

ABSTRACT

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The doctoral dissertation is dedicated to assessing and defining the organizational and legal possibilities for implementing the concept of shared service centres (SSCs) within the combined government administration at the voivodeship level. SSCs are a management tool originally developed in the private sector and increasingly adopted in public administration. Their implementation offers measurable benefits, including more efficient use of resources, process standardization, improved service quality, and cost savings resulting from economies of scale. The efficiency and effectiveness of public service delivery remain central themes in debates on public management. The multiplicity and complexity of public tasks, combined with the search for optimal organizational solutions that reduce costs while enhancing the availability and quality of public services, have led to the consolidation of certain functions and the establishment of shared service centres in public administration systems worldwide. The potential of SSCs to generate savings has been recognized by public authorities across Europe and beyond. The benefits of SSC implementation are both financial and non-financial, encompassing experience sharing, process coordination, and standardization of procedures. A review of the literature, including reports on recent experiences in Polish local government administration, indicates that the SSC concept can also serve as an effective management tool in Poland's government administration. However, due to the complexity of the implementation process, SSCs require careful preparation and a detailed implementation plan that takes into account key determinants of success, including formal, legal, and organizational conditions, with particular emphasis on the human factor.

The dissertation consists of five chapters:

- Chapter One discusses public management models and their characteristic tools, highlighting contemporary trends in public administration transformation and providing the theoretical and historical foundations for SSC implementation.
- Chapter Two presents the characteristics of SSCs and examines their application in both the private sector and public administration globally.
- Chapter Three outlines the specific nature of public administration in Poland, describing organizational principles and the formal and legal framework governing public finance sector units. It also identifies government administration units in Poland that exhibit features of shared service centres.
- Chapter Four analyzes and evaluates the Government Administration Service Center, which functions as a public procurement SSC, from the perspective of service recipients at the regional level.
- Chapter Five examines combined administration units and provides recommendations regarding the feasibility of implementing the SSC concept within the combined government administration in the voivodeship. This chapter presents the potential scope, a functional model, and the key factors for successful implementation.

The dissertation concludes with a summary of the most important theoretical findings, key empirical research results, and conclusions regarding the verification of the research hypotheses formulated in the study.