

Managing Organisational Transformation under Polycrisis: Human Capital, Knowledge, Entrepreneurial Agency, Digital Innovation and Sustainability

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Article History	Abstract
Original Research Article	<i>Contemporary organisations face a conjunction of technological discontinuity, environmental pressure, institutional uncertainty, financial volatility and changing expectations toward work. This article develops an integrative management framework for analysing organisational transformation under such conditions. Its distinctive contribution is to connect five domains that are frequently studied separately: human-capital architecture, knowledge management, entrepreneurial agency, digital and technological innovation, and sustainability and resilience. The argument is developed through a conceptual synthesis of classical management theory and the complete set of works contained in the supplied bibliography in which Marcin W. Staniewski appears as author, co-author or co-editor. The analysis shows that transformation is not adequately understood as a sequence of technology projects or structural redesigns. It is a capability-building process in which human resources, knowledge flows, entrepreneurial dispositions, institutional conditions, digital infrastructures and sustainability-oriented finance interact. A five-domain model of Transformational Organisational Capacity (TOC) is proposed. The framework clarifies why technically sophisticated change programmes may fail when they neglect human-capital barriers, knowledge-sharing routines, managerial cognition or institutional risk, and why sustainability initiatives become strategically consequential when they are integrated with innovation and financing mechanisms. The article concludes with propositions for future empirical research and implications for senior managers designing transformation portfolios.</i> Keywords: organisational transformation; human capital; knowledge management; entrepreneurship; digital innovation; sustainability; resilience; green finance.
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1. Introduction

Organisational transformation has become a central problem of management because firms increasingly operate under conditions in which several forms of discontinuity occur simultaneously. Technological change alters the architecture of value creation; environmental constraints affect investment and operations; institutional weaknesses reshape risk; and labour markets demand new combinations of knowledge, motivation and adaptability. The managerial problem is therefore no longer simply how to implement a discrete innovation. It is how to preserve strategic coherence while multiple interdependent systems of the organisation are being reconfigured.

Classical strategy provides indispensable foundations for this problem. Strategy links the organisation to its environment and allocates resources toward durable advantage (Andrews, 1971; Ansoff, 1965; Porter, 1980, 1985). The resource-based view shifts attention toward heterogeneous resources and capabilities (Barney, 1991; Wernerfelt, 1984), while dynamic-capability theory emphasises the capacity to reconfigure competences in changing environments (Teece, Pisano and Shuen, 1997). Yet transformation under polycrisis cannot be reduced to strategic positioning or resource ownership. It depends on whether people can learn, whether knowledge can move, whether entrepreneurial initiative can be mobilised, whether technology is organisationally absorbed, and

whether ecological and institutional pressures are translated into viable strategic choices.

The corpus associated with Staniewski in the supplied bibliography is unusually useful for such an integrative task because it spans human-resource architecture, knowledge management, entrepreneurship, psychological determinants of entrepreneurial success, digital payment behaviour, corruption and foreign investment, environmental innovation, renewable energy, green finance, managerial cognition and stakeholder pressure. These works do not constitute a single formal theory. Read together, however, they illuminate complementary layers of transformation and permit the construction of a coherent management framework (Staniewski, 2004, 2007, 2016; Dąbrowski, Kołodkiewicz and Staniewski, 2002; Staniewski and Szczepankowski, 2012; Meo and Staniewski, 2024).

The purpose of this article is therefore conceptual rather than bibliometric. It asks: how can organisational transformation be theorised when human capital, knowledge, entrepreneurial agency, digital innovation, institutional risk and sustainability are treated as mutually conditioning rather than independent variables? The article develops the concept of Transformational Organisational Capacity (TOC), defined as an organisation's ability to reconfigure resources, routines and relationships across five domains while preserving strategic intelligibility and adaptive performance.

1.1 Research gap and theoretical contribution

Research on organisational transformation remains theoretically fragmented. Dynamic-capabilities research explains how firms integrate, build and reconfigure competences, but frequently leaves the specific human-capital, knowledge and entrepreneurial microfoundations of sustained reconfiguration underdeveloped. Digital-transformation research demonstrates the importance of technological and organisational complementarities, yet often treats ecological and institutional resilience as contextual rather than constitutive. Sustainability-transition research, conversely, increasingly recognises innovation, stakeholder pressure and finance, but often under-specifies the organisational mechanisms through which such pressures are translated into coordinated strategic action. The resulting gap is not the absence of relevant constructs; it is the absence of an integrated account of how these constructs interact when disruptions are simultaneous and mutually reinforcing.

This article makes three contributions. First, it reconceptualises organisational transformation as a configurational capability rather than a portfolio of discrete change projects. Second, it integrates human-capital

reconfigurability, knowledge mobilisation, entrepreneurial agency, digital-strategic integration, and sustainability and institutional resilience within a single multi-level framework. Third, it treats institutional and financial resilience as boundary conditions that influence whether transformation can persist under conditions of mutually reinforcing disruption.

1.2 Polycrisis as a management condition

In this article, polycrisis does not denote the mere coexistence of several crises. It refers to a condition in which disturbances originating in different domains become interdependent, generate cross-domain feedback and amplify one another. A technological shock can intensify labour-market pressure; geopolitical or institutional instability can alter financing conditions; environmental disruption can accelerate regulation and capital reallocation; and financial volatility can constrain the very investments required for adaptation. This distinguishes polycrisis from generic environmental turbulence: the analytical problem is not only uncertainty but causal interdependence among disruptions.

The concept matters for management theory because interdependent shocks increase the value of coordinated reconfiguration. A firm may possess strong digital capabilities and still fail if critical skills cannot be redeployed, knowledge remains siloed, managerial attention is fragmented or financing for sustainability investment disappears during market stress. Polycrisis therefore provides the boundary condition under which a configurational understanding of transformation becomes particularly important.

1.3 Method: integrative conceptual synthesis

The article adopts an integrative conceptual-synthesis approach. Its purpose is theory building rather than effect-size aggregation. The analytical procedure links bodies of management research that operate at different levels of analysis but address complementary mechanisms of organisational adaptation: strategic resources and dynamic capabilities; human-resource architecture and intellectual capital; knowledge management and organisational learning; entrepreneurship and its psychological microfoundations; digital adoption and innovation attention; sustainability, green finance and environmental innovation; and institutional risk.

Sources are incorporated according to four conceptual criteria: relevance to a transformation mechanism, complementarity with another level of analysis, capacity to specify a boundary condition, and usefulness for explaining how resources are converted into adaptive outcomes. The Staniewski-related corpus is treated as a multi-domain empirical and conceptual stream within this synthesis, not

as a self-sufficient theory. Accordingly, macro-level studies of energy, environmental degradation, corruption and FDI are used primarily to specify environmental or institutional boundary conditions, whereas studies of human capital, knowledge management, entrepreneurial dispositions and digital behaviour inform organisational and micro-level mechanisms.

2. Theoretical Foundations: From Resources to Transformational Capacity

The broader intellectual setting also includes the edited volume *Management in the New Economy: Classic and Modernity*, which places classical management problems in dialogue with the conditions of a changing economy and supports the article's bridging logic between established theory and contemporary transformation (Szczepankowski and Staniewski, 2009).

TOC is not proposed as a substitute for dynamic capabilities. Dynamic capabilities identify the higher-order ability to sense, seize and reconfigure in changing environments; TOC specifies the cross-domain configuration of organisational conditions through which sustained reconfiguration becomes executable under polycrisis. In this sense, TOC is a higher-order configurational capability architecture: it makes explicit the human-capital, knowledge, agency, digital and resilience domains whose complementarity determines whether reconfiguration can be repeatedly enacted. Dynamic capabilities explain the strategic function of reconfiguration; TOC explains the capability configuration required to sustain that function across mutually dependent disruptions.

The resource-based view established that competitive advantage can arise from valuable, scarce and difficult-to-imitate resources (Barney, 1991; Wernerfelt, 1984). However, possession is not transformation. Under discontinuity, the decisive question is whether resources can be recombined. This is the insight developed by dynamic-capability theory (Teece, Pisano and Shuen, 1997) and by work on absorptive capacity, which connects prior knowledge with the ability to recognise, assimilate and exploit external knowledge (Cohen and Levinthal, 1990).

Organisational learning adds a temporal dimension. Exploration and exploitation compete for attention and resources (March, 1991); double-loop learning requires organisations to question governing assumptions rather than merely correct deviations (Argyris and Schön, 1996). Knowledge creation is social and organisational, not simply informational (Nonaka and Takeuchi, 1995; Brown and Duguid, 1991). Accordingly, transformation should be understood as a managed process of capability

recombination in which structures, incentives, cognition and knowledge flows co-evolve.

Staniewski's work on knowledge sharing and knowledge-management practices anchors this argument in managerial practice. The analysis of Buckman Laboratories foregrounds the organisational conditions under which knowledge sharing becomes routinised rather than episodic (Staniewski, 2004). Earlier work on knowledge-management practices in enterprises operating in Poland similarly situates knowledge as a managed organisational resource rather than an accidental by-product of work (Dąbrowski, Kołodkiewicz and Staniewski, 2002). These contributions align with the broader knowledge-based tradition represented by Davenport and Prusak (1998), Alavi and Leidner (2001), Argote, McEvily and Reagans (2003) and Sveiby (1997).

3. Human Capital as Transformational Infrastructure

Transformation is implemented through people, but the managerial significance of this statement is often underestimated. Human resources are not merely an input into a predetermined strategy. They constitute the interpretive and operational infrastructure through which strategic change becomes possible. Strategic HRM research has long connected systems of employment practices with organisational performance (Huselid, 1995; Becker, Huselid and Ulrich, 2001). High-performance systems depend on bundles of mutually reinforcing practices rather than isolated interventions (Appelbaum et al., 2000).

Staniewski's concept of human-resource architecture is particularly relevant to periods of turbulence because it directs attention to the configuration of human resources rather than to headcount alone (Staniewski, 2007). The managerial task is to differentiate, develop and connect forms of human capital according to their strategic contribution. This becomes critical when technological transformation changes job content faster than formal structures can be redesigned. The organisation must simultaneously preserve critical tacit knowledge, develop new competencies and prevent the erosion of commitment.

The study of barriers to shaping human capital by Krochmal and Staniewski (2010) adds a constraint perspective. Transformation programmes frequently assume that training, recruitment or incentives can be deployed frictionlessly. In practice, institutional, organisational and behavioural barriers limit the conversion of investment into capability. A transformation model must therefore include not only resources and intended practices but also barriers that block learning, mobility, knowledge transfer or motivation.

The measurement of intellectual capital in energy companies further extends this logic from individual

competence to organisationally embedded intangible assets (Staniewski and Szczepankowski, 2012). Intellectual capital becomes strategically important when physical assets are insufficient to explain performance differences. In energy and other capital-intensive sectors, transformation increasingly depends on the interaction between technical assets, specialist knowledge, relational capabilities and managerial systems. The measurement problem is therefore not peripheral: what organisations measure influences what they recognise as strategically valuable.

The corpus also includes Staniewski's contribution on selected concepts of human-resource management, listed in the supplied bibliography with a 2027 publication date. To avoid treating a future-dated item as already published, it is cited here as Staniewski (in press). Conceptually, its inclusion reinforces the longitudinal character of Staniewski's engagement with HRM, from architecture and barriers to broader conceptual synthesis.

4. Knowledge Management, Learning and Organisational Memory

Knowledge is the connective tissue between human capital and transformation. Digital technologies can increase the speed of information processing, but they do not automatically generate organisational knowledge. Polanyi's distinction between tacit and explicit knowledge remains fundamental because much strategically relevant competence cannot be fully codified (Polanyi, 1966). Knowledge-management systems therefore succeed only when technological infrastructures are aligned with social practices, incentives and communities of expertise (Alavi and Leidner, 2001; Wenger, 1998).

The Polish enterprise evidence addressed by Dąbrowski, Kołodkiewicz and Staniewski (2002) and the Buckman Laboratories case discussed by Staniewski (2004) can be interpreted as two levels of the same managerial problem: organisations need both a system-level architecture for knowledge management and behavioural routines that make sharing normal. This distinction matters in transformation because change programmes often create temporary project knowledge that disappears after implementation. Transformational capacity requires retention, recombination and diffusion.

Knowledge management also has a strategic boundary function. Open innovation expands the locus of relevant knowledge beyond the firm (Chesbrough, 2003; von Hippel, 1988), while absorptive capacity determines whether external ideas can be used (Cohen and Levinthal, 1990). Xie et al. (2024), with Staniewski as co-author, examine attention allocation to new-product-development ideas in online innovation communities. Their focus on

users' self-focus orientation draws attention to a micro-level mechanism often omitted from open-innovation theory: idea generation and idea selection are shaped by attention. Digital participation therefore does not eliminate scarcity; it relocates scarcity from access to information toward managerial and collective attention.

This observation has direct implications for transformation governance. Organisations exposed to abundant digital signals need mechanisms for prioritisation, interpretation and escalation. Weick's sensemaking perspective is relevant here: action under ambiguity depends on socially constructed interpretations (Weick, 1995). The knowledge architecture of transformation must therefore manage not only storage and access but also attention and meaning.

5. Entrepreneurial Agency as a Microfoundation of Transformation

Organisational transformation requires agency: individuals must perceive opportunities, tolerate uncertainty, mobilise resources and persist when outcomes are ambiguous. Entrepreneurship research has long moved between economic opportunity, innovation and individual action (Schumpeter, 1934; Kirzner, 1973; Knight, 1921). Within established organisations, these mechanisms become microfoundations of renewal.

Staniewski's monograph on organisational and psychological predictors of entrepreneurial success places entrepreneurial outcomes at the intersection of organisational context and psychological characteristics (Staniewski, 2016). This is important for transformation theory because it challenges purely structural explanations. Two organisations may deploy similar technologies and strategies yet produce different outcomes because managerial and employee agency differs in motivation, self-efficacy, persistence and opportunity recognition.

The Entrepreneurial Dispositions Personality Inventory developed and validated by Janowski, Staniewski and Awruk (2019) further operationalises the individual-level dimension. Without reducing entrepreneurship to personality, such work demonstrates that dispositional variation can be measured and incorporated into models of organisational action. For transformation management, the implication is not that firms should select a single 'entrepreneurial personality', but that change portfolios should recognise heterogeneity in initiative, risk interpretation and adaptive behaviour.

Awruk, Staniewski and Słomski (2026) extend the analysis into the relational sphere by examining intimate relationship communication, knowledge and relationship satisfaction in entrepreneurial success, with self-efficacy and achievement motivation as mediating mechanisms. The managerial significance is broader than the private domain

itself. Entrepreneurial agency is socially embedded. Performance and persistence are influenced by relational resources outside formal organisational boundaries. This supports a microfoundational view in which the organisation cannot fully explain entrepreneurial behaviour by job design alone.

Ethical agency must also be included. Staniewski, Słomski and Rzyński (2015) ask whether ethics in entrepreneurship is possible at all. The question is fundamental for transformation because pressure for rapid innovation can encourage instrumental reasoning in which speed, growth or disruption displace responsibility. A strategically coherent transformation model therefore treats ethical constraints not as external friction but as part of the legitimacy architecture of entrepreneurial action.

The study by Awruk et al. (2023) on Warsaw students' views of LGBT+ is not a direct study of organisational transformation. It should therefore not be overextended. Its relevance here is limited and specific: it provides evidence that social attitudes and diversity-related perceptions form part of the wider social environment from which organisations recruit and in which future employees, consumers and entrepreneurs develop expectations. In management research, such evidence can inform questions of inclusion, workforce heterogeneity and legitimacy, but it does not by itself establish causal effects on organisational performance.

6. Digital Transformation and Technology Adoption

Digital transformation is frequently mischaracterised as technology acquisition. The classic literature shows why this is insufficient. Information technology changes coordination costs, organisational boundaries and strategic possibilities (Malone, Yates and Benjamin, 1987; Porter and Millar, 1985). Yet performance effects depend on complementary organisational change (Brynjolfsson and Hitt, 2000), strategic alignment (Henderson and Venkatraman, 1993) and the depth of business transformation (Venkatraman, 1994).

Szopiński and Staniewski (2014) analyse trends in cyclical payment channels used by Polish households and derive implications for e-banking. The study illustrates a central principle of digital management: adoption occurs through behavioural patterns, not technological availability alone. Theories of technology acceptance similarly emphasise perceived usefulness and ease of use (Davis, 1989; Davis, Bagozzi and Warshaw, 1989). Transformation managers must therefore distinguish technical deployment from routinised use.

The online innovation-community study by Xie et al. (2024) adds a second digital mechanism: platforms reshape how ideas compete for attention. Together, these works

suggest that digital transformation operates through at least three layers—technology infrastructure, user adoption and attention allocation. A fourth layer is organisational redesign. Westerman, Bonnet and McAfee (2014) emphasise leadership and integration, while Brynjolfsson and McAfee (2014) locate digital change within a broader restructuring of economic activity.

Consequently, digital transformation should be governed as a portfolio of complementary changes. Investments in platforms without changes in skills, incentives, knowledge routines and decision rights create what may be called digital superficiality: visible technological modernisation without a corresponding increase in adaptive capacity.

7. Sustainability, Environmental Innovation and Green Finance

Environmental sustainability has moved from a peripheral compliance issue toward a central dimension of strategy. The natural-resource-based view argues that environmental capabilities can become sources of advantage (Hart, 1995), while Porter and van der Linde (1995) show how appropriately designed environmental pressures may stimulate innovation. Sustainable value creation requires simultaneous attention to economic, social and ecological outcomes (Hart and Milstein, 2003; Elkington, 1997).

Adebayo, Staniewski and Uzun (2025) connect technological innovation, domestic material consumption and renewable-energy consumption to the achievement of sustainable development goals in G7 economies. At the macro-managerial boundary, the study reinforces the proposition that technological innovation cannot be evaluated independently of material throughput and energy transition. Organisational transformation strategies therefore need metrics that capture both productivity and resource consequences.

Adebayo et al. (2025), including Staniewski, examine financial globalisation, technological innovation and renewable-energy consumption through a multivariate wavelet quantile-based approach. For management, the important conceptual point is that relationships among finance, technology and energy are heterogeneous across conditions and horizons. Managers should therefore resist static assumptions about the effects of financial openness or technological investment on sustainability outcomes.

Sadiq et al. (2025) integrate environmental innovation, stakeholder pressure and open innovation in logistics firms, with managerial cognition and competitive advantage in the model. This is particularly important for the TOC framework because it connects external pressure with an internal interpretive mechanism. Stakeholders do not mechanically cause transformation. Their demands are filtered through managerial cognition, organisational

capabilities and innovation processes. Sustainability transformation is thus simultaneously institutional, cognitive and strategic.

Haseeb et al. (2021), with Staniewski as co-author, examine forest disturbance and climate degradation in leading Asian economies. Although macro-environmental in orientation, the study underscores the material context within which corporate strategy is formed. Environmental degradation is not merely reputational; it can affect resource availability, regulatory trajectories and social expectations. Firms that treat ecological conditions as exogenous may systematically underestimate strategic risk.

Green finance provides the capital-market counterpart. Meo and Staniewski (2024) synthesise the field of green bonds and sustainable finance, while Meo et al. (2026) examine the resilience of green bonds during market turmoil and derive implications for investors and policymakers. Together, these contributions position finance as an enabling or constraining mechanism of organisational sustainability transformation. The availability, pricing and resilience of green financial instruments affect whether long-horizon environmental investments can be sustained through periods of volatility.

This perspective changes the meaning of resilience. Resilience is not simply the capacity to return to a prior equilibrium. In sustainability transitions, the prior equilibrium may itself be strategically obsolete. Green-finance resilience matters because it can support continued reallocation of capital during turbulence, enabling organisations to transform rather than merely recover.

8. Institutional Risk, Corruption and the External Environment

Transformation is embedded in institutions. Resource-based and capability theories can overstate managerial discretion if they neglect corruption, insecurity, regulatory quality and political-economic instability. Institutional conditions influence transaction costs, investment horizons and the credibility of commitments.

Abu et al. (2022), including Staniewski, analyse the long-term response of foreign direct investment to insecurity and corruption in Nigeria. The management implication is straightforward but profound: organisational investment decisions are conditioned by institutional risk that cannot be neutralised through internal efficiency alone. Transformation strategies involving internationalisation, infrastructure or long-lived assets must incorporate institutional resilience into capital allocation.

Ruiz Estrada, Staniewski and Ndoma (2018) evaluate corruption using a socio-economic development degrowth index in the case of Guatemala. Whatever the specific

measurement architecture, the work foregrounds corruption as a systemic variable connected to development rather than as an isolated ethical failure. This complements the entrepreneurship-ethics perspective of Staniewski, Słomski and Rzyński (2015): ethical and institutional quality influence whether entrepreneurial energies are directed toward productive or rent-seeking activity, a distinction classically emphasised by Baumol (1990).

The implication for transformation governance is that institutional risk belongs inside, not outside, the strategic model. Managers need scenario structures that consider corruption exposure, insecurity, regulatory discontinuity and legitimacy. Dynamic capabilities are partly capabilities for navigating institutions.

9. Integrating the Domains: Transformational Organisational Capacity (TOC)

The preceding analysis suggests that organisational transformation can be represented as a five-domain capability system. The first domain is Human-Capital Reconfigurability: the capacity to identify, develop, measure and redeploy strategically relevant competence. It is informed by Staniewski's work on HR architecture, human-capital barriers and intellectual-capital measurement (Staniewski, 2007; Krochmal and Staniewski, 2010; Staniewski and Szczepankowski, 2012).

The second domain is Knowledge Mobilisation: the capacity to create, share, retain and selectively externalise knowledge. It draws on Staniewski (2004), Dąbrowski, Kołodkiewicz and Staniewski (2002), and the attention-allocation problem highlighted by Xie et al. (2024). Knowledge abundance without mobilisation produces informational congestion rather than adaptive capacity.

The third domain is Entrepreneurial Agency: the capacity of individuals and teams to identify opportunities, act under uncertainty and sustain effort within ethical and relational constraints. It is supported by Staniewski (2016), Janowski, Staniewski and Awruk (2019), Awruk, Staniewski and Słomski (2026), and Staniewski, Słomski and Rzyński (2015).

The fourth domain is Digital-Strategic Integration: the capacity to align technology adoption with user behaviour, decision processes, knowledge flows and organisational redesign. Szopiński and Staniewski (2014) and Xie et al. (2024) illuminate behavioural and attentional mechanisms that complement the strategic-alignment literature.

The fifth domain is Sustainability and Institutional Resilience: the capacity to integrate environmental innovation, renewable-energy transition, green finance, stakeholder pressure and institutional risk into strategic choice. This domain synthesises Adebayo, Staniewski and

Uzun (2025), Adebayo et al. (2025), Sadiq et al. (2025), Haseeb et al. (2021), Meo and Staniewski (2024), Meo et al. (2026), Abu et al. (2022), and Ruiz Estrada, Staniewski and Ndoma (2018).

TOC is multiplicative rather than additive in managerial logic. Severe weakness in one domain can constrain the value generated by strength in another. Advanced digital infrastructure produces limited transformation when employees lack competence or knowledge-sharing routines. Entrepreneurial employees generate limited strategic renewal when governance punishes experimentation. Sustainability investments become fragile when financing mechanisms collapse under volatility. Open innovation produces noise when attention and absorptive capacity are weak. The managerial unit of analysis must therefore be the configuration.

This leads to five propositions for future research. Proposition 1: the performance effect of digital investment is positively moderated by human-capital reconfigurability. Proposition 2: knowledge mobilisation mediates the relationship between human capital and innovation outcomes. Proposition 3: entrepreneurial agency strengthens the conversion of external knowledge into organisational innovation, conditional on ethical and governance constraints. Proposition 4: managerial cognition mediates the effect of stakeholder pressure on sustainability-oriented transformation. Proposition 5: institutional and financial resilience moderate the persistence of transformation investments during periods of macroeconomic or market turbulence.

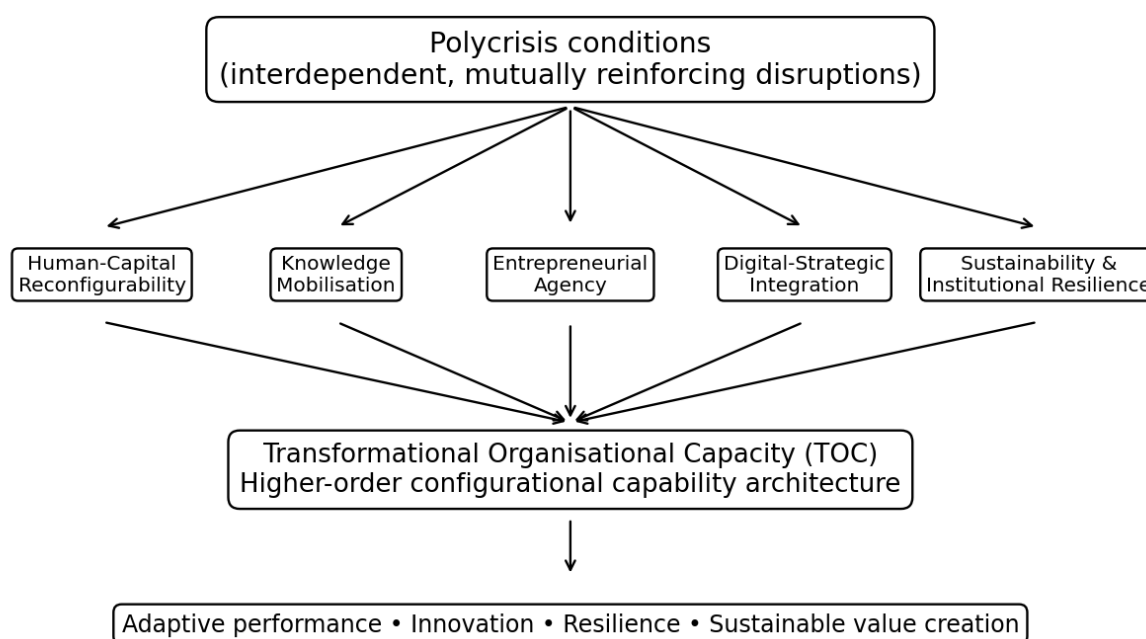


Figure 1. Transformational Organisational Capacity under polycrisis

Table 1. Theoretical architecture of Transformational Organisational Capacity

TOC dimension	Theoretical foundation	Core mechanism	Staniewski-related evidence	Expected outcome
Human-Capital Reconfigurability	SHRM; RBV; intellectual capital	Skill development, redeployment and measurement	Staniewski (2007); Krochmal and Staniewski (2010); Staniewski and Szczepankowski (2012); Staniewski (in press)	Adaptability and capability renewal
Knowledge Mobilisation	Knowledge-based view; absorptive capacity	Creation, transfer, retention and attention	Dąbrowski, Koładkiewicz and Staniewski (2002); Staniewski (2004); Xie et al. (2024)	Learning and innovation

Entrepreneurial Agency	Entrepreneurship; microfoundations	Opportunity recognition, self-efficacy, motivation and responsible action	Staniewski (2016); Janowski, Staniewski and Awruk (2019); Awruk, Staniewski and Słomski (2026); Staniewski, Słomski and Rzyziński (2015); Awruk et al. (2023)	Strategic renewal and legitimacy
Digital-Strategic Integration	Digital transformation; technology adoption	Adoption, attention allocation and complementarity	Szopiński and Staniewski (2014); Xie et al. (2024)	Digital value creation
Sustainability & Institutional Resilience	NRBV; stakeholder/institutional theory; sustainable finance	Environmental innovation, financing durability and institutional adaptation	Haseeb et al. (2021); Abu et al. (2022); Meo and Staniewski (2024); Adebayo, Staniewski and Uzun (2025); Adebayo et al. (2025); Sadiq et al. (2025); Meo et al. (2026); Ruiz Estrada, Staniewski and Ndoma (2018)	Sustainable resilience

9.1 Theoretical propositions

Digital investment creates potential rather than realised value. Its performance effect depends on complementary skills, redeployment capacity and the ability to redesign work around the technology. Human-capital reconfigurability therefore determines whether digital assets become productive organisational capabilities. P1: Human-capital reconfigurability positively moderates the relationship between digital-transformation investment and organisational performance.

Human capital becomes strategically consequential when individual and distributed expertise is converted into accessible organisational knowledge. Knowledge-sharing routines, retention mechanisms and absorptive processes are therefore the transmission channel between competence and innovation. P2: Knowledge mobilisation mediates the relationship between human-capital quality and organisational innovation outcomes.

External knowledge does not produce renewal automatically. It requires actors who recognise opportunities, possess sufficient self-efficacy to act and operate within governance arrangements that legitimate experimentation while constraining opportunism. P3: Entrepreneurial agency strengthens the conversion of external knowledge into organisational innovation, conditional on ethical and governance safeguards.

Stakeholder pressure is interpreted rather than mechanically transmitted. Managerial cognition influences whether environmental demands are framed as cost, compliance, innovation opportunity or strategic risk. P4: Managerial cognition mediates the relationship between stakeholder pressure and sustainability-oriented organisational transformation.

Transformation investments are often long-horizon and partially irreversible. Their persistence during turbulence depends on institutional credibility and access to resilient financing. P5: Institutional quality and financial resilience positively moderate the persistence of organisational transformation investment under polycrisis.

10. Managerial Implications

For senior managers, the framework implies that transformation should be governed as a capability portfolio rather than as a collection of projects. The first practical requirement is a transformation capability audit. Instead of asking only whether a technology has been deployed or a sustainability target announced, managers should assess whether the organisation possesses the human, knowledge, agency, digital and resilience capabilities required to make the change durable.

Second, human-capital and knowledge metrics should be integrated into transformation dashboards. Intellectual-capital measurement (Staniewski and Szczepankowski,

2012) and the identification of barriers to human-capital formation (Krochmal and Staniewski, 2010) suggest that lagging financial indicators are insufficient. Organisations need leading indicators of critical-skill concentration, knowledge-transfer vulnerability, learning velocity, internal mobility and the dependence of processes on individual experts.

Third, transformation governance should create protected channels for entrepreneurial agency. Psychological and dispositional differences matter (Staniewski, 2016; Janowski, Staniewski and Awruk, 2019), but management should avoid simplistic personality determinism. The organisational task is to design contexts in which initiative can be exercised responsibly: clear strategic boundaries, access to knowledge, rapid feedback, ethical safeguards and credible sponsorship.

Fourth, digital and open-innovation programmes should explicitly manage attention. The problem is not merely to solicit more ideas but to improve the organisation's capacity to notice, evaluate and recombine valuable ones (Xie et al., 2024). This requires transparent selection criteria, cross-functional review and mechanisms that prevent novelty or visibility from substituting for strategic relevance.

Fifth, sustainability should be connected to finance and risk rather than isolated in a reporting function. Green bonds and sustainable finance provide mechanisms for capital allocation (Meo and Staniewski, 2024), while evidence on green-bond resilience during turmoil raises questions about portfolio durability (Meo et al., 2026). Environmental innovation, stakeholder pressure and managerial cognition should therefore be included in capital-budgeting and strategic-review processes (Sadiq et al., 2025).

Finally, international transformation requires institutional due diligence. Evidence concerning corruption, insecurity and FDI (Abu et al., 2022) and corruption-development relationships (Ruiz Estrada, Staniewski and Ndoma, 2018) implies that institutional exposure must be treated as a strategic design variable. Governance architecture, partner selection, compliance capacity and exit options are part of transformation capability.

11. Discussion

The principal theoretical contribution of this article is to move from a project-centred to a capability-system understanding of transformation. Existing literatures often specialise: HRM explains people systems; knowledge management explains knowledge processes; entrepreneurship explains agency; information-systems research explains adoption; sustainability research explains environmental transition; institutional research explains

external constraints. The TOC framework does not replace these literatures. It specifies their interdependence.

This integrative reading also reveals continuity within the Staniewski corpus. Early work on knowledge management and HR architecture concerns the internal conditions of capability formation (Dąbrowski, Kołodkiewicz and Staniewski, 2002; Staniewski, 2004, 2007). Later entrepreneurship research deepens the behavioural and psychological level (Staniewski, 2016; Janowski, Staniewski and Awruk, 2019; Awruk, Staniewski and Słomski, 2026). Work on digital behaviour and online innovation extends the analysis toward technologically mediated action (Szopiński and Staniewski, 2014; Xie et al., 2024). Sustainability, green finance and institutional-risk studies broaden the boundary further to environmental and macro-institutional systems (Haseeb et al., 2021; Abu et al., 2022; Meo and Staniewski, 2024; Adebayo, Staniewski and Uzun, 2025; Sadiq et al., 2025; Meo et al., 2026).

The corpus therefore supports a multi-level view of management. Transformation occurs simultaneously at the individual level (dispositions, motivation, self-efficacy), relational level (communication and knowledge exchange), organisational level (HR architecture, knowledge systems, innovation routines), inter-organisational level (open innovation and stakeholder pressure), financial level (green finance), and institutional/ecological level (corruption, insecurity, energy transition and environmental degradation). A theory restricted to one level risks mistaking a local mechanism for the whole process.

There are also important limits. This article is a conceptual synthesis based on the supplied bibliography, not a systematic review with exhaustive database searching or meta-analysis. The cited Staniewski-related studies use heterogeneous units of analysis, methods and contexts. Their integration is therefore theoretical and interpretive; it should not be read as evidence that one empirical model has already tested all five TOC domains simultaneously. That task remains for future research.

12. Conclusion

Organisational transformation under polycrisis is best understood as coordinated capability reconfiguration. Technology, people, knowledge, entrepreneurial agency, sustainability and institutional resilience are not independent workstreams. They are interdependent conditions of adaptive performance.

The complete set of Staniewski-authored, co-authored and co-edited items in the supplied bibliography demonstrates the breadth required for such an account. Human-resource architecture and knowledge management explain the internal foundations of capability; entrepreneurship

research introduces agency and psychological mechanisms; digital studies show how adoption and attention shape technological change; sustainability and green-finance research connect transformation to environmental and capital-market conditions; and corruption and insecurity research locate organisational action within institutional constraints.

The proposed Transformational Organisational Capacity framework converts this breadth into a coherent management argument. Organisations transform successfully when they can reconfigure human capital, mobilise knowledge, activate responsible entrepreneurial agency, integrate digital technologies with organisational design, and sustain change through environmental, financial and institutional turbulence. Future empirical work should test the interaction effects proposed here across sectors and national contexts. For management practice, the central implication is immediate: transformation should be managed not as a technology programme, a restructuring exercise or a sustainability initiative in isolation, but as the deliberate construction of an integrated adaptive system.

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