

## **ABSTRACT OF THE DOCTORAL DISSERTATION**

### **Title of the dissertation:**

The role of process innovativeness in the functioning of shared services centers in the modern business services sector in Poland.

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### **Abstract:**

The aim of this doctoral dissertation is to analyze the impact of innovativeness on shaping the efficiency of enterprise operations. The study focuses on issues related to improving the efficiency and competitiveness of enterprises, with particular emphasis on process innovativeness.

The theoretical part of the dissertation presents a review and analysis of the subject literature concerning the modern business services sector, process management, Business Process Management (BPM), and innovativeness. This analysis made it possible to identify research gaps and to formulate research questions and hypotheses.

The empirical part is based on quantitative research conducted using research tools such as a survey questionnaire and secondary data analysis, including industry reports on the current state and development forecasts of the modern business services sector in Poland.

The empirical data were analyzed using descriptive statistics methods, tests of differences between groups, including both parametric and non-parametric tests, as well as correlation analysis. As is typical for survey-based research, data obtained from Likert scales were subjected to an assessment of internal consistency using ordinal Cronbach's alpha indicator.

The results indicate that innovativeness factors—particularly automation and standardization—exhibit a positive relationship with the level of process maturity and organizational process maturity. Digitalization does not show a relationship with either process maturity or organizational process maturity; instead, it represents a technical enabling factor that supports the further development of innovations in automation and standardization. IT tools used in organizations play an important role in generating innovativeness by supporting the execution of processes in accordance with their design. A process-oriented organizational culture is a significant factor influencing process maturity, both from process itself and on organizational level.

The analysis conducted enabled the verification of the hypotheses and provided answers to the research questions formulated in the dissertation.

The research findings contribute to the development of knowledge in the field of management and quality sciences, both from a theoretical and an applied perspective. The dissertation also formulates practical recommendations that may be applied in organizational management in the modern business services sector, as well as in the implementation of process management in enterprises from other sectors of the economy, with the aim of improving operational efficiency and increasing competitiveness.

**Keywords:**

process management, BPM, process maturity, process culture, innovativeness.