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# How BPM Impacts Jobs: an Exploratory Field Study

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## Abstract

*Despite frequent allusions to the importance of change management and employee commitment in Business Process Management (BPM) initiatives, academics in this domain have so far failed to analyse how exactly employees perceive and experience these initiatives. Since we know BPM has an impact on employees, it is important for managers that are guiding process related change initiatives or leading people working in process oriented jobs to be aware of this impact and its consequences, as leaders play a crucial role in strategy based change initiatives [1]. This paper aims to explore the employee's experiences with and perceptions of BPM, and whether these correspond to BPM experts' visions on BPM. Moreover, it constitutes a first test of a model that proposes an extra path through which BPM can increase the Organisational Performance: through Organisational Citizenship Behaviour. Results from eight case studies suggest a partial mismatch between the impact on employees that is generally claimed in literature and the real-life experiences of impacted employees, and reveal a potential for an increased beneficial impact of BPM.*

## 1. Introduction

“The redesign of processes changes people’s jobs” [2]. Although there has been little academic interest in this topic, many authors have reported and speculated on the nature of these changes and the characteristics of a process oriented job. Hammer (1996) was among the first to describe people working in reengineered jobs:

*“Their new jobs are more complex, but they also have more control... Their new positions not only entail more responsibility and autonomy, but also involve change, learning, and intensity. ... most importantly, no one is looking over their shoulders to check on each decision and action” [3].*

Process oriented jobs are also believed to be characterised by more involvement, freedom, trust, empowerment, ownership, teamwork, transparency at all levels, an increased focus on performance and the customer, new skills and knowledge, and lower stress and error rates. On the other hand, there is often a loss of (job)security, an increased accountability, and the disability to hide behind irrelevant or convenient performance indicators [3, 4]. In a recent study, Palmberg (2010) [5] investigated the organisational and individual effects of BPM. Based on an exploratory multiple-case study, she concluded that employees express an increase in well-being and show a positive attitude towards BPM after an organisation wide implementation. However, Palmberg also warned for a risk of stress, frustration and an increase in sick leave [5].

Many experts agree that the human aspect of BPM and BPR (Business Process Reengineering) is very important, and neglecting it is one of the important reasons for project failure [6, 7]. Despite a growing attention, practitioners do sometimes neglect this aspect, focusing only on process design optimisation or other project objectives [8], and by that causing fear, stress and unproductiveness among employees [2]. Therefore, it is important for managers that are guiding process related change initiatives or leading people that are working in process oriented jobs to understand the impact of BPM, as they play a crucial role [1, 9, 10]. Strong leadership, executive coaching and reflective practice have been shown to be important in business process change [11, 12], as employees have to adopt new mental models, attitudes and values in order to adjust their behaviour in the desired direction [7, 11]. But what is that desired direction? How can leaders learn to make the effects of changes on jobs work to the benefit of the organisation?

Organisational Citizenship Behaviour (OCB) proved to be a most relevant concept for investigating BPM related employee performance. OCB is behaviour that exceeds ones formally prescribed tasks and that

helps the organisation in reaching its goals [13]. Process oriented jobs require this sort of behaviour: doing what it takes to achieve a result rather than performing a task and doing what one is told [3]. Reported consequences of OCB include a broad range of contributions to the Organisational Performance [14].

Consequently, the objective of this research is twofold: (1) to discuss a model that connects BPM to Organisational Performance through OCB, and (2) to assess whether the observed impact that BPM has on jobs and people corresponds to the generally claimed impact.

## 2. Literature Review

Business Process Management can be defined as a management model where *“business processes need to be continuously evaluated, improved and implemented in the organizational structure within a supportive framework of human resources and process-oriented information systems. Corporate strategy is the guideline in this model, inspiring a process-minded culture of continuous learning and improvement”* [15]. Although BPM is being implemented for a variety of reasons [16], its main value lies in helping organisations attain their goals and improve Organisational Performance [17, 18].

Identifying, evaluating and improving business processes on a large scale and becoming a process oriented organisation does not happen overnight, and organisations need to grow in their level of Business Process Orientation Maturity [15]. In the course of the last decade, several Process Maturity Models have been proposed [5] and have inspired practical approaches. The majority of these and other BPM related models acknowledge the important role that ‘people’ play in implementing BPM [19-22] and most authors are aware of the impact BPM has on jobs. However, few of the models and approaches describe how BPM implementation influences the employees and their jobs, and how to turn that influence to the benefit of the organisation.

One of the broadly recognised and employee related factors influencing organisational performance is **Organisational Citizenship Behaviour (OCB)**. Organ (1988) was the first to formally define OCB: *“Individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization”* [23]. Ever since, OCB has received considerable research interest and has repeatedly been found to be positively associated with individual- and organisation-level performance, and there is some evidence of a causal

impact on unit-level performance [14, 24]. In addition, OCB shares multiple characteristics with the expected behaviour of what Michael Hammer (1996) calls the ‘professional’, the person working in a process oriented work environment: helping behaviour in order to prevent or solve work-related problems, individual initiatives of task or performance improvement, adopting a result driven and environment aware focus, etc. [3, 13].

Multiple factors have been suggested to influence Organisational Citizenship Behaviour, to name but a few: employee satisfaction, organisational commitment, role clarity [13, 25], emotional strain [26], job characteristics through mediation of job involvement [27], and goal and task interdependence through mediation of group cohesion [28].

One model that is of special interest for our research is the model suggested by Piccolo and Colquitt (2006) [29]. They propose a causal theory relating Transformational Leadership to Core Job Characteristics, which exert an influence on Intrinsic Motivation and Goal Commitment, which in turn affect Task Performance and OCB [29]. However, they found no evidence for the association between Goal Commitment and OCB. Moreover, OCB seems to be strongly linked to Task Performance [14, 29]. Because of these deviations of the model, Goal Commitment and Task Performance will remain out of this study’s scope.

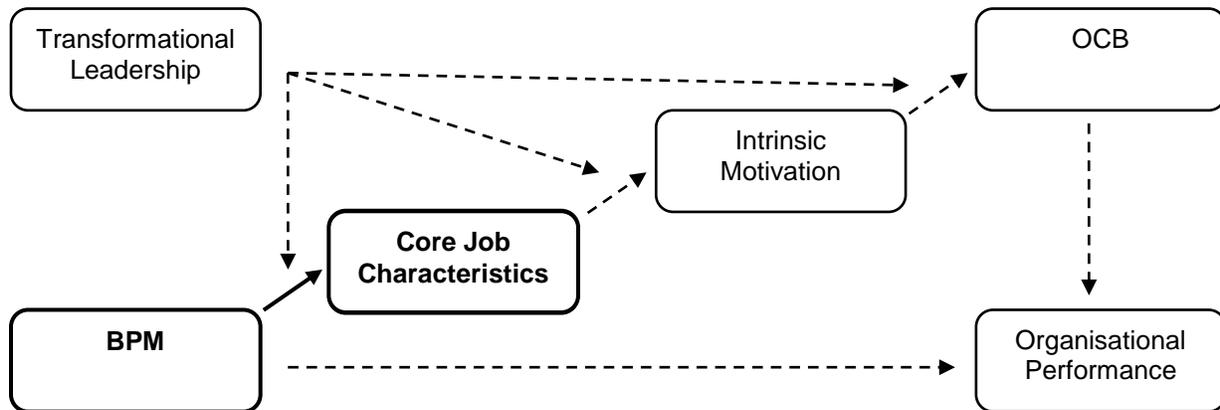
Let us now explore the other elements composing the model proposed by Piccolo and Colquitt (2006). The foundations for the **Transformational Leadership** concept were laid by Burns (1987), and it was later defined as a leadership style that manifests itself through four transformational behaviours: exerting charisma, articulating appealing visions, challenging assumptions and soliciting ideas, and having attention for the needs of the employees [13, 30, 31]. Transformational Leadership has indeed been found to influence the perception of the Core Job Characteristics [29], but it also has been found to directly influence Intrinsic Motivation [32] and OCB [13]. Moreover, it has been linked to the success of certain aspects of Business Process Change [33].

**The Core Job Characteristics** were derived from Hackman and Oldham’s Job Characteristics Theory (1976), proposing five job characteristics that increase the intrinsic motivation [34]: *Skill Variety* (the degree to which performing ones tasks requires the use of different skills and talents), *Task Significance* (the degree to which the job has an impact on the lives or work of other people), *Task Identity* (the degree to which the job requires completion of an identifiable piece of work from the beginning to a visible end), *Autonomy* (the degree to which the job provides

freedom, independence and discretion in planning and carrying out work) and *Feedback* (the degree to which the job provides information on the effectiveness of the individual's performance). These factors indeed have repeatedly been found to – sometimes indirectly – influence intrinsic motivation [13, 27, 29, 34], which in turn was found to influence OCB [29].

effect of the (perception of the) Core Job Characteristics on Intrinsic Motivation [13, 27, 29, 34], the effect of Intrinsic motivation on OCB [29], the effect of OCB on Organisational Performance [14, 24] and the effect of BPM on Organisational Performance [17, 18]. However, the proposed impact of BPM implementation on the perception of the Core Job

**Figure 1:** BPM influence on Organisational Performance through Organisational Citizenship Behaviour



**Intrinsic motivation** “involves people doing an activity because they find it interesting and derive spontaneous satisfaction from the activity itself” and is achieved through the fulfilment of three basic needs: the need for autonomy, the need for competence (the need to be effective in the social world) and the need for relatedness (the need to be connected to others) [35]. Gagné and Deci (2005) suggest that ‘job enlargement’ might also positively affect intrinsic motivation [35]. In view of the fact that the implementation of BPM often means a horizontal enlargement of jobs, we can also expect Business Process Management implementation to stimulate intrinsic motivation. We believe, however, that this influence will be mediated by a person’s job perception, or more specifically the perception of the Core Job Characteristics.

Based on that assumption and the above discussed literature, we propose a model that clarifies one of the paths through which BPM enhances the Organisational Performance: through Organisational Citizenship Behaviour. Drawing on the research of Piccolo and Colquitt (2006), we expect this association to be mediated by (the employee perception of) the Core Job Characteristics and by the Intrinsic Motivation [13, 29, 34], and moderated by transformational Leadership [12, 13, 29, 32, 33] (see figure 1).

As stated before, previous studies have already provided evidence for the moderating effects of Transformational Leadership [13, 29, 32, 33], the

Characteristics hasn’t been investigated yet – even if it has been speculated about. Therefore, in this study we will focus on the association between BPM and the Core Job Characteristics, hypothesising that the implementation of BPM will have a beneficial effect on the perception of all five Core Job Characteristics of the jobs that are impacted by the implementation.

### 3. Method

This study constitutes a first effort to assess the relevance and accuracy of the model proposed in figure 1 by means of an exploratory multiple case study approach. Using a semi-structured questionnaire, 25 participants were interviewed. At the time of the interview, all participants were employed by one of eight middle to large sized Belgian companies active in seven different industries and sectors. The selection of these companies was based on their membership of a research platform that allows companies to learn more about all aspects of BPM by participating in research projects and exchanging knowledge and experience with academic business school researchers and among each other. These companies are all trying to grow their business process orientation and have been working on BPM implementation for several years. Within each of the companies, experienced practitioners leading BPM related change initiatives as well as employees affected by these BPM related change initiatives were interviewed. This allowed us to

contrast the opinions and experiences of both groups of participants across the different organisations. The employees were selected with the help of the experienced practitioners participating in the research network. All of the employees had experienced BPM implementation. For them, however, leading BPM initiatives was no formal part of their job. Moreover, the practitioners were asked to select employees that were not too familiar with them and their job. For an overview of the different companies – named by their industry for reasons of anonymity – and the sample of participants, please see table 1.

with BPM, ten of them were interviewed alone and only two were interviewed together. All interviews were conducted in the course of January and February 2010.

The questionnaire consisted of three parts, assessing the interviewee's (1) knowledge of and attitude towards BPM, (2) concrete experiences with BPM and (3) view on the (claimed) impact of BPM on jobs, employees and organisational (success) factors. The first part served two purposes. On the one hand, it helped the interviewers to adapt their language and questions to the conceptual context the interviewees

**Table 1:** Sample description and overview of the projects discussed in the second part of the interview

Company by industry	Function Interviewees	Projects discussed
Banking and Insurance	Product manager (1 FTE) Project coordinator (1 FTE) Experienced BPM Practitioner (1 FTE)	Reorganisation of marketing department and reengineering of marketing processes
Government	Management assistant HR (1 FTE) Legal adviser project leaders (1 FTE) Experienced BPM Practitioners (3 FTE)	Various process improvement initiatives Integration of two departments
Energy Distribution	Operational first-line manager and Business Process Analyst (1 FTE) Operational middle manager and process owner (1 FTE) Experienced BPM Practitioner (1 FTE)	Organisation wide logistic and service process improvement and standardisation across branches
Health Care 1	Nurse (1,5 FTE) Employee hospital hygiene (0,5 FTE) Experienced BPM Practitioner (1 FTE)	Workload measurement, process reengineering and job redesign IT implementation
Health Care 2	Experienced BPM Practitioner (1 FTE)	Various process improvements initiatives
Telecommunication	Process manager (1 FTE) Project coordinator (1 FTE) Experienced BPM Practitioners (2 FTE)	Front office process improvement projects Toolbox roll-out and decentralisation of use
Retail	Project coordinator (HR) (1 FTE) Functional analyst (1 FTE) Experienced BPM Practitioners (3 FTE)	Organisation wide process reengineering and IT implementation HR reorganisation
Utilities	Experienced BPM Practitioner (1 FTE)	Various process improvement initiatives

The group of participants leading BPM related change initiatives consisted of 13 experienced BPM practitioners with a broad experience in BPM and a thorough knowledge of BPM methodology, models and related management issues<sup>1</sup>. Participants within this group that were working in the same company were always interviewed together. As the other group – the group of impacted employees – was a more heterogeneous mix of twelve employees from different functions, hierarchical levels and levels of familiarity

were familiar with. On the other hand, it shed light on the participant's spontaneous attitude towards BPM, which is important to be aware of when interpreting the answers to other questions.

The second part of the questionnaire aimed to assess personal experiences with BPM, by that attempting to rule out existing habits of thought and focusing on incidents and more objective consequences of BPM implementation.

The third and last part again broadened the scope, trying to grasp a more personal view on the overall effects of BPM as a management discipline. The format of the questionnaire in this part was different

<sup>1</sup>At the time of the interview, all thirteen of them had been members of the BPM research network for at least two years.

from the one in the two other parts. Participants were asked to agree or disagree with 23 statements and to explain their point of view.

The elements of the model proposed in figure 1 that are of interest for this study – the experiences with and view on BPM and the perception of the Core Job Characteristics – were assessed both at the level of concrete experience in part two and at the broader level of vision in part three. This allowed constructing an image that grasps both the actual observed impact of BPM during and after improvement projects, and the opinion on what BPM can or should change on a broader and more continuous level. Our choice to integrate these two levels is based on a belief that if BPM is applied as an instrument for continuous improvement, there will always be change and recurrent improvement projects.

To evaluate the impact of BPM on the (perception of the) Core Job Characteristics, topics questioned included: the focus on and the perceived impact of the job on the – internal and external – customer and the observed impact on other shared goals (task significance); the view on the personal role and place within the organisational context and end-to-end processes, and the involvement of employees in work design and decision-making (task identity); the extent to which jobs became more interesting by – among other things – a decrease in routine and non-value adding tasks, an increase in intellectual activity, and the enhanced visibility of and enactment on training needs (skill variety); the availability of clear processes, employee and task performance measurements, and the perceived transparency (task feedback); and the degree of empowerment, responsibility, involvement and top-down push (autonomy). See Appendix I for a sample of the questions.

## 4. Results

A first general observation was that Business Process Management indeed tends to change people's jobs. These changes not only affect the content and context of jobs; in many cases jobs are even disappearing or being created. Another general observation was that several respondents repeatedly distinguished the impact of BPM during implementation projects from the lasting impact of BPM, and the impact on middle and lower management from the impact on the lower-level employees. Let us now explore the perceived impact of BPM implementation on the Core Job Characteristics.

### 4.1. Task Significance

The influence of BPM implementation on the first of the Core Job Characteristics, Task Significance, seems to be positive: all members of both the group of impacted employees and the group of BPM practitioners agreed with the statement that BPM implementation increases the customer focus and by that the observed impact on the – internal and external – customer. Moreover, BPM was reported to decrease the amount of 'waste' (non-value adding tasks) and to increase the visibility of the consequences of people's work by making process descriptions available and by installing a new mindset; one that shifts focus from the task at hand to the process and the customer, and by that inspires horizontal communication: "It shows people that all roads lead to Rome"<sup>2</sup>. In turn, the latter increases not only the perceived Task Significance, but also has an impact on the Task Identity and Feedback.

One side remark that was repeatedly mentioned, however, is that it is very hard to firmly embed that newly installed mindset and to keep it on the surface instead of relapsing into the everyday routine. Therefore, the beneficial effect is often perceived as marginal or transitory, perishing gradually after completion of the BPM implementation project.

### 4.2. Task Identity

Apart from the immediate effects of process descriptions and horizontal feedback, the opinions on the (lasting) influence of BPM implementation on perceived Task Identity differed between both groups of respondents. Whereas all of the BPM practitioners were convinced that BPM implementation increases transparency and clarity about one's place within the organisation and the organisational processes, the employees were somewhat divided in their opinion. Although most of them agreed with the other group, some (again) reported this effect to be temporary: "People rapidly relapse into their old silo thinking patterns once the BPM implementation project has come to an end". One of the BPM practitioners also acknowledged the effects to be limited, but attributed this to the often narrow project scope: in some projects the aim is to improve one or a few steps of a process and not to fully install the BPM mindset.

Similarly, most of the BPM practitioners thought of employees as to be broadly involved in the BPM related design of jobs and decision-making, whereas only few employees felt that same degree of involvement. According to them, the employee involvement also tends to perish after the completion

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<sup>2</sup> All quotes have been translated from Dutch by the authors.

of a BPM implementation project and is often limited to some late-in-the-project feedback that hardly ever is acted upon: “we were allowed to give feedback, indeed, but whether that yielded any results or even was truly appreciated?” In cases where there was substantial involvement, both groups reported the effects to be very positive. On the other hand, not all employees deemed it necessary or important to be broadly involved at an early stage. As one participant stated: “If the boss wants to change something, let him; he doesn’t need half a year and twenty people to do it.”

On a more narrow level, BPM does in some cases seem to increase the task identity by a horizontal task enlargement that gives jobs an end-to-end character. As one of the respondents – a nurse – reported: “Until some months ago, I was the one washing all the patients in our hallway, my colleague was the one bringing them food, yet another colleague helped them go to the toilet, etc. Now, we work in pairs and are all responsible for the entire care of a few patients, no longer for a few tasks.”

#### **4.3. Task Feedback**

Somewhat less impacted is the perceived Task Feedback: even if it slightly benefits from horizontal communication and although most of the employees reported an overall increase in clarity and transparency (see task significance and identity), BPM implementation did not really yield a better view on the job performance. Most of the participants reported that only few measurements and performance indicators were ‘yet’ being used, even if most of them agreed that such measurements are of high value and should be – strategically – installed where possible. One of the reported reasons for this limited number of performance indicators was a lack of time and resources to install and follow up on them. Others explicitly chose not to install too many indicators out of fear of becoming overly controlling or because of the fact that objectives are set at a department level, rendering sub-departmental measures redundant or even interfering.

There was, however, one clear beneficial job effect of BPM implementation that can partly be traced back to Task Feedback: almost all of the participants agreed that BPM increases the efficiency and decreases the error rate, giving people the feeling that they are doing a better job.

#### **4.4. Autonomy**

The fourth job characteristic, Autonomy, seems to be largely depending on the hierarchical level. For managers and leaders, BPM implementation does seem

to increase the (perceived) autonomy. For lower-level employees, the opposite seems to be true: the majority of both groups of participants reported BPM to be decreasing the empowerment and decentralised responsibility. As one employee reported: “The projects are set up to give us a feeling of empowerment, but in the end it’s still them taking the decisions needed to reach an already determined target.” Some of the practitioners did stress that involvement and supportive leadership – rather than supervision – are favourable and even necessary for a successful and lasting rollout of BPM, but it is perceived as something that is beyond the scope of BPM implementation.

On the other hand, some of the employees reported an increase in sense of control over their environment and their tasks, again mostly through the availability of process descriptions, process information and factual arguments to show problems or lack of resources, and through a clear allocation of responsibilities and escalation paths linked to it. Others, however, consider BPM to be restricting their autonomy to such a degree that they felt as if losing their craft: “they don’t have to tell me how to do a job that I’ve been doing for twenty years”.

#### **4.5. Skill Variety**

The latter brings us to the fifth and last impacted job characteristic: Skill Variety. The feeling of losing one’s craft goes together with a decrease in perceived Skill Variety. Although BPM practitioners also feared an increase in routine, they believed that BPM implementation in general creates more interesting jobs. One of the factors making jobs more interesting – in their opinion – is the identification of training needs and the organisation effectively acting on this information. Some of the practitioners, however, added that on a level of skill use only practitioners or process owners benefited from BPM, while other employees felt no or negative consequences of BPM. However, some of the respondents of the employee group also believed BPM implementation creates more interesting jobs. Again, this was perceived to be mostly true during projects.

In summary, it seems that there indeed are beneficial effects of BPM implementation on the five Core Job Characteristics, but that the effects are often temporary and experienced by only a selection of employees that are somewhat higher on the hierarchical ladder or performing a project or process role – a role that includes explicit responsibility for the (continuous) improvement and efficiency of (part of) a process. Another general observation of the

participants is that BPM seems to require an initial investment of time and effort that exceeds the normal job boundaries and that often encounters resistance. However, as the gains of the improvement usually become visible soon after initiation, this investment often pays off relatively fast. Overall, the attitude towards BPM was found to be rather positive.

## 5. Discussion

In this study, we proposed a model that tries to explain part of the impact BPM has been shown to have on the Organisational Performance, by linking BPM to OCB (see figure 1). We expected BPM implementation to positively affect the perception of the Core Job Characteristics, and following former research we expected this perception to affect the Intrinsic Motivation and through that OCB, which has been shown to be beneficial for the Organisational Performance. Based on former research, we expect all steps in the path connecting BPM implementation to OCB to be moderated by Transformational Leadership. This study constitutes an initial validation of the hypothesised influence of BPM on the Core Job Characteristics.

The impact of BPM on the first of the five Core Job Characteristics, Task Significance, was positive as expected. Both BPM practitioners and other employees believed that a process focus increases the visibility of other people working in the same processes and the focus on the customer, by that increasing the perceived impact of the job on other people. The influence of BPM on the other characteristics, however, does not appear to be similarly straightforward.

Task Identity was also perceived to be increasing thanks to BPM implementation, but not as significantly or lasting as the perceived increase in Task Significance. Some believed the effects to be temporary, perishing gradually after project completion. Others attributed the limited effects to the variation in project scope, believing that a lot of BPM projects affect well-defined problems instead of the entire way of working and thinking. Moreover, employee involvement often was restricted to a small number of late feedback sessions that did not result in many noticeable adjustments to the project or processes. Mahmud and Kim (2000) show that the early involvement of employees in the implementation of automation instruments fosters an increased motivation to participate in the implementation of the instrument, but also to maintain and use the instrument [36]. Even if BPM is not the same as automation, we can expect the effects of early involvement in BPM

implementations to be comparable: an increased motivation to facilitate and sustain the change.

As during BPM implementation only a small number or no performance indicators and measurements seem to get installed, Task Feedback wasn't perceived to increase considerably either. Even if perceived very valuable, process measurements are believed to be difficult, time-consuming and expensive to install and follow up. On the other hand, some respondents were happy to have few indicators, as according to them measurements can be threatening or inspire individualistic and manipulative behaviour. This has indeed been acknowledged by other researchers, and again illustrates the importance of having only relevant, productivity-inspiring and motivating indicators in place [37].

The perceived Autonomy does benefit from an increased sense of control, but in general seems to depend on the employment level of the person concerned. It appears to be difficult to give the lowest level employees true (sense of) autonomy in their work.

Skill Variety also seems to be the luxury of the few, increasing mostly in jobs that include process roles or a certain level of responsibility for processes and people. The observation that mostly highly placed persons and employees performing process roles benefit from these last advantages of BPM implementation, might be explained by a hesitation to fully trust the lower placed employees or the uncertainty that they will act as what Hammer calls 'professionals' [18]. The high degree of flexibility and empowerment that seems so essential to give people the chance to reap the fruits of BPM implementation might seem too much of a gamble.

That same fear might be underlying the fact that the effects of BPM implementation are often considered temporary: it might be that the ones in charge only temporarily want to loosen their grip in order to improve, firmly securing all improvements as soon as a certain target has been reached, by again standardising the (changed) processes. Many of the BPM practitioners did indeed report their efforts to be largely restricted to fixed-term projects, as it is very hard to find the support and resources to roll out BPM as an organisation wide embedded management discipline.

Overall it seems that in literature the generally claimed impacts of BPM on jobs and people do not accurately reflect reality. This can partly be attributed to the often limited scope and maturity of BPM, but also to a lack of empirical research evidence in this domain.

## 5.1. Limitations and suggestions for further research

This study provides new and sometimes counterintuitive insights into the human dynamics associated to Business Process Management and certainly asks for a more extensive investigation. Moreover, there is need for more rigorous and quantifiable testing of the proposed model, as the current study constituted an initial exploration, using a semi-structured questionnaire and a convenience sample of a limited number of cases and participants.

Further research could benefit from previous work, and make use of a standardised questionnaire consisting of already validated items like the ones used by Piccolo and Colquit (2005) and Hackman and Oldham (1976). Moreover, it could be useful to include a short measure of BPM maturity enabling a stronger link with BPM. An alternative might be setting up a business game-like experiment and manipulating the degree of process orientation to observe the effects. That way, it would be possible to explore not only the existence, but also the causality of the association between BPM and the Core Job Characteristics.

## 5.2. Conclusion

Despite its limitations, this study is highly relevant for leaders involved in Business Process Management, as the results suggest that BPM practitioners and other leaders not yet make the most out of the potential inherent in Business Process Management. If managers learn to influence the jobs and the job perceptions of the employees in certain ways, the effects of BPM on Organisational Performance could be even stronger. Moreover, other beneficial effects could emerge, such as a positive change in the organisational culture, group cohesion and employee satisfaction.

A first effort that might prove helpful is the installation of some motivating work measurements that give feedback to the employees about how well they are performing, without associating any (negative) consequences to that performance. Early involvement of employees at all levels and clear communication about the consequences of their feedback also encourages more active participation. The simple use of for example one slide recapitulating the gathered feedback in corporate communication, the explicit incorporation of even one idea or the simple use of bottom-up developed terminology can already be fruitful.

Overall it is important to keep in mind that BPM is about end-to-end processes and that it should be regarded that way by all employees. If this is not the

case, BPM can easily become a new form of Taylorism, assigning every 'box' of the process to one employee that is unaware of the bigger picture. Leaders should try to develop the competence of their employees and empower them, maintaining at least some degree of flexibility and providing easy ways to suggest improvement. That way, they allow the employees to apply their own skills and creativity, and stimulate active contribution to better jobs and a better organisation. Keep the process visible and at top of mind, for example by linking frequently needed documents to a process model, and by challenging the employees to improve every day.

In summary, Business Process Management is a discipline that has an impact on people and jobs. Gaining awareness of and clear insight into this impact can help managers and other practitioners to act wisely and by that improve their chances of success and contribute to the Organisational Performance even more. Despite the ambition to involve as many employees as possible and to provide a certain degree of flexibility and decisive power, real empowerment remains a knotty challenge. BPM and the model proposed in this paper can serve as a guiding principle to turn the ambition into action and to grow towards what Manville (2003) calls 'a company of citizens'[38].

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**Appendix I:** Sample of the questions asked in the second part of the interview and the statements evaluated in the third part of the interview<sup>12</sup>

<b>Core Job Characteristics</b>	<b>Examples of questions and statements</b>
Task Significance	E.g.: What was the impact of the changes? And did you have part in this impact? E.g.: BPM fosters a customer focus
Task Identity	E.g.: Did the project increase your awareness of your place and tasks within a broader process? E.g.: BPM creates transparency and clarity about one's place within the organisation
Skill Variety	E.g.: Does your job include more different tasks and activities than before the change? E.g.: BPM creates more interesting jobs with more intellectual activity
Task Feedback	E.g.: Are processes and performance being measured now or differently than before? E.g.: BPM creates transparency and clarity about the performance measurement of people and processes
Autonomy	E.g.: Was the project rolled out top-down or bottom-up? And how did you get involved? E.g.: BPM stimulates empowerment and increases decentralised responsibility

<sup>1</sup> Translated from Dutch by the authors

<sup>2</sup> The terminology and formulation was often adapted to the specific case contexts