Summary

Digital transformation of human resource management is a process involving the implementation of modern digital solutions aimed at improving human resource management. The measures taken affect process efficiency, strategic approach and flexibility. In this way, manual handling of processes and paper workflows are reduced. Companies that decide on digital transformation increase the level of digital maturity and digital competence of employees, as well as the technological sophistication of processes. Decisions have a direct impact on competitive advantage and strengthening the company's position in the market. Digital transformation is also associated with challenges for companies, these include: high costs of implementing systems, lack of openness of managers before implementing changes. The future of digital transformation of human resource management is increasing due to solutions using artificial intelligence, which affects the automation of tasks. With digital transformation, the position of human resource management is changing from an administrative function to a strategic area for the company.

The **main objective** of the study was: to develop a reference model for digital transformation of human resource management in enterprises. Realizing the purpose of the work, the **main hypothesis** was established: *The use of a reference model of digital transformation of human resource management in enterprises is a key factor in the success of the transformation and increase in the efficiency of human resource management processes.*

The work consists of an introduction, six chapters and a conclusion. The first three chapters are theoretical and the next three are empirical. The constituent parts of the work are a list of figures, tables, as well as literature and appendices.

The **first chapter** presents a consideration of the essence of the concept: human resource management. An important aspect was the presentation of the evolution of the term over the years. The focus was on the role of human capital as the foundation for shaping businesses in a resource context. The focus was on showing the goals and tasks of human resource management. An important element was the identification of approaches occurring in human resource management, the distinction of which is used today. Models occurring in human resource management were presented, and on the basis of these models a scheme for human resource management in enterprises was developed. The strategic approach of human resource management in enterprises deserved special attention.

The second chapter contains issues related to the process approach in human resource management. The chapter identifies and characterizes each of the processes of human resource

management: recruitment and provision of human resources, employee assessment, development planning, as well as competence improvement, talent management and knowledge management.

The **third chapter** presents the multidimensionality of digital transformation in human resource management, as well as in terms of its impact on business performance and competitiveness. Digital transformation is all about technology and information systems, which are an essential link in the digitization of human resource management processes. An important element is the presentation of the human resource management model in relation to the digital human resource management model.

The fourth chapter is an empirical chapter, in which the methodology and procedure of the research procedure are presented. The methods and research tools adopted in the study are described, and the selection of the research sample is justified. It also focuses on a detailed description of the empirical research.

Chapter five presents the characteristics of the research sample, describes the pilot study and model assumptions to develop a reference model for the digital transformation of human resource management in companies - MRCTZZL. It was shown how the transformation of the described processes in the area of human resource management looked like.

In the **sixth chapter** , there was a verification of the developed reference model of digital transformation of human resource management - MRCTZZL in enterprises through in-depth individual interviews conducted. Recommendations were also presented for consideration of implementing the model in enterprises.

The dissertation is topped off **with a conclusion**, which summarizes the considerations undertaken in this work.

The developed reference model of digital transformation of human resource management in enterprises is confirmation of **the main objective**. The analysis of the hypotheses and specific objectives conducted allows to confirm the validity of **the main hypothesis**.

The work does not exhaust the possibilities of the research topic undertaken. It allows for further challenges and provides opportunities for empirical research. Among them, we can mention the actual implementation of the MRCTZZL model in the enterprise and study its impact on digital maturity, digital competence, strategy, enterprise performance.