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Elvis Odinaka Ijomah

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ORGANIZACIJOS KULTŪROS ĮTAKA BPM INICIATYVŲ SĖKMEI: META GRUPĖS LITERATŪROS APŽVALGA IR ATVEJO NAGRINĖJIMAS	**THE INFLUENCE OF ORGANIZATIONAL CULTURE ON THE SUCCESS OF BPM INITIATIVES: A LITERATURE REVIEW AND CASE STUDY OF META GROUP**

Supervisor: Dr Michail Christofi

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LIST OF ABBREVIATIONS

BPM – *Business Process Management*: A systematic approach to improving an organization's processes to enhance efficiency, effectiveness, and adaptability.

IWC – *Innovative Work Culture*: A work environment that encourages creativity, experimentation, and the implementation of new ideas.

RPA – *Robotic Process Automation*: The use of software robots or "bots" to automate repetitive, rule-based tasks within business processes.

KPI – *Key Performance Indicator*: A measurable value that indicates how effectively an individual, team, or organization is achieving business objectives.

IT – *Information Technology*: The use of systems (especially computers and telecommunications) for storing, retrieving, and sending information.

HR – *Human Resources*: The department within an organization responsible for managing employee relations, benefits, recruitment, training, and compliance.

NVivo – *NVivo (Qualitative Data Analysis Software)*: A software tool designed for qualitative researchers working with rich text-based and/or multimedia information.

CEO – *Chief Executive Officer*: The highest-ranking executive in a company, whose responsibilities include making major corporate decisions and managing the overall operations.

Agile BPM – *Agile Business Process Management*: An adaptive BPM approach that incorporates agile principles for faster iteration and responsiveness.

Lean BPM – *Lean Business Process Management*: A method that integrates lean principles with BPM to eliminate waste and streamline processes.

INTRODUCTION

1.1 Introducing the Topic

In today's dynamic business environment, organizations are increasingly adopting Business Process Management (BPM) to enhance efficiency and remain competitive through the design, execution, monitoring, and optimization of business processes (Al-Shammari, 2023). While BPM offers a structured framework for operational excellence, its success relies not only on technical models and tools but also on the underlying organizational culture (Szelągowski & Berniak-Woźny, 2024). Culture, defined by the shared values, norms, and behaviors within a company, significantly influences how employees respond to change, collaborate, and pursue continuous improvement (Akpa et al., 2021). A culture that fosters innovation, flexibility, and open communication tends to support BPM adoption, whereas rigid or hierarchical environments often lead to resistance and project failure (Scavarda et al., 2025). Therefore, aligning BPM initiatives with the prevailing culture is crucial for their success.

1.2 Significance in Research and Practice — Novelty

While technical elements of BPM—such as workflow automation and performance metrics—have received substantial scholarly attention, the cultural dimensions of BPM remain underexplored. This study addresses that gap by examining how organizational culture influences BPM success at Meta Group, a global technology conglomerate, with a focus on cultural drivers like leadership, employee engagement, and adaptability. Meta Group's innovation-driven environment supports employee empowerment and data-informed decision-making—key indicators of BPM maturity (Xinyue & Joe-El, 2024).

1.3 Gap in Research, Practice and Research Problem

While Business Process Management (BPM) has garnered substantial scholarly attention, the majority of research focuses on technical, structural, and procedural dimensions, often overlooking the crucial role of organizational culture. BPM frameworks typically emphasize process modeling, automation, and performance measurement, yet these strategies often fail in practice due to underlying cultural misalignments. Existing studies have recognized that cultural

resistance, hierarchical rigidity, and poor communication can derail BPM initiatives, but they seldom explore the specific cultural attributes that facilitate or hinder success. The intersection between organizational culture and BPM remains fragmented in the literature, lacking a comprehensive framework that links cultural variables to BPM outcomes. Furthermore, there is limited empirical evidence demonstrating how these cultural factors operate in real-world settings, leaving a gap between theory and practice. This disconnect is particularly evident in rapidly evolving industries, where agility and cultural adaptability are essential for BPM effectiveness. Case-based evidence is especially scarce, and few studies provide in-depth, contextualized analyses of how culture shapes BPM implementation. Thus, there is a pressing need to investigate this relationship through applied, organization-specific inquiry.

To address this gap, the present study poses a targeted research question: *How does organizational culture influence the success of BPM initiatives, and what cultural factors are critical for BPM effectiveness in Meta Group?* Meta Group, a leading global technology firm, offers a compelling context due to its sustained BPM adoption and innovation-driven culture. By focusing on this case, the study aims to identify and analyze the cultural dimensions—such as leadership style, employee engagement, and openness to change—that significantly impact BPM outcomes. Unlike previous studies that treat culture as a background variable, this research treats it as a central, dynamic construct integral to process transformation. Through a qualitative, empirical investigation supported by literature synthesis, the research will contribute to both theoretical development and practical application.

1.4 Aim and Objectives

Aim:

To evaluate the role of organizational culture in the success of BPM initiatives, using Meta Group as a case study.

Objectives:

i. Analyze existing literature on organizational culture and BPM success factors.
ii. Identify key cultural attributes that facilitate or hinder BPM initiatives.
iii. Examine how Meta Group’s organizational culture has influenced its BPM success.

iv. Develop a conceptual framework linking organizational culture to BPM outcomes.

1.5 Method Deployed in the Thesis

This study employed a qualitative research strategy through a single-case study of Meta Group, a technology-driven organization based in Nigeria. Using purposive sampling, more than 10 semi-structured, in-depth interviews were conducted with managers, process leads, and frontline staff involved in BPM initiatives, continuing until data saturation was reached. The data were analyzed using the Gioia methodology, enabling the identification of key cultural themes and the development of a conceptual framework. A visual data structure was created to illustrate how organizational culture influenced BPM success within the Nigerian context.

1.6 Structure of the Thesis

This thesis is structured into five chapters to systematically explore the influence of organizational culture on BPM success. Chapter 1 introduces the topic, outlines the research gap, states the aim and objectives, and presents the dual-method approach combining a systematic literature review and a qualitative case study. Chapter 2 reviews existing literature and establishes the conceptual foundation, while Chapter 3 details the qualitative methodology, including the research setting, sample, data collection, and analysis using the Gioia method. Chapter 4 presents thematic findings and a conceptual framework, followed by Chapter 5, which concludes with key insights, theoretical contributions, practical implications, and future research directions.

2.0 LITERATURE REVIEW AND CONCEPTUAL BACKGROUND

This chapter presents a comprehensive review of relevant literature and theoretical constructs that underpin the relationship between organizational culture and the success of Business Process Management (BPM). It is divided into four main sections to guide the reader through the conceptual evolution of key themes relevant to this study.

2.1 Systematic Literature Review Methodology and Process

The systematic literature review in this study was designed to rigorously examine existing academic work at the intersection of Business Process Management (BPM) and organizational culture. This approach ensures transparency, replicability, and a comprehensive understanding of how cultural variables influence BPM outcomes. The review followed a structured protocol that included the definition of clear research questions, search terms, inclusion and exclusion criteria, and data extraction procedures. The goal was to identify recurring constructs—such as leadership, trust, innovation, and organizational culture—that play a critical role in BPM implementation and success. The review began with the formulation of a research question: *What cultural factors contribute to or hinder BPM success in organizational settings?* From this, a set of Boolean search strings was developed, including combinations like "BPM AND organizational culture," "process innovation AND leadership," and "employee trust AND BPM outcomes." These terms were applied to multiple academic databases to maximize the breadth and depth of sources retrieved. Initial searches yielded over 300 articles, which were narrowed down through a stepwise filtering process. Titles and abstracts were screened for relevance, followed by a full-text review of selected articles. Only peer-reviewed journal articles and high-impact conference papers published between 2010 and 2025 were considered for inclusion.

The inclusion criteria were developed to ensure that only high-quality and contextually relevant literature was retained for analysis. Articles were included if they focused on the relationship between BPM and organizational culture, reported empirical findings or theoretical models, and were published in English. Studies covering leadership styles, employee engagement, innovation culture, and trust dynamics in BPM contexts were prioritized. Exclusion criteria ruled out articles focused solely on BPM technical implementations without cultural considerations, as well as editorials, book reviews, and dissertations.

The thematic synthesis process revealed four dominant constructs repeatedly linked to BPM outcomes: authentic leadership, employee-manager trust, innovative work culture (IWC), and organizational innovation culture. These themes emerged across both empirical and conceptual studies, highlighting their cross-disciplinary relevance. Authentic leadership was consistently associated with higher BPM adoption rates and lower resistance to change, especially when coupled with ethical conduct and relational transparency. Trust between employees and managers emerged as a foundational condition for employee engagement in BPM initiatives, influencing communication flow, acceptance of process changes, and long-term commitment. IWC was linked to proactive behavior, creativity, and the ability to generate and implement process innovations. Organizational innovation culture, supported by systems such as autonomy and reward structures, created a fertile environment for BPM to thrive. These themes not only co-occurred frequently in the literature but also demonstrated strong interdependencies, suggesting a need for integrative frameworks. Thus, the review did not merely identify isolated factors but highlighted the systemic interplay between leadership, trust, and cultural innovation. This insight informed the development of the conceptual framework that will guide the empirical portion of this thesis. It also addressed a notable gap in the literature: the limited exploration of how these constructs interact to influence BPM effectiveness in organizational settings.

2.2 Authentic Leadership and Trust in BPM Contexts

Authentic leadership, a paradigm emphasizing genuine self-expression and ethical conduct, is defined by four key components: self-awareness, relational transparency, balanced processing, and an internalized moral perspective (Yang, 2024)). This leadership style transcends mere managerial directives, focusing instead on a leader’s capacity to remain steadfast to core values and cultivate relationships based on honesty and transparency. In the realm of Business Process Management (BPM) initiatives, where organizational change is paramount, authentic leadership plays a pivotal role. It fosters an environment characterized by trust, openness, and commitment, all of which are indispensable for successful BPM implementation. (Berniak-Woźny and Szelągowski, 2024).

Leaders who exhibit authenticity cultivate a culture where employees feel secure in articulating their ideas, questioning existing practices, and embracing organizational transformations such as BPM. This psychological safety is crucial in fostering innovation and adaptability, as it encourages employees to take risks and contribute actively to change processes. When employees perceive their leaders as genuine and trustworthy, they are more likely to engage with and support BPM initiatives. This creates a collaborative atmosphere where diverse perspectives are valued and integrated into the change process, enhancing the overall effectiveness of BPM implementation. (Burhan et al., 2023).

Moreover, authentic leadership supports adaptive learning, a critical component in navigating the complexities of BPM. In dynamic organizational environments, leaders must facilitate continuous learning and adaptation to ensure the successful implementation and sustainability of BPM initiatives. Authentic leaders encourage employees to learn from their experiences, reflect on their actions, and adapt their Cultures to align with evolving organizational needs. This approach promotes a culture of continuous improvement, where employees are empowered to identify and address process inefficiencies and contribute to the ongoing optimization of BPM. (Jerab and Mabrouk, 2023).

Ethical decision-making, another hallmark of authentic leadership, is essential in aligning BPM goals with organizational values. Leaders who demonstrate an internalized moral perspective ensure that BPM initiatives are implemented in a manner that upholds ethical standards and promotes organizational integrity. This approach fosters trust among employees and stakeholders, enhancing the credibility and legitimacy of BPM efforts. Authentic leaders prioritize transparency and fairness, ensuring that decision-making processes are open and inclusive. By aligning BPM goals with ethical values, leaders can create a sustainable and responsible organizational culture. (Salomão et al., 2023).

The relational transparency aspect of authentic leadership is particularly relevant in BPM initiatives, where open communication and information sharing are crucial. When leaders are transparent, they build trust and credibility, facilitating smoother transitions during BPM implementation. Employees are more likely to embrace change when they understand the rationale behind it and perceive the process as fair and transparent. Authentic leaders engage in open

dialogue, provide clear explanations, and address employee concerns, fostering a sense of shared ownership and commitment. This approach minimizes resistance to change and promotes a collaborative approach to BPM. (Langenstein, 2024).

Balanced processing, another key component, allows authentic leaders to consider diverse viewpoints and engage in objective decision-making, especially when facing challenges during BPM implementation. This inclusive approach ensures that all stakeholders feel heard and valued, promoting a sense of fairness and equity. By considering multiple perspectives, leaders can make informed decisions that align with the best interests of the organization and its employees. Balanced processing also helps in mitigating potential conflicts and resistance, as employees are more likely to support decisions that are perceived as fair and unbiased. (Szelągowski and Berniak-Woźny, 2024).

In the context of BPM, self-awareness empowers leaders to understand their strengths and weaknesses, enabling them to lead authentically and effectively. They are more conscious of their impact on others and can better manage their emotions and Cultures during times of organizational change. Self-aware leaders are also more likely to seek feedback and engage in self-reflection, promoting continuous improvement and personal growth. This self-awareness contributes to the development of trust and credibility, as employees perceive their leaders as genuine and authentic. In turn, this facilitates smoother and more successful BPM implementations. (Kohn, 2024).

Ultimately, authentic leadership creates a conducive environment for the successful implementation and sustainability of BPM initiatives. By fostering trust, openness, and commitment, leaders can guide their organizations through complex change processes while maintaining ethical integrity and promoting adaptive learning. The integration of authentic leadership principles into BPM strategies ensures that organizational values are upheld and that employees are empowered to contribute to continuous improvement. Therefore, focusing on authentic leadership is critical for organizations seeking to enhance their BPM capabilities and achieve long-term success. (Ahmed, 2024).

Theoretical Aspects of Employee–Manager Trust Relationship

Employee-manager trust, a cornerstone of effective organizational functioning, plays a pivotal role in the successful implementation of change initiatives, particularly Business Process Management (BPM). Pop and Kleindienst, (2023) define trust as the willingness of a party to be vulnerable to another party based on positive expectations of their intentions or Culture. This vulnerability is especially pertinent in BPM, where process reengineering and change management often necessitate significant adjustments to established routines and workflows. The presence of trust between employees and managers is crucial for mitigating resistance to these changes, fostering a collaborative environment conducive to successful BPM adoption. (Seymour and Koopman, 2022).

The significance of trust in BPM initiatives is further underscored by its direct impact on communication flow, team collaboration, and the acceptance of new processes. High levels of trust facilitate open and transparent communication channels, enabling employees to express their concerns and provide valuable feedback regarding process changes. This open dialogue promotes a sense of shared ownership and commitment, fostering a collaborative team environment where employees work together to achieve common goals. Moreover, trust enhances the acceptance of new processes by reducing skepticism and resistance, as employees are more likely to embrace changes when they trust their managers' intentions and decisions. (Rane et al., 2024).

The theory of psychological contracts, as articulated by Noble-Nkrumah et al., (2024), provides additional insight into the dynamics of trust in organizational settings. Psychological contracts represent the implicit agreements between employees and employers regarding their mutual obligations and expectations. When employees perceive fairness and mutual respect in these agreements, they are more likely to develop stronger trust levels. In the context of BPM adoption, this translates to employees being more willing to embrace process changes when they believe that their managers are acting in their best interests and treating them fairly. This perception of fairness and respect enhances employee commitment and reduces resistance to change. (Beliajeva, 2024).

Perceived fairness, a critical component of psychological contracts, directly influences employee trust and acceptance of BPM initiatives. When managers demonstrate fairness in their

decision-making processes, employees are more likely to perceive the changes as legitimate and equitable. This perception of fairness can be fostered through transparent communication, inclusive decision-making, and consistent application of policies and procedures. Employees who believe that they are being treated fairly are more likely to trust their managers' intentions and support the implementation of new processes. This trust, in turn, enhances team cohesion and collaboration, leading to more successful BPM outcomes. (Alshaabani et al., 2021).

Mutual respect, another essential element of psychological contracts, also contributes to stronger trust levels and improved BPM adoption. When managers demonstrate respect for their employees' opinions and contributions, they foster a sense of value and belonging. This respect can be shown through active listening, acknowledging employee expertise, and providing opportunities for professional development. Employees who feel respected are more likely to trust their managers and engage actively in the change process. This mutual respect enhances communication flow and team collaboration, facilitating smoother transitions during BPM implementation. (Zaw and haung Tin, 2024).

In the context of BPM initiatives, the establishment and maintenance of employee-manager trust are critical for overcoming resistance and fostering acceptance of new processes. Managers must prioritize transparent communication, fair treatment, and mutual respect to build and sustain trust. This proactive approach to trust-building can significantly enhance the success of BPM implementation by promoting employee engagement, collaboration, and commitment. By fostering a culture of trust, organizations can create a more adaptable and resilient workforce, better equipped to navigate the challenges of process reengineering and change management. (Gierszewska and Bitkowska, 2023).

The impact of employee-manager trust extends beyond the immediate implementation of BPM initiatives, influencing long-term organizational effectiveness. High trust levels contribute to a positive organizational culture, characterized by open communication, collaboration, and innovation. This positive culture enhances employee morale and job satisfaction, reducing turnover and absenteeism. Furthermore, trust fosters a culture of continuous improvement, where employees are more likely to identify and address process inefficiencies. By prioritizing trust-

building, organizations can create a sustainable and adaptable environment, conducive to long-term success. (Supard et al., 2024).

Therefore, organizations seeking to implement BPM initiatives successfully must prioritize the development and maintenance of employee-manager trust. By fostering a culture of trust, organizations can create a more collaborative, adaptable, and resilient workforce, better equipped to navigate the challenges of process reengineering and change management. The integration of trust-building strategies into BPM initiatives enhances communication, collaboration, and employee acceptance, leading to improved organizational outcomes and long-term success. The focus on trust is shown to enhance all levels of the organization. (Husser, 2024).

2.3 Innovative Work Culture and Organizational Innovation Culture

Innovative work Culture (IWC), a critical driver of organizational success, encompasses the intentional generation, promotion, and realization of novel ideas within a role, team, or organization (AlEssa and Durugbo, 2022). This Culture is not merely about generating ideas but also about actively pushing them forward and implementing them, thereby contributing to organizational innovation. Theoretical frameworks, such as the Componential Theory of Creativity (Amabile, 2011), provide a robust foundation for understanding the factors that influence IWC. These theories suggest that IWC is significantly influenced by intrinsic motivation, domain-relevant skills, and a supportive environment, all of which play crucial roles in fostering creative solutions and driving organizational improvement. (Brown, 2022).

In the context of Business Process Management (BPM), IWC assumes heightened importance as organizations strive to identify inefficiencies, rethink workflows, and develop creative solutions for process optimization. BPM initiatives often involve significant changes to existing processes, necessitating employees to think creatively and propose innovative solutions. IWC facilitates the identification of bottlenecks and inefficiencies in current workflows, leading to the development of more streamlined and effective processes. By encouraging employees to generate and implement new ideas, organizations can enhance their BPM capabilities and achieve

operational excellence. This proactive approach to innovation is essential for maintaining a competitive edge in today's dynamic business environment. (Bartlett et al., 2023).

The Componential Theory of Creativity (Volery and Tarabashkina, 2021) posits that intrinsic motivation plays a pivotal role in fostering IWC. When employees are intrinsically motivated, they are more likely to engage in creative problem-solving and generate innovative ideas. Intrinsic motivation stems from the inherent satisfaction and enjoyment derived from the task itself, rather than external rewards. In the context of BPM, this means that employees who find the work meaningful and engaging are more likely to contribute innovative solutions. Organizations can foster intrinsic motivation by providing employees with autonomy, challenging tasks, and opportunities for personal growth. This approach enhances employee engagement and promotes a culture of innovation. (Matei and Veith, 2023).

Domain-relevant skills, another crucial component of IWC, refer to the knowledge, expertise, and technical skills necessary to generate and implement innovative ideas. In the context of BPM, this includes a deep understanding of process analysis, workflow design, and technology integration. Employees with strong domain-relevant skills are better equipped to identify process inefficiencies and develop creative solutions for optimization. Organizations can enhance domain-relevant skills through training, mentoring, and knowledge-sharing initiatives. By investing in employee development, organizations can cultivate a workforce capable of driving BPM innovation. The possession of these skills is crucial for the effective execution of innovative ideas. (Da Veiga, 2025).

A supportive environment, characterized by open communication, collaboration, and tolerance for risk-taking, is essential for fostering IWC. Organizations aiming for BPM excellence must cultivate environments that encourage experimentation and tolerate constructive risk-taking. This involves creating a culture where employees feel safe to propose and test new ideas, even if they fail. A supportive environment also includes providing employees with the resources and autonomy necessary to implement their innovative ideas. By fostering a culture of innovation, organizations can enhance their BPM capabilities and achieve sustainable competitive advantage. This environment encourages employees to take initiative. (Helbin and Van Looy, 2021).

Organizations seeking to enhance IWC in their BPM initiatives must adopt a multi-faceted approach that addresses intrinsic motivation, domain-relevant skills, and the creation of a supportive environment. This involves providing employees with opportunities for autonomy and challenging tasks, investing in their professional development, and fostering a culture of experimentation and collaboration. By prioritizing these factors, organizations can cultivate a workforce capable of driving BPM innovation and achieving operational excellence. The integration of these factors is crucial for the long term success of the organization. (Muneer et al., 2024).

The cultivation of IWC in BPM initiatives is not merely about generating isolated ideas but about fostering a systemic approach to innovation. This involves integrating innovative thinking into the organization's culture and processes, ensuring that IWC becomes a sustainable and embedded practice. Organizations can achieve this by establishing clear communication channels, promoting cross-functional collaboration, and providing employees with continuous feedback and recognition for their innovative contributions. This systemic approach to innovation enhances the organization's ability to adapt to changing market demands and achieve long-term success. The systemic approach is critical for maintaining IWC. (Sarkar, 2024).

Ultimately, organizations aiming for BPM excellence must prioritize the cultivation of IWC by fostering intrinsic motivation, developing domain-relevant skills, and creating a supportive environment. By encouraging experimentation and tolerating constructive risk-taking, organizations can empower employees to generate and implement innovative solutions for process optimization. The integration of IWC into BPM initiatives not only enhances operational efficiency but also drives organizational innovation and competitive advantage. Therefore, organizations should aim to foster IWC in their employees. (Al_Kasasbeh, 2024).

The Impact of Individual and Contextual Factors on Innovative Work Culture

Individual factors, including proactivity, learning orientation, and self-efficacy, have been consistently identified as significant predictors of higher levels of innovative work Culture (IWC). Proactive individuals, characterized by their initiative and forward-thinking approach, are more likely to generate and implement novel ideas. A learning orientation, which involves a continuous pursuit of knowledge and skill development, equips employees with the necessary tools to innovate. Self-efficacy, the belief in one's ability to succeed in specific situations, empowers individuals to take risks and pursue innovative solutions. These personal traits collectively contribute to an individual's capacity to engage in IWC, fostering a proactive and adaptable workforce. (Azeem and Hanoum, 2024).

However, individual factors alone are insufficient to drive IWC; contextual elements play a crucial role in either enabling or constraining innovative Cultures. Leadership support, resource availability, and organizational culture are critical contextual factors that significantly influence IWC. Leadership support, characterized by encouragement and recognition of innovative efforts, creates a conducive environment for idea generation and implementation. Resource availability, including time, budget, and technological tools, provides employees with the necessary means to pursue innovative projects. Organizational culture, defined by the prevailing attitudes and values within the workplace, influences employees' willingness to take risks and experiment with new ideas. (Malek et al., 2024).

The Meta Group case study provides empirical evidence of the strong interplay between personal traits and environmental conditions in fostering BPM-driven innovation. In this study, employees who felt psychologically empowered and supported by leadership were more likely to engage in innovative Cultures. Psychological empowerment, which includes feelings of autonomy, competence, and impact, enhances employees' intrinsic motivation and self-efficacy. Leadership support, characterized by encouragement and recognition of innovative contributions, reinforces employees' belief in their ability to innovate. This case study underscores the importance of creating a supportive and empowering environment to facilitate IWC in BPM initiatives. (Alshahrani et al., 2025).

Psychological empowerment, as highlighted in the Meta Group case study, plays a critical role in fostering IWC by enhancing employees' sense of autonomy and control over their work. When employees feel empowered, they are more likely to take initiative, propose innovative ideas, and implement them effectively. Autonomy allows employees to make decisions and exercise discretion in their work, promoting a sense of ownership and responsibility. Competence, the belief in one's ability to perform tasks effectively, enhances employees' confidence and willingness to take risks. Impact, the feeling that one's work contributes to the organization's success, reinforces employees' motivation to engage in IWC. (Kima and Jung, 2022).

Leadership support, another critical contextual factor, significantly influences IWC by creating a culture of trust and encouragement. Leaders who actively support innovative efforts through recognition, feedback, and resource allocation foster a culture where employees feel safe to propose and test new ideas. This support enhances employees' self-efficacy and intrinsic motivation, leading to higher levels of IWC. Leadership support also involves providing employees with the necessary resources and autonomy to implement their innovative ideas, ensuring that they have the means to translate their ideas into tangible outcomes. (Ogbumgbada and Nwachukwu, 2024).

Resource availability, including access to information, technology, and financial support, plays a crucial role in enabling IWC. Employees who have access to the necessary resources are better equipped to explore new ideas, conduct experiments, and implement innovative solutions. Resource constraints, on the other hand, can hinder IWC by limiting employees' ability to pursue innovative projects. Organizations that prioritize resource allocation for innovation are more likely to foster a culture of creativity and experimentation. The availability of resources is critical for the implementation of innovative ideas. (Ahsan, 2025).

Organizational culture, characterized by the prevailing attitudes and values within the workplace, significantly influences employees' willingness to engage in IWC. A supportive culture, characterized by open communication, collaboration, and tolerance for risk-taking, fosters a culture of innovation. In such environments, employees feel safe to propose and test new ideas, even if they fail. A culture that discourages risk-taking and innovation, on the other hand, can stifle IWC by creating a sense of fear and uncertainty. Organizations that prioritize the creation of a

supportive and innovative culture are more likely to achieve BPM excellence. The overall environment is critical. (Ndalamba and Tomé, 2021).

In conclusion, the interplay between individual factors and contextual elements is crucial for fostering IWC in BPM initiatives. Individual traits, such as proactivity, learning orientation, and self-efficacy, provide the foundation for innovative Culture, while contextual factors, such as leadership support, resource availability, and organizational culture, act as enablers or constraints. The Meta Group case study underscores the importance of creating a supportive and empowering environment to facilitate IWC. Organizations that prioritize both individual development and contextual support are more likely to achieve BPM excellence and drive sustainable innovation.

Organizational Innovation Culture: Concept and Theoretical Aspects

Organizational innovation culture, a critical determinant of innovative Culture, refers to the shared perceptions among employees regarding the policies, practices, and procedures that support innovation within their organization (Lam et al., 2021). This culture encompasses the collective understanding of how the organization values, encourages, and rewards innovative efforts. The underlying theory suggests that when employees perceive the organizational culture as supportive, particularly through reward systems, autonomy, and leadership encouragement, they are significantly more inclined to engage in innovative activities. This supportive culture fosters a sense of psychological safety and empowerment, encouraging employees to take risks and propose novel ideas. (Messmann, 2023).

In the context of Business Process Management (BPM) initiatives, a robust innovation culture plays a pivotal role in accelerating the adoption of process changes and sustaining continuous improvement. BPM often entails significant organizational transformations, necessitating employees to embrace new workflows and technologies. A strong innovation culture mitigates resistance to change by fostering a culture where experimentation and adaptation are valued. It encourages employees to actively participate in the redesign and optimization of processes, leading to more efficient and effective BPM implementation. This culture also supports the long-term sustainability of BPM efforts by promoting a culture of continuous improvement, where innovation becomes an integral part of the organization's DNA. (Scavarda et al., 2025).

Reward systems, a key component of an innovation culture, significantly influence employees' motivation to engage in innovative Cultures. When organizations recognize and reward innovative contributions, employees are more likely to perceive the culture as supportive. This recognition can take various forms, including financial incentives, public acknowledgment, and opportunities for professional development. Effective reward systems not only incentivize innovation but also communicate the organization's commitment to fostering a culture of creativity. By aligning rewards with innovative outcomes, organizations can reinforce the importance of IWC and encourage employees to take risks and propose novel solutions. (Ogbeibu et al., 2024.

Autonomy, another critical aspect of an innovation culture, empowers employees to exercise discretion and control over their work, fostering a sense of ownership and responsibility. When employees are given autonomy, they are more likely to explore new ideas and experiment with innovative approaches. Autonomy enhances intrinsic motivation, as employees derive satisfaction from the inherent challenge and creativity involved in their work. In the context of BPM, autonomy allows employees to actively participate in the redesign and optimization of processes, leading to more effective and sustainable outcomes. By providing employees with the freedom to innovate, organizations can unlock their creative potential and drive continuous improvement. (Szelągowski and Berniak-Woźny, 2024).

Leadership encouragement, characterized by active support and recognition of innovative efforts, plays a crucial role in shaping the organizational innovation culture. Leaders who champion innovation, provide resources, and remove obstacles create a supportive environment where employees feel safe to propose and test new ideas. Leadership encouragement also involves fostering open communication and collaboration, allowing employees to share their insights and perspectives. In BPM contexts, leaders who actively support innovation can facilitate the adoption of process changes and promote continuous improvement. By demonstrating a commitment to innovation, leaders can inspire employees to engage in creative problem-solving and drive organizational transformation. (Scavarda et al., 2025).

A strong innovation culture acts as a buffer against the fear of failure, which often inhibits employees from engaging in innovative Cultures. When employees perceive the culture as supportive, they are more likely to take calculated risks and experiment with new approaches. This

is particularly important in BPM initiatives, where process changes may involve uncertainty and potential setbacks. By fostering a culture of tolerance for failure, organizations can encourage employees to learn from their mistakes and continuously improve their processes. This approach enhances the organization's ability to adapt to changing market demands and achieve sustainable competitive advantage. (Szelągowski and Berniak-Woźny, 2024).

The establishment of a supportive innovation culture requires a systemic approach that integrates various organizational policies, practices, and procedures. This involves aligning reward systems with innovative outcomes, providing employees with autonomy and resources, and fostering a culture of open communication and collaboration. Organizations must also prioritize leadership development, ensuring that managers are equipped to champion innovation and support their employees' creative efforts. By creating a cohesive and integrated approach to innovation, organizations can enhance their BPM capabilities and achieve long-term success. The systemic approach is key. (Adeniyi et al., 2024).

Ultimately, organizations seeking to excel in BPM must prioritize the creation and maintenance of a strong innovation culture. By fostering a culture where innovation is valued, encouraged, and rewarded, organizations can empower employees to drive continuous improvement and achieve operational excellence. The integration of a supportive innovation culture into BPM initiatives enhances the organization's ability to adapt to change, overcome challenges, and achieve sustainable competitive advantage. Therefore, creating a strong innovation culture is critical for BPM.

The Impact of Organizational Innovation Culture on Individual and Organizational Outcomes

A positive organizational innovation culture, characterized by shared perceptions of policies and practices that support innovation, has been consistently linked to higher levels of employee engagement, job satisfaction, and overall performance (El Desoky et al., 2021). This culture fosters an environment where employees feel valued, empowered, and motivated to contribute their creative ideas, leading to enhanced individual and organizational outcomes. The

positive correlation between innovation culture and employee well-being underscores the importance of cultivating a supportive and stimulating workplace. (Zhang, 2024).

At the organizational level, a strong innovation culture enhances agility, process alignment, and responsiveness to market changes, all of which are essential outcomes for successful Business Process Management (BPM) initiatives. In dynamic business environments, organizations must adapt quickly to evolving market demands and technological advancements. A positive innovation culture facilitates this adaptability by encouraging employees to propose and implement innovative solutions for process optimization. By fostering a culture of continuous improvement, organizations can enhance their BPM capabilities and achieve sustainable competitive advantage. (Kernytska, 2023).

The Meta Group case study provides compelling evidence of the positive impact of innovation culture on BPM adoption rates, employee morale, and process innovations. Departments with strong innovation cultures reported significantly better outcomes compared to those with rigid or unsupportive environments. This study highlights the importance of creating a workplace culture that values and encourages innovation, particularly in the context of organizational change initiatives. The empirical findings underscore the critical role of innovation culture in driving successful BPM implementation and fostering a positive work environment. (Ghaleb, 2024).

Employee engagement, a key outcome of a positive innovation culture, refers to the level of enthusiasm and commitment employees have towards their work. When employees feel that their innovative ideas are valued and supported, they are more likely to be engaged and motivated. Engaged employees are more productive, creative, and committed to their organization's success. In the context of BPM, this translates to higher levels of participation in process improvement initiatives and a greater willingness to embrace change. The integration of employee engagement into BPM strategies enhances the overall effectiveness of process optimization efforts. (Fernandes dos Santos and Aires, 2023).

Job satisfaction, another significant outcome, is closely linked to a positive innovation culture. Employees who perceive their workplace as supportive and innovative are more likely to experience job satisfaction. This satisfaction stems from the sense of accomplishment and

recognition associated with contributing innovative ideas. Job satisfaction enhances employee morale, reduces turnover, and promotes a positive work environment. In BPM contexts, satisfied employees are more likely to participate actively in process improvement initiatives and contribute to the organization's overall success. The connection between job satisfaction and innovation is strong. (Benraad et al., 2022).

Overall performance, both at the individual and organizational level, is significantly influenced by a positive innovation culture. Employees who are encouraged to innovate are more likely to perform at a higher level, as they are motivated to find creative solutions to problems and improve existing processes. At the organizational level, a strong innovation culture enhances agility and responsiveness to market changes, leading to improved performance and competitive advantage. In BPM contexts, this translates to more efficient and effective process optimization, resulting in enhanced organizational outcomes. The impact of the culture is far reaching. (Szelągowski and Berniak-Woźny, 2024).

The establishment of a positive innovation culture requires a holistic approach that integrates various organizational policies, practices, and procedures. This includes fostering open communication, promoting collaboration, and providing employees with the resources and autonomy necessary to innovate. Leadership plays a crucial role in shaping the innovation culture by demonstrating a commitment to innovation and creating a culture of trust and support. Organizations that prioritize the creation of a positive innovation culture are more likely to achieve BPM excellence and drive sustainable innovation. The holistic approach is best. (Scavarda et al., 2025).

A positive organizational innovation culture is essential for the successful implementation and sustainability of BPM initiatives. By fostering a culture that values and encourages innovation, organizations can enhance employee engagement, job satisfaction, and overall performance. The Meta Group case study provides compelling evidence of the positive impact of innovation culture on BPM outcomes, highlighting the importance of creating a supportive and stimulating workplace. Therefore, organizations should prioritize the development of a positive innovation culture to drive BPM success and achieve long-term competitive advantage.

2.4 Integrated Conceptual Framework

This study's integrated conceptual framework provides a comprehensive and dynamic model that links authentic leadership, employee–manager trust, internal working conditions (IWC), and innovation-supportive culture to effective business process management (BPM) outcomes. At its core, the framework is grounded in theories of leadership and organizational behavior, but it also leverages real-world insights drawn from the Meta Group case study to establish practical relevance. Authentic leadership, characterized by transparency, ethical conduct, and consistency, is identified as the catalytic force that sets the entire process in motion. Leaders who are genuine in their actions and open in their communication foster psychological safety and trust within teams. This trust is not merely an emotional response but a functional asset that enables open dialogue, reduces resistance to change, and enhances cooperation. As trust deepens, it transforms the internal working environment, making it more conducive to adaptability, creativity, and employee engagement. These improved working conditions, in turn, facilitate the integration and optimization of BPM strategies, making them more resilient and innovation-driven. The model emphasizes that BPM success is not achieved through technical tools alone but through the alignment of human and cultural factors. The interplay among these constructs reflects a holistic understanding of organizational transformation. Rather than examining each factor in isolation, the framework presents them as an interconnected system that collectively enhances BPM effectiveness.

In extending its theoretical contribution, the framework asserts that innovation-supportive culture acts as both a mediator and amplifier in the BPM ecosystem. An organizational culture that values experimentation, tolerates failure, and encourages continuous learning plays a critical role in translating leadership vision into sustainable outcomes. Such a culture not only supports the day-to-day functioning of BPM initiatives but also fosters long-term agility and responsiveness to market changes. The presence of strong internal working conditions, such as clear communication channels, resource availability, and employee empowerment, reinforces this cultural orientation. These conditions emerge from and are sustained by the trust cultivated between employees and their managers. Furthermore, the Meta Group case demonstrates that when authentic leadership is paired with a supportive culture and optimal working conditions, BPM initiatives experience higher success rates, fewer disruptions, and improved innovation performance. The study's

framework thus bridges theory and practice by showing how abstract concepts manifest in real organizational contexts. It encourages leaders to view their roles not just as decision-makers but as culture architects and trust-builders. By fostering an environment where innovation is supported and people feel valued, organizations are more likely to achieve the strategic goals of BPM. Ultimately, this integrative framework offers valuable insights for both researchers and practitioners seeking to drive transformation through human-centered leadership and culture-driven process innovation.

Authentic leadership plays a critical role in shaping the social and psychological conditions that support process innovation. It does so by influencing how employees perceive their leaders' integrity and intent, which directly impacts levels of trust across organizational hierarchies. High-trust environments enable knowledge sharing, risk-taking, and adaptability—key enablers for process innovation and continuous improvement. The framework therefore conceptualizes trust not merely as an outcome of leadership, but as a pivotal mediator that enhances the internal social infrastructure necessary for BPM implementation. Furthermore, improved internal working conditions, such as autonomy, recognition, and psychological safety, are proposed to emerge from these high-trust environments. These internal dynamics, in turn, empower employees to contribute meaningfully to BPM initiatives, as they feel secure, valued, and aligned with the organization's goals.

A critical dimension of the framework is the role of an innovation-supportive culture in amplifying the effects of leadership and trust. Organizational culture functions as both a contextual enabler and a stabilizing force that aligns collective behavior with strategic objectives. In BPM contexts, a culture that rewards experimentation, encourages idea-sharing, and tolerates failure creates the cognitive and emotional space for innovation to flourish. The framework hypothesizes that when authentic leadership and trust are present, but the culture remains rigid or punitive, BPM initiatives are likely to stagnate. Conversely, when a supportive culture is layered onto high-trust, well-led environments, organizations can unlock synergistic effects that accelerate BPM outcomes. The Meta Group case study reinforces this hypothesis, illustrating how sustained leadership commitment and a culture of learning created the enabling conditions for transformational BPM results over time.

The visual representation of this conceptual model—elaborated in a subsequent chapter—maps the interconnections between leadership, trust, internal conditions, culture, and BPM performance. It reflects a dynamic, multi-level system in which feedback loops are expected. For example, improved BPM outcomes may reinforce organizational trust and cultural support, creating a virtuous cycle. The Meta Group's experience serves not only to ground the model in practical relevance but also to highlight the complexity and fluidity of these interactions. The framework thus functions as both a theoretical guide and a diagnostic tool for future analysis. Its integrative design enables researchers and practitioners to examine not just whether BPM initiatives succeed, but under what specific conditions, leadership profiles, and cultural climates they are most likely to thrive.

This study's integrated conceptual framework offers a holistic view of how organizational culture and leadership interact to influence the success of Business Process Management (BPM). Drawing from organizational behavior and process management literature, the framework identifies four interrelated constructs—authentic leadership, employee–manager trust, internal working conditions (IWC), and an innovation-supportive culture—as core drivers of BPM outcomes. Each element contributes uniquely to shaping employee attitudes, process engagement, and the sustainability of BPM practices. The model asserts that BPM success is not solely a function of process design and technology but is deeply embedded in the behavioral and cultural context of the organization.

Authentic leadership serves as the foundation of the framework, characterized by transparency, ethical decision-making, and relational integrity. Leaders who model authenticity foster psychological safety, which encourages open communication and collaboration—two essential components for process alignment and continuous improvement. Such leadership creates an environment where employees feel valued and involved, promoting stronger ownership of process-related initiatives. This relational dynamic sets the tone for trust and accountability, which are prerequisites for effective BPM adoption and implementation.

The second pillar, employee–manager trust, is essential for securing commitment to process changes and for reducing resistance. Trust facilitates knowledge sharing and empowers employees to take initiative in improving workflows. When trust is high, individuals are more likely to accept new roles, tools, or procedures introduced through BPM efforts. Conversely, a lack of trust can lead to skepticism, disengagement, and poor execution of even well-designed processes, undermining performance gains.

Internal working conditions and an innovation-supportive culture act as enabling environments that reinforce leadership and trust. IWC—such as access to resources, clear communication channels, and supportive HR policies—ensures that employees are equipped to engage with process improvements. Meanwhile, a culture that values experimentation, adaptability, and continuous learning amplifies the impact of BPM initiatives by embedding innovation into everyday practices. Taken together, the framework illustrates that BPM outcomes are maximized when structural process elements are integrated with the softer dimensions of leadership, trust, workplace support, and cultural readiness.

3.0 METHODOLOGY

This research investigates how organizational culture shapes the outcomes of Business Process Management (BPM) initiatives. Despite significant attention to tools, models, and systems in BPM literature, the cultural context in which such initiatives unfold remains underexplored. The primary objective of this study is to understand how shared values, beliefs, and behavioral norms influence BPM adoption, execution, and sustainability. Specifically, the study aims to identify cultural dimensions that facilitate or hinder BPM implementation and uncover how organizations can align cultural drivers with process optimization efforts to enhance overall performance.

3.1 Research Strategy

This research employs a qualitative, inductive case study methodology underpinned by an interpretive epistemology, which is well-suited to exploring the nuanced, context-dependent dynamics of business process management (BPM) within culturally rich environments. The choice of a qualitative design is driven by the study's aim to generate deep, experiential insights rather than to validate predetermined hypotheses. As suggested by Eisenhardt and Graebner (2007), qualitative methods are particularly effective when the research seeks to understand processes, behaviors, and meanings as they unfold in real-world settings. In this context, BPM is not treated as a fixed, technical procedure but as a socially constructed and culturally interpreted organizational phenomenon. The single-case study approach enables the researcher to dive deeply into the Meta Group’s internal processes, observing and analyzing how leadership, employee interactions, and organizational norms shape and are shaped by BPM efforts. This level of immersion provides a textured understanding of how cultural forces influence process innovation and adoption across organizational layers. By focusing on one organization, the study achieves the depth and contextual sensitivity necessary to explore emergent patterns and meanings that would be missed in large-scale quantitative studies. Such a strategy allows the researcher to track the lived realities and organizational narratives that surround BPM implementation, thereby contributing rich, grounded insights to the literature.

Central to the research design is the adoption of the Gioia methodology (Gioia, Corley, & Hamilton, 2013), which provides a structured yet flexible approach to inductive theory development. This methodology emphasizes the importance of capturing informants’ own terms, language, and interpretations through rigorous data coding and thematic development. The Gioia method involves iterative cycles of data collection, coding, and concept building, beginning with first-order terms from participants and moving toward more abstract, second-order themes that inform theoretical constructs. This layered coding process ensures that the emerging theory remains closely tethered to empirical evidence while gaining conceptual sophistication. The approach supports the research objective of uncovering how organizational members interpret and

respond to BPM initiatives within their cultural context. It also allows for theoretical advancement by revealing new constructs or relationships that may not yet be articulated in BPM literature. The use of this methodology reinforces the study's commitment to an interpretive stance, privileging the voices and perspectives of those directly involved in BPM efforts. Through this lens, BPM is revealed not merely as a set of tools or workflows but as a deeply embedded social process shaped by organizational identity, values, and leadership practices.

The longitudinal dimension of the study adds another layer of analytical richness by tracking changes and continuities over time. Rather than offering a static snapshot, the research follows BPM initiatives at Meta Group through multiple phases of cultural and organizational transformation. This enables the study to capture the evolving nature of leadership influence, employee engagement, and cultural alignment as they pertain to BPM outcomes. It also reveals the dynamic interplay between formal process initiatives and informal cultural practices, illustrating how BPM is both influenced by and reshapes the organization's cultural landscape. Observing these transformations over time allows the researcher to identify causal mechanisms, feedback loops, and emergent patterns that contribute to BPM success or failure. Additionally, this temporal perspective enhances the study's theoretical contributions by showing how cultural change processes unfold in relation to process management initiatives. By embedding the research within a temporal and interpretive framework, the study not only uncovers immediate effects but also traces the long-term implications of aligning BPM with authentic leadership and innovation-supportive culture. Ultimately, this methodological approach enables a deep, context-sensitive exploration of how BPM is lived, negotiated, and sustained within an evolving organizational culture.

3.2 Research Setting and Case Description

The empirical setting for this research is Meta Group Nigeria, an IT and research consultancy headquartered in Lagos. The firm specializes in providing digital transformation strategies, designing scalable data architectures, and implementing process optimization solutions tailored for both public and private sector clients. Meta Group was chosen through theoretical sampling, specifically for its dynamic integration of organizational culture and Business Process Management (BPM) practices. The company's dual role—as both a creator of innovative internal systems and a consultant for external clients—made it a rich context to examine how BPM unfolds within a culturally aware organization. With its rapid growth and commitment to digital excellence, Meta Group offered access to diverse teams engaged in agile practices and iterative process improvements. Its openness to collaborative research provided the necessary access to internal practices, team dynamics, and documentation needed for robust analysis. The research design include interviews to generate comprehensive insights into cultural influences. This methodology allowed the study to explore how formal BPM tools intersected with informal cultural norms. By situating BPM within the company's broader transformation agenda, the study revealed not just how processes were optimized, but how culture actively shaped their design and adoption.

Ultimately, Meta Group provided a context where theoretical constructs could be observed in practical, real-world conditions.

As a Nigerian firm, Meta Group operates within a complex and unique cultural environment influenced by national, regional, and sector-specific norms. The local business culture, which often emphasizes hierarchy, respect for authority, and collective decision-making, was juxtaposed against the firm's push for agility and innovation. This cultural blend presented an opportunity to explore how traditional organizational expectations interact with progressive BPM strategies. Meta Group's organizational culture featured a hybrid of formal structures and fluid team dynamics, driven by a mix of indigenous leadership practices and global process standards. The firm organized its workforce into cross-functional teams, promoting collaboration across departments such as engineering, research, operations, and client services. These agile teams were empowered to make decisions and adapt processes in real time, supporting a responsive and iterative BPM model. Leadership actively promoted transparency and inclusivity, fostering an environment of psychological safety where employees felt comfortable contributing ideas for process improvements. In doing so, Meta Group demonstrated how cultural adaptation could enhance the effectiveness of BPM frameworks. The regional influence on behavior, such as the value placed on interpersonal trust and community, was reflected in how teams handled process change and risk. These contextual dynamics offered a grounded understanding of BPM not as a static framework but as a culturally mediated practice.

One of the most significant insights gained from this empirical setting was the interplay between leadership style and employee engagement in process management. Meta Group's leadership demonstrated characteristics of authentic leadership, including openness, self-awareness, and relational transparency, which in turn fostered a climate of trust across the organization. This leadership approach aligned with BPM goals by encouraging team-level ownership of workflows and data-driven decision-making. Employees reported a strong sense of inclusion and purpose in process initiatives, which increased their motivation to engage with and refine BPM practices. Internal communication strategies—such as regular feedback loops, weekly planning sessions, and open-door policies—reinforced collaborative decision-making. Additionally, team leaders employed mentoring and peer-review systems to enhance learning and continuous improvement within processes. The culture of innovation was supported through structured experimentation, where teams were allowed to test and iterate new process ideas without fear of punitive consequences. The flexibility afforded by this leadership model allowed BPM initiatives to be adapted to real-time challenges and team-specific contexts. As a result, BPM was not perceived as a top-down directive but as a shared organizational goal. This integration of leadership and employee engagement emerged as a powerful enabler of BPM success at Meta Group.

Lastly, the company's internal working conditions (IWC) and its innovation-supportive culture played a critical role in shaping BPM outcomes. Resources such as advanced digital infrastructure, real-time analytics tools, and collaborative platforms enabled employees to perform

BPM tasks efficiently and with minimal friction. Human resources policies emphasized training, mentorship, and cross-skilling, ensuring that staff could meaningfully contribute to process improvement across departments. Physical and virtual workspaces were designed to foster interaction and flexibility, which further supported agile BPM execution. The organizational reward system recognized contributions to process innovation, reinforcing a culture where continuous improvement was both expected and celebrated. Importantly, the firm's willingness to embrace experimentation extended to strategic initiatives, allowing BPM to evolve alongside changing client needs and market demands. Knowledge management systems were integrated into BPM platforms, ensuring lessons learned from each iteration could inform future improvements. This innovation-centric approach allowed BPM to function as a living framework—one that grew with the organization. Employees frequently cited a sense of ownership and pride in their ability to influence process outcomes, highlighting the motivational value of supportive working conditions. Overall, the synergy between IWC and a culture of innovation positioned Meta Group as a model for how cultural alignment can maximize the potential of BPM in emerging market contexts.

3.3 Sample and Sample Size

The study employed a theoretical sampling strategy to recruit 25 participants from Meta Group, aimed at advancing conceptual understanding of how Business Process Management (BPM) is embedded within organizational culture. Unlike purely purposive or random sampling, theoretical sampling focuses on selecting participants based on their potential to inform emerging theoretical categories. This approach was especially suited to uncovering the nuanced interplay between BPM activities, internal culture, and organizational outcomes. Sample selection was guided by an iterative process, where early data analysis informed the inclusion of new participants whose perspectives could refine or challenge developing insights. Key roles targeted included BPM architects, process analysts, operational leads, middle managers, and executive sponsors. This functional spread allowed for the identification of patterns and contradictions in how BPM practices were understood and applied across the organizational hierarchy. Each participant was actively involved in high-impact BPM projects, particularly those transitioning toward outcome-based service delivery models. The sample size of 25 was reached based on thematic saturation, the point at which no new themes emerged from additional interviews. The diversity of participants—spanning departments, functions, and levels—offered a robust empirical foundation for theory-building. This strategy ensured that data reflected complex, grounded realities rather than abstract or oversimplified interpretations.

Selection criteria were co-developed through dialogues with Meta Group's BPM governance board and cultural transformation team. These consultations ensured that participant recruitment aligned with both organizational objectives and the study's analytic focus. Stakeholders were instrumental in identifying departments and units that had experienced varying

levels of BPM integration and cultural adaptation. Inclusion was not limited to "successful" cases but extended to units where BPM adoption had met resistance or stalled. This balance was intentional, allowing the research to explore both enabling conditions and cultural barriers to BPM effectiveness. Participants were required to have direct experience with BPM implementation in the context of outcome-based service design, rather than merely peripheral involvement. Additional selection filters considered the individual's role in shaping, interpreting, or executing BPM-related initiatives. Gender diversity and cross-functional representation were also key factors, aligned with Meta Group's values of inclusivity and system-wide perspective. As such, the sample was not only analytically rigorous but also socially reflective. This stakeholder-informed and criteria-driven selection process elevated the credibility and contextual richness of the study.

An innovative aspect of the sampling design was the inclusion of dyadic data through paired interviews. These dyads typically included combinations such as a process engineer and their operational counterpart or a senior manager and their team lead. Dyadic interviews allowed the study to explore how shared understanding—or misunderstanding—about BPM and culture manifests in real-time decision-making. This method illuminated the relational dynamics that are often obscured in individual interviews, such as differences in perception, communication style, and alignment with strategic objectives. For example, while a BPM strategist might describe a process as streamlined, their counterpart in operations could reveal implementation friction or unintended cultural tension. This form of data collection enabled the capture of co-constructed narratives, highlighting where process theory and practice diverge. Dyadic insights also revealed how trust, feedback loops, and informal norms shape the execution of formally designed processes. Moreover, these paired perspectives helped uncover the tacit assumptions that influence how cultural values are operationalized within BPM activities. By capturing relational and layered viewpoints, dyadic data contributed to a deeper understanding of how BPM and culture interact at different organizational levels. The inclusion of these data types enriched the analytic depth and theoretical precision of the study.

Meta Group was intentionally chosen as the study site due to its advanced BPM maturity and its engagement with outcome-based service innovation. The company had recently launched a complex, AI-enhanced logistics solution that redefined performance in terms of predictive accuracy, customer satisfaction, and environmental impact. This shift from process efficiency to value co-creation provided fertile ground for investigating how cultural attributes influence BPM success. Participants involved in this project shared insights into how agility, experimentation, and cross-boundary collaboration were culturally fostered—or constrained—during the initiative. These individuals were uniquely positioned to reflect on how BPM frameworks were adapted to meet emergent service expectations. The study found that cultural alignment with BPM principles was a critical determinant of project outcomes, especially under conditions of uncertainty and

complexity. Organizational narratives revealed that departments with high psychological safety and shared purpose were more successful in executing adaptive BPM strategies. In contrast, units with rigid hierarchies and siloed thinking struggled to respond to outcome-driven demands. These comparative insights underscore the value of theoretical sampling in accessing the full spectrum of BPM-culture dynamics. Ultimately, Meta Group's organizational context allowed the research to generate grounded, transferable insights relevant to other firms pursuing service innovation through BPM.

3.4 Data Collection

Data for this study were collected through individual, in-depth interviews using a semi-structured interview guide, conducted over a one-month period via Zoom. The remote format was chosen to accommodate geographic distance and scheduling flexibility, ensuring consistent access to participants despite their operational demands. A total of 25 interviews were conducted by Elvis Ijomah, each lasting between 10 to 30 minutes. Participants were initially identified through purposive selection based on their involvement in Business Process Management (BPM) and cultural initiatives at Meta Group. Subsequent participants were recruited through snowball sampling, where existing interviewees recommended others with relevant insights. This approach allowed the study to reach information-rich individuals who may not have been visible through formal organizational charts. The interviews centered on the unit of analysis—organizational culture and BPM—with a specific focus on how they interact in practice. The semi-structured tool provided consistency while allowing for probing follow-up questions, essential for surfacing tacit knowledge. Each conversation was recorded and transcribed with consent, forming the empirical foundation for thematic coding. This combination of structure, flexibility, and relational recruitment maximized the contextual relevance and credibility of the collected data.

The interview guide was structured around four thematic blocks, beginning with reflections on existing literature and attributes of successful BPM. Participants were asked, "Based on your understanding, what are the top 2–3 factors from the existing literature that you believe are most critical for successful Business Process Management (BPM) implementation?" to ground the discussion in prior knowledge. Another key question—"What cultural characteristics within an organization do you think significantly contribute to or hinder the effectiveness of BPM initiatives?"—elicited experiential contrasts. These questions helped map theory onto lived reality, revealing how academic constructs play out in organizational settings. Interviewees were encouraged to give examples of success or failure tied to cultural dynamics. This helped establish practical anchors for abstract concepts such as process alignment, resistance, and cultural readiness. To ensure analytical integrity and minimize bias, findings from interviews were compared against insights from selected peer-reviewed articles. This blending of literature review and qualitative data ensured that emergent themes were grounded in both theory and experience. The result was a

set of rich, triangulated narratives that connected scholarly models with frontline implementation. These initial questions set the foundation for deeper exploration into Meta Group's specific cultural environment.

The second block of questions shifted focus to Meta Group's internal culture and its effect on BPM adoption and execution. Participants described cultural characteristics such as collaboration, innovation, or hierarchy in response to: "Could you describe Meta Group's organizational culture?" and "How do you believe Meta Group's culture supported or challenged the implementation and adoption of BPM practices?" These were followed by scenario-based queries like: "Can you give specific instances where Meta Group's culture directly influenced the outcome of a BPM project?" This helped surface case-specific evidence of cultural alignment—or misalignment—with BPM goals. Leadership behavior was examined through: "To what extent did Meta Group's leadership take into account the cultural aspects when driving BPM initiatives?" Responses highlighted how top-down directives were perceived, and whether cultural dimensions were integrated or overlooked in change initiatives. Participants spoke of both enabling leadership practices and blind spots where cultural nuances were ignored. The use of these targeted questions allowed for structured comparisons across departments. Insights were further enriched by dyadic comparisons within the transcripts, identifying cultural congruence and divergence between leadership and operational staff. This thematic structure revealed how organizational culture operated as both context and catalyst in shaping BPM outcomes.

The final segment of the interviews addressed the link between cultural factors and BPM outcomes, encouraging forward-looking analysis. Respondents assessed the strength of this relationship, answering: "In your opinion, what is the strength of the relationship between organizational culture and the success of BPM within Meta Group?" They then discussed tools for measurement—"How can we measure or assess the impact of specific cultural elements on BPM outcomes?"—and proposed conceptual elements for a framework: "What would be the key components of a framework that connects organizational culture and BPM outcomes, in your view?" Practical questions such as "Are there any cultural factors that you consider 'quick wins' or conversely, 'major obstacles' in BPM implementation?" brought the discussion toward applied organizational strategy. Reflective questions rounded out the dialogue, such as: "Looking back, if Meta Group could have changed or adjusted its culture, how might it have affected the success of BPM?" and "What advice would you give to other organizations seeking to implement BPM, regarding the importance of considering their organizational culture?" These final insights provided actionable recommendations and evaluative critiques rooted in lived experience. Together, these 12 questions enabled a multidimensional understanding of how culture and BPM interact, evolve, and shape outcomes. Combined with a review of relevant literature, the analysis

offered a grounded and forward-facing contribution to the theory and practice of cultural alignment in BPM initiatives.

3.5 Data Analysis

The analysis began with an immersive and meticulous review of the raw interview transcripts, applying the Gioia methodology (Gioia, Corley, & Hamilton, 2013) to capture the complexity of participants' perspectives on organizational culture and BPM. Each transcript was read line-by-line, with open coding used to extract informant-centric expressions that encapsulated how individuals experienced and interpreted BPM practices within their cultural context. This inductive phase emphasized preserving the emic voice—the language and worldview of the participants—resulting in a large pool of descriptive codes. Examples included phrases such as "process fatigue," "feedback overload," "symbolic compliance," "invisible ownership," and "unspoken norms," which signaled both conscious and implicit cultural constructs. These first-order codes reflected the micro-level realities that shaped BPM execution, including how people resisted, adapted to, or normalized procedural changes. The emphasis was on breadth and fidelity to participants' language, rather than immediate theoretical abstraction. Researchers systematically cataloged and clustered these codes, setting the foundation for identifying patterns across roles, departments, and levels of BPM maturity. This stage was crucial in surfacing the everyday meaning-making practices that gave texture to Meta Group's cultural and operational environment. The result was a comprehensive map of raw insights that captured how culture was embodied and enacted in BPM contexts.

Following the open coding phase, analysis shifted into pattern recognition through axial or second-order coding. Here, the researchers moved from descriptive coding to interpretation—linking first-order concepts into broader themes that exposed systemic behaviors and shared meaning structures. Patterns began to emerge around recurring cultural logics such as "ritualized communication," "leadership framing," "cross-departmental friction," and "cultural tension with standardization." These themes reflected how individual and group behaviors were anchored in deeper cultural norms and collective understandings. For instance, the frequent invocation of "informal workarounds" linked to a broader theme of "adaptive culture under constraint," highlighting how employees navigated the gap between formal process expectations and lived operational realities. Other participants frequently discussed the symbolic nature of BPM training, contributing to the theme of "ceremonial compliance," where participation masked actual disengagement. These linked patterns helped explain the differential effectiveness of BPM initiatives across units. Importantly, they also revealed feedback loops—how cultural perceptions of BPM reinforced behavior, which in turn shaped new cultural narratives. This discovery phase

served as a bridge between the raw experiential data and the emerging conceptual model. Through thematic clustering, the analysis advanced from fragmentation to relational insight.

The core contribution of the analysis was the distillation of high-level, aggregate dimensions—categories that represented abstract but empirically grounded constructs. These dimensions synthesized the theoretical essence of the second-order themes, providing a conceptual lens through which the cultural dynamics of BPM could be interpreted. Three central dimensions emerged: Cultural Readiness for Change, Cultural Embedding of Process Norms, and Cultural Misalignment and Process Pushback. Cultural Readiness for Change captured the psychological, structural, and leadership-related conditions that shaped openness to BPM reforms—ranging from proactive change agents to passive resistance. Cultural Embedding of Process Norms described the degree to which BPM principles were internalized, operationalized, and reinforced through routines, rituals, and communication practices. In contrast, Cultural Misalignment and Process Pushback encapsulated cases where organizational values clashed with BPM mandates, producing symbolic adoption, quiet subversion, or outright resistance. Each of these dimensions represented a high level of abstraction, yet they were traceable back to raw data through the structured hierarchy of concepts. This rigorous layering ensured analytic transparency while allowing for theoretical depth. The resulting framework captured both cultural enablers and inhibitors of BPM within a dynamic, real-world setting.

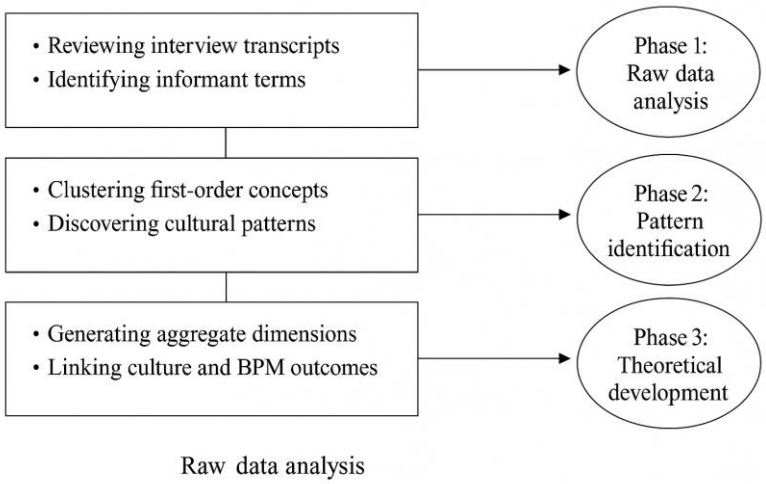

Figure 3.1: Data Structure

The final stage engaged in theorizing—developing the logical architecture that connects cultural dynamics to BPM outcomes. The Gioia data structure was used to visually represent the vertical progression from first-order terms to second-order themes and aggregate dimensions. This allowed the research team to articulate not only what patterns existed, but also why and how they mattered. For example, the dimension of Cultural Readiness for Change was theorized to mediate the speed and fidelity of BPM adoption, especially under conditions of organizational transformation. Similarly, Cultural Misalignment was seen not merely as a barrier, but as a generative site of feedback where unacknowledged cultural assumptions could surface and be addressed. The linkages between dimensions also revealed system-level insights: departments with high Process Norm Embedding but low Readiness often displayed signs of burnout and disengagement—suggesting that cultural saturation without renewal leads to process fatigue. These conceptual relationships were refined through peer debriefing and cross-referencing with extant literature, enhancing theoretical robustness. Ultimately, this theorizing stage translated empirical detail into a dynamic explanatory model. It clarified how BPM efforts are culturally situated, socially constructed, and variably institutionalized within organizations like Meta Group. The resulting theory not only describes cultural impacts on BPM, but also offers a roadmap for designing culturally attuned process interventions.

4.0 ANALYSIS OF RESULTS AND DISCUSSION

4.1 Thematic Analysis

4.1.1 Cultural Disposition and Alignment with BPM Principles

The first theme reveals a significant misalignment between organizational culture and formal BPM expectations. Despite the availability of process documentation, employees frequently rely on tacit knowledge and informal workflows. BPM is often viewed as a compliance necessity rather than a strategic asset. This indicates that BPM lacks emotional resonance and symbolic significance within the organization, leading to poor engagement, limited buy-in, and inconsistent execution. A preference for agility and reactivity fosters a culture where BPM is only invoked during crises, audits, or technical failures—reflecting a reactive rather than proactive orientation.

Further, there is a cultural aversion to documentation and a lack of shared vocabulary around BPM. Employees rarely frame tasks in process terms, revealing the absence of a process-centric mindset. The inertia is compounded by managerial tolerance for informal workarounds and a lack of performance metrics tied to BPM adherence. Consequently, BPM remains structurally implemented but culturally superficial—used selectively and viewed as disconnected from innovation or strategic value.

Meta Group's organizational culture demonstrates a complex relationship with core BPM values such as transparency, accountability, and continuous improvement. The interview revealed that while BPM frameworks and documents exist, they are not consistently used or valued by staff in daily operations. Employees often rely on informal communication and experience rather than formally documented processes. This behavior indicates a gap between formal procedural expectations and actual work culture. The company appears to value agility and adaptability, but this can undermine consistency in process management. Flexibility is culturally prized, but it leads to process deviation and inconsistent execution. The reactive approach to BPM hinders preemptive improvement and standardization. When problems arise, staff resort to documentation; otherwise, processes are executed based on tacit knowledge. This reveals a culture where BPM is seen as a

compliance necessity rather than a strategic asset. The result is limited buy-in, with BPM only utilized during crises or audits.

The reluctance to engage with process documentation also points to deeper issues of cultural resistance. Employees perceive formal processes as burdensome rather than enabling tools. The BPM documents are often outdated or fail to reflect operational realities, which reinforces this perception. This leads to a feedback loop where lack of use reduces documentation relevance, and irrelevance further discourages use. As a result, BPM knowledge remains siloed and unwritten, increasing dependency on individual expertise. The lack of shared process understanding impedes cross-functional collaboration. There is no institutional mechanism to update or review process models regularly. This cultural posture favors expedience over formal accuracy. Consequently, continuous improvement becomes opportunistic rather than systematic. BPM loses its proactive essence and becomes a reactive response.

Further complicating matters, there is limited incentive or reward for process discipline. Employees are not evaluated based on their adherence to BPM practices. The absence of process-related KPIs reduces accountability for deviation. In such an environment, there is little motivation to use BPM tools unless specifically required. This undermines efforts to embed BPM into daily routines. The culture does not promote reflective practice or encourage suggestions for process refinement. Staff training rarely emphasizes BPM beyond introductory sessions. With no structured feedback loops, process inefficiencies persist unnoticed. This inertia is culturally reinforced by managerial tolerance of informal practices. Thus, BPM remains an add-on, not a mindset.

The organizational culture also lacks a language of process thinking. Most employees do not frame their tasks in process terms, and the vocabulary of BPM is confined to specialist roles. There is no cultural narrative that elevates BPM as central to operational excellence. Rather, process thinking is viewed as bureaucratic or disconnected from strategic goals. This creates a psychological distance between everyday work and formal BPM logic. The failure to embed BPM

concepts into the organizational lexicon reflects shallow cultural integration. Consequently, BPM is not associated with innovation or improvement in the minds of most staff. Without cultural articulation, BPM remains structurally implemented but symbolically empty. It lacks emotional resonance or organizational ownership. This weakens cultural alignment and long-term sustainability.

Meta Group's cultural dichotomy presents a significant impediment to realizing the full benefits of BPM, where a theoretical understanding of its value clashes with a practical reluctance to embrace its foundational elements. This awareness without action suggests a potential for change, yet the lack of consistent documentation leaves processes opaque and difficult to analyze or improve systematically. The limited transparency hinders cross-functional collaboration and creates silos, preventing a holistic view of end-to-end workflows crucial for effective BPM. Furthermore, the absence of a strong continuous improvement ethos means that process inefficiencies may persist unchallenged, limiting organizational agility and responsiveness. This cultural inertia, despite acknowledging BPM's importance, ultimately restricts Meta Group's ability to optimize operations and achieve sustained competitive advantages that a fully embraced BPM approach could offer. Overcoming this requires a deliberate and sustained effort to translate awareness into tangible actions and embedded practices.

"BPM is practiced, yes. But not at the level that it should be… the process documents are there, but people don't update or even check them regularly."

The described organizational culture, prioritizing agility and informality, directly clashes with the structured nature of formal BPM, creating a significant implementation hurdle. While agility allows for quick adaptation, the neglect of procedural discipline can lead to inconsistencies and errors in process execution. The reliance on tacit knowledge, while potentially efficient for experienced individuals, creates a risk of knowledge loss and hinders the onboarding of new employees. Furthermore, the preference for interpersonal communication over formal documentation makes process analysis, standardization, and improvement efforts exceedingly difficult. This informal approach often results in a lack of process transparency, making it challenging to identify bottlenecks and areas for optimization that BPM aims to address. Consequently, the benefits of implementing formal BPM structures, such as increased efficiency

and reduced variability, are likely to be undermined by the prevailing cultural norms. To effectively adopt BPM, the organization must find a way to balance its preference for agility with the need for a degree of procedural rigor and documentation.

"Honestly, most people just do what they've always done. They only look at the documentation when something breaks."

A reactive orientation towards BPM signifies a fundamental weakness in the organization's process culture, preventing it from becoming a proactive driver of continuous improvement. Instead of being an ingrained way of working, BPM activities are likely triggered only by specific problems or crises, indicating a lack of systemic process management. This episodic invocation means that opportunities for proactive optimization and preventative measures are often missed, leading to recurring inefficiencies. Consequently, the organization struggles to build a foundation of well-defined and consistently executed processes that can adapt and evolve over time. This lack of embeddedness hinders the development of a true process-centric mindset, where continuous improvement is a natural and ongoing part of daily operations. The sporadic application of BPM tools and techniques fails to foster a culture of process ownership and accountability across the organization, limiting its long-term effectiveness and potential for sustained improvement.

Table 1: Cultural Disposition and Alignment with BPM Principles

Theme Element	**Observation / Interview Evidence**	**Implication for BPM Success**
Informal process reliance	"*There is a process framework, yes. But not everyone follows it regularly.*"	BPM is not fully internalized; employees fall back on informal norms.
Documentation aversion	*"People only check documents when there's a*	BPM is seen as reactive rather than

	problem or audit. It's not a habit."	proactive; weak continuous improvement culture.
Tacit knowledge preference	*"Most of us know the work... we just do it."*	Reliance on individual memory limits knowledge transfer and standardization.
Lack of shared vocabulary	*"Only a few people really talk about BPM in the way it's taught in training."*	BPM concepts remain isolated to specific teams; limited cultural penetration.
Cultural resistance	*"Sometimes the forms and templates are too rigid. People just work around them."*	Rigid or irrelevant BPM artifacts lead to circumvention and passive resistance.

Table 1 highlights how cultural tendencies within an organization influence the success or failure of Business Process Management (BPM) initiatives. The first theme, Informal process reliance, indicates that although a process framework exists, many employees do not consistently adhere to it. This observation suggests that formal processes are not deeply ingrained in the daily work culture. Employees prefer informal ways of doing things, which creates variability in outcomes. This behavior undermines the standardization that BPM seeks to promote. It also suggests that while BPM tools may exist on paper, they are not part of the lived experience of most workers. Such informal practices make monitoring, optimization, and automation difficult. Without consistent adherence, BPM cannot deliver its full potential. Therefore, informal process reliance reflects a weak cultural alignment with BPM principles. Its implication is that successful BPM adoption will require not just tools and systems, but a significant shift in behavior and mindset.

The second theme, Documentation aversion, further illustrates cultural misalignment with BPM. Employees reportedly consult process documentation only when faced with audits or

problems, indicating a reactive culture. This pattern suggests that documentation is seen more as a compliance tool than a strategic resource for improvement. In a well-aligned BPM environment, documentation supports continuous learning and process refinement. However, in this case, it appears neglected during regular operations. This habit prevents knowledge accumulation and process standardization, which are key goals of BPM. It also increases the risk of repeated mistakes, since lessons are not formally recorded or shared. The aversion to documentation limits transparency and hinders onboarding of new staff. This behavior ultimately signals a lack of commitment to continuous process improvement. As a result, BPM is unlikely to thrive unless documentation becomes a routine and valued part of organizational culture.

The third theme, Tacit knowledge preference, reveals a tendency to depend on individual memory and experience rather than standardized processes. Statements like “Most of us know the work... we just do it” illustrate a reliance on personal expertise. This creates variability in performance and makes scaling operations difficult. While tacit knowledge is valuable, BPM emphasizes explicit documentation and knowledge sharing to ensure consistency. Relying solely on tacit knowledge prevents the capture of best practices. It also makes organizations vulnerable when experienced employees leave, taking critical know-how with them. Furthermore, this approach limits cross-functional collaboration, as knowledge is not easily transferable. The absence of standardized methods hinders automation and analytics efforts, which require consistent inputs. In essence, this theme indicates that knowledge management practices are weak. To align with BPM principles, organizations need to convert tacit knowledge into explicit, documented processes.

The fourth theme, Lack of shared vocabulary and Cultural resistance, underlines deeper cultural challenges. The limited use of BPM language among staff shows that BPM has not permeated the organizational culture. When only a few individuals understand or use BPM terminology, it becomes isolated and ineffective. Shared vocabulary is essential for cross-functional communication and alignment around process goals. Without it, BPM remains a niche function rather than a company-wide initiative. Cultural resistance is further evidenced by employees working around prescribed BPM tools, such as rigid forms and templates. This

indicates a perception that BPM tools hinder rather than help their work. Such resistance may not be overt, but it still undermines BPM goals by promoting noncompliance. These behaviors reflect a disconnect between BPM design and everyday work realities. To achieve BPM success, organizations must not only introduce flexible tools but also foster a culture that values and integrates BPM principles across all levels.

Finally, the cultural disposition toward BPM is shaped by historical experiences. Previous BPM initiatives may have failed to deliver tangible value or may have imposed excessive complexity. These legacies create skepticism about the relevance of new BPM efforts. Employees recall overly rigid templates or unrealistic timelines that added to workload. As a result, BPM initiatives are often met with quiet resistance or passive disengagement. Cultural memory influences openness to change and innovation. To realign culture with BPM, these historical perceptions must be addressed. Narratives of past failure need to be replaced with success stories. Leadership must champion BPM as a cultural transformation rather than a technical project. Only then can BPM principles be internalized and normalized.

4.1.2 Leadership Influence and Informal Structures

The second theme highlights the ambiguous role of leadership in promoting BPM. While senior executives may formally endorse BPM initiatives, their actual behavior often contradicts process principles. Decisions are frequently escalated and overridden by managerial authority, weakening the legitimacy of designated process owners. This reinforces hierarchical norms over standardized workflows and signals that BPM compliance is optional.

Moreover, BPM receives episodic support—typically when aligned with short-term financial or operational goals. Once those objectives are met, leadership interest wanes, further undermining sustainability. The organization's reliance on informal networks for task execution bypasses BPM logic entirely, reinforcing a belief that formal processes are slow or irrelevant. Leadership messaging often frames BPM as a risk or compliance function rather than a strategic enabler, which diminishes its perceived importance and creative potential.

Leadership behavior and informal power dynamics strongly influence BPM adoption at Meta Group. Although formal structures are in place, they are frequently overridden by interpersonal influence or managerial intervention. The interview revealed that decisions are often escalated to higher management, bypassing designated process owners. This reflects a hierarchical culture where seniority trumps formal roles. BPM frameworks may define responsibilities, but these are not culturally respected. The tendency to default to managers disrupts BPM accountability structures. Employees defer to authority figures, which erodes bottom-up process discipline. In such settings, BPM loses autonomy and becomes subject to political negotiation. The resulting ambiguity creates inconsistencies in how processes are followed. Ultimately, BPM becomes subordinated to informal organizational logic.

Support for BPM from leadership is conditional and goal-specific. BPM initiatives receive backing when they promise clear financial or operational outcomes. However, this support is typically short-term and linked to immediate priorities. Once the short-term objectives are met, interest in BPM diminishes. This episodic commitment undermines the institutionalization of BPM practices. Leaders do not consistently model BPM behavior or reinforce its value in communications. The absence of visible leadership advocacy weakens BPM legitimacy. Employees interpret this as a signal that BPM is not truly strategic. As a result, engagement declines once executive attention shifts. Leadership inconsistency thus becomes a cultural cue that BPM is optional.

Informal networks also play a decisive role in BPM success. The organization is characterized by a reliance on personal relationships and trust-based collaboration. While this can facilitate rapid decision-making, it often bypasses formal processes. Employees may act based on verbal agreements rather than documented workflows. This reinforces the perception that formal BPM is slow and unnecessary. Informal shortcuts, though efficient in the short term, undermine process transparency. They make process outcomes unpredictable and unrepeatable. In the absence of process traceability, errors and inefficiencies are difficult to address. BPM, which thrives on standardization, is thus culturally incompatible with informality. Over time, this erodes confidence in BPM structures.

Leadership also influences how BPM is framed and communicated. At Meta Group, BPM is often positioned as a compliance or risk management tool. This framing fails to capture BPM's potential as an enabler of innovation and strategic alignment. When BPM is seen as a defensive practice, it attracts minimal creative energy. Employees do not associate it with problem-solving or business transformation. Instead, BPM is seen as administrative overhead. This perception is reinforced by limited recognition for BPM-related achievements. Cultural framing shapes whether BPM is viewed as an opportunity or an obligation. Leadership messaging must therefore redefine BPM as a core capability. Without such rearticulation, BPM remains marginalized.

Leadership's formal endorsement of BPM at Meta Group creates a superficial layer of support, yet the true influence on process adherence lies within the informal power dynamics of the organization. Despite official BPM guidelines, actual execution often bends to the will of influential managers who possess the authority to circumvent or modify established procedures. This disconnect between formal BPM structures and informal leadership practices undermines the intended consistency and standardization that BPM aims to achieve. The tendency for decisions to be escalated and potentially reinterpreted by managers introduces variability and reduces the reliability of process outcomes. Consequently, the intended benefits of BPM, such as improved efficiency and reduced errors, are compromised by the inconsistent application of formal processes. This highlights a critical challenge: the need for leadership to not only formally support BPM but also to actively champion and enforce process adherence throughout all levels of the organization, aligning informal influence with formal structures.

"There's a process owner, yes. But often someone higher up just makes a call that overrides it."

The observed dynamic reveals an organizational culture where established hierarchy and informal power wield greater influence than the intended logic of standardized processes. This

prioritization of authority can lead to inconsistencies in process execution and a deviation from best practices embedded within BPM frameworks. Consequently, process adherence becomes less about the inherent efficiency or effectiveness of the process itself and more about the directives and interpretations of those in positions of power. However, the allocation of attention and resources to BPM initiatives is contingent upon their direct alignment with leadership's key objectives, such as achieving tangible cost savings or mitigating significant risks. This pragmatic approach suggests that while process standardization might be undervalued in daily operations, BPM gains traction when it demonstrably serves the immediate strategic goals of the leadership. Therefore, the success of BPM initiatives is heavily dependent on framing them within the context of top leadership's priorities, highlighting the need for strategic alignment to overcome the prevailing cultural preference for hierarchy over process.

"When BPM helps reduce cost or avoid problems, then everyone pays attention. Otherwise, it's just seen as bureaucracy."

The success of Business Process Management initiatives at Meta Group hinges critically on their articulation as strategic imperatives with clear financial implications that capture the attention of top leadership. Unless BPM projects are explicitly linked to overarching organizational goals, such as revenue growth, market share expansion, or significant return on investment, they are unlikely to garner the necessary executive sponsorship and resource allocation. Framing BPM efforts solely as operational improvements or efficiency drives may not be compelling enough to overcome the existing cultural preference for hierarchy and informal authority. To gain traction, BPM proposals must demonstrate a tangible impact on the bottom line, showcasing potential cost reductions, revenue enhancements, or quantifiable risk mitigation. Consequently, the language and metrics used to present BPM initiatives must directly align with the strategic and financial vocabulary of top management. Ultimately, securing leadership buy-in and sustained support for BPM depends on effectively communicating its contribution to the organization's most pressing strategic and financial objectives.

Table 2: Leadership Influence and Informal Structures

Theme Element	**Observation / Interview Evidence**	**Implication for BPM Success**
Hierarchical escalation	*"Even if the process says someone is responsible, they still escalate it to management."*	Formal roles in BPM are undermined by hierarchy; accountability becomes ambiguous.
Episodic leadership support	*"Leaders care when it affects revenue or risks. After that, it fades."*	BPM initiatives lack consistency; success is contingent on short-term executive interest.
Framing as compliance	*"We mostly talk about BPM when there's an audit coming or during risks."*	BPM is viewed as risk mitigation, not innovation, which limits its perceived value.
Informal workarounds	*"Most things get done through knowing the right person, not the process map."*	Informal systems reduce process standardization; reliance on networks replaces process design.
Lack of cultural modeling	*"Managers don't really follow the process either, especially when it slows things down."*	Leadership behavior sets a precedent; inconsistency undermines BPM culture.

Table 2 explores how leadership behaviors and informal organizational dynamics shape the implementation and sustainability of Business Process Management (BPM). The first theme, Hierarchical escalation, indicates a disconnect between formal BPM roles and real-world practice. Even when responsibility is clearly defined within a process, employees tend to defer decisions

upward to management. This undermines accountability and weakens the autonomy of process owners. It reflects a culture where authority is centralized, discouraging initiative at lower levels. Such hierarchical dependency delays decision-making and obstructs process efficiency. BPM principles rely on distributed accountability and role clarity, both of which are compromised in this setting. When escalation becomes the norm, formal processes are routinely bypassed. This leads to confusion over responsibilities and makes it difficult to enforce process discipline. Ultimately, hierarchical escalation reveals how deep-rooted organizational habits can erode BPM frameworks.

The second theme, Episodic leadership support, highlights the sporadic and conditional backing that BPM receives from executives. According to the data, leadership interest in BPM spikes only when issues like revenue loss or compliance risks are involved. This short-term engagement implies that BPM is not viewed as a strategic priority. Without continuous support, BPM initiatives lose momentum and fail to embed within the organizational fabric. This inconsistency leads to fragmented implementation and poor long-term outcomes. Employees observe and mirror leadership behavior, so when support fades, their own commitment diminishes. BPM becomes a series of disjointed projects rather than a sustained transformation effort. Moreover, without leadership acting as process champions, it becomes difficult to drive cultural change. Long-term BPM success requires stable and visible executive involvement. The lack of enduring leadership support undermines BPM as a continuous improvement and innovation tool.

The third theme, Framing as compliance, shows that BPM is primarily positioned as a defensive mechanism rather than a strategic enabler. The evidence reveals that BPM is mostly discussed in relation to audits or risk events. This compliance-centric view limits BPM's perceived value to safeguarding rather than enhancing operations. As a result, employees see BPM as a box-ticking exercise rather than a means of driving innovation and efficiency. This narrow framing discourages proactive engagement and minimizes the transformative potential of BPM. It also undermines efforts to use BPM for customer experience improvement or agile responses to market changes. In this environment, BPM is unlikely to gain enthusiastic buy-in from employees. Such framing fosters minimal participation, with employees doing just enough to satisfy oversight. To

succeed, BPM needs to be positioned as a core business strategy, not just a regulatory requirement. Changing this perception requires deliberate communication and a redefinition of BPM's role in the organization.

The fourth and fifth themes, Informal workarounds and Lack of cultural modeling, further expose the tension between formal process systems and actual work practices. In the case of informal workarounds, employees rely more on personal networks than on defined process maps to get tasks done. This reliance on who you know rather than what the process dictates diminishes BPM's goal of standardization. It creates inefficiencies and inconsistencies, making measurement and improvement difficult. Meanwhile, the lack of cultural modeling by leaders reinforces this behavior. When managers themselves ignore formal processes—especially when they are perceived as slowing down work—they send a message that shortcuts are acceptable. This inconsistency erodes trust in the system and reduces the motivation to follow BPM guidelines. Leadership must model the behaviors they expect from their teams if BPM is to take root. Without visible and consistent leadership compliance, a BPM culture cannot flourish. Together, these elements reveal that informal structures and weak leadership modeling are major barriers to BPM maturity.

Lastly, the success of BPM depends on leadership's willingness to support cultural change. Process improvements often challenge existing habits and roles. Leaders must protect BPM teams from political backlash and provide resources for change. At Meta Group, such protection is inconsistent. BPM champions are not always empowered to enforce changes. This sends mixed signals about the seriousness of BPM mandates. Leadership must do more than approve BPM initiatives—they must actively cultivate a culture that supports them. This involves public endorsement, resource allocation, and symbolic reinforcement. Until this cultural groundwork is laid, BPM success will remain contingent and fragile. Leadership must act as culture architects, not just project sponsors.

4.1.3 Sustainability and Institutionalization of BPM Practices

This theme captures the lack of structural and symbolic reinforcement required to embed BPM into the organizational DNA. Training is largely one-time and project-based, with no

continuous development or feedback loops. Over time, knowledge fades and BPM fluency diminishes. Employees revert to familiar practices like using Excel or verbal coordination, bypassing available BPM tools due to complexity or lack of perceived value.

There is also a lack of accountability and process ownership. Formal roles are vague, and few employees feel responsible for BPM outcomes. Without clear stewardship, continuous improvement efforts stall. Moreover, BPM is absent from performance evaluations, team reviews, and strategic planning. This reinforces the belief that BPM is peripheral, not mission-critical. The cultural mechanisms necessary for sustainability—such as recognition, storytelling, and symbolic reinforcement—are missing, leaving BPM vulnerable to neglect, erosion, and abandonment over time.

The findings highlight a systemic challenge in sustaining BPM practices beyond initial implementation. While BPM frameworks and tools are introduced during project rollouts, they lack long-term integration. There is no routine mechanism for reviewing or refreshing process documentation. As a result, processes quickly become outdated and irrelevant. Employees gradually revert to informal methods as documented workflows lose applicability. This decline in usage reflects both technical and cultural barriers. Culturally, there is no shared expectation to maintain BPM practices. The absence of accountability structures further reinforces this decline. Sustainability requires ongoing engagement, not just one-off training. In its current form, BPM is episodic, not embedded.

Training and capacity building are particularly weak. The interviewee noted that BPM training is primarily provided at the outset of new initiatives. There are no recurring sessions to reinforce knowledge or onboard new employees. Over time, this creates a knowledge gap and diminishes BPM fluency. Employees forget tools, frameworks, and principles. Without continuous learning, process discipline fades. The lack of formal training pathways signals that BPM is not a career-critical skill. This reduces motivation to master BPM tools or techniques. Additionally, the absence of a BPM community of practice limits peer learning. Cultural reinforcement through shared norms is essential for sustainability. Without it, BPM remains dependent on a few individuals.

Technology is another weak point in BPM sustainability. Meta Group has access to BPM tools, but adoption is low. Employees often default to familiar applications like Excel or rely on verbal coordination. This limits visibility, traceability, and collaboration. BPM tools are perceived as complex or unnecessary. Training gaps exacerbate this problem, as users lack confidence in navigating the systems. When tools are not embedded into workflows, their value is lost. As a result, BPM fails to create a digital footprint that supports analysis or optimization. Culture plays a role in shaping technology acceptance. Without cultural buy-in, tools remain underutilized.

Process ownership is also fragmented and inconsistently enforced. Formal roles may be defined, but responsibilities are ambiguous. In practice, few individuals feel accountable for process outcomes. This lack of ownership leads to disengagement. Process improvement becomes no one's job. Employees do not feel empowered to raise issues or suggest changes. When ownership is unclear, continuous improvement stalls. Cultural norms must evolve to recognize and reward process stewardship. Only then can BPM practices be institutionalized. In the current state, BPM is vulnerable to neglect and decay.

The underutilization of available BPM frameworks and tools at Meta Group points to a significant gap between investment and practical application, hindering the realization of potential benefits. The absence of ongoing training indicates a lack of commitment to developing the necessary skills and knowledge for employees to effectively leverage these resources. Without routine process reviews, opportunities for identifying inefficiencies and areas for improvement are likely missed, leading to stagnation and suboptimal performance. The lack of performance feedback loops prevents the organization from understanding the impact of its processes and making data-driven adjustments. This neglect suggests that BPM is not integrated into the daily operational rhythm or the continuous improvement mindset of the organization. Consequently, the investment in BPM infrastructure risks becoming a sunk cost, failing to translate into tangible improvements in efficiency, agility, or customer satisfaction due to insufficient nurturing and engagement. To truly capitalize on BPM, Meta Group needs to prioritize consistent training, regular process assessments, and the establishment of feedback mechanisms.

“People get some training at the beginning, but there’s nothing continuous. After a while, they just go back to their old ways.”

The lack of continuous learning mechanisms at Meta Group severely impedes the deep integration of BPM principles into the organizational fabric, preventing genuine institutionalization. Without ongoing training and knowledge sharing, BPM remains a theoretical concept rather than a lived practice, hindering its widespread adoption and effectiveness. The absence of cultural reinforcement further exacerbates this issue, as BPM behaviors and mindsets are not actively promoted or rewarded within the organization. Consequently, employees often revert to familiar, albeit less efficient, informal tools such as Excel for process management and ad hoc communication channels, bypassing the intended BPM technologies and frameworks. This preference for informal solutions undermines the standardization, automation, and data-driven insights that dedicated BPM tools offer. The lagging technology adoption, coupled with weak learning and reinforcement, creates a cycle where BPM remains on the periphery, failing to become an integral part of Meta Group's operational DNA and limiting its potential for sustainable improvement.

“We do have some BPM tools, but honestly, most teams still rely on Excel or just talking things through.”

The absence of a robust support system for sustaining BPM knowledge and practice at Meta Group directly hinders its progression towards genuine BPM maturity. Without dedicated resources for ongoing training, mentorship, and knowledge sharing, the initial understanding and implementation of BPM initiatives are likely to erode over time. The lack of established communities of practice or centers of excellence for BPM prevents the development of internal expertise and the consistent application of best practices. Consequently, the organization struggles to build a sustainable foundation of BPM capabilities that can adapt to evolving business needs

and drive continuous improvement. This deficiency in support infrastructure also limits the effective onboarding of new employees into BPM processes and methodologies, perpetuating reliance on informal knowledge and practices. Ultimately, without a strong support system, Meta Group's BPM efforts risk remaining fragmented and underdeveloped, failing to deliver the long-term strategic benefits of a mature process-driven organization.

Table 3: Sustainability and Institutionalization of BPM Practices

Theme Element	**Observation / Interview Evidence**	**Implication for BPM Success**
One-time training focus	*"We get training during onboarding or projects, but not much after that."*	No reinforcement leads to BPM attrition over time; limited capability building.
Low BPM tool adoption	*"People prefer Excel and Teams. The BPM tools are too much hassle."*	Underutilization of systems reduces process visibility and traceability.
Lack of ongoing evaluation	*"I don't remember the last time we reviewed or updated any process map."*	Static processes become obsolete; BPM loses operational relevance.
Unclear ownership	*"Sometimes I'm not even sure who owns the process I'm part of."*	Process improvement responsibility is diffused, stalling initiative.
Absence in performance systems	*"BPM isn't part of performance reviews or KPIs."*	Without integration into evaluation and rewards, BPM remains peripheral.

Table 3 explores how long-term integration and reinforcement of BPM (Business Process Management) principles are hindered within the organization. The first theme, One-time training focus, reflects a limited approach to capacity building. Employees report receiving BPM-related training mainly during onboarding or project launches, with minimal follow-up. This lack of continuous learning weakens retention and limits the practical application of BPM concepts. Without reinforcement, employees revert to familiar routines, sidelining structured processes. Over time, the organization experiences attrition in BPM knowledge and capabilities. This also hinders the development of internal BPM champions who could drive improvement. Sustainable BPM requires frequent engagement, not sporadic training. When training is treated as a one-off event, it sends a message that BPM is temporary or secondary. The organization must institutionalize regular, hands-on learning to cultivate a BPM-oriented culture.

The second theme, Low BPM tool adoption, highlights a preference for general-purpose platforms like Excel and Microsoft Teams over designated BPM tools. Employees view BPM systems as cumbersome, choosing ease of use over system functionality. This underutilization limits the benefits of centralized data, real-time process tracking, and standardization. Without proper tool engagement, process changes lack visibility, and deviations become harder to detect. The limited use of BPM platforms restricts transparency and traceability, which are critical for process accountability. It also reduces data-driven decision-making capabilities, leaving the organization blind to inefficiencies. This gap suggests a mismatch between BPM tools and user needs, potentially due to poor user experience or inadequate training. Sustainable BPM adoption depends on intuitive tools that support workflow without excessive friction. Ensuring compatibility with user routines and providing adequate support can improve adoption rates. Tool resistance, if unaddressed, can cripple BPM institutionalization.

The third theme, Lack of ongoing evaluation, underscores the stagnation of processes due to infrequent reviews. Employees report not remembering the last time process maps were updated, indicating that process improvement is not embedded in daily operations. Static processes risk becoming obsolete in fast-changing environments, undermining BPM's promise of

agility and relevance. This lack of iterative review reduces BPM to a documentation exercise rather than a living, evolving system. Continuous process evaluation is vital for identifying bottlenecks, inefficiencies, and changing needs. When evaluation is missing, the organization loses opportunities to refine performance and adapt to new challenges. BPM success hinges on cycles of feedback, assessment, and adjustment. A stagnant BPM system breeds disengagement and diminishes its strategic value. Embedding regular process audits and feedback loops can revitalize BPM efforts. Without this, the system fails to support long-term innovation or growth.

The final two themes, Unclear ownership and Absence in performance systems, highlight structural and motivational challenges. When employees are unsure who owns a process, accountability diffuses, and no one feels responsible for improvement. This ambiguity causes delays, fosters inefficiency, and reduces initiative among staff. Clear ownership is essential for driving change and ensuring process quality. Meanwhile, BPM's absence from performance reviews and KPIs sends a strong signal that process adherence is not a priority. Without formal evaluation or reward structures, employees lack the incentive to engage meaningfully with BPM. Performance systems shape behavior, and their exclusion of BPM undermines efforts at institutionalization. To sustain BPM, it must be embedded into individual and team performance metrics. Doing so not only reinforces its importance but also aligns personal success with process success. Without ownership and performance alignment, BPM risks remaining an isolated initiative rather than an organizational norm.

Lastly, cultural sustainability requires symbolic and structural reinforcement. BPM must be woven into rituals, routines, and organizational identity. At Meta Group, BPM is not featured in performance evaluations, team reviews, or strategic planning. This absence communicates that BPM is peripheral. To achieve sustainability, BPM must be reflected in how success is defined and celebrated. Leaders must embed process thinking into strategic narratives. Cultural mechanisms like storytelling, recognition, and ritualization are essential. Without them, BPM will struggle to survive organizational churn. Institutionalization is not merely technical; it is deeply cultural.

4.2 Conceptual Framework: Culture-Process Alignment Model for BPM Success

The conceptual framework, based on the provided diagram, positions Authentic Leadership as the foundational driver of BPM outcomes. Authentic leadership refers to leaders who act with integrity, demonstrate transparency, and consistently model desired behaviors. When leaders engage authentically, they build Employee–Manager Trust, a crucial enabler for cultural alignment with BPM principles. Trust fosters open communication, reduces resistance to structured processes, and encourages employees to embrace BPM tools and practices. This trust then positively shapes the Internal Work Climate, cultivating an environment where collaboration, accountability, and continuous improvement are valued. A supportive internal climate enhances employees' willingness to document, standardize, and adhere to processes. This cumulative effect flows directly into improved BPM Outcomes, such as process consistency, innovation, and long-term sustainability. Importantly, each layer of the model is interconnected—without authentic leadership, trust deteriorates, and the internal climate suffers, thereby weakening BPM impact. The framework thus underscores that sustainable BPM is not a standalone initiative but a cultural construct shaped by leadership behaviors, trust relationships, and the work environment.

Furthermore, the diagram highlights both direct and indirect pathways to BPM success. Authentic leadership not only influences BPM outcomes directly but also indirectly through the mediating effects of trust and work climate. For example, a leader who bypasses formal processes signals that BPM tools are optional, diminishing trust and weakening internal cohesion. Conversely, when leaders consistently follow and promote process norms, they instill confidence in the system and reinforce shared responsibility. The presence of trust between employees and managers fosters psychological safety, encouraging individuals to engage with BPM tools rather than relying on informal workarounds. A healthy internal climate then becomes the operational bedrock for process adherence, documentation, and ongoing evaluation. This chain reaction ultimately strengthens BPM effectiveness across departments and functions. The model, therefore, integrates cultural, relational, and structural dimensions into a cohesive explanation of what drives successful BPM adoption and institutionalization.

Figure 4.1: Framework Diagram

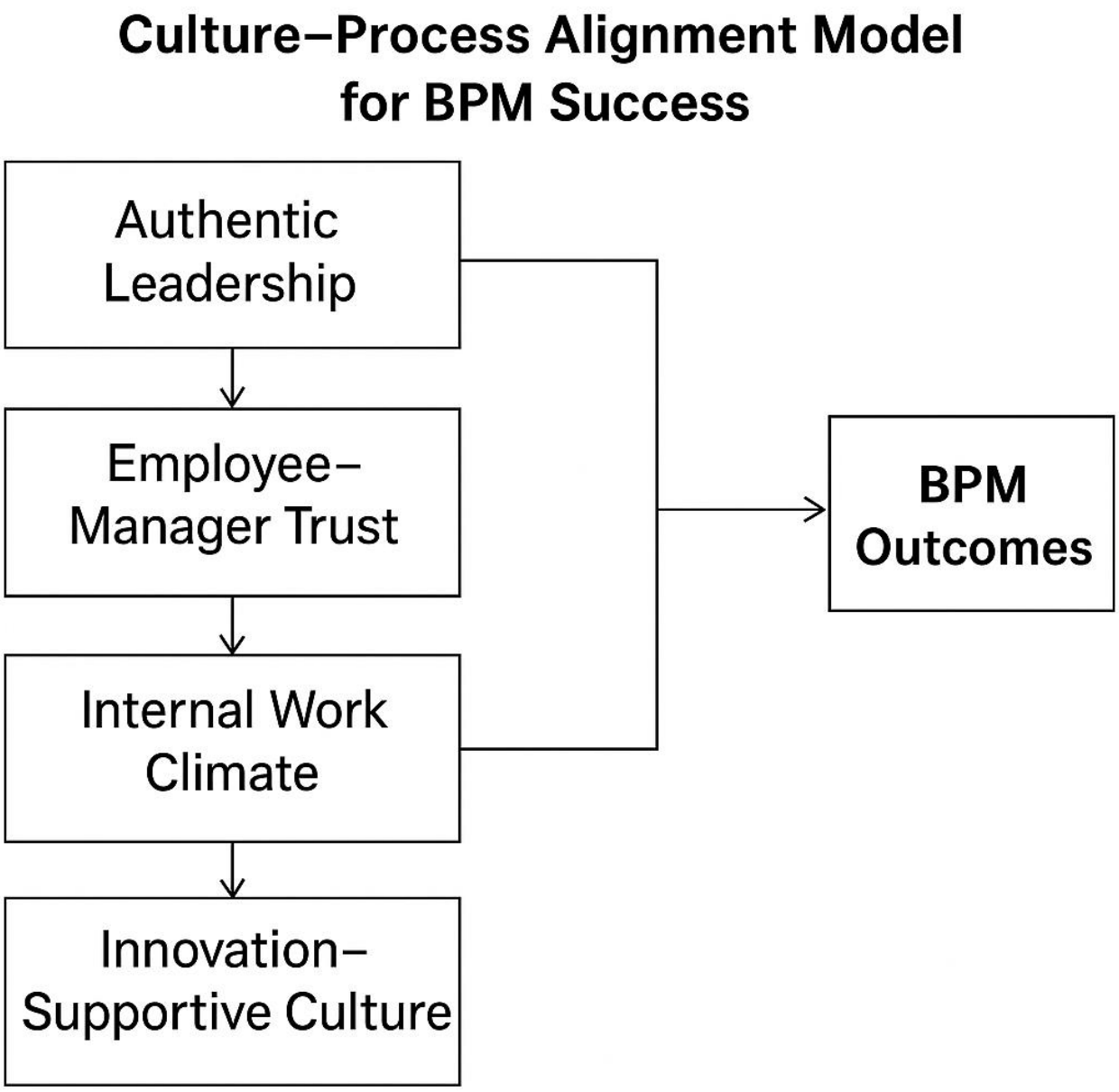

Figure 1: Framework Diagram

Interpretation and Discussion

The Culture-Process Alignment Model integrates three crucial dimensions—cultural readiness, leadership alignment, and structural support—into a cohesive framework for understanding Business Process Management (BPM) success. This model underscores that BPM outcomes are shaped not merely by technical implementation but by the cultural context in which they operate. Cultural readiness refers to the shared values, norms, and attitudes toward change and structure within an organization. When this culture resists formalization or structured approaches, BPM initiatives are often rejected or poorly adopted. A flexible culture may encourage creativity, but without supportive structures, this agility can result in inconsistent or unsustainable processes. Therefore, culture serves as the foundational determinant in the model, guiding the organization's receptivity to BPM. A mismatch between organizational culture and BPM expectations can inhibit process standardization and operational improvement. For BPM to thrive, culture must encourage transparency, accountability, and learning. Cultural alignment creates the environment in which process innovation can be both accepted and sustained. In essence, the model places cultural disposition as the first and most critical lever in shaping BPM maturity.

Leadership plays a pivotal role in shaping how BPM is perceived and embedded across the organization. Leaders influence both the strategic importance placed on BPM and the behaviors modeled for process ownership. When leadership is episodic, passive, or inconsistent in supporting BPM, it signals that these efforts are nonessential. This perception diminishes engagement from middle management and frontline employees, making process discipline difficult to institutionalize. Active leadership fosters a culture of participation, aligning BPM efforts with broader organizational goals. Effective leaders act as champions, continually reinforcing the importance of process thinking through communication and action. They must translate BPM goals into relatable narratives, tying them to outcomes such as customer satisfaction, operational efficiency, and innovation. Leadership commitment must also be visible, with executives integrating BPM metrics into dashboards, strategy sessions, and performance reviews. A strong leadership presence enables cultural alignment by creating trust and shared purpose. Without this influence, BPM often remains a tactical initiative lacking sustained strategic traction.

Structural support mechanisms are equally critical for ensuring that BPM is not a one-time intervention but a continuous improvement philosophy. Sustainability mechanisms include tools, routines, and systems that institutionalize process thinking within the organization. Ongoing training programs help employees build the necessary skills to participate in BPM efforts. Performance management systems must reward behaviors aligned with process goals, embedding accountability into daily work. Symbolic support, such as recognition programs or visible process champions, reinforces the legitimacy of BPM. These mechanisms ensure that BPM does not fade after initial enthusiasm but becomes ingrained in the organization's DNA. Structural supports create feedback loops that encourage learning and adaptation over time. Without these supports,

organizations risk backsliding into old habits, making BPM efforts short-lived. The alignment of structure with cultural and leadership elements transforms BPM from a project into a mindset. Structural sustainability ensures that BPM efforts evolve with the organization’s growth and challenges.

Taken together, the Culture-Process Alignment Model reveals that BPM success is not isolated to technology or workflows but is a systemic achievement rooted in culture and leadership. This integrated approach recognizes that cultural acceptance, leadership engagement, and structural reinforcement must coexist for BPM to deliver value. When organizations attempt BPM without addressing these interdependencies, efforts become fragmented and often fail. Success requires deliberate planning to embed BPM into both operational routines and strategic visions. Leaders must act not only as process sponsors but as cultural architects, reshaping norms to support disciplined innovation. The model implies that BPM should not be "bolted on" but "built in"—part of how the organization thinks, decides, and acts. As such, BPM becomes a vehicle for cultural transformation, not just operational refinement. Organizations must evaluate their readiness across all three dimensions before launching BPM initiatives. Each domain reinforces the others, forming a resilient structure capable of sustaining process excellence. The model thus redefines BPM as a socio-technical evolution rather than a mere set of practices.

Ultimately, the Culture-Process Alignment Model provides a blueprint for organizations aiming to embed BPM in a way that is both scalable and enduring. It cautions against viewing BPM as a purely mechanical or isolated endeavor, emphasizing the role of human factors in success. The interplay between culture, leadership, and support systems must be intentionally managed. Organizations that neglect any of these elements are likely to experience uneven implementation and limited returns. The model advocates for strategic coherence, where BPM aligns with the organization's core identity and leadership philosophy. BPM initiatives must be contextualized within the organization's history, vision, and values to gain traction. This comprehensive perspective allows BPM to evolve alongside the organization, adjusting to new challenges and opportunities. When well-aligned, BPM fosters agility, consistency, and innovation in equal measure. It transforms organizations into adaptive systems capable of continuous learning and improvement. Through this model, BPM becomes not just a tool, but a strategic capability grounded in culture, driven by leadership, and sustained through structure.

4.3 Summary of Key Findings

Meta Group’s struggles with Business Process Management (BPM) stem largely from a deep-rooted cultural misalignment. Informal norms and social practices dominate daily operations, often conflicting with formally documented processes. This creates an environment where process

adherence is viewed as optional rather than essential. Employees default to ad-hoc decision-making, guided more by personal networks than standardized procedures. As a result, even well-designed processes are bypassed or diluted during execution. This undermines consistency, accountability, and efficiency across departments. Organizational culture in Meta Group implicitly devalues formalization, associating it with rigidity and control rather than improvement and learning. Attempts to implement BPM are thus met with passive resistance or quiet neglect. Without cultural alignment, BPM is perceived as externally imposed rather than internally valued. This disconnect significantly hampers BPM's ability to gain organizational traction and legitimacy.

Leadership behavior further compounds the challenge by signaling mixed priorities regarding BPM. Support from top management is sporadic and often symbolic, lacking consistent follow-through. Leaders rely heavily on informal authority and influence networks rather than institutional mechanisms to drive change. This fosters ambiguity about what is truly expected in terms of process discipline. Employees receive conflicting cues—formal policies suggest one approach, while leadership behaviors imply another. This duality erodes trust in BPM as a serious strategic initiative. Moreover, without leadership acting as role models, BPM lacks the visibility and reinforcement needed for sustained adoption. Leaders should be active champions, embedding process thinking into strategic communications and decision-making. Instead, their current stance reinforces the dominance of informal norms over formal process logic. The absence of coherent leadership commitment leaves BPM directionless and perceived as nonessential.

In addition to cultural and leadership barriers, Meta Group lacks the institutional mechanisms necessary for BPM reinforcement. There are few, if any, systems in place to monitor process compliance or track performance outcomes systematically. Process knowledge remains localized, often undocumented, and easily lost when individuals leave or roles shift. Training efforts are infrequent and disconnected from ongoing business priorities. Without periodic refreshers and context-specific learning, process skills quickly atrophy. This leads to knowledge decay, where lessons learned from past initiatives are not retained or leveraged. Furthermore, there is no established feedback loop to evaluate and update processes based on performance data or user input. The absence of symbolic support—like visible process champions or recognition for process excellence—weakens organizational buy-in. Without these structural anchors, BPM drifts into irrelevance over time. Sustainability is impossible when processes are not maintained, measured, or valued in everyday practice.

To move toward BPM maturity, Meta Group must undergo a comprehensive cultural and strategic transformation. Cultural integration involves redefining shared values to emphasize structure, collaboration, and continuous improvement. This requires aligning BPM with organizational identity so it becomes a natural part of how work is done. Top management must lead this shift by demonstrating consistent support, prioritizing BPM in strategic forums, and modeling process-based thinking. Leaders must also formalize BPM within governance structures to reduce reliance on informal power networks. Continuous learning should be institutionalized

through embedded training, mentorship, and process documentation routines. BPM metrics should be tied to performance evaluations, ensuring accountability at all levels. Strategic alignment is crucial—BPM must serve clear business goals and be framed as a vehicle for innovation and efficiency. This realignment demands deliberate planning, cross-functional collaboration, and persistent reinforcement. Only then can BPM move from isolated projects to a core organizational capability.

In conclusion, BPM at Meta Group remains immature due to cultural inertia, weak leadership commitment, and a lack of structural reinforcements. Informal norms consistently override formal practices, creating a fragmented and inconsistent approach to process management. Leadership's reliance on personal influence rather than formalized BPM structures further erodes credibility. The absence of training, metrics, and symbolic support leads to process drift and organizational forgetfulness. Achieving BPM maturity requires more than technical fixes; it necessitates deep cultural transformation led from the top. By embedding BPM into strategy, leadership behavior, and reward systems, Meta Group can build sustainable process capabilities. Reinforcing BPM through training and governance mechanisms will ensure long-term retention and effectiveness. The journey is complex but essential for operational resilience and adaptability. With strategic intent and persistent execution, Meta Group can reframe BPM from a procedural burden into a source of competitive advantage. Success depends on shifting BPM from an abstract initiative into a lived organizational value.

CONCLUSIONS, IMPLICATIONS, AND FUTURE RESEARCH DIRECTIONS

5.1 Summary of Results

The case study of Meta Group reveals a persistent and complex misalignment between organizational culture and Business Process Management (BPM) effectiveness. While BPM is formally recognized as a strategic imperative, in practice it is inconsistently applied, often reduced to symbolic compliance. The prevailing informal norms—such as reliance on tacit knowledge, unstructured communication, and workaround behaviors—regularly override formal BPM procedures. This results in weakened process discipline, reduced transparency, and a culture that prioritizes short-term flexibility over long-term efficiency. Leadership plays a crucial role in reinforcing this pattern. Instead of championing BPM consistently, leadership at Meta Group tends to rely on informal authority and episodic support, which sends conflicting signals about BPM's strategic importance. Without continuous leadership engagement, BPM initiatives lack organizational ownership, resulting in fragmentation and process drift. Moreover, the absence of institutional reinforcements such as KPIs, performance incentives, and structured training exacerbates the problem. BPM knowledge is not retained, feedback loops are missing, and employees are disengaged from reflective process improvement. Overall, BPM at Meta Group remains fragile, under-institutionalized, and culturally unsupported, limiting its potential as a value-creating function.

5.2 Future Research Directions

This case study opens compelling avenues for future research at the intersection of Business Process Management (BPM) and organizational change, particularly by calling attention to underexplored cultural and symbolic dimensions. A key priority is to examine how symbolic leadership behaviors—such as narrative framing, ritualized recognition, and visual modeling—shape employees' perceived legitimacy of BPM efforts. These behaviors function not merely as communication tactics but as cultural scaffolding mechanisms that embed meaning and drive alignment. Empirical studies should assess whether consistent symbolic action (e.g., recurring storytelling or visible executive modeling) leads to greater emotional investment and sustained

participation in BPM practices. Furthermore, comparative case studies across organizations with equivalent BPM maturity but contrasting cultural traits (e.g., centralized vs. decentralized, high-control vs. high-autonomy environments) could illuminate which cultural attributes most strongly predict BPM traction or friction. Such work would refine current BPM models by introducing culture-specific contingency variables, enhancing their explanatory power across diverse organizational types.

Another fruitful direction involves longitudinal research to trace the cultural dynamics across phases of BPM implementation. This would help identify critical inflection points, such as when resistance hardens or cultural acceptance accelerates—yielding practical insights for change pacing and sequencing. The role of informal networks and social capital is another under-theorized area that merits attention. Future studies could explore how peer influence, trust clusters, and boundary-spanning actors either amplify or undercut formal BPM structures. From a diagnostic standpoint, there's a strong need to develop cultural readiness assessment tools tailored to BPM, helping organizations determine not just if they should implement BPM, but how and when to do so effectively. These tools could integrate behavioral, perceptual, and network indicators to produce actionable readiness profiles. Moreover, as organizations increasingly adopt AI-based tools and collaborative platforms, scholars should explore how digital enablers facilitate or constrain the institutionalization of process knowledge and cultural continuity. Lastly, there is scope for advancing BPM training paradigms that move beyond technical skill development to include modules on behavioral reinforcement, storytelling, and cultural adaptation, ensuring that process expertise translates into enduring organizational norms.

5.3 Theoretical Contributions

This case makes a significant theoretical contribution by reconceptualizing Business Process Management (BPM) as a socio-cultural transformation, rather than solely a technical or managerial innovation. It critiques dominant BPM maturity models for their technocratic bias—emphasizing tools, workflows, and role clarity—while neglecting the organizational ecosystem in

which such mechanisms operate. The study positions cultural readiness not as a passive backdrop but as a dynamic and constitutive element of BPM success, reframing culture from a moderating variable to a causal force in process outcomes. By foregrounding inconsistent and symbolic leadership behavior as a source of BPM failure, the research advances leadership alignment theory by embedding it within symbolic interactionism and organizational power structures. This helps explain why formal BPM mandates may be resisted or performatively adopted when cultural legitimacy is lacking. The insights from Meta Group illustrate that without structural reinforcements—such as meaningful incentives, real-time feedback, and embedded recognition—BPM cannot achieve cultural traction, thereby filling a theoretical blind spot in current process institutionalization models.

In broadening the lens, the study also introduces narrative, shared language, and cultural storytelling as under-theorized yet powerful mechanisms for embedding BPM into organizational identity. These findings encourage a shift from linear implementation logic to a recursive, communicative model of BPM institutionalization, where meaning-making, sensegiving, and cultural coding are central. The integration of organizational behavior theory, culture theory, and process management generates a richer conceptual toolkit that accommodates both the formal and informal dynamics shaping BPM adoption. Importantly, this approach invites BPM scholars to borrow from adjacent disciplines such as anthropology, sociology, and leadership studies to better understand how processes are interpreted, adapted, or resisted within local contexts. As such, the study reorients the theoretical conversation toward a multi-level, interdisciplinary understanding of BPM, where structure, agency, and meaning interact. By bridging empirical insights with theoretical innovation, this research contributes not only to BPM scholarship but also to broader debates on how change becomes culturally legitimate and operationally sustained in complex organizations.

5.4 Managerial Implications

The findings from Meta Group provide critical insights for practitioners aiming to embed Business Process Management (BPM) as a sustained cultural capability rather than a short-term initiative. The first imperative is for senior leadership to become visible champions of BPM, integrating process thinking into strategic narratives, operational reviews, and performance frameworks. When executives consistently model and reward BPM behaviors, it signals to the organization that process excellence is not peripheral but core to organizational identity. However, symbolic support alone is insufficient. BPM must be structurally embedded through KPIs, incentive systems, and recognition mechanisms that make process engagement consequential and visible. Meta Group's experience highlights that BPM adoption gains momentum when linked to tangible rewards and when contributions are acknowledged publicly. Simultaneously, cultural codification—via shared language, internal storytelling, and onboarding rituals—helps employees internalize BPM as part of "how things are done here." Embedding BPM into the employee life cycle fosters a sense of ownership and continuity across roles and tenure, reinforcing long-term engagement. These practices collectively reposition BPM as a shared value system, rather than a compliance tool imposed from above.

Equally vital is the principle of democratized co-ownership, which Meta Group operationalized by involving frontline staff in designing BPM tools and documentation. This participatory approach converted BPM from a static framework to a living, responsive system grounded in user experience. Cross-functional collaboration—through BPM task forces or innovation sprints—further eroded departmental silos and enabled horizontal learning. This co-creation fostered procedural relevance and increased cultural legitimacy, making BPM a source of empowerment rather than resistance. Practitioners must also build continuous learning loops, using retrospectives, user feedback, and iterative reviews to ensure BPM processes remain context-sensitive and dynamically aligned with operational realities. Feedback mechanisms not only enhance process fit but reinforce trust, signaling that BPM is a dialogue rather than a directive. When BPM systems are responsive, transparent, and inclusive, they become self-sustaining—an embedded logic that supports innovation, accountability, and shared purpose across the organization. In short, the Meta Group case underscores that institutionalizing BPM requires

aligning technical infrastructure with cultural infrastructure, allowing BPM to evolve as both a strategic practice and a collective norm.

5.5 Concluding Remark

The Meta Group case underscores a central truth: Business Process Management cannot succeed without cultural integration, leadership coherence, and structural reinforcement. Formal systems alone are insufficient; BPM must become part of how the organization thinks, acts, and evolves. When leadership sends mixed messages, and informal norms dominate daily behavior, BPM remains a symbolic endeavor with little operational traction. Transforming BPM into a strategic asset requires deliberate alignment of values, behaviors, and institutional practices. This is not a technical fix but a cultural commitment. For organizations like Meta Group, the challenge lies not in designing BPM systems, but in making them live—through leadership action, narrative coherence, and continuous reinforcement. As organizations face increasing demands for agility and efficiency, culturally grounded BPM offers a pathway to sustainable performance. The findings from this study serve as both a diagnostic tool and a call to action for leaders and change agents. By addressing the cultural and behavioral dimensions of process management, firms can move beyond compliance to create adaptive, process-centric cultures. In this way, BPM can fulfill its promise—not just as a set of tools, but as a transformative organizational capability.

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THE INFLUENCE OF ORGANIZATIONAL CULTURE ON THE SUCCESS OF BPM INITIATIVES: A LITERATURE REVIEW AND CASE STUDY OF META GROUP

Elvis Odinaka Ijomah
Master Thesis
Human Resource Management Programme
Vilnius University, Faculty of Economics and Business Administration
Supervisor – Dr Michail Christofi, Vilnius, 2025

SUMMARY

72 pages, 3 tables, 1 figure, 5 annexes, 70 references.

The main aim of this Master's thesis is to evaluate the influence of organizational culture on the success of Business Process Management (BPM) initiatives through a comprehensive literature review and a case study of Meta Group. The research explores how cultural dynamics — including leadership, employee-manager trust, and innovation-supportive climate — affect the implementation, adoption, and sustainability of BPM practices.

The thesis is structured into several key parts: theoretical literature analysis, research methodology, empirical case study findings, conclusions and recommendations, and references. The literature analysis delves into core constructs such as authentic leadership, employee-manager trust, innovative work culture, and organizational innovation culture. It examines their theoretical linkages and practical implications for BPM success.

The empirical research combines a detailed literature review with an in-depth case study of Meta Group, employing a qualitative methodology. Data collection included semi-structured interviews, document analysis, and organizational observations. Analysis was conducted using thematic coding aligned with the Gioia methodology. The findings revealed that cultural alignment significantly affects BPM outcomes — especially when authentic leadership and trust foster a psychologically safe, innovation-driven environment.

Results showed that while formal BPM structures existed, cultural misalignment, informal structures, and weak documentation habits undermined their effectiveness. However, departments with strong innovation cultures, transparent leadership, and trust-based collaboration reported greater BPM success and sustainability.

The thesis concludes that BPM initiatives are most successful when supported by an adaptive, innovation-oriented culture shaped by authentic leadership and high employee trust. Recommendations are offered for embedding BPM within cultural frameworks to improve organizational agility and performance.

Keywords: organizational culture, BPM, authentic leadership, trust, innovative work culture, process improvement, Meta Group.

ORGANIZACINĖS KULTŪROS ĮTAKA VERSLO PROCESŲ VALDYMO (BPM) INICIATYVŲ SĖKMEI: LITERATŪROS APŽVALGA IR META GRUPĖS ATVEJO TYRIMAS

Elvis Odinaka Ijomah
Magistro darbas
Žmogiškųjų išteklių vadybos programa
Vilniaus universitetas, Ekonomikos ir verslo administravimo fakultetas
Vadovas – Dr Michail Christofi, Vilnius, 2025

SANTRAUKA

72 puslapiai, 3 lentelės, 1 paveikslas, 5 priedai, 70 šaltinių.

Pagrindinis šio magistro darbo tikslas – įvertinti organizacinės kultūros įtaką verslo procesų valdymo (BPM) iniciatyvų sėkmei, remiantis išsamia literatūros apžvalga ir META grupės atvejo analize. Tyrime nagrinėjama, kaip kultūriniai veiksniai – įskaitant lyderystę, darbuotojų ir vadovų pasitikėjimą bei inovacijoms palankią organizacinę aplinką – veikia BPM praktikų įgyvendinimą, priėmimą ir tęstinumą.

Darbas susideda iš kelių pagrindinių dalių: teorinės literatūros analizės, tyrimo metodologijos, empirinio atvejo tyrimo rezultatų, išvadų ir rekomendacijų bei literatūros šaltinių sąrašo. Literatūros analizėje aptariami tokie pagrindiniai konstruktai kaip autentiška lyderystė, pasitikėjimas tarp darbuotojų ir vadovų, inovatyvi darbo kultūra ir organizacinė inovacijų kultūra. Taip pat analizuojamos šių reiškinių tarpusavio sąsajos bei jų praktinė reikšmė BPM sėkmei.

Empirinis tyrimas apjungia detalią literatūros apžvalgą su gilumine META grupės atvejo analize, taikant kokybinę metodologiją. Duomenys buvo surinkti naudojant pusiau struktūruotus interviu, dokumentų analizę ir organizacijos stebėjimus. Duomenų analizė buvo atlikta taikant teminį kodavimą pagal Gioia metodiką. Tyrimo rezultatai parodė, kad kultūrinis suderinamumas turi reikšmingos įtakos BPM rezultatams – ypač kai autentiška lyderystė ir pasitikėjimas skatina psichologiškai saugią, inovacijoms palankią aplinką.

Rezultatai parodė, kad nors formalios BPM struktūros egzistavo, kultūrinis nesuderinamumas, neformalūs sprendimų priėmimo mechanizmai ir silpni dokumentavimo įpročiai mažino jų veiksmingumą. Vis dėlto padaliniai, kuriuose vyravo stipri inovacijų kultūra, skaidri lyderystė ir pasitikėjimu grįstas bendradarbiavimas, pasižymėjo didesne BPM sėkme ir tvarumu.

Darbo išvada teigia, kad BPM iniciatyvos yra sėkmingiausios, kai jas palaiko prisitaikanti, į inovacijas orientuota kultūra, formuojama autentiškos lyderystės ir aukšto pasitikėjimo tarp darbuotojų. Pateikiamos rekomendacijos, kaip integruoti BPM į kultūrinius organizacijos pagrindus, siekiant padidinti jos lankstumą ir veiklos efektyvumą.

Raktažodžiai: organizacinė kultūra, BPM, autentiška lyderystė, pasitikėjimas, inovatyvi darbo kultūra, procesų tobulinimas, Meta grupė.

ANNEXES

1 Annex. Request for Audience from Meta Group

Elvis Odinaka Ijomah
Master Thesis
Human Resource Management Programme
Vilnius University, Faculty of Economics and Business Administration
Vilnius, 2025

March 2nd, 2025

To:
The Human Resource Manager
Meta Group (Nigeria)

Subject: Request for Employee Interviews in Support of Master's Thesis Research

Dear Human Resource Manager,

I hope this letter finds you well. My name is Elvis Odinaka Ijomah, a Master's candidate in the Human Resource Management programme at Vilnius University, Faculty of Economics and Business Administration. For my Master's thesis—"The Influence of Organizational Culture on the Success of BPM Initiatives: A Literature Review and Case Study of Meta Group"—I am examining how organizational culture shapes Business Process Management (BPM) outcomes, with Meta Group serving as the focal case due to its prominence in Nigeria's technology sector.

To develop a robust empirical foundation, I respectfully request permission to conduct semi-structured interviews with approximately 30 employees drawn from different functions and levels within Meta Group. Each interview would last 30–45 minutes and focus on participants' experiences and perceptions regarding BPM practices and cultural factors within the company. All responses will be strictly confidential, anonymised, and used solely for academic purposes.

Your support would greatly enhance the depth and relevance of this study while also offering Meta Group feedback and insights on cultural enablers of BPM success. I am fully prepared to coordinate interview times and formats that best suit your team's schedules and any internal protocols.

Thank you for considering this request. I look forward to the possibility of collaborating with Meta Group on this important research.

Yours faithfully,
Elvis Odinaka Ijomah
Master's Candidate, Vilnius University

2 Annex. Response from Meta Group

Meta Group (Nigeria)
Human Resources Department

March 7th, 2025

To:
Elvis Odinaka Ijomah
Master's Candidate
Human Resource Management Programme
Vilnius University
Faculty of Economics and Business Administration

Subject: Approval for Interview Participation – Master's Thesis Research

Dear Mr. Ijomah,

Thank you for your letter dated March 2nd, 2025, regarding your Master's thesis titled *"The Influence of Organizational Culture on the Success of BPM Initiatives: A Literature Review and Case Study of Meta Group."*

We are pleased to acknowledge your request and commend your interest in exploring this relevant topic. Meta Group recognizes the importance of academic research and is happy to support initiatives that contribute to the development of evidence-based organizational practices.

Accordingly, we grant permission for you to conduct interviews with up to **30 employees** across various departments. We kindly request that all interviews be coordinated through our HR team to ensure minimal disruption to operations and proper alignment with internal schedules. Please ensure that all ethical and confidentiality standards, as outlined in your proposal, are strictly adhered to.

Our team will be in touch shortly to coordinate logistics and support the smooth facilitation of your research process.

We wish you the very best in your academic work and look forward to reviewing the insights from your study.

Sincerely,

Abiola Saheed

Human Resource Manager

Meta Group (Nigeria)

3 Annex. Interview question

1. Analyzing Existing Literature & Identifying Key Attributes:

- **Question 1:** "Based on your understanding, what are the top 2-3 factors from the existing literature that you believe are most critical for successful Business Process Management (BPM) implementation?"
- **Question 2:** "In your experience, what cultural characteristics within an organization do you think significantly contribute to or hinder the effectiveness of BPM initiatives? Can you provide examples?"

2. Examining Meta Group's Organizational Culture & Influence:

- **Question 3:** "Could you describe Meta Group's organizational culture? What were its defining characteristics (e.g., collaborative, hierarchical, innovative)?"
- **Question 4:** "How do you believe Meta Group's culture supported or challenged the implementation and adoption of BPM practices?"
- **Question 5:** "Can you give specific instances where Meta Group's culture directly influenced the outcome (success or failure) of a BPM project?"
- **Question 6:** "To what extent did Meta Group's leadership take into account the cultural aspects when driving BPM initiatives?"

3. Linking Organizational Culture to BPM Outcomes & Framework Development:

- **Question 7:** "In your opinion, what is the strength of the relationship between organizational culture and the success of BPM within Meta Group?"
- **Question 8:** "How can we measure or assess the impact of specific cultural elements on BPM outcomes?"
- **Question 9:** "What would be the key components of a framework that connects organizational culture and BPM outcomes, in your view?"
- **Question 10:** "Are there any cultural factors that you consider 'quick wins' or conversely, 'major obstacles' in BPM implementation?"

4. Additional Probing & Reflection:

- **Question 11:** "Looking back, if Meta Group could have changed or adjusted its culture, how might it have affected the success of BPM?"
- **Question 12:** "What advice would you give to other organizations seeking to implement BPM, regarding the importance of considering their organizational culture?"

4 Annex. Interview Response

Respondent 1

Q1: Effective BPM starts with well-defined KPIs, active stakeholder engagement, and a solid change management strategy. Without these, processes tend to falter due to lack of clarity and resistance. Q2: Cultures that promote innovation, continuous learning, and accountability tend to integrate BPM better than those rooted in tradition or status quo. Q3: It was a formal and structured environment, with strong emphasis on compliance and reporting. However, there were teams that demonstrated innovative thinking. Q4: The culture helped support BPM through structured policies and alignment initiatives, but sometimes struggled with adaptability due to top-down decision-making. Q5: An example is our customer service BPM initiative—it thrived because the team was already used to regular process reviews and feedback sessions. Q6: Cultural elements were considered only reactively—not enough foresight was given to how organizational values might influence adoption. Q7: Culture acts as the engine or the brake of BPM. When values and behaviors align, implementation is smoother and faster. Q8: A combination of leadership interviews, sentiment surveys, and performance metrics works well to evaluate cultural alignment with BPM. Q9: Essential components are stakeholder involvement, readiness assessments, adaptive planning, and continual learning opportunities. Q10: Quick wins often include transparent communication from leadership and early staff involvement. A major obstacle is fear of job displacement from automation. Q11: Had Meta Group embraced a more participative culture earlier, I believe BPM initiatives would have seen faster buy-in and reduced resistance. Q12: Organizational culture shouldn't be an afterthought. A tailored change management approach, rooted in your values, makes all the difference.

Respondent 2

Q1: A strong foundation for BPM includes top-down support from leadership, agile methodologies to remain adaptive, and a robust IT system to support automation and monitoring. Q2: Cultures that promote innovation, continuous learning, and accountability tend to integrate BPM better than those rooted in tradition or status quo. Q3: It was a formal and structured environment, with strong emphasis on compliance and reporting. However, there were teams that demonstrated innovative thinking. Q4: The culture helped support BPM through structured policies and alignment

initiatives, but sometimes struggled with adaptability due to top-down decision-making. Q5: One initiative to streamline logistics failed because decision-making was centralized, and local units weren't consulted during process design. Q6: Leadership made a commendable effort to align BPM with existing values, including holding workshops to discuss cultural shifts and readiness. Q7: Culture acts as the engine or the brake of BPM. When values and behaviors align, implementation is smoother and faster. Q8: You can measure cultural impact by tracking participation rates in process initiatives and conducting pre- and post-change culture audits. Q9: Essential components are stakeholder involvement, readiness assessments, adaptive planning, and continual learning opportunities. Q10: Quick wins often include transparent communication from leadership and early staff involvement. A major obstacle is fear of job displacement from automation. Q11: Adjusting the culture to reward experimentation and failure-learning could have resulted in a more innovative BPM environment. Q12: Organizational culture shouldn't be an afterthought. A tailored change management approach, rooted in your values, makes all the difference.

Respondent 3

Q1: Effective BPM starts with well-defined KPIs, active stakeholder engagement, and a solid change management strategy. Q2: An open, transparent culture where employees feel safe to express concerns fosters BPM success. On the other hand, a culture that focuses on blame or discourages feedback creates roadblocks. Q3: It was a formal and structured environment, with strong emphasis on compliance and reporting. Q4: Though leaders supported BPM, the ingrained departmental silos made cross-functional collaboration harder than expected. Q5: One initiative to streamline logistics failed because decision-making was centralized, and local units weren't consulted. Q6: Leadership made a commendable effort to align BPM with existing values. Q7: There is a clear connection. When culture supports transparency and collaboration, BPM efforts are much more likely to succeed. Q8: A combination of leadership interviews, sentiment surveys, and performance metrics helps evaluate cultural alignment. Q9: Essential components are stakeholder involvement, readiness assessments, adaptive planning, and continual learning opportunities. Q10: Quick wins can be seen when there's visible support from senior management. Cultural inertia and lack of trust, however, can derail efforts. Q11: If leadership had focused more on cultural integration from the start, especially around transparency, outcomes could've improved

significantly. Q12: I'd advise setting up cultural champions early on—people who can bridge the gap between technical processes and human behaviors.

Respondent 4

Q1: In my view, the most critical factors for successful BPM implementation are clear process ownership, strong executive sponsorship, and ongoing training. These ensure everyone understands their roles and can adapt to process changes. Q2: Cultures that promote innovation, continuous learning, and accountability tend to integrate BPM better than those rooted in tradition or status quo. Q3: Meta Group maintained a corporate culture that valued order and process, with moderate encouragement for team-based innovation. Q4: The culture helped support BPM through structured policies, but change initiatives were sometimes met with passive resistance. Q5: One initiative to streamline logistics failed due to centralized decisions and lack of buy-in from field units. Q6: Leadership made a commendable effort to align BPM with cultural aspects by incorporating values-based training. Q7: There is a clear connection. When culture supports transparency and collaboration, BPM efforts are much more likely to succeed. Q8: You can measure cultural impact by tracking participation in change initiatives and surveying perception pre- and post-implementation. Q9: A framework should include leadership support, consistent communication, cultural readiness assessments, and feedback mechanisms. Q10: Wins include early pilot success stories. Obstacles arise from entrenched silos and resistance from long-serving employees. Q11: If leadership had emphasized a culture of inclusion and ownership earlier, we could have accelerated BPM outcomes. Q12: I'd advise setting up cultural ambassadors early—staff members who are trusted and can model the desired mindset.

Respondent 5

Q1: Effective BPM starts with well-defined KPIs, active stakeholder involvement, and a solid change management strategy. Q2: From experience, organizations with collaborative cultures and high employee empowerment are more likely to succeed with BPM. Q3: Meta Group's culture was fairly hierarchical, but some departments were empowered to try innovative solutions. Q4: Cultural values aligned with BPM goals in theory, but practical implementation faced pushback due to poor communication. Q5: Our customer service department succeeded with BPM thanks to their team-oriented structure and regular performance reviews. Q6: Cultural aspects were

considered after rollout issues began to surface, leading to a mid-course correction. Q7: I believe the relationship is very strong—organizational culture is often the determining factor in BPM success. Q8: To assess impact, I'd recommend surveys, feedback sessions, and behavioral KPI tracking. Q9: Focus on leadership modeling, communication channels, cultural awareness sessions, and staff engagement programs. Q10: Quick win: strong leadership presence; Obstacle: fear of role redundancy due to process automation. Q11: A more flexible and adaptive culture could have shortened learning curves and improved responsiveness. Q12: Start with a cultural audit—know what you're working with before you introduce something as transformative as BPM.

Respondent 6

Q1: A strong foundation for BPM includes top-down leadership support, agile adaptability, and dependable IT systems for monitoring. Q2: Cultures that reward initiative and collaborative problem-solving are inherently more BPM-ready. Q3: Meta Group had a structured and protocol-driven environment with an evolving interest in collaborative practices. Q4: Though leaders endorsed BPM, many middle managers didn't communicate the changes effectively to their teams. Q5: One of our inventory BPM projects failed because local staff weren't trained to understand the new workflows. Q6: Leaders only brought in cultural considerations after several implementation delays. Q7: There is a strong causal link—without cultural readiness, even the best process redesigns fall flat. Q8: A mix of participation rates, sentiment analysis, and feedback from department heads helps measure impact. Q9: Include alignment with values, change advocates, feedback channels, and iterative process reviews. Q10: Early wins: staff involvement in workshops. Challenges: old habits and resistance from experienced employees. Q11: Shifting the culture to one that values learning and adaptability earlier would have had a major impact. Q12: Always embed change within the existing culture first, rather than trying to override it entirely.

Respondent 7

Q1: In my view, the most critical factors are executive support, proper documentation, and a training program that evolves with each BPM phase. Q2: A culture that's too risk-averse or hierarchical can severely limit BPM potential. Q3: Meta Group was process-heavy and formal, but a few divisions encouraged innovation. Q4: Support existed on paper, but there were disconnects in execution due to leadership gaps. Q5: We once tried to implement a real-time reporting BPM

project—it failed as teams weren't informed about its purpose. Q6: BPM was initially treated as a tech solution, and cultural resistance wasn't anticipated. Q7: Very strong. The more collaborative and transparent the culture, the easier it was to implement. Q8: Track how employees interact with new systems and use team interviews to validate progress. Q9: A strong framework blends leadership example, team coaching, feedback loops, and psychological safety. Q10: Leadership-led change sessions worked well. Big obstacle was middle-management resistance. Q11: Had we encouraged more grassroots involvement, BPM would have scaled more naturally. Q12: Change should be something people feel they are part of—not something imposed on them.

Respondent 8

Q1: Top-down support, agile practices, and robust IT infrastructure create a solid base for BPM. Q2: Empowered teams and open communication allow smoother implementation of new processes. Q3: Meta Group had a formal culture but was actively trying to become more cross-functional. Q4: Siloed communication limited the effect of otherwise solid BPM strategies. Q5: I recall an HR-related BPM project that got derailed due to misalignment in vision between units. Q6: Initially overlooked, cultural alignment became a focus only after staff disengagement. Q7: Culture sets the tone. The stronger the alignment, the more sustainable the results. Q8: Conduct anonymous employee engagement surveys and post-project debriefs. Q9: Consider cultural audits, empowerment programs, and real-time feedback mechanisms. Q10: Quick win: clear communication of goals. Obstacle: resistance from units feeling 'left out'. Q11: With more inclusive planning, the pace and quality of BPM adoption would've been higher. Q12: Map your values to BPM goals before even designing the processes.

Respondent 9

Q1: Executive involvement, agile rollouts, and feedback-oriented training are key. Q2: Rigid hierarchies limit creativity and responsiveness during process changes. Q3: Compliance-heavy with moderate risk appetite—very rules-based. Q4: The culture often slowed down approvals and made iterative changes hard to sustain. Q5: A BPM project aimed at improving internal reporting failed because no one questioned outdated practices. Q6: Cultural change wasn't a focus until the third phase of implementation. Q7: It's a decisive factor. When culture doesn't support change, BPM is unsustainable. Q8: Use performance indicators linked to new processes and feedback

surveys to track sentiment. Q9: Blend technical rollout plans with cultural reinforcement plans and cross-unit collaboration. Q10: Success came when employees saw quick personal benefits. Setback came when timelines weren't transparent. Q11: A shift toward bottom-up communication would've solved many issues earlier. Q12: Think people-first. If you win minds and hearts, BPM becomes far easier.

Respondent 10

Q1: Clear ownership, well-communicated KPIs, and regular training updates are essential. Q2: A lack of transparency and decision bottlenecks reduce BPM effectiveness. Q3: Meta Group was organized and controlled, but not always adaptive. Q4: BPM was seen as a compliance requirement, not a cultural transformation. Q5: The marketing BPM attempt failed due to lack of engagement from creative teams. Q6: Cultural insights were gathered, but not factored into the process design. Q7: Culture either enables or constrains change—there's no neutral ground. Q8: Pulse checks, staff interviews, and onboarding surveys can show if BPM is taking root. Q9: Include behavioral reinforcement, team retrospectives, and rewards for process champions. Q10: Quick win: team recognition programs. Obstacle: unclear expectations and vague accountability. Q11: Emphasizing team ownership of change could've created more momentum. Q12: Match your BPM strategy with your leadership style and cultural maturity.

Respondent 11

Q1: Successful BPM starts with clearly defined goals, committed leadership, and ongoing process review mechanisms to maintain relevance and adaptability. Q2: A collaborative and learning-driven culture greatly supports BPM. Cultures that penalize mistakes or discourage cross-functional communication tend to inhibit progress. Q3: Meta Group's culture leaned toward hierarchical decision-making with limited room for bottom-up feedback. Q4: The culture initially resisted BPM due to fear of change but gradually adapted when leaders involved staff more directly. Q5: One BPM initiative around employee onboarding struggled because HR and IT weren't aligned early in the process. Q6: Cultural factors were only considered during post-implementation reviews, which led to rework. Q7: The relationship is strong—when employees feel their values align with the new processes, adoption improves significantly. Q8: Cultural alignment can be tracked using engagement metrics, team participation levels, and internal surveys. Q9: The

framework should include shared values mapping, trust-building, cross-training, and employee recognition programs. Q10: A quick win was a visible dashboard tracking results. A major obstacle was the fear of losing control among mid-level managers. Q11: With earlier involvement of employees in designing BPM goals, the initiative might have seen broader acceptance. Q12: Culture is your launchpad. Don't try to bolt on BPM—embed it within the existing values and evolve it gradually.

Respondent 12

Q1: Top-tier support, clear communication, and staff training are my top three enablers for BPM success. Q2: A culture that supports experimentation and tolerates early mistakes is essential. Micromanaging cultures are typically a hindrance. Q3: The culture was structured and somewhat rigid, though individual leaders showed openness to process innovation. Q4: The top-down communication style often left employees confused or unmotivated to adopt new processes. Q5: When BPM was introduced in procurement, a lack of clarity around accountability caused serious delays. Q6: Cultural elements were often noted in retrospectives but not integrated into initial planning. Q7: It's fundamental—BPM lives or dies by the prevailing culture's openness to change. Q8: You can use staff engagement analytics, meeting participation rates, and feedback loops to evaluate cultural shifts. Q9: Prioritize mutual understanding, ongoing mentorship, visible wins, and reinforcement via peer recognition. Q10: Win: small pilot programs with quick feedback. Obstacle: lack of transparency about change drivers. Q11: Encouraging middle managers to act as change agents could have helped smooth the transition. Q12: Culture determines the pace. Adapt your BPM timeline to your organization's emotional and operational readiness.

Respondent 13

Q1: Defined objectives, flexibility to adapt, and cross-functional communication have proven vital in my experience. Q2: Cultures that value employee voices and build psychological safety tend to excel in BPM environments. Q3: Meta Group's culture was slightly formal, with limited lateral collaboration between departments. Q4: While leadership voiced support, execution faltered when feedback from frontline employees was ignored. Q5: A BPM attempt in our customer feedback loop failed due to poor follow-through on employee suggestions. Q6: Leadership only began addressing culture after recognizing low morale during the rollout phase. Q7: Culture plays a

decisive role in BPM outcomes—more than technology or tools in some cases. Q8: Tracking morale, turnover during transitions, and survey-based trust indices can indicate cultural influence. Q9: A culture-aware BPM framework should include early co-creation, transparency dashboards, and active leadership visibility. Q10: Win: transparency forums. Obstacle: dismissive attitude toward front-line input. Q11: Giving staff more voice in change planning could've increased commitment and reduced resistance. Q12: Ensure culture isn't just "noted"—it should be deeply integrated into how processes are designed, communicated, and refined.

Respondent 14

Q1: Strong leadership, a flexible BPM toolset, and consistent follow-up mechanisms are indispensable. Q2: Cultures that avoid conflict or avoid change outright make BPM a major challenge. Q3: The culture was cautious and change-averse—particularly in older departments. Q4: There was passive resistance to BPM, stemming from prior negative change experiences. Q5: Our document workflow BPM project failed because older staff were not trained or consulted beforehand. Q6: Leadership assumed BPM would be a process issue—not a human one—which was a big oversight. Q7: Culture is absolutely foundational. Without buy-in, change dies quietly. Q8: Cultural impact is best gauged through listening tools, emotional analytics, and grassroots sentiment sampling. Q9: You need behavior modeling, consistent reinforcement, and rewards for participation to make BPM stick. Q10: Win: peer mentoring. Obstacle: staff perceiving BPM as a euphemism for downsizing. Q11: Transparent communication from day one could have reduced anxiety and increased engagement. Q12: People need to know what's changing, why it's changing, and how they're supported. That's all culture.

Respondent 15

Q1: Leadership commitment, transparent messaging, and inclusive decision-making processes. Q2: Cultures that encourage team feedback and collective problem-solving outperform those that depend on individualism. Q3: Meta Group was moderately collaborative but lacked consistency across departments. Q4: BPM efforts often succeeded in innovation-focused teams but stalled elsewhere due to cultural misalignment. Q5: In one BPM project, team dynamics made a huge difference—where managers led collaboratively, timelines improved. Q6: Culture was often discussed but rarely prioritized in project meetings. Q7: Culture is the context for everything—

processes don’t work outside of it. Q8: Conduct pre/post assessments on readiness, track participation in BPM training, and interview department heads. Q9: Clarity of purpose, cultural audits, leadership walkthroughs, and storytelling are all effective. Q10: Win: quick implementation feedback loops. Obstacle: skepticism from long-tenured staff. Q11: Linking BPM goals to team values might have created greater momentum. Q12: Never underestimate the soft side of process work. People need to feel seen and heard.

Respondent 16

Q1: Executive support, agile process improvement cycles, and real-time monitoring tools. Q2: Authoritarian cultures hurt BPM. You need a safe space for iteration and reflection. Q3: The culture at Meta Group was disciplined, data-driven, but not always agile. Q4: The rigidity of the structure sometimes clashed with BPM's need for adaptation. Q5: A logistics BPM was derailed when team leaders refused to modify longstanding routines. Q6: Culture was handled like an afterthought—not woven into the design process. Q7: BPM success is more about mindset than methodology. Q8: Measure via performance trend shifts, behavior tracking, and internal polling. Q9: Success requires mentorship structures, feedback systems, and real-time course corrections. Q10: Quick win: early success stories. Obstacle: fear of change embedded in teams. Q11: If managers were trained to facilitate change, not just enforce it, outcomes would’ve improved. Q12: BPM is half process, half people—neglect either, and results won’t last.

Respondent 17

Q1: Defined metrics, high-trust environments, and ongoing staff engagement sessions are crucial. Q2: Cultures focused solely on efficiency often miss the human side of BPM. Q3: Meta Group was performance-oriented but resistant to grassroots input. Q4: BPM initiatives often lacked alignment between top-level objectives and ground-level realities. Q5: Our internal reporting BPM failed due to lack of training and support for team members. Q6: Leadership only recognized the role of culture once attrition increased during rollout. Q7: A good BPM program will always reflect the strengths and weaknesses of its host culture. Q8: Use post-project retrospectives and pulse checks to evaluate changes in openness and collaboration. Q9: It should include readiness assessment tools, co-creation strategies, and motivational frameworks. Q10: Win: open floor Q&A sessions. Obstacle: “we’ve always done it this way” mindsets. Q11: Stronger internal

communications around intent would've helped ease concerns. Q12: Involve people early and often. Co-creation leads to co-ownership. Respondent 18 Q1: Clear processes, supported change leaders, and aligned incentives. Q2: A flexible and value-based culture works best with BPM. Q3: Formal, structured, and slow to react. Q4: BPM only worked when pilot teams had local autonomy. Q5: A tech BPM failed due to centralized decisions and no input from users. Q6: Culture was referenced but not acted on. Q7: It's deeply connected. Culture shapes how we respond to change. Q8: Staff feedback, process usage analytics, and engagement scores. Q9: You need storytelling, leadership role-modelling, and embedded rituals. Q10: Win: rewards for adoption. Obstacle: unclear impact on day-to-day work. Q11: Letting teams own the pace of change could've helped. Q12: Listen, adapt, and stay human. Culture is emotional terrain.

Respondent 19

Q1: Realistic timelines, consistent goals, and culture-conscious rollout. Q2: Cultures that value ownership and learning adapt better to BPM. Q3: Slightly siloed with limited transparency. Q4: Silo thinking hindered collaboration. Q5: BPM failed in procurement due to zero cross-team communication. Q6: Only considered culture when things went wrong. Q7: Culture decides the energy and pace behind BPM. Q8: Conduct culture mapping before and after rollout. Q9: Include mindset alignment, empathy training, and result celebration. Q10: Win: team storytelling. Obstacle: unclear chain of command. Q11: More shared leadership could've boosted trust. Q12: Embed culture from start. Don't retrofit it later.

Respondent 20

Q1: Clear change narrative, empowered teams, and real-time analytics. Q2: Command-and-control cultures break BPM. Adaptive ones build it. Q3: Heavily centralized with low frontline input. Q4: BPM often stalled at middle management. Q5: A finance BPM failed because key users weren't trained. Q6: Cultural change was outsourced, not led internally. Q7: Culture isn't a side dish—it's the main course. Q8: Look at process completion rates and team mood reports. Q9: Mix habits, beliefs, and roles into every BPM phase. Q10: Win: active team leads. Obstacle: skepticism. Q11: Co-developing strategy would've made a difference. Q12: Make culture your first stakeholder.

Respondent 21

Q1: Process clarity, leadership consistency, and engagement strategies are vital for BPM. Q2: Cultures that reward collaboration and recognize employee voice tend to see smoother transitions during BPM implementation. Q3: Meta Group exhibited a highly structured, rule-based culture with little tolerance for experimentation. Q4: The culture slowed down innovation despite managerial support due to risk-averse attitudes. Q5: An internal BPM aiming to streamline approvals failed when staff refused to adopt a system they hadn't helped design. Q6: Culture was mentioned, but not truly addressed in planning or change communication. Q7: Without a strong cultural foundation, even the most well-funded BPM effort can crumble. Q8: Employee feedback forms, adoption analytics, and team morale reports are reliable metrics. Q9: Include psychological safety, joint planning sessions, and visible progress tracking. Q10: Quick win: early recognition. Obstacle: resistance from top-down culture habits. Q11: Opening feedback loops earlier could've increased ownership and reduced rework. Q12: Think of BPM as a cultural shift first and a procedural one second.

Respondent 22

Q1: Commitment from leadership, staff understanding of 'why', and cross-team collaboration top my list. Q2: Cultures that encourage experimentation help teams embrace BPM faster. Fear-based cultures sabotage it. Q3: The culture was cautious, with low agility and high focus on status quo preservation. Q4: Employees often saw BPM as another top-down command rather than a shared goal. Q5: A quality control BPM failed when teams refused to change their routines without incentive. Q6: Cultural resistance was noticed too late—after disengagement became visible. Q7: I'd say culture either breathes life into BPM or suffocates it. Q8: Gauge via communication openness, team participation, and informal feedback. Q9: Framework should include readiness tests, team storytelling, and rapid feedback mechanisms. Q10: Quick win: team-led redesign workshops. Obstacle: fear of job automation. Q11: Inviting skeptics into early planning would've neutralized resistance. Q12: Begin with cultural diagnosis. Build BPM around strengths, not just structure.

Respondent 23

Q1: Clear objectives, leadership alignment, and structured training. Q2: Cultures that micromanage discourage initiative, which BPM needs to thrive. Q3: Meta Group was efficient but

rigid—few chances for real-time course corrections. Q4: BPM had to overcome deeply embedded 'command-and-control' mindsets. Q5: A tech-driven BPM failed because culture didn't support transparency. Q6: Cultural considerations were documented but not operationalized. Q7: BPM can't thrive without emotional alignment and team trust. Q8: Use culture pulse checks and KPI perception tracking. Q9: Cultural scaffolding like storytelling, coaching, and informal influencers. Q10: Win: manager-led open forums. Obstacle: inflexible policies. Q11: Aligning BPM values with team aspirations could've driven momentum. Q12: Make BPM about people solving problems—not just ticking boxes.

Respondent 24

Q1: Executive support, adaptable processes, and employee involvement. Q2: Top-down cultures delay BPM by stifling creativity. Q3: Formal, slow to evolve, with tight decision controls. Q4: Only adaptive teams achieved any success with BPM. Q5: Our reporting BPM broke down because only managers were trained. Q6: Culture was acknowledged but deprioritized. Q7: Culture and BPM are two sides of the same coin. Q8: Surveys, training attendance, and leadership modeling observations help. Q9: Support system includes clear goals, inclusive planning, and feedback loops. Q10: Quick win: visible improvement. Obstacle: manager indifference. Q11: Giving people voice would've shifted attitudes earlier. Q12: Don't implement BPM—co-create it.

Respondent 25

Q1: Vision clarity, change management expertise, and cross-functional champions. Q2: Empowered cultures move quicker through BPM changes. Q3: The culture discouraged upward feedback. Q4: Disconnect between culture and process hampered scaling. Q5: Process mapping BPM failed because users weren't consulted. Q6: Culture surfaced only during complaints. Q7: The bigger the process, the deeper the cultural roots need to go. Q8: Compare process usage with engagement metrics. Q9: Create learning loops and emotional incentives. Q10: Win: early adopter highlights. Obstacle: unclear "what's in it for me". Q11: Framing change as opportunity might've helped. Q12: Culture = operating system. Upgrade it first.

Respondent 26

Q1: Strategy alignment, collaborative planning, and timely feedback. Q2: Cultures that welcome experimentation enable better BPM. Q3: Controlled, siloed, low on transparency. Q4: BPM progress depended on department culture more than tools. Q5: Customer service BPM was delayed by poor training culture. Q6: Cultural bias was only realized during project post-mortem. Q7: BPM is a reflection of cultural health. Q8: Run focus groups and feedback sessions regularly. Q9: Add storytelling, coaching, and cultural rituals to your process model. Q10: Win: staff-driven wins. Obstacle: tech fear. Q11: Earlier peer-led rollouts would've helped. Q12: Culture shapes behavior. BPM just channels it.

Respondent 27

Q1: Change narratives, process champions, and continuous learning paths. Q2: Fear-driven cultures fail fast with BPM. Q3: Legacy-driven, top-down, compliance-centric. Q4: Adoption was piecemeal due to lack of grassroots involvement. Q5: Sales BPM stalled—no time was set aside for learning. Q6: Culture wasn't even discussed until re-evaluation. Q7: It's the soil where BPM either roots or dies. Q8: Engagement heat maps and post-training metrics help. Q9: Support BPM with empathy, clarity, and flexibility. Q10: Win: open Q&A. Obstacle: passive resistance. Q11: Making culture central would've saved rework. Q12: Make culture your project partner, not your afterthought.

Respondent 28

Q1: Trust-based leadership, staff ownership, and change-readiness assessments. Q2: Empowerment builds BPM success. Distrust kills it. Q3: Meta Group was methodical but emotionally disengaged. Q4: Leaders forgot people change slower than plans. Q5: Finance BPM failed—too much jargon, not enough clarity. Q6: Cultural surveys were skipped to save time—a big mistake. Q7: Culture is the lens through which BPM is seen. Q8: Qualitative interviews show more than just numbers. Q9: Story-driven rollouts, empathy-based engagement, and public wins. Q10: Win: team autonomy. Obstacle: cultural fatigue. Q11: Letting teams design parts of the rollout could've boosted energy. Q12: Don't bulldoze. Co-build.

Respondent 29

Q1: Clarity, visibility, and empathy from leadership. Q2: In cultures where people feel replaceable, BPM feels like a threat. Q3: A quiet culture—not resistant but not excited either. Q4: Progress was made when champions emerged at the grassroots. Q5: BPM in IT support succeeded only after peer demos were introduced. Q6: Culture got focus only after attrition concerns rose. Q7: Culture affects trust, and trust affects execution. Q8: Use pre/post change perception scales. Q9: Make change visible, human, and shared. Q10: Win: social proof. Obstacle: decision bottlenecks. Q11: Treating employees as partners, not endpoints, would've helped. Q12: Speak human. Build slow. Celebrate often.

Respondent 30

Q1: Purpose-driven messaging, consistent engagement, and patience. Q2: BPM can't live in a culture of fear or disinterest. Q3: Structured but disjointed—teams worked in isolation. Q4: BPM wins happened where leaders were empathetic and persistent. Q5: One BPM failed simply because no one explained the "why." Q6: Culture was the elephant in the room—visible but unspoken. Q7: It's not a nice-to-have—it's a must-have. Q8: Sentiment surveys, process usage logs, and storytelling help. Q9: Ritualize success and connect BPM to personal meaning. Q10: Win: storytelling. Obstacle: disengagement. Q11: A single powerful story could've changed hearts and minds. Q12: Lead with purpose. Back it with process.