
Contemporary Concepts of Strategic Human Resources Management in the Context of the Challenges of Sustainable Development

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Abstract:

Purpose: This article deals with topics related to the strategic human resources management in international enterprises located in Poland. Worth noting that currently modern, strategic approach to HR demands taking into consideration a lot of challenges of sustainable development. The theoretical part of the article focuses on the essence of sustainable development and its role in management, including new concept of the strategic human resources management. The purpose is also to present, explain and recommend main postulates of strategic HR.

Design/Methodology/Approach: Taking into account managerial approach the main research methods which were used in the study were literature review, diagnostic survey research and interviews. The study was conducted on the basis of a survey questionnaire and interview questionnaire. This paper presents the results of qualitative and quantitative research conducted among HR professionals of international enterprises, various industries, mostly manufacturing. Empirical research was aimed at analysing the strategic human resources practices and its impact on people and performance management and organization development in the context of sustainability and identification of areas for improvement in the surveyed business entities from the perspective of HR experts. The in-depth interview with HR experts enabled them to share views, opinions and standard practices applied in their companies in terms of strategic human resources management.

Findings: According to the theoretical study and empirical results main postulates of strategic HR were presented and explained. Key recommendations, which might be implemented in national and international companies were formed.

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Practical Implications: *The results of the research can be used, among others, by HR folks as inspiration and guidebook of the best practices related to the modern SHRM which can be used and implemented in different enterprises. The results are also the basis for further in-depth research, taking into account, among other, comparative possibilities with approach in terms of SHRM in the international enterprises located in different parts of the world.*

Originality/Value: *Insights and practical experiences of HR experts on strategic HR, which can be a valuable source of knowledge for other organizations.*

Keywords: *Sustainable development, human resources management (HRM), strategic human resources management (SHRM), modern HR, strategic business partnering*

JEL Classification: *O15, Q01, J81, M51.*

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1. Introduction

Contemporary concepts of strategic human resource management is presented in comparison between theoretical and practical approach. On one hand paper presents academic definitions and aims of SHRM based on two pillars – strategic management and human resource management. The key role of Human Resource Business Partner is also presented as well as sustainability issues.

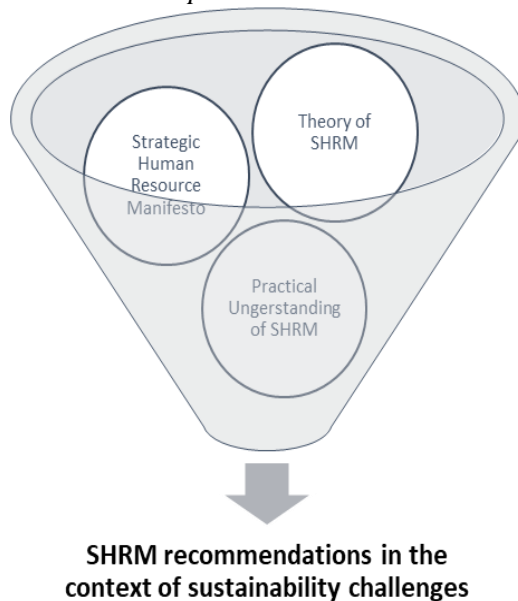
On the other hand practical researches allow to present modern approach to human resource management that takes into account sustainable development and strategic business partnership. Thanks to that, key ways of practical understanding of SHRM among polish human resources specialists were possible to be defined.

It is important to announce, that paper refers also to the Strategic Human Resource Manifesto (*Manifest HR-u Strategicznego*, 2024) and its postulates. According to that context three main research questions were asked:

- *What are main challenges in implementing a strategic approach to human resources in organization?*
- *How strategic human resources contributes to the implementation of the organizations' business strategy?*
- *How do organizations integrate sustainability into human resources practices?*

All that steps above lead into the SHRM recommendations in the context of sustainability challenges. Taking into consideration a logical path of research procedure the main concept of the article is presented in Figure 1.

Figure 1. Logical path of Strategic Human Resource Management in the context of the challenges of sustainable development.



Source: Authors' own elaboration.

2. Characteristics and Research Hypothesis

In the literature on the subject, the idea of strategic HRM (SHRM) started around the early 1990s., and it has burgeoned over the past thirty years. Over this time there has been a shift towards a strategic conception which posited workers as 'assets' rather than 'costs' (Storey, Ulrich, and Wright, 2019). Contemporary SHRM is the confluence between diverse streams of academic work. The field of HRM has various roots in economics, sociology, and psychology, and similarly SHRM has evolved as a somewhat multidisciplinary field of inquiry (Storey, Ulrich, and Wright, 2009; Grima *et al.*, 2023).

Wright and McMahan, in their analysis of theory in SHRM, identified economic, sociological, and psychological theories that have been used to explain HR practices (Wright and McMahan, 1992). The academics developed a lot of definitions as for example: The undertaking of all those activities affecting the behaviour of individuals in their efforts to formulate and implement the strategic needs of business (Schuler, 1992) or, the pattern of planned human resource deployments and activities intended to enable the organisation to achieve its goals (Wright and

McMahan, 1992, p. 295-320). Strategic human resources management consists in taking actions and decisions relating to employees that direct the activities in the personnel sphere in the long term and are essential for the success of the organization (Tyagi *et al.*, 2023).

The aim of strategic human resource management is to indicate the directions and ways of using human resources in the pursuit of the company's goals (Listwan, 2010, p. 61). Hence according to CIPD (Chartered Institute Of Personnel And Development) strategic HRM or „people strategy”, is about creating a coherent planned framework for employees to be hired, managed and developed in ways that supports an organisation's long-term goals (Strategic human resource management, 2024).

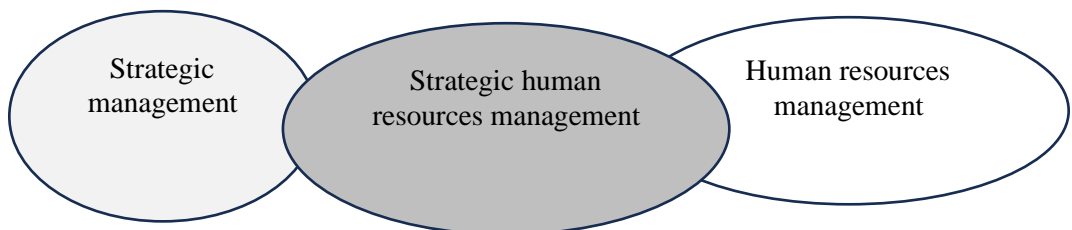
Worth noting it helps ensure that the various aspects of people management work together to drive the behaviour and climate needed to create value and meet performance targets.

SHRM is considered to be a response to the development of management theory and a change in the way of perceiving the role of employees in the organization from treating them as a source of costs to an intangible asset that is difficult to measure but has a strategic value for the company (Strużyna, 2005).

Strategic Human Resource Management is concerned with the constellation of policies and practices relating to the interaction between people and organizations designed to enable an organization to achieve its purposes (Storey, Ulrich, and Wright, 2009). SHRM defines long-term directions of people management philosophy that support the achievement of goals that are important for the organization in the long term (Król, 2006; Auzina *et al.*, 2023).

SHRM is the result of the evolution of human resource management, recognizing the strategic importance of human capital, as well as the development of strategic management, referring to the assumptions and claims of this management subdiscipline, as shown in Figure 2 (Pocztowski, 2018, p. 48-49).

Figure 2. *Fundamentals of strategic human resources management.*



Source: Pocztowski, A., 2018, p. 49.

Transitioning from a focus on HR policies and practices to a comprehensive framework that links talent to organizational success necessitates a paradigm shift in strategic HR. Traditionally, HR has emphasized delivering top-tier services and practices, ensuring these services yield a satisfactory return on investment. The emerging paradigm, termed “Talentship,” draws inspiration from the decision sciences used in Marketing and Finance (Boudreau and Ramstad, 2002).

When considering the definition of strategic human resource management, the concept of HR strategy should also be explained. HR strategy expresses the overall direction of an organization's activities in the area of acquiring, developing and retaining human resources necessary to perform work in a way that guarantees the organization's success in the long term, while strategic human resources management involves establishing policies and shaping practices relating to human resources that enable the entire organization to achieve success in the long term (Leopold, Harris, and Watson, 2005; Velinov *et al.*, 2023).

It should be emphasized that HR strategy can be treated as the result of agreeing on strategic option scenarios within the scope of functions (sub-areas) of human resources management, such as: determining the demand for employees, recruitment and selection, development, dismissal, communication, motivation, evaluation, shaping the organizational culture and shaping labor costs (Lipka, 2000, p. 27).

It is a long-term concept regarding employee resources, aimed at their proper shaping and engagement in order to support the organization in its pursuit of success. In conclusion, the purpose of SHRM is to indicate directions and ways of using human resources in striving to achieve enterprise goals (Listwan, 2010, p. 61). The fundamental concept of SHRM is based on the assumption that human resource strategy can contribute to enterprise strategy and, at the same time, enterprise strategy justifies it (Armstrong, 2000, p. 232).

In order for an organization to implement strategic human resources management, it is necessary to have HR experts who will perfectly fit into the role of being part of the business. The key competencies of HR Business Partners (HRBP) should include not only substantive knowledge in the area of HR and business psychology, but also broad knowledge in the area of management, business acumen, excellent communication skills, critical thinking, analytical skills, formulation of conclusions, data literacy and digital agility.

However, issues related to diversity, equality and inclusion cannot be forgotten. It is worth mentioning the role of the HRBP, who is often a consultant and a senior specialist at the same time. HR Business Partners have a strategic focus, work closely with business leaders, and have a broader organizational scope. They contribute to the strategic direction of the organization and provide guidance on people-related matters. They also play a key role in talent management, including workforce planning, succession planning, leadership development, and employee

engagement initiatives (van Vulpen E., HR Business Partner: All You Need To Know About the Role <https://www.aihr.com/blog/hr-business-partner/>).

Nevertheless, too often Human Resources is an afterthought in the strategic planning process. HR is not taken seriously in the organization, and its role and function are limited to administrative and operational work. Usually, the situation depends on the size of the company and the awareness of the board and management. Without a doubt, being an HRBP is incredibly inspiring, interesting, yet very demanding due to its complexity and multi-faceted nature, which is why it is certainly not a role for everyone, even if someone considers themselves an HR specialist.

To gain credibility, HR professionals must not only understand global trends, but also be able to support their statements with verified data and, of course, know where to look for this data. It is worth remembering that the most important factors determining business activities are, technology, economic trends, demographic situation and the global environment, which is the background for all the others (Ulrich and Brockbank, 2013). Continuous development, curiosity, agile change management and understanding of the business are necessary.

Sustainability is typically connected to HRM through the traditional HR paradigm – service delivery, client satisfaction, and HR policies and practices, such as child labour, worker representation, health and safety. This is very important, but just as the traditional HR “service delivery” paradigm overlooks important HRM contributions to financial success, it also risks overlooking important HRM contributions to sustainability (Boudreau, 2003).

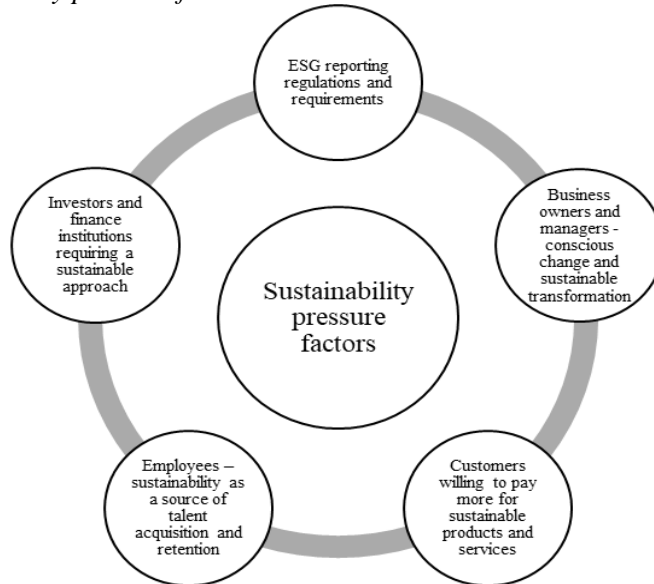
The challenges of the present day mean that the considerations concerning human resources mentioned above are additionally subjected to enormous, growing pressure to implement sustainable development and ESG in companies. ESG in companies (Edelman, 2018; Kupczyk, Gross-Gołacka, and Rupa, 2023; Directive (EU) 2022/2464 of the European Parliament, 2022).

Employees play a key role in corporate sustainability initiatives, but their sustained engagement in the process remains an ongoing challenge. As research confirms, only a small proportion of employees are involved in corporate sustainability initiatives (NEEF, 2018) and companies are still not sufficiently implementing sustainability strategies (Revell and Blackburn, 2005; United Nations, 2022; Bringing Data to Life 2022; Kupczyk *et al.*, 2022).

Today, companies are expected to be socially responsible at a much higher level, where revenue growth and profit generation are considered as important as caring for their environment and stakeholders (Ceres Roadmap 20302030; Directive (EU) 2022/2464 of the European Parliament, 2022). It is also confirmed by the Synergist report (Trends and anti-trends in the implementation of sustainable transformation of

organizations in 2024) where main pressure factors were defined. They are presented in Figure 3 below.

Figure. 3. Sustainability pressure factors.



Source: Authors' own elaboration based on Synergist report: Trends and anti-trends in the implementation of sustainable transformation of organizations in 2024.

Those challenges related to the pressure factors concern also understanding sustainability as the part of SHRM and combine SHRM with implementing UN Sustainable Development Goals (UN SDG). (Transforming Our World: The 2030 Agenda For Sustainable Development). The way how do organizations integrate sustainability into human resources practices in the context of UN SDG implementation is also one of the key issue of this study.

Moreover it is important to present, that although SHRM and sustainability challenges are mainly presented in this study from business organisation approach it is a more wider phenomena and all types of organization – business, NGOs' and public ones facing similar challenges. For example in modern municipalities the smart city concept is getting more popular nowadays. Regarding this conception of smart city, the highest, fourth stage in development of smart cities is a city that takes advantage of the opportunities offered by sustainable development (Makieła, Stuss, Mucha-Kuś, Kinelski, Budziński, and Michałek, 2022).

It should be also noticed that to make sustainability truly actionable requires a framework that connects decisions about the organizations talents with sustainability in a clear, deep and logical way, just as the decision sciences of Finance and Marketing tangibly connect decisions about money or customers to financial outcomes (Boudreau, 2003).

Taking all above into consideration three main research hypotheses were created:

H1. Main challenges in implementing a strategic approach to human resources in organization regards HR treatment an equal footing with other functional areas in the company and business acumen of HR team.

H2. Strategic human resources contribute to the implementation of the organizations' business strategy mainly by Personnel planning and learning & development process.

H3. Organizations integrate sustainability into human resources practices mainly by promoting diversity, equity, and inclusion, and building an organizational culture based on mutual respect and sustainable growth.

3. Materials and Methods

3.1 Sample and Data Collection

The study on the strategic role of human resources (SHR) in organizations was designed to explore both quantitative and qualitative aspects of strategic HR management, particularly in the context of sustainable development. The research was conducted in two main stages: an initial survey and in-depth interviews.

The initial phase of the research involved distributing a survey to HR professionals from various industries and organizational levels across Poland. It took place in the period March-May 2024. The primary objective was to gather insights into how different HR specialists perceive the concept of strategic HR within their organizations. A total of 72 HR professionals participated in the survey. These individuals were selected to represent a wide range of positions, including management (MGMT), specialists (BASIC), and influencers (INFLU).

The diversity in their roles allowed for a broad understanding of the strategic HR landscape. The respondents held various roles such as HR Business Partners, HR Directors, and Strategic HR Advisors, among others. Notably, two respondents were Co-Founders of HR Klub Polska, highlighting their influential positions in the HR community. This diversity in roles provided a comprehensive view of how strategic HR is understood and implemented across different organizational contexts.

Data were collected using the survey, which was distributed online, ensuring ease of access and a broad reach across different geographical locations and industries. The participants were asked to provide their views on what strategic HR means to them, allowing the researchers to identify common themes and variations in perception.

The qualitative data gathered from this phase offered initial insights into the strategic roles HR professionals play in their organizations. It also highlighted the challenges and opportunities they face in aligning HR practices with broader business strategies.

Following the initial survey, a random sample of 13 respondents was selected for in-depth interviews. These interviews aimed to explore the themes identified in the survey more deeply, providing richer qualitative data. Second part of the research took place in August 2024. In sample selection process 13 respondents were chosen randomly from the pool of survey participants, ensuring a representative cross-section of different roles, industries, and levels of experience. To encourage openness and honesty, the interviews were conducted anonymously.

This approach ensured that respondents could speak freely about their experiences and opinions without concern for potential repercussions. The interviews were conducted using an online questionnaire, which included open-ended questions designed to elicit detailed responses. The focus areas included the challenges of implementing strategic HR, the integration of sustainability into HR practices, and the impact of strategic HR on organizational success.

The interviews explored specific aspects of strategic HR, such as its contribution to business strategy, the integration of sustainable development goals, and the successes and barriers experienced by the respondents in their respective organizations. The study adhered to ethical standards by ensuring that all participants provided informed consent. Anonymity and confidentiality were maintained throughout the data collection process, with responses being used solely for research purposes.

The combination of survey data and in-depth interviews provided a robust foundation for understanding the strategic role of HR in contemporary organizations, particularly in relation to sustainable development. The insights gained from these two stages of data collection informed the subsequent analysis and discussion of strategic HR practices in the context of sustainability.

3.2 Measures and Variables Definitions

In the study, the strategic role of Human Resources (HR) in organizations was explored through a set of quantitative and qualitative measures. The primary variables and operational definitions related to HR strategic role in organizations were presented in Figure 4 below.

It is important to explain, that main Human Resource strategic role in organizations presented in variable approach means:

- **Strategic HR Perception (SHRP):** this variable measures how HR professionals perceive the concept of strategic HR within their organizations; data were collected through survey questions where respondents were asked to describe what strategic HR means to them; the responses were categorized into themes such as business alignment, talent management, and organizational culture,

Figure 4. Human Resource strategic role in organizations.



Source: Authors' own elaboration based on researches results

- **HR Business Partnership (HRBP):** this variable assesses the degree to which HR professionals consider themselves as partners in the business strategy formulation and implementation; the data were gathered from survey items and interview questions that evaluated the involvement of HR in strategic decision-making processes and their influence on business outcomes,
- **Sustainability Integration (SI):** this variable measures how organizations integrate sustainability practices into their HR strategies; respondents provided insights into the implementation of sustainable development goals (SDGs) in HR processes, such as recruitment, employee development, and organizational culture building; the level of integration was rated based on a Likert scale from "Not integrated" to "Fully integrated" (Joshi A., Saket K., Satish Ch., Pal. D.K., 2015),
- **Challenges in Strategic HR Implementation (CHSHRI):** this variable identifies the challenges that organizations face in implementing strategic HR practices, data were derived from both survey responses and in-depth interviews, highlighting issues such as lack of management support, insufficient resources, and resistance to change,
- **HR Outcome Metrics (OM):** to assess the impact of strategic HR on organizational performance, several outcome metrics were defined, including employee engagement, retention rates, and overall business performance; these metrics were collected through organizational records and corroborated with HR professionals' self-reported data on perceived HR effectiveness.

The measures were carefully selected to capture a comprehensive view of how HR practices align with business strategies and the challenges involved in their

implementation. Each variable was measured using a combination of survey items and interview questions to ensure robustness and depth in the data collected.

3.3 Data Analysis

The data analysis process for this study was focused on exploring the perceptions and practices related to strategic human resources (HR) management among HR professionals in Poland. The analysis was conducted in two main stages: quantitative analysis of survey data and qualitative analysis of in-depth interview responses.

The quantitative data were derived from the initial survey conducted among 72 HR professionals. The survey responses were first cleaned to ensure completeness and validity, resulting in a dataset that was suitable for analysis. Descriptive statistics were used to summarize the demographic characteristics of the respondents, such as their roles within the organizations and years of experience.

Key variables, including perceptions of strategic HR, the integration of sustainability practices, and challenges in implementing strategic HR, were analyzed using frequency distributions and cross-tabulations. This allowed for identifying common themes and trends in how HR professionals perceive and implement strategic HR within their organizations.

The qualitative data were obtained from in-depth interviews with a randomly selected subset of 13 survey respondents. These interviews were conducted anonymously to encourage openness and honest discussion. The interview transcripts were analysed using thematic approach. Key themes were identified and coded based on the responses, focusing on specific aspects of strategic HR, such as the alignment of HR with business strategy, the role of HR in promoting sustainability, and the challenges faced in strategic HR implementation.

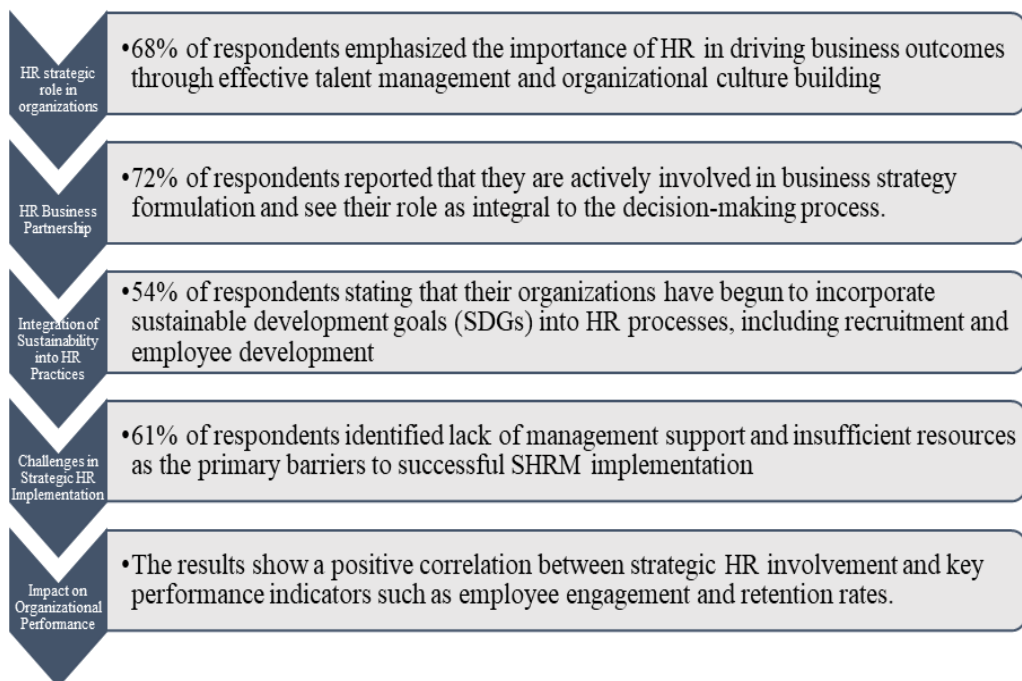
The qualitative analysis provided a deeper understanding of the nuances in HR professionals' perceptions and practices, complementing the quantitative findings. The themes identified in the interviews were cross-referenced with the survey data to ensure consistency and to triangulate the findings.

Synthesis of results was possible thanks to the combined analysis of quantitative and qualitative data, which offered a comprehensive view of the current state of strategic HR management in Poland. The findings highlighted the importance of aligning HR practices with broader business strategies and the growing emphasis on integrating sustainability into HR processes. The results also underscored the challenges that HR professionals face, including resource constraints and the need for stronger business acumen within HR teams. This analytical approach ensured that the study's conclusions were grounded in both numerical data and rich qualitative insights, providing a well-rounded understanding of the strategic role of HR in contemporary organizations.

4. Research Results

The results of the study provide insights into the current state of strategic human resources management (SHRM) within international enterprises operating in Poland, with a particular focus on the integration of sustainability practices. The findings are based on the analysis of both quantitative survey data and qualitative interviews conducted with HR professionals from various industries. Practical approach and main research results related to Human Resource strategic role in organizations were presented in Figure 5 below.

Figure 5. Human Resource strategic role in organizations – practical approach and main research results



Source: Authors' own elaboration based on researches results.

Key findings and results are as follows:

- Strategic HR Perception - the analysis of the survey responses revealed that the majority of HR professionals perceive strategic HR as an essential element in aligning HR practices with overall business strategies; approximately 68% of respondents emphasized the importance of HR in driving business outcomes through effective talent management and organizational culture building; the qualitative interviews supported these findings, with participants frequently mentioning the role of HR in translating business goals into actionable HR strategies,

- **Business Partnership** - a key finding from the study is the degree to which HR professionals view themselves as strategic partners within their organizations; around 72% of survey respondents reported that they are actively involved in business strategy formulation and see their role as integral to the decision-making process; the interviews provided further depth to this result, highlighting specific examples where HR has influenced major strategic initiatives, particularly in areas such as workforce planning and leadership development,
- **Integration of Sustainability into HR Practices** -the study also examined how organizations integrate sustainability into their HR strategies; the results indicate a moderate level of integration, with 54% of respondents stating that their organizations have begun to incorporate sustainable development goals (SDGs) into HR processes, including recruitment and employee development; the interviews revealed that while sustainability is recognized as important, there are significant challenges in fully embedding these practices, primarily due to resource constraints and a lack of clear guidelines,
- **Challenges in Strategic HR Implementation** - challenges in implementing strategic HR practices were a recurring theme in both the survey and interviews; approximately 61% of respondents identified lack of management support and insufficient resources as the primary barriers to successful SHRM implementation; qualitative data echoed these concerns, with participants expressing frustration over the limited influence of HR in strategic discussions and the operational focus that often overshadows strategic initiatives,
- **Impact on Organizational Performance** - the study assessed the impact of strategic HR practices on organizational performance through various outcome metrics; the results show a positive correlation between strategic HR involvement and key performance indicators such as employee engagement and retention rates; organizations that reported a high level of HR-business alignment also demonstrated better overall business performance, as indicated by their self-reported data.

It is also important to present, that according to the quantitative analysis of survey data and qualitative analysis of in-depth interview responses contemporary strategic human resource management might be practically defined as conducting personnel policy in a balanced and multi-faceted manner, taking into account the spectrum of challenges and determinants of organizational management in economic, geopolitical, technological, social and cultural terms.

In summary, the research highlights the critical role that HR plays in aligning with business strategies and promoting sustainable practices within organizations. However, the findings also underscore the need for greater support and resources to fully realize the potential of strategic HR. The study's results provide a foundation for further exploration into the challenges and opportunities associated with SHRM in the context of sustainability.

5. Discussion and Conclusion

The results above allowed to answer all research questions and to prove or deny each of the hypotheses. Two of them were fully proved, and one was partly proved. The study also confirmed the critical role that strategic human resources management (SHRM) plays in aligning HR practices with broader business strategies and integrating sustainability into organizational processes. It also highlighted the challenges faced by HR professionals in fully implementing SHRM, particularly in terms of resource constraints and limited management support.

It is also worth remembering that the integration of sustainability practices into HR strategies, while recognized as important, remains an area with significant room for growth. The moderate level of integration observed in this study suggests that many organizations are still at the early stages of incorporating sustainable development goals (SDGs) into their HR practices. Additionally, the challenges identified, such as insufficient resources and the operational focus of many HR departments, point to the need for a stronger emphasis on strategic planning and support from senior management.

It is not surprising that in many Polish companies, HR is still primarily associated with payroll calculation and personnel administration. When HR departments are seen as responsible for these operational tasks, adopting a strategic approach becomes challenging. Situation definitely is much better in the companies where HR people are members of the boards.

Thanks to that they have real impact on organization's strategy and HR policy aligned to the business plans and goals. This is also crucial taking into consideration sustainability and building employees awareness regarding it.

However, it is worth asking: does every HR department possess the necessary competencies and knowledge for SHRM? Do all HR specialists understand business, communicate fluently in business language during meetings, remain open to collaboration, and provide appropriate solutions and tools for the business? Do they ready to develop, upskill and follow the lifelong learning approach? Do they really know how to manage changes effectively and support their managers in implementation of the changes? And how to deal with current challenges in organizations, not only directly in field of HR, but generally – including economy, cash flow, sales, production, customers, internal and external environment, labor market, competition etc.

To sum up and check out the three main hypotheses, it has to be announced that:

- H1: Main challenges in implementing a strategic approach to human resources in organizations regard HR treatment on equal footing with other functional areas in the company and business acumen of HR team – was proven. The

study confirmed that a lack of management support and insufficient resources are significant barriers to the successful implementation of SHRM.

- H2: Strategic human resources contribute to the implementation of the organizations' business strategy mainly by personnel planning and learning & development processes - was proven. The research showed that HR's involvement in workforce planning and leadership development is perceived as critical to aligning HR with business goals and enhancing organizational performance.

- H3: Organizations integrate sustainability into human resources practices mainly by promoting diversity, equity, and inclusion and building an organizational culture based on mutual respect and sustainable growth – was partially proven. While there is a growing recognition of the importance of sustainability, the study found that the integration of SDGs into HR practices is still at a moderate level, indicating that more comprehensive efforts are needed to fully embed these practices into organizational culture.

The additional insights gained from this study also suggest that while HR professionals recognize the importance of their strategic role, there is a need for ongoing development in business acumen and strategic influence to overcome the operational focus that often limits their impact.

The main recommendations for organizations aiming to enhance their SHRM practices mainly include:

- encouraging HR to understand the business and be open to active participation in the life of the organization, and not just in the silo called the HR department,
- providing managers with support in managing their teams, through extensive knowledge, expertise, familiarity with the challenges and needs of the organization, becoming both an authority and a visible and equal partner in managing the organization,
- strengthening the strategic role of HR by ensuring that HR is involved in all levels of business strategy formulation and decision-making processes,
- understanding the role and importance of sustainable development in the life and functioning of every modern organization,
- enhancing the integration of sustainability into HR practices, with a focus on clear guidelines and resource allocation to support the incorporation of SDGs,

- building stronger management support for SHRM by demonstrating the tangible impact of strategic HR on organizational performance through robust data and outcome metrics,
- continuing professional development for HR teams to enhance their business acumen and strategic influence, enabling them to navigate the complexities of SHRM effectively.

In conclusion, this study contributes to the understanding of the strategic role of HR in modern organizations, particularly in the context of sustainability. It underscores the importance of integrating HR with business strategy and the ongoing challenges that need to be addressed to fully realize the potential of SHRM.

Future research could further explore the long-term impact of integrated sustainability practices on organizational success and the evolving role of HR in different organizational contexts.

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