of leaving the organization. The normative component reflects a sense of moral obligation an employee feels toward the organization.

The importance of maintaining a high level of organizational commitment among employees is reflected in the benefits it generates, as presented and described in Table 2.

Table 2.
Key Benefits Resulting from Employees' Organizational Commitment

Type of benefit	Impact on the organisation
Reduction in employee turnover and absenteeism	<ul style="list-style-type: none"> • reduced costs of recruitment, selection, and onboarding • teams stability • potential for long-term strategic actions
Increased productivity and work engagement	<ul style="list-style-type: none"> • motivation and operational efficiency • performance beyond standard expectations • employees' concern for successful task completion
Higher quality of interpersonal relationships among employees	<ul style="list-style-type: none"> • improved workplace atmosphere • high-quality teamwork and collaboration • adherence to high work standards
Better adaptation to organizational change	<ul style="list-style-type: none"> • quick acceptance of new strategies and processes • reduced risk of conflicts • greater resilience to the negative effects of change
Stronger identification with organizational goals	<ul style="list-style-type: none"> • alignment of individual goals with the organization's mission • lower risk of employee–organization conflicts • high level of work engagement
Enhanced organizational reputation	<ul style="list-style-type: none"> • improved organizational image • attraction of new talent • fulfillment of employees' need for belonging and recognition
Increased customer loyalty	<ul style="list-style-type: none"> • improved customer relations, • maintenance of long-term client relationships
Higher level of innovativeness	<ul style="list-style-type: none"> • employee creativity • search for more effective work methods • ongoing process improvement
Job satisfaction	<ul style="list-style-type: none"> • higher quality of work and organizational culture • greater involvement in organizational life • reduction of occupational burnout

Source: own elaboration based on: Bańka et al. (2002); Lewicka (2017); Gigol, Grabarska (2024); Opolot et al. (2024).

Shaping employees' organizational commitment in the context of today's labor market is challenging but also critically important for effective human resource management and business development. Research findings emphasize its link to employee satisfaction and performance. A lack of effort in building employee commitment, on the other hand, facilitates the decision to leave the organization (Jalowska, 2015). It is essential to note that properly implemented

management practices lead to increased trust in both the leader and the organization, which translates into employee attitudes such as loyalty and engagement (Galpin, Whittington, 2012). This requires organizations and their leaders to undertake internal restructuring efforts and to update the role and methods of leadership implementation.

5. Identifying the Role and Key Actions of Sustainable Leaders in Building Employees' Organizational Commitment

The increasing complexity of the competitive environment makes simple motivational mechanisms insufficient to strengthen employees' organizational commitment. In this context, the leader's role becomes crucial (Knap-Stefaniuk, 2020). The literature highlights the diversity of leadership styles and the specific demands placed on leaders who aim to achieve economic, social, and environmental goals simultaneously. Leadership actions should foster a work environment that supports employees (Avery, Bergsteiner, 2011).

From the perspective of building organizational commitment, it is important to note that excessive pressure and overburdening of employees may, in the long run, result in decreased engagement, higher stress levels, and diminished motivation (Mockało, 2011). On the other hand, an overemphasis on relational aspects, while neglecting control mechanisms, may hinder the maintenance of discipline and a clear division of responsibilities (Agarwal, 2020).

Sustainable leadership, by design, seeks to integrate the strengths of various leadership styles in a way that supports the achievement of strategic objectives, while also nurturing human capital and the organization's broader environment. As previously discussed, sustainable leadership involves balancing individual and collective interests, building a long-term vision, demonstrating sensitivity to employee needs, and fostering loyalty (Avery, Bergsteiner, 2011). In this context, Table 3 presents examples of sustainable leadership actions that support the development of strong relationships between the organization and its members and contribute to building organizational commitment.

Table 3.
Sustainable Leadership Actions Supporting Organizational Commitment

Sustainable Leadership Action	Expected Outcome
long-term development vision	fostering a sense of stability and purpose
sustainable employee development	engagement in multidimensional organizational development and a sense of belonging
participatory decision-making	increased motivation and identification with the organization
transparent communication	building trust and strengthening relationships
support for work flexibility	enhanced satisfaction and loyalty
support for organizational identification	sense of pride in one's work
employee competence development	preparation for promotion and increased employee competitiveness in the labor market

Source: own elaboration based on: Avery, Bergsteiner (2011); Pec, Lewicka (2022).

The actions presented in Table 3 can contribute to the systematic strengthening of employee commitment, as they support the development of organizational culture, foster a sense of purpose in one's work, and provide opportunities for growth and quality relationships with supervisors (Meyer, Allen, 1996). As a result, employees develop a sense of connection with the values promoted by the organization.

A sustainable leader thus plays a key role in shaping a culture oriented toward long-term outcomes, team potential development, and employee involvement in shaping a better future. In the era of dynamic socio-economic change, addressing employee needs allows not only for achieving stable financial results, but also for building lasting relationships characterized by high levels of loyalty (Suriyankietkaew, Avery, 2014; Opolot et al., 2024).

Sustainable leadership is therefore gaining increasing significance both in the practice of personnel management and in the research domain, offering a promising response to the need to reconcile diverse interests within a single organization.

6. Summary

In the context of increasing competition and dynamic market changes, the ability to build lasting relationships with employees is becoming a key factor in organizational success. Nurturing employee commitment, strengthening their identification with organizational goals, and creating a work environment that supports job satisfaction are elements that can significantly influence long-term organizational effectiveness. Striking a balance between economic, social, and environmental dimensions proves essential in fostering enduring employee loyalty. Implementing sustainable leadership within an organization emerges as a promising approach to holistically supporting human capital.

Future research should focus on empirically verifying the impact of specific sustainable leadership practices on the components of organizational commitment: affective, normative, and continuance. It is also advisable to explore the practical aspects of implementing sustainable leadership in the context of digital transformation, increasing employee mobility, and generational diversity. Such an approach may contribute to a better understanding of the mechanisms that support long-term employee–organization relationships and to the development of more resilient and adaptive leadership models.

Acknowledgements

The publication/article presents the result of the Project no 068/ZZS/2024/POT financed from the subsidy granted to the Krakow University of Economics.

References

1. Adeniyi, I.S., Al Hamad, N.M., Adewusi, O.E., Unachukwu, C.C., Osawaru, B., Onyebuchi, C.N., David, I.O. (2024). Organizational culture and leadership development: A human resources review of trends and best practices. *Magna Scientia Advanced Research and Reviews*, 10(01), pp. 243-255, doi: 10.30574/msarr.2024.10.1.0025
2. Agarwal, S. (2020). Leadership Style and Performance of Employees. *International Research Journal of Business Studies*, 13(1), pp. 1-14, doi: 10.21632/irjbs.18.1
3. Allen, N.J., Meyer, J.P. (1996). Affective, continuance, and normative commitment to the organization: An examination of construct validity. *Journal of vocational behavior*, 49(3), pp. 252-276.
4. Armani, A.B., Petrini, M., Santos, A.C. (2020). What are the attributes of sustainable leadership? *Revista Brasileira de Gestão de Negócios*, 22(04), pp. 820-835, doi: 10.7819/rbgn.v22i4.4086
5. Avery, G.C., Bergsteiner, H. (2011). Sustainable leadership practices for enhancing business resilience and performance. *Strategy & Leadership*, 39(3), pp. 5-15, doi: 10.1108/10878571111128766
6. Aydin, A., Sarier, Y., Uysal, S. (2011). The Effect of Gender on Organizational Commitment of Teachers: A Meta Analytic Analysis. *Educational Sciences: Theory and Practice*, 11(2), pp. 628-632. Retrieved from: <https://files.eric.ed.gov/fulltext/EJ927369.pdf>, 16.01.2025.
7. Bańka, A., Bazińska, R., Wołowska, A. (2002). Polska wersja Meyera i Allen skali przywiązania do organizacji. *Czasopismo Psychologiczne*, 8(1), pp. 65-74.
8. Becker, H.S. (1960). Notes on the concept of commitment. *American journal of Sociology*, 66(1), pp. 32-40.
9. Cybal-Michalska, A. (2015). Przywództwo—ustalenia definicyjne i sposoby rozumienia. *Studia Edukacyjne*, 37, pp. 23-32, doi: 10.14746/se.2015.37.2
10. Dillard, J. (2011). Framing sustainability within an ethic of accountability. *The Business of Sustainability*, Santa Barbara: Praeger, 1, pp. 107-126. Retrieved from: <https://www.uab.cat/Document/696/988/1336988770242.pdf>, 16.01.2025.
11. Galpin, T., Lee Whittington, J. (2012). Sustainability leadership: From strategy to results.

- Journal of Business Strategy*, 33(4), pp. 40-48, doi: 10.1108/02756661211242690
12. Gerard, L., McMillan, J., D'Annunzio-Green, N. (2017). Conceptualising sustainable leadership. *Industrial and Commercial Training*, 49(3), pp. 116-126, doi: 0.1108/ICT-12-2016-0079
 13. Gigol, T., Grabarska, U. (2024). Wpływ zaangażowania w pracę na intencję odejścia z pracy w zależności od płci. *Prace Naukowe Uniwersytetu Ekonomicznego we Wrocławiu*, 68(1), pp. 26-37, doi: 10.15611/pn.2024.1.03
 14. Grześ, B. (2022). Kluczowe kompetencje liderów w organizacjach XXI wieku. *Czasopismo Naukowe Management and Quality [Zarządzanie i Jakość]*, 4(4), pp. 164-169. Retrieved from: <https://ziz.edu.pl/wp-content/uploads/2023/01/Grzey.pdf>, 16.01.2025.
 15. Hargreaves, A., Fink, D. (2003). Sustainable leadership. *Phi Delta Kappan*, 84(9), pp. 1-22, doi: 10.1177/003172170308400910
 16. Hung, N.T., Huy, D.X. (2023). The influence of human resource policy on job satisfaction in predicting organizational commitment. *International Journal of Professional Business Review*, 8(6), pp. 23, doi: 10.26668/businessreview/2023.v8i6.2881
 17. Jabłoński, A. (2010). Zrównoważony rozwój a zrównoważony biznes w budowie wartości przedsiębiorstw odpowiedzialnych społecznie. *Zeszyty Naukowe Wyższej Szkoły Humanitas. Zarządzanie*, 2, pp. 15-30. Retrieved from: https://www.humanitas.edu.pl/resources/upload/dokumenty/Wydawnictwo/Zarządzanie_zeszyt/Zarz%202_2010%20podzielone/Jablonki%20A.pdf, 16.01.2025.
 18. Jalowska, A. (2015). Satysfakcja pracowników źródłem przewagi konkurencyjnej. *Zeszyty Naukowe UPH seria Administracja i Zarządzanie*, 32(105), pp. 261-268. Retrieved from: <https://czasopisma.uws.edu.pl/znadministracja/article/view/3234/2921>, 16.01.2025.
 19. Jayashree, P., El Barachi, M., Hamza, F. (2022). Practice of sustainability leadership: A multi-stakeholder inclusive framework. *Sustainability. MDPI*, 14(10), pp. 1-22, doi: 10.3390/su14106346
 20. Juchnowicz, M., Kinowska, H., Krzyżanowska-Celmer, M. (2024). Kompetencje przywódcze menedżerów zorientowanych na zrównoważony rozwój. *Studia i Prace Kolegium Zarządzania i Finansów*, 1(196), pp. 185-202. Retrieved from: <https://bibliotekanauki.pl/articles/31804141.pdf>, 16.01.2025.
 21. Knap-Stefaniuk, A. (2020). Rola przywództwa w zarządzaniu wielokulturowymi zespołami. Punkt widzenia polskich menedżerów–badania wstępne. *Studia Paedagogica Ignatiana*, 23(3), pp. 43-60, doi: 10.12775/SPI.2020.3.002
 22. Kuhlman, T., Farrington, J. (2010). What is sustainability? *Sustainability*, 2(11), pp. 3436-3448, doi: 10.3390/su2113436
 23. Lewicka, D. (2017). Przywiązanie organizacyjne w zróżnicowanych pokoleniowo grupach pracowników. *Zarządzanie Zasobami Ludzkimi*, pp. 67-86. Retrieved from: https://cejsh.icm.edu.pl/cejsh/element/bwmeta1.element.desklight-11adcaec-3541-4936-8214-b11091c686f0/c/ZZL_HRM__2017_3-4_116-117__Lewicka_D_67-87.pdf,

- 16.01.2025.
24. Liao, Y. (2022). Sustainable leadership: A literature review and prospects for future research. *Frontiers in psychology*, 13, pp. 1-11, doi: 1045570
 25. Meyer, J.P., Allen, N.J. (1991). A three-component conceptualization of organizational commitment. *Human resource management review*, 1(1), pp. 61-89, doi: 10.1016/1053-4822(91)90011-Z
 26. Mockało, Z. (2011). Styl przywództwa a dobrostan psychiczny pracowników. *Bezpieczeństwo Pracy: nauka i praktyka*, 1, pp. 10-13. Retrieved from: <https://bibliotekanauki.pl/articles/180973.pdf>, 16.01.2025.
 27. Mowday, R.T., Steers, R.M., Porter, L.W. (1979). The measurement of organizational commitment. *Journal of vocational behavior*, 14(2), pp. 224-247. Retrieved from: https://www.researchgate.net/profile/Ibrahim-Neziri/post/Can_anyone_recommend_an_instrument_scale_for_measuring_leadership_styles_and_employee_commitment/attachment/59d6420679197b807799ddac/AS%3A437306260758529%401481273345397/download/Junaid.pdf, 16.01.2025.
 28. Opolot, J.S., Lagat, C., Kipsang, S.K., Muganzi, Y.K. (2024). Organisational culture and organisational commitment: the moderating effect of self-efficacy. *Journal of Humanities and Applied Social Sciences*, 6(3), pp. 280-296, doi: 10.1108/JHASS-09-2023-0105
 29. Pec, M., Lewicka, D. (2022). Zaangażowanie pracownicze a przywiązanie organizacyjne – próba usystematyzowania pojęć. *Organizacja i Kierowanie*, 2(191), pp. 157-171. Retrieved from: <https://econjournals.sgh.waw.pl/OiK/article/download/4009/3560>, 16.01.2025.
 30. Pereira, E.A.A. (2023). *Understanding organisational commitment: concepts and antecedents* (Doctoral dissertation). Dam Smith Business School College of Social Sciences, University of Glasgow.
 31. Porter, L.W., Steers, R.M., Mowday, R.T., Boulian, P.V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of applied psychology*, 59(5), 603, pp. 1-21. Retrieved from: <https://files.eric.ed.gov/fulltext/ED099485.pdf>
 32. Poszytek, P., Lis, M., Jefmański, B., Fila, J., Jeżowski, M., Kotelska, J. (2024). *Transformacja cyfrowa przedsiębiorstw w dobie Przemysłu 4.0*. Dąbrowa Górnicza: Akademia WSB, pp. 9-29.
 33. Rehman, S., Sami, A., Haroon, A., Irfan, A. (2019). Impact of sustainable leadership practices on public sector organizations: a systematic review of past decade. *Journal of Public Value and Administration Insights*, 2(3), pp. 1-5.
 34. Shahi, C., Sinha, M. (2021). Digital transformation: challenges faced by organizations and their potential solutions. *International Journal of Innovation Science*, 13(1), pp. 17-33.
 35. Suriyankietkaew, S., Avery, G. (2016). Sustainable leadership practices driving financial performance: Empirical evidence from Thai SMEs. *Sustainability*, 8(4), 327, pp. 1-14, doi: 10.3390/su8040327

36. Suriyankietkaew, S.C., Avery, G. (2014). Employee satisfaction and sustainable leadership practices in Thai SMEs. *Journal of Global Responsibility*, 5(1), pp. 160-173, doi: 10.1108/JGR-02-2014-0003
37. Suriyankietkaew, S., Krittayaruangroj, K., Iamsawan, N. (2022). Sustainable Leadership practices and competencies of SMEs for sustainability and resilience: A community-based social enterprise study. *Sustainability*, 14(10), 5762, pp. 1-36, doi: 10.3390/su14105762
38. Szewczyk, P. (2024). Podejście pracowników polskiego sektora elektroenergetyki i ciepłownictwa do koncepcji zarządzania procesami – badanie z wykorzystaniem modelu ADKAR. *Zeszyty Naukowe Politechniki Częstochowskiej. Zarządzanie*, 1(53), pp. 132-150, doi: 10.17512/znpcz.2024.1.11.
39. Urabniak, M., Tomaszewski, A., Wiktor, J.W., Buła, P., Schroeder, T., Bielińska-Dusza, E., Węgrzyn, J. (2020). *Wyzwania społeczne i technologiczne a nowe trendy w zarządzaniu współczesnymi organizacjami*. Warszawa: SGH, pp. 33-46.