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INTRODUCTION

Contemporary organisations operate in conditions of constant change, driven by technological progress, globalisation and changing employee expectations. Business transformation, the implementation of new technologies and flexible forms of work are not only a response to market challenges, but also a strategic necessity that determines the competitiveness and long-term stability of companies (Deloitte, 2023).

These changes require organisations to constantly adapt their operating models, processes and organisational culture. In particular, the HR department plays a key role in ensuring that the transformation is sustainable and that employees receive support in developing their skills, adapting to new technologies and maintaining a work-life balance (CIPD, 2023).

The role of line managers is being redefined - from a purely administrative function to that of a strategic partner supporting the development of the organisation and its employees. This requires them to develop new competencies in leadership, communication and change management (Ulrich et al., 2021).

The aim of this report is to analyse the key factors influencing organisational transformation, evaluate contemporary HR practices and critically reflect on the role of managers in the effective implementation of change. The report will conclude with recommendations that can support organisations in building a sustainable competitive advantage.

FACTORS OF BUSINESS TRANSFORMATION, TECHNOLOGICAL TRENDS AND FLEXIBLE FORMS OF WORK

Business transformation

Business transformation is a process of profound and comprehensive changes in structure, culture and strategy of an organisation , aimed at increasing its efficiency, innovation and adaptability (Ulrich, 2021). In practice, this often means a shift from traditional operating models to more agile, digital and customer-centric ones (Deloitte, 2023).

In the context of HR, this transformation requires a new approach to talent management, human resource planning and supporting leaders in the change process. Employees must be prepared for continuous learning, and the organisation should promote a culture of innovation and collaboration (Top Employers Institute, 2024).

Business transformation often involves restructuring, which can lead to uncertainty among employees and an increase in complaints. In such situations, HR acts as a mediator, providing transparent communication, emotional support and tools for adaptation (Gojtowska, 20225). The implementation of competence development, mentoring and coaching programmes is becoming essential to maintain team motivation and engagement.

Furthermore, business transformation requires organisations to implement change management strategies that include stakeholder analysis, building coalitions to support change, and monitoring progress. HR plays a key strategic partner role here, supporting managers in the process of implementing new working models (Kotter, 2021).

Technological trends

Technological progress has a huge impact on how organisations operate. The implementation of HRIS (Human Resource Information System), data analysis tools (HR analytics), artificial intelligence and HR process automation allows for increased efficiency and precision in HR activities (inEwi, 2025).

Performance management systems, such as SAP Success Factors and Workday, enable ongoing monitoring of employee goals, feedback and development (Next Technology Professionals, 2025). HR analytics, in turn, supports data-driven decision-making, allowing trends in turnover, engagement and absenteeism to be identified (CIPD, 2023).

However, implementing technology requires appropriate employee training and change in mindset - from a reactive to a proactive approach. HR must play a leading role in digital transformation, supporting both managers and operational teams (Deloitte, 2023).

Technology also supports the development of organisational culture. Digital tools enable the creation of a work environment based on collaboration, innovation and openness to change. The implementation of communication platforms such as Microsoft Teams or Slack promotes the integration of geographically dispersed teams and increases work efficiency (Top Employers Institute, 2024).

Flexible forms of work

The COVID-19 pandemic has accelerated the development of flexible forms of work, such as remote, hybrid and task-based work (Palestra, 2025). Today, many organisations treat flexibility as a standard rather than a privilege.

Flexible forms of work affect team structure, communication and performance management. Employees expect greater autonomy and a better work-life balance, which requires organisations to implement policies that support work-life balance (Gojtowska, 2025).

HR must implement new performance appraisal models that take into account effectiveness in a remote environment, as well as wellbeing programmes that support the mental and physical health of employees (badanieHR.pl, 2025). In this context, it is crucial to build a culture of trust and responsibility in which employees feel supported and appreciated.

Flexible forms of work also require new tools for managing dispersed teams. Online collaboration platforms, virtual team-building meetings and goal monitoring systems are

becoming essential to maintain team cohesion and high work efficiency (Next Technology Professionals, 2025).

Summary

Business transformation, technological development and flexible forms of work are closely interlinked. Each of these factors influences the way an organisation functions and requires HR to implement new practices that support employee adaptation, development and well-being. Modern organisations must treat HR as a strategic partner that not only manages human resources, but also supports a culture of innovation, flexibility and trust.

ASSESSMENT OF CONTEMPORARY HR PRACTICES

Contemporary HR practices are a response to the dynamic changes taking place in the business environment. Organisational transformation, technological development and flexible forms of work require HR departments to implement modern tools and strategies that support both business efficiency and employee well-being.

Strategic human resource planning

Business transformation requires strategic human resource planning that aligns employee competencies with the needs of the organisation (Ulrich et al., 2021). In practice, this means implementing competency models and talent mapping to identify competency gaps and plan employee development (CIPD, 2023). Reskilling and upskilling programmes increase the adaptability of teams, enabling them to meet new market demands (Next Technology Professionals, 2025).

HR acts as a strategic partner, supporting managers in building teams with high flexibility and learning ability. The implementation of competency development programmes is becoming crucial to maintaining the competitiveness of organisations.

Change management

Change management supported by HR includes communication, employee engagement and reducing resistance to new initiatives (Gojtowska, 2025). In practice, this means implementing tools such as strategic workshops, feedback sessions and stakeholder analysis. HR supports leaders in creating a culture of openness to change, which allows for faster and more effective implementation of new solutions.

Technologies in HR

In response to technological developments, HR implements the HRIS system that automates HR processes and increases administrative efficiency (inEwi, 2025). HR analytics enables data-driven decision-making, which allows for better management of turnover, absenteeism and employee engagement (Deloitte, 2023).

Digital performance management is based on continuous feedback, OKR goals and coaching, which allows for ongoing monitoring of progress and adjustment of development activities (badanieHR.pl, 2023). Organisations are moving away from traditional annual appraisal in favour of more dynamic and personalized assessment methods.

HR also supports the digital transformation of organisational culture by promoting innovation, collaboration and openness to experimentation (Top Employers Institute, 2024). The implementation of digital tools, such as communication platforms and project management systems, promotes team integration and increases their effectiveness.

Flexible forms of work

In response to the growing importance of flexible forms of work, HR is implementing flexibility policies such as four-day working week and hybrid working (Next Technology Professionals, 2025). Such solutions allow work to be better adapted to the needs of employees, increasing their satisfaction and engagement.

Wellbeing management includes wellbeing programmes, psychological support and training in work-life balance (badanieHR.pl, 2025). HR plays a key role in creating a work environment that supports the mental and physical health of employees.

HR also promotes inclusivity and diversity, which is particularly important in geographically dispersed teams (Gojstowska, 2025). Implementing equality policies and diversity support programmes increases team cohesion and improves their effectiveness.

Digital team integration relies on communication tools such as Microsoft Teams and Slack, as well as online collaboration platforms (Palestra, 2025). These tools make it possible to maintain a high level of collaboration and engagement, even in a remote working environment.

Summary

Contemporary HR practices are a response to the challenges of business transformation, technological development and flexible forms of work. Strategic human resource planning, change management, technology implementation, and flexibility and wellbeing policies form a coherent system that supports the development of the organisation and its employees.

HR acts as a strategic partner that not only manages human resources but also supports a culture of innovation, flexibility and trust. This enables organisations to adapt effectively to changing market conditions and build a lasting competitive advantage.

CRITICAL ASSESSMENT OF THE ROLE OF DEPARTMENT MANAGERS IN THE URGENT IMPLEMENTATION OF MODERN HR PRACTICES

Department managers play a key role in the implementation of modern HR practices, as they are closest to the employees and have a direct impact on the organisational culture, motivation and effectiveness of teams. Their actions determine whether HR strategies will be effectively translated into operational practice.

Transformational leadership

One of the most important elements of the role of managers is transformational leadership, which is based on inspiring, motivating and supporting employees in the process of adapting to change (Bass and Riggio, 2021). Managers should create a vision for the future, communicate goals and involve teams in decision-making processes. This approach fosters trust and increases employee engagement, which is particularly important during periods of intense business transformation.

Transparent communication and feedback

Transparent communication is a key tool in reducing resistance to change. Regular team meetings, Q & A sessions and feedback channels enable managers to monitor morale and respond quickly to emerging issues (Gojtowska, 2025). Managers should use two-way communication, which not only conveys information but also allows employees to express their concerns and suggestions.

Cooperation with HR and the use of technology

Managers must work closely with HR when implementing technologies platforms (Deloitte, 2023). This makes it possible to streamline HR processes and monitor team performance on an ongoing basis. The use of HR data supports the rapid identification of problems such as high turnover or declining engagement, allowing corrective action to be taken (CIPD, 2023).

Developing managerial skills

Effective implementation of HR practices requires managers to have the right skills. Training in change management, communication and wellbeing increases their ability to lead teams in difficult conditions (Top Employers Institute, 2024). Mentoring and coaching programmes support the development of empathetic leadership, which allows for a better understanding of employees needs and builds stronger relationships (Ulrich et al., 2021).

Managing dispersed teams and wellbeing

In the context of flexible working arrangements, managers must skilfully manage geographically dispersed teams. This means using digital tools for communication and collaboration and promoting work-life balance (inEwi, 2025). The implementation of wellbeing programmes, flexible schedules and psychological support is key to maintaining high levels of engagement and effectiveness (badanieHR.pl, 2025).

Managing resistance to change

Any change is associated with potential resistance from employees. Managers should use proven change management models, such as Kotter's eight-step model, which includes building a coalition for change, creating a vision and achieving quick wins (Kotter, 2021). This approach allows for gradual implementation of changes and increases the chances of their acceptance by employees.

Organisational culture

Department managers are “carriers of organisational culture” and have a direct impact on its formation. A culture based on openness, learning and innovation increases the effectiveness of implementing new HR practices (Schein, 2021). Managers should promote values such as cooperation, responsibility and trust, which foster adaptation to a dynamically changing work environment.

Summary

Department managers play a key role in the urgent implementation of modern HR practices. Their tasks include transformational leadership, transparent communication, cooperation with HR, development of managerial competences, management of dispersed teams and building

organisational culture. The effectiveness of HR practice implementation depends largely on their commitment and skills, making them central actors in the organisational transformation process.

CONCLUSION AND RECOMMENDATIONS

Business transformation, technological development and flexible forms of work require a new approach to people management. Contemporary HR practices respond to these challenges, but their effectiveness depends largely on the commitment and strategic partner (Gojtowska, 2025).

Recommendations:

1. Implementation of HRIS and HR analytics - these systems enable data-driven decision-making, which increases the efficiency and transparency of HR processes (CIPD, 2023).
2. Training for managers - investing in the development of managerial competencies in change management, communication and HR technology supports the more effective implementation of new practices (Top Employers Institute, 2024).
3. Development of a culture of feedback and trust - open communication and continuous feedback foster engagement and accountability within teams (inEwi, 2025).
4. Regular reviews of HR strategies - organisations should systematically analyse their HR practices, adapting them to changing market conditions and employee expectations. This approach allows them to respond to new challenges on an ongoing basis, implement innovative solutions and maintain a competitive advantage (Next Technology Professionals, 2025).

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