

The Role of the Business Process Manager in Successful Employee Onboarding: a Structured Integration Model

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INTRODUCTION

Introduction: Effective employee onboarding has emerged as a strategic priority for contemporary organizations looking to lower turnover, boost productivity, and guarantee cultural integration. Despite its significance, onboarding procedures are frequently carried out haphazardly or without a defined framework, especially in medium-sized businesses. Longer adaptation times and a higher chance of employee disengagement are the results of fragmented practices. In order to create and implement structured onboarding models that align with organizational strategy and process architecture, this article makes the case that business process managers are essential. Organizations can enhance system-level and individual performance by incorporating onboarding into BPM frameworks.

The aim of research The purpose of this study is to investigate the function of the Business Process Manager in onboarding new hires and to create a structured onboarding model that incorporates performance measurement, reflects process-based thinking, and improves organizational coherence.

Objectives

- to examine the primary responsibilities of business process manager regarding employee onboarding.
- to determine typical onboarding flaws brought on by unstructured methods.
- to offer a methodical onboarding approach that is process-driven and aligned with corporate objectives.
- to assess how employee performance, engagement, and adaptation are affected by BPM-driven onboarding.

The methods of the research Drawing from case study analysis, expert observations in organizational settings, and using BPM frameworks, the research methodology is grounded in a qualitative approach. Organizations with structured onboarding procedures in or without BPM integration provided valuable insights. Analysis of role definitions, onboarding documentation, and key performance indicators (KPIs) that track integration success are in the study.

Theoretical background

Most recent academic papers do not specifically examine the role of a "Business Process Manager" (i.e., the person, not just the field). The majority of research focuses on tools, technologies, and approaches related to business process management (BPM) in general.

However, how organisations change has made it more crucial than ever to comprehend the crucial role that those in this position play. A business process manager is essential for maximising workflows, boosting productivity, and ensuring that business processes are in line with strategic objectives. Their proficiency in spotting inefficiencies and spearheading efforts for continuous improvement is essential for preserving competitive advantage in today's fast-paced market.

Additionally, these experts are frequently entrusted with establishing a collaborative and innovative culture by bridging the gap between technology and human resources. They minimise disruptions and maximise employee buy-in during process overhauls by utilising their communication and change management expertise to enable more seamless transitions.

Human resource (HR) professionals frequently lack a thorough understanding of end-to-end organizational processes despite their general familiarity with organizational procedures and onboarding policies. On the other hand, business process managers have a systemic perspective on how processes relate to one another and complement strategic goals.

This puts BPM experts in a better position to create onboarding processes that are effective, quantifiable, and incorporated into the organization's overall process architecture—all while adhering to internal regulations. According to Brødsjø et al. (2023), integrating structured process practices and knowledge management into onboarding facilitates knowledge transfer and helps new hires adjust more successfully.

Organizations must assess the instruments and techniques used to support this process in order to guarantee efficient onboarding procedures. Gregory et al. specifically look at the subtleties of onboarding in agile project teams, showing how adding coaching and feedback systems can improve the effectiveness of onboarding programs in these kinds of dynamic settings (Gregory et al., 2020). Additionally, Morgan et al.'s study highlights important themes for onboarding planning in healthcare settings, highlighting the necessity of customized programs to satisfy particular institutional requirements (Morgan et al., 2020).

Business process managers are trained to provide the clarity, ownership, and departmental alignment necessary for successful business process optimization. Even though HR is crucial to interpersonal dynamics and cultural integration, their capacity to execute standardized, replicable, and scalable onboarding programs may be hampered by a lack of process literacy.

As a result, onboarding should be seen as a cross-functional process where the business process managers guarantees logical sequencing, KPI alignment, and continuous improvement loops rather than just an HR function.

Main findings

22 medium-sized Lithuanian businesses with 50–200 employees were analysed. None of the medium-sized companies had a specific onboarding procedure for business process managers.

As a result, the duties are meant for the HR manager who is not familiar with the company's business procedures.

The position of business process manager is not well defined in any medium-sized organisation. Since nine of them hold such positions, the onboarding process is undoubtedly not tailored for them. Because the integration of new hires may not be as smooth or successful as it could be, this gap in onboarding procedures can result in inefficiencies and misunderstandings within the organisations. Without a dedicated business process manager, the company's overall performance and strategic alignment may suffer as the comprehensive picture of how different departments and processes interact is lost.

Businesses may consider creating a position dedicated to business process management to address this problem. This position would guarantee that every worker, especially recent hires, is thoroughly aware of the business's operations and how their function fits into the bigger scheme of business processes. Furthermore, by immediately bringing new hires into line with the organisation's objectives and procedures, a structured onboarding program designed for this position could significantly improve organisational effectiveness.

Companies could benefit from investing in training programs for business process managers to enhance their comprehension of business process management. In addition to creating this position, BP managers would be better able to assist new hires and help them integrate more smoothly into the processes, operational framework and company culture if they did.

In the end, medium-sized businesses in Lithuania can enhance employee retention and satisfaction while spurring growth and innovation through more effective and efficient business operations by appreciating the value of a business process manager and their contributions to onboarding procedures. Therefore, trained employees will make fewer mistakes, and the organisation will reach greater efficiency and results.

The New Administrative Employee Onboarding Procedure should include these steps:

- Introduction to Process Documentation. The employee is informed about their specific role within relevant business processes.
- Introduction to the software tools used in the organization.
- Familiarization with the reporting templates and reporting procedures.
- Introduction to the meeting format and training on participation in accountability meetings.
- Clarification of the employee's job objectives, aligned with specific business processes.
- Evaluation of the employee's performance in achieving assigned objectives.
- Formal onboarding assessments are conducted (e.g., during weeks 2, 4, and 6), evaluating what the employee has learned or not yet mastered. Specific questions are formulated, and responses are expected.
- Recommendation to management regarding the employee's competence (after two months, a written recommendation is submitted to the management team stating whether the employee is suitable to continue in their role).

The business process manager should cover all these steps.

MAIN RESULTS AND CONCLUSIONS

Most current scholarly research focuses on business process management (BPM) as a methodology or set of tools rather than the role of the BPM as an individual. However, it is now imperative to define and integrate this role more precisely due to organizational changes. A business process manager is essential to identify inefficiencies, ensure continuity and clarity across departments, and align workflows with strategic goals. BP managers have a systemic view of organizational processes, unlike HR professionals, who are usually familiar with policies and procedures. They are, therefore, more qualified to create and execute structured, KPI-driven onboarding models.

The BPM position is frequently vague or nonexistent in medium-sized Lithuanian businesses, and HR employees without process management training handle onboarding duties. Consequently, onboarding is inconsistent, unclear, and not strategically aligned. In addition to facilitating a more seamless integration of new hires, creating a unique BPM position and customized onboarding procedure for that position would also improve organizational efficacy and creativity. Ultimately, businesses that value BP managers strategically and invest in their training will see better employee performance, fewer mistakes, and better employee adaptation. Human resource (HR) professionals frequently lack a thorough understanding of end-to-end organizational processes despite their familiarity with organizational procedures and onboarding policies. On the other hand, business process managers have a systemic perspective on how processes relate to one another and complement strategic goals. This puts BP manager in a better position to create onboarding processes that are effective, quantifiable, and incorporated into the organization's overall process architecture—all while adhering to internal regulations.

Literature:

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