BPM and the Employee: Do they serve each other?

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Rationale

- BPM is being broadly implemented worldwide
  
  Gartner 2011

- Many companies are struggling with implementation

- Only 38% of projects is completely successful, the ‘human factor’ being the most important reason for failure
  
  Baumöl 2010
Gap in BPM Literature

“BPM changes people’s jobs”


“Employees play a vital role in the success of BPM”

Research Questions

What is the impact of BPM implementation on the job perceptions and work attachment of employees?

Does this impact translate into an effect on the employee work performance?

What are the effects of the implementation approach and leadership?
Research Design

1. Exploratory multiple case study (conducted in 2010)
   

2. Creation and validation of ‘BPM implementation approach’ measurement instrument

3. Cross-sectional explanatory field study
1. Exploratory Research: Results (spring 2010)

- Overall positive attitude towards BPM
  - BPM takes an initial investment, but it pays off, fostering
    - Transparency and clarity
    - Efficiency
    - Better communication
    - Customer focus...
    - End-to-end, meaningful work identity

- However:
  - Sometimes counterintuitive effects on lower-level jobs
    - Positive, but waning effect on meaningfulness of jobs
    - Limited or no effect on performance and other feedback
    - Negative effect on autonomy
    - Routine, loss of craft

2. BPM implementation approach survey

Markus, 2010
3. Cross-sectional explanatory field study

Data collection
- Self-administered surveys

Sample:
- Organisations with at least one dedicated function
- Lower-level employees and their leaders
- BPM experts (staff)
- Core processes

Data analysis
- Multi-level Structural Equation Modeling
Contribution

... to management science

- Multilevel quantitative study in organisational context
- BPM:
  - Implementation framework and survey
  - Well-founded insight in much discussed ‘human factor’ and impact on performance
- OB:
  - Assessing fundamental job design model in light of modern concepts
  - Elucidate “how changes in work ... impact the relations between work characteristics and outcomes”

Humphrey, Nahrgang & Morgeson 2007

... to management practice
Thank you