

Streszczenie pracy w języku angielskim

Business Process Automation in the Modern Business Services Sector Enterprise

Promoter: Associate Professor, Ph.D. Agata Mesjasz-Lech Author: Karolina Ryś M. Sc.

In today's turbulent market environment, companies face constant changes that require not only quick reactions but also the ability to predict and adapt. Developing an effective management strategy becomes crucial for the survival and success of an organization. Globalization, technological advancements, changing customer preferences, competition, market trends, and evolving regulatory requirements are just some of the factors that impact business operations. There is no one universal strategy that is suitable for all businesses in enterprise management. However, there are many different approaches, among which a process-oriented approach is worth considering. It focuses on analyzing, optimizing, and improving business processes to achieve efficiency and competitiveness.

The process-oriented approach is popular in the modern business services sector, where there is a need for continuous process optimization and improvement to deliver high-quality services to clients while maintaining competitiveness and operational efficiency. It is worth noting that there is a growing interest in technology and process automation in the business services sector. In a sector where clients value speed, accuracy, and continuous service availability, automation can provide streamlining and high-quality services. Currently, process automation in the business services sector is at a relatively early stage but is developing rapidly.

To summarize, among the factors justifying the choice of the dissertation topic, the following can be mentioned:

- The increasing role of the modern business services sector in Poland, which is one of the fastest-growing sectors of the Polish economy and a significant contributor to the national GDP, generating a substantial number of jobs.
- The need for process improvement, leading to increased operational efficiency and improved service quality.
- The ongoing automation of business processes using advanced technologies.
- The desire to conduct research in a business services sector enterprise focused on intelligent process automation.

The main objective of the study is to determine the impact of business process automation on the functioning of enterprises in the modern business services sector in Poland. The specific objectives outlined below will help to answer the research questions and provide a broader perspective on

business process automation.

The specific objectives include:

- **Classifying barriers encountered by organizations when implementing intelligent business process automation Solutions.**
- **Determining whether there is an effective strategy to overcome implementation barriers and achieve successful intelligent business process automation.**
- **Defining the objectives of implementing intelligent process automation Solutions in enterprises in the modern business services sector.**
- **Identifying threats associated with the implementation of intelligent process automation Solutions.**

To achieve the research objectives, four research hypotheses have been formulated:

H1 - Intelligent process automation has a positive impact on the development of the modern business services sector in Poland, particularly in the field of finance and accounting.

H2 - Intelligent process automation Solutions in the modern business services sector contribute to cost optimization.

H3 - Lack of financial resources and poor data quality limit the level of process automation. H4 - The effectiveness of overcoming implementation barriers in the automation of business processes depends on the complexity scale of the automated process.

The structure of the dissertation includes an introduction, five chapters, a conclusion, and appendices. Chapter I presents the process-oriented approach in management, which forms the foundation for effective organizational functioning. The origins, evolution, and development of this approach are discussed. The essence and different types of business processes, which are important elements of organizational activities, are also presented. Process modeling, which allows for graphical representation and analysis of processes within an enterprise, is described. The chapter also explores process improvement in organizations, discussing methods, tools, and techniques aimed at enhancing the effectiveness and efficiency of business processes.

Chapter II focuses on the topic of business process automation. It begins with an overview of the significance and impact of industrial revolutions on technological development, which plays a crucial role in process automation. Ethical aspects related to the use of new technologies in business are discussed. The chapter then delves into various information systems and technologies that enable business process automation. The benefits and risks associated with automation are explored, along with presenting the results of previous empirical research in the field of process automation.

Chapter III is devoted to the modern business services sector in Poland. It starts with a characterization of business service centers operating in Poland, considering their specificity and geographical distribution. The labor market in the business services sector is discussed, with particular emphasis on employment and development trends. The next subsection focuses on business processes

in the business services sector in Poland, with a specific focus on automation. Methods and tools used in process automation are described, and practical examples are presented.

Chapter IV focuses on the research process and the characteristics of the examined company, taking into account its activities, business processes, and business context. In the later part of the chapter, the focus is on describing the methodological scope of qualitative research concerning business process automation.

In Chapter V expert interviews were conducted with employees in managerial positions within the examined company. These interviews aimed to gather knowledge and insights from individuals with extensive experience in the field of modern business services. Information was collected from the experts during the interviews, and subsequently, their responses were synthesized to obtain a comprehensive analysis and formulate conclusions regarding the area of process automation within the examined entity.

The final substantive element of the dissertation is a concluding chapter summarizing the conducted analysis and research. The verification of research hypotheses, the contribution of the results to the development of management science, and potential areas for future research are discussed in the conclusion.