The Effect of Alignment between Corporate Performance Management and Business Process Management on Process Performance

Emergent Research Forum (ERF) Paper

Tanja Grublješič  
Faculty of Economics, 
University of Ljubljana  
tanja.grubljesic@ef.uni-lj.si

Jurij Jaklič  
Faculty of Economics, 
University of Ljubljana  
jurij.jaklic@ef.uni-lj.si

Mojca Indihar Štemberger  
Faculty of Economics, 
University of Ljubljana  
mojca.stemberger@ef.uni-lj.si

Abstract

Research provides mixed evidence that corporate performance management (CPM) and business process management (BPM) initiatives contribute to better business performance. Although many studies emphasize the links between these initiatives, evidence from research and practice shows they are usually organized and conducted as separate projects. Scholars suggest that, if these initiatives are executed coordinately, the aligned positive impacts on process and organizational performance should be higher and more successful. However, the empirical evidence is still lacking. In response, we conduct a quantitative survey-based study to examine the interrelated role of CPM-BPM alignment in predicting process performance. The model is empirically tested through the partial least squares (PLS) approach to structural equation modeling (SEM). Our results show that CPM-BPM alignment has a positive direct impact on process performance and mediates the CPM maturity impact on process performance.

Keywords


Acknowledgements

This research has been financed by the Slovenian Research Agency under the research programme No. P2-0037 - Future internet technologies: concepts, architectures, services and socio-economic issues and under the project No. J5-7287 - Big Data Analytics: From Insights to Business Process Agility.