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The issue of human capital development in the contemporary economic reality is becoming more and more important. This observation applies in particular to service activities, where the quantity and quality of services provided to customers depends to the greatest extent on the quality of the human capital held by the organization, which is expressed by the possession of appropriate knowledge, skills and social competences by its employees. Therefore, the issue addressed in the doctoral dissertation is the development of human capital in organizations operating in the Business Process Outsourcing industry in Poland. This industry belongs to the sector of modern business services, which is characterized by the provision of highly specialized services for business clients. These issues have been included in the broader context of market challenges that characterize Poland.

The aim of the work is to present the specificity of the human capital development process in organizations from the Business Process Outsourcing industry operating in Poland. The main objective of the work includes both the theoretical aspect, which assumes the identification of the current state of knowledge about the human capital development process and the factors that affect economic entities operating on the Polish market, as well as the empirical objective, which assumes learning practical solutions in the area of human capital development process in organizations from the Business Process Outsourcing industry operating in Poland.

The implementation of the theoretical goal was achieved through the use of an integrative literature review, which was supplemented with a quantitative analysis of statistical data for the Polish economy. In turn, the implementation of the empirical goal was based on the use of a research strategy, which is a multiple case study. On the basis of interviews conducted with personnel managers and line managers in selected organizations from the BPO industry, the issue of the specificity of human capital development and the impact of factors on this process was explored, which resulted in a model approach to the process of human capital development in the discussed industry.

The work consists of 6 chapters. The first three chapters are theoretical and contain the characteristics of the most important market challenges faced by organizations operating in Poland, the presentation of the Business Process Outsourcing industry under study and the most important aspects related to investing in human capital, as well as a discussion of detailed issues related to the human capital development process at the organization level. Chapter 4 discusses the methodological issues of empirical research. Chapter 5 contains detailed descriptions of the specificity of the human capital development process in the surveyed organizations. Chapter 6 presents a synthesis of the research results discussed in the previous chapter and presents a proposal for a model approach to the process of human capital development in organizations in the Business Process Outsourcing sector.