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Rethinking Economic Development in Poland: From Growth to Well-Being and Organizational Resilience

The debate on Poland's future development model cannot be reduced solely to macroeconomic issues. It must reflect the perspective of individuals and firms. Every entity operating in today's economy faces a volatile environment and an unpredictable future.

A defining feature of our universe is change, and attempts to eliminate it do not lead to true stability. Eliminating the variability of reality by removing stressors from actors operating within the contemporary socio-economic system leads to their weakening (Taleb, 2020).

A shift in Poland's economic development model is a fact. This creates instability in many areas of the socio-economic system. Simply restoring stability will not be enough to address this issue. A new perspective on many aspects of how this system functions is needed. The first step is likely to be a search for a new economic policy model. But it is equally important for individual economic actors operating within this system to change the way they think about the sources of economic development.

> In the context of a shift in a country's development model—or, more accurately, a shift in virtually all the conditions governing the functioning of modern socio-economic systems—the need to rely on the values of cooperation, solidarity, and shared responsibility for the country is becoming increasingly important.

The same applies at the micro level: responsibility for one's workplace, and, on the part of employers, care for their employees. The human dimension of socio-economic systems requires special care and genuine commitment to creating conditions that promote well-being.

As shown by research conducted at the University of Oxford, well-being contributes to better business performance and higher market value (De Neve et al., 2024). Well-being is therefore important, but employee engagement is also crucial to the survival and growth of businesses.

In the context of their professional responsibilities, employee engagement is a significant problem in Poland. According to Gallup, employee engagement measures the psychological attachment workers have to their work, their team, and their employer. According to Gallup, employee engagement measures the psychological attachment workers have to their work, their team and their employer. According to the *State of the Global Workplace: 2026 Report*, only 7 percent of employees in Poland are engaged at work, compared with the regional average for Europe of 12 percent and the global average of 20 percent (Gallup, 2026). It is worth noting that Gallup's research consistently points to a strong correlation between employee engagement and business unit performance, including profitability and sales.

Without engaged employees, companies cannot effectively achieve their current and strategic goals. Therefore, to perform effectively, every business organization needs to rethink its processes so that they are based on genuine employee engagement. Among other things, this involves formulating organizational strategies based on new principles.

> Employee engagement is particularly important in developing strategies suited to this new model of economic development. Companies should develop open strategies based not on isolation and hierarchy, but on collaboration and openness. Open strategies are dynamic processes created collectively.

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Co-creating strategies means recognizing that valuable ideas can come from anywhere within the organization. Trust is one of the fundamental elements in developing an open strategy. It is the foundation for openness and the ability to safely express one's views and share ideas (Baudler, 2025).

Trust, along with respect, cooperation, and responsibility, is one of the core values that form—as they should—the foundation for an organization's development and support employee well-being. These values shape how the organization operates and how employees behave. Any organization that wishes to operate effectively in a changing external environment, while maintaining stability in a world of uncertainty, should support efforts to integrate core values into its business operations and uphold them over time.

> Employee well-being is inextricably linked to the values upheld by a given organization. Increasingly, this well-being must also be supported by diversity.

Diversity has ethnic and cultural dimensions, and it is also linked to supporting the participation of women in the workforce, especially in management positions. Today, the issue of diversity is becoming increasingly important in Polish companies as well—mainly due to immigrants from Ukraine, but not exclusively. Poland is becoming an attractive destination for workers from many countries. At the end of January 2026, as many as 1,119,036 foreigners were working in Poland, an increase of 7.1 percent year on year. Recruitment diversification is progressing, albeit slowly. Ukraine still accounts for two-thirds of the foreign workforce, although Colombia, the Philippines, and India are becoming increasingly important sources of workers (*Poland's...*, 2026). Research shows that organizations that promote diversity, inclusion, and a balance of interests achieve better results and demonstrate greater innovation (Dixon-Fyle et al., 2020).

> An organization's growth should not be measured solely by financial indicators, but also by employee engagement, job satisfaction, and a productivity-enhancing organizational culture that simultaneously supports employee well-being.

Striking a balance between organizational development and employee well-being is becoming increasingly important. This is because it is—and will continue to be—important not only what an organization does and how effectively it does it, but also how it operates and whether it is able to ensure the well-being of its employees.

> Given the necessary and anticipated changes in Poland's socio-economic system, the contemporary model of economic development for businesses should be based on the simultaneous development of employee productivity, competencies, and well-being, while taking diversity into account to an ever-greater extent.

Poland's changing economic development model therefore requires a re-evaluation of corporate attitudes and the adoption of a somewhat different approach to employee management from that adopted to date.

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