

Invitation

You are cordially invited to the public defense to obtain the academic degree of

DOCTOR OF BUSINESS ECONOMICS

by Aygun Shafagatova

The role of human resources in business process orientation: Essays on process-oriented appraisals and rewards

Supervisor:

Prof. dr. Amy Van Looy

Wednesday, 3 November 2021 at 17h00

In 'Faculty Board room', second floor, Tweekerkenstraat 2, 9000 Ghent

Please confirm your attendance no later than 22 October by email to

Aygun.Shafagatova@UGent.be

EXAMINATION BOARD

Prof. dr. Patrick Van Kenhove

Dean of the Faculty of Economics and Business Administration
Ghent University

Prof. dr. Amy Van Looy

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Prof. Dr. Bjorn Cumps

Vlerick Business School

Abstract

This PhD research addresses challenges related to process-oriented appraisals and rewards which is linked to two disciplines: (i) Business Process Management (BPM) and (ii) Human Resource Management (HRM). Business Process Management is the art and science of overseeing how work is performed in an organization to ensure consistent outcomes and to take advantage of improvement opportunities. Although the concept of BPM is fairly well-recognized in academic and business world, managers are still challenged by many barriers to its implementation. One of the main problems is the lack of appropriate alignment between BPM and other management practices, e.g. HRM. Specifically, the aligned behavior and performance of employees and teams are crucial to reap the full benefits associated with effective BPM implementation. Appraisals and rewards practices have been proven to be powerful in influencing employee behavior and performance in HRM literature, hence making them process-oriented can be an important component for BPM success. Therefore, this doctoral research aims to develop an approach that advance/enhance the understanding on process oriented appraisals and rewards (POAR) from different dimensions and perspectives, and contribute to POAR capability development.

This PhD dissertation is a paper-based thesis consisting of six chapters. Four different research studies were executed– each composing a chapter in this dissertation . After an introduction to the topic (i.e., Chapter 1), the dissertation first conceptualizes and brings some common understanding to the interdisciplinary concept of POAR (chapter 2), then it studies management and organizational perspective of the topic by exploring existing management practices and its impact on performance (chapter 3), afterwards, the thesis examines the issue from employee perspective by studying the link of processes and rewards with job satisfaction (chapter 4), finally, the dissertation brings those perspectives together and takes a solution perspective to develop a structured brainstorming tool to support managers to plan and realize process-oriented appraisals and rewards (chapter 5). The conclusion chapter presents a summary of contributions, limitations, and next steps in the field of process oriented appraisals and rewards and BPM-HRM alignment in general (i.e., Chapter 6).

Curriculum vitae

Aygun Shafagatova (°1982, Agdam) holds the degrees of Bachelor of International Economic Relations (2003, Azerbaijan State Economic University), Master of Science in International and European Relations (2005, Linköping University), and Master of Business Administration in IT Management (2015, Ghent University). She joined the Department of Business Informatics and Operations Management at Ghent University (Faculty of Economics and Business Administration) as an Academic Assistant and PhD researcher in 2015. Under the supervision of Prof. dr. Van Looy she was working on the topic of process-oriented appraisals and rewards.

Three chapters of her doctoral dissertation were published in peer-reviewed journals: Chapter 2 was published in *Knowledge and Process Management*, Chapter 3 was published in *Business Process Management Journal*, Chapter 5 was published in *Journal of Software-Evolution and Process*. Chapter 4 is under review in *Sage Open*. Besides the PhD project, Aygun co-authored an article published in *SpringerPlus*.

Aygun presented her research at several international conferences, including *On the Move to Meaningful Internet Systems* (2016, Rhodes), 14th *International Conference on Design Science Research in Information Systems and Technology* (2019, Worcester), the *European Conference of Information Systems* (2019, Stockholm), and the annual Conferences of *Business Process Management* (2019, Vienna). She is the recipient of “Best Student Paper Award” at the BPM Conference in 2019.