ICFBE 2021

The 5th International Conference on Family Business and Entrepreneurship

THE IMPACT OF LEADERSHIP AND HUMAN RESOURCE MANAGEMENT SYSTEM ON COMPLIANCE THROUGH THE IMPLEMENTATION OF STRATEGIC BUSINESS PROCESS MANAGEMENT

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ABSTRACT

Compliance is a useful factor in carrying out a business strategy that has implications for achieving company goals optimally and securing the company from various fatal deviations and negligence involving material and financial losses. The purpose of this study was to determine the role and impact of leaders together with HR professionals who are part of the human resource management system in creating compliance behavior and attitudes towards the implementation of strategic business process management. This research was conducted at PT PLN (Persero) as a public company but must achieve a lot of profit related to regulations, laws, customers, and society. And this study measures managers at the middle and lower levels spread across the territory of Indonesia quantitatively by analysis using Structural Equation Modeling and with the acquisition of 356 respondents. The results show that leadership and HR System Strength positively influence compliance intentions. Besides, these two variables are mediated by strategic Business Process Management have a positive influence on compliance intentions. So, in conclusion, Organizational Leadership, HRM system strength, and strategic Business Process Management are essential in increasing employee compliance intentions. Still, the interesting finding is the HR leaders and professionals should not pay too much attention and rely on strategic BPM in increasing compliance intentions because the results can reduce compliance attitudes and behavior.

Keywords: Compliance Intention, Organizational Leadership, Strategic Business Process Management, Human Resource Management System Strength

1. Introduction

The industrial era 4.0 is a challenge for most companies to create new business models that are more flexible, adaptive, and dynamic. At the same time, the business model stated and clearly defined in this Business Process Management must be carried out with care and according to the rules to run properly and correctly. BPM (Business Process Management) must be obeyed and run operationally by all elements in the organization or company, from upper and middle to lower management in all units or divisions in the organization (Hrabal et al, 2020). Compliance is a very important variable that must exist in every employee as control and useful for the sustainable growth of the organization (Kim & Kim, 2017). Generally, the operational implementation of BPM can be carried out well at the staff or employee level (Hrabal et al, 2020) because the direct monitor or controller is the supervisor, that is the supervisor or middle-level manager (Hernaus, T., Bach, M. P. & Vuksic, V. B., 2012).

There is a system that plays a role and functions in supervising everyone in the organization, from the lowest to upper employees and even managers. This system is in the HR (Human Resource). A strong HR system can create a context that gives rise to employee attitudes and behavior to match what the organization wants to influence employees to cope with change (Alfes et al, 2019). In addition, Steffensen,

Ellen & Wang (2019) stated that the general purpose of researching HRM is regarding the effective and efficient management of people to achieve organizational goals. Leory, Segers, Dierendonck & Hartog (2018) also mentioned that HRM could motivate and force leaders in the desired direction and shown in their research model, which explains how leaders and HRM interact. Therefore, the alignment between HRM and BPM becomes very important to ensure the contribution of employees (including the leadership) and the long-term success of BPM (Shafagatova & Looy, 2020).

Based on the Theory of Planned Behavior, behavioral beliefs about compliance, social pressure, and knowledge of compliance can act as antecedent factors to compliance intentions (Kim & Kim, 2017). Criticism of compliance intention is more important than the measure of compliance behavior because the measure of compliance behavior is based on past behavior. The measure of compliance intention predicts future compliance behavior to trigger the creation of sustainable compliance (Kim & Kim, 2017). If all employees (including leaders) have the intention of compliance, then performance can be achieved and support the running of the company's business processes smoothly and reliably. This happens because compliance with business processes ensures that the business processes can meet relevant legal requirements and meet the organization's internal guidelines (Becker & Buchkremer, 2019).

Compliance Intentions are part of a compliance support system that imparts practices and experiences related to strategies, principles, roles, and responsibilities for Compliance Management (Kim & Kim, 2017). Integration of compliance management requirements into an organization's business processes is essential to continuously improve the system's suitability, adequacy, and effectiveness (Coglianese & Nash, 2020). Therefore, Compliance Management and Business Process Management are two systems within the organization that can be related and mutually supportive. Business Process Management is an approach in business practice that is promoted by the international quality standard ISO 9001 starting with the revision in 2015 with the characteristics of process ownership, teamwork, hierarchy reduction, non-value work, employee empowerment, utilization of information technology, integration with customers and suppliers, performance measurement processes and culture of continuous improvement (Hrabal et al, 2020).

The extent to which leadership and HRM systems affect Compliance Intentions represent compliance Management through the implementation of strategic Business Process Management because many studies state that BPM is measured against the entire system in the organization in an integrated and structured manner (Lamine et al (2020), Hrabal et al (2020), Looy & Devos (2018), Szelagowski & Berniak-Wozny (2019), Danilova (2018)). So a measurement approach is needed regarding one pillar of BPM, which is related to the Human Factor (Hrabal et al (2020) in terms of Leadership and HRM System to determine the level of Compliance. Previous research has also mentioned the important role of Line Managers (middle-level) who are supported by a strong HRM System (Alfes et al, 2019).

A strong HRM system can encourage people to behave consistently through something that is considered valuable by the organization (Alfes et al, 2019). On the other hand, the BPM projects and initiatives that are initiated by top management in the organization should be adhered by Middle Managers with considering to the strategic implications of process-based activities and making important decisions about process-driven objectives, resource allocation, level of authority and responsibility, key performance indicators (KPI) and process infrastructure (Hernaus, Vuksic, & Stemberger, 2016). In addition, HR professionals also need to ensure that Line Managers (Middle-Level) can understand HR practices in their organizations and apply them according to the provisions because a strong HR system depends on implementing consistent HR practices on the entire organization (Alfes et al, 2019). Therefore, Middle Managers also have a very important role in the organization, so it is necessary for other studies. So there are questions about Compliance, HR System and Business Process Management as research questions:

1. Can Leadership influence Compliance Intentions that represent the level of Compliance?
2. Can the strengthening of the Human Resource Management System affect the Compliance Intention to achieve Compliance?
3. Can the implementation of strategic Business Process Management mediate the Leadership and HRM system to increase Compliance in the company?
4. Can a strong Leadership and HRM System influence the implementation of a good BPM Strategy?
5. Can Leadership supported by a strong HRM System together increase Compliance?

Based on the various problems, gaps, and also the research questions, it is necessary to conduct research that looks at, measures and understands the level of compliance of leaders with Organizational Leadership style through the application of strategic Business Process Management in an organization or company which has implications for the reliable and sustainable formation of a business system. So the organization or company will achieve its goals effectively and efficiently. In addition, the measurement of leadership compliance aims to determine the extent to which a leader carries out his duties properly, and there are no

deviations regarding the rules or service integrity issues. These two things are very important because carrying out their duties and obligations according to the applicable rules and procedures must be carried out so everything can run well and not cause problems in the short and long term (Lopez-Cabrales & Valle-Cabrera, 2019). And suppose the leadership can avoid service integrity problems, such as bribery, corruption, conspiracy, and so on. In that case, the company can be said as a healthy company (Good Corporate Governance) and can achieve its goals well.

2. Literature Review
Compliance Intention as a Prediction of Compliance Behaviour Influenced by Leadership
Various theories and articles state that compliance is a form of behavior that appears in a person as a form of conformity to something that applies or occurs (Lopez & Valle (2019), Bamber, Bartram & Stanton (2017), Kim & Kim (2017)). Suppose it is related to the definition of management. In that case, compliance has a broad context that is not only related to individuals but also relates to organizations to survive in the environment. And the organization must implement two strategies, compliance and proactive/innovation. And continuous regulatory compliance and control is the best HRM Strategy suitable with sustainability strategy (Lopez & Valle, 2019). It also argues that compliance has an important role in an environment where trust between clients and contractors can be a problem (Wagner et al, 2014).

Moreover, certain HRM systems (commitment, productivity, compliance, and collaboration) allow exploitation, exploration, and ambidexterity (structural vs. contextual) in any environmental setting (Hansen, Guttel & Swart, 2017). And this content approach defines the working relationships that enable sustainability and links them to the sustainability HRM strategy as Compliance (Lopez & Valle, 2019). Therefore, it can be said that compliance relates to many things in an organization.

Regarding compliance, Martinez-Corcoles et al (2014) found that formalization of procedures and leadership style can lead to compliance. In addition, other studies state that the close relationship between sanctions imposed and developed by leadership can support and increase compliance, so many companies invest heavily in the development of sanctions (Crona, Gelcich & Bodin, 2016). Top management or leadership plays an important role in the planning and developing overall strategy in the organization. Besides, top management's commitment and effective leadership must support the implementation and enforcement of compliance with the organization's strategy (Koohang et al, 2020). Another study mentioned that the trust built by leadership towards subordinates also mediates the relationship between leadership and compliance (Enwereuzor, Adeyemi & Onyishi, 2020). It happens because leadership plays an important role in the high trust of employees, which will affect the intention of employees to comply with the rules in the organization (Koohang et al, 2020) or in other words, effective leadership will influence subordinates to achieve common goals in the organization.

The subordinate's obedient attitude begins with the intentions possessed by each individual because persons' intentions are determined by their attitude, subjective norms, and control beliefs that produce certain behaviors (Kim & Kim, 2017). Based on the Theory of Planned Behavior, it is said that his intention directs an individual's behavior, and a person's intention is determined by his attitude, beliefs, and subjective norms. The increase in intention will increase effort, which will eventually increase effort so that the behavior will be more likely to be carried out (Kim & Kim, 2017). This theory also discusses a lot about a person's behavior in acting obediently, and obedience mainly occurs in organizational life (Kim & Kim, 2017).

Research on leadership will always discuss the type of leadership; basically, there are many types of leadership that have been studied both in management, social, and psychology. In this study, a discussion of Organizational Leadership will be proposed. There are several strong reasons why the leadership style used in this study is Organizational Leadership. Organizational leadership is very important in influencing the compliance of all employees because this leadership style contributes to the achievement of organizational goals. It includes three main goals, namely administrative support that supports the effectiveness of the organization's operations, in the form of leadership from the Middle Management level, which involves elaboration, and in the operational form within the formal structure (Hollander, 1971). Organizational leadership can also provide the impetus needed for strategies such as innovation to achieve organizational development for the improvement of company performance, and experts suggest that effective Organizational Leadership can facilitate strategic implementation (Koohang et al, 2020). So it can be said that the type of leadership strongly related to the organization's business strategy and other development strategies such as the HRM strategy is Organizational Leadership which will also affect all existing human resources in the company to take certain actions and strategies against several important factors to achieve its objectives, and one of these important factors is regarding compliance.

Theory of Planned Behavior states that individual behavior is motivated by three beliefs, namely behavioral beliefs, normative beliefs, and control beliefs (Kim & Kim, 2017). Behavioral beliefs result in good or bad attitudes. Normative beliefs describe perceived social pressures as subjective norms, and control beliefs or behavioral control refers to an individual's perception of their ability to perform certain behaviors. These three factors are antecedents to intentions, so they will affect a person's intention to behave. Likewise, intention related to compliance is also influenced by internal beliefs from the individual and external from outside the individual (Guan & Hsu (2020), Kim & Kim (2017), Hu et al (2012), Herath & Rao (2009)). Other than that, Researchers in measuring the level of compliance mostly use the Theory of Planned Behavior which focuses on Compliance Intentions rather than compliance behavior (Hu et al (2012), Kim & Kim (2017), Hwang & Cha (2018)), because this compliance intention can predict employee compliance intentions and behavior in the future by measuring past behavior along with actual intentions that can contribute to artificial inflation to predict future behavior (Kim & Kim, 2017). Therefore, Compliance Intentions can be used as a measure of compliance behavior that is influenced by Leadership, so the first hypothesis is proposed as follows:

Hypothesis 1: Organizational Leadership has a positive influence on Compliance Intention

Organizational Leadership and HRM System Support the Implementation of Strategic BPM for Compliance

Many researchers conducted research and have agreed that there is a relationship between leadership and Human Resource Management (HRM). Leadership can support and strengthen HRM strategies in implementing their practices, and Human Resource Management can assist leaders in achieving organizational goals (Garavan et al. al (2015), Salas-Vallina, Alegre & Lopez-Cabrales (2020), Vermeeren, Kuipers & Steijin (2014)). In the management research, researchers always link these two variables, namely leadership, and HRM, with other variables, such as strategy and HRM development (Garavan et al, 2015), performance variables (Salas-Vallina, Alegre & Lopez-Cabrales, 2020), job satisfaction variables (Vermeeren, Kuipers & Steijin, 2014) and so on. However, it is still rare to link these two variables with a variable that is often studied in security, safety, and information technology, namely Compliance.

HRM takes a macro-level approach to manage people. Still, research in the HRM usually has less focuses on subjective phenomena. It relies on more objective measurements of the various methods available to influence people systematically (for example, selection, performance management, and rewards). Thus, the relationship between HRM and organizational outcomes, such as performance, is not as strong as usually assumed. The HRM can act as an additional mediator to better understand how HRM affects these outcomes (Leory et al, 2018). Strategic HRM theory suggests that HR expertise is needed to influence managers by convincing managers that leadership development practices benefit the company (Garavan et al, 2015). Over the years, various HR management approaches have been proposed, such as commitment-based HR, compliance-based HR, productivity-based HR, collaborative HR, high-performance work practices, high-involvement HR, calculative HR, traditional HR (Leory et al, 2018). Therefore HRM is growing and has a substantial and important positive contribution to the organization lately.

HRM and leadership can complement each other to produce more incredible overall innovation shared sources of influence that can help organizations maintain strategic ambivalence and strive for the value of both values simultaneously (Leory et al, 2018). These results indicate that managers who experience developmental tasks and participate in various developmental programs, including formal training, mentoring, and learning, acquire various managerial skills (Subramony et al, 2018). It is also said that HRM plays an important role in the communication process between leaders and employees because without HRM activities such as staffing and training, the leader's vision will not be conveyed effectively (Vermeeren et al, 2014). Therefore, HRM is one of the strategic tools that leadership can use to influence and foster staffing.

The characteristic practices in compliance-based HRM systems include standardized tasks and job design with clear objectives guided by a framework template to precise control employee performance (Hansen, Guttel & Swart, 2017). Both perspectives on the performance relationship between the HRM systems perspective and the strategic perspective can help at the stage of how HRM practices and their effects on employee attributes can lead to desired outcomes at the enterprise level, such as productivity, financial performance, and competitive advantage. However, it remains unanswered how the process can occur, even though both perspectives take a macro approach. They assume implicitly about the multilevel relationship between HRM practices, individual employee attributes, and organizational performance. So HRM features are needed to facilitate this unhandled relationship properly (Bowen & Ostroff, 2004), including accelerate and strengthen its achievement.

The HRM system theory reinforced by Bowen & Ostroff (2004) was initially conceptualized at the organizational level. Still, in its development, several researchers have researched the individual level that examines employees' perceptions of the HRM system Strength (Frenkel, Li & Restubog (2012), Alfes et al (2019)). The concept of the HR System Strength was introduced as an HRM system that aims to create a strong organizational climate. Then this theory builds the view that the HRM system can influence employee attitudes, behavior, and the organization through employee interpretation of the work climate (Bowen & Ostroff, 2004). And in the latest research on the development of the HRM System Strength Theory was carried out by looking at other categories or factors that could influence it from the individual level regarding the ability of employees to cope with changes and behaviors that support further changes (Alfes et al, 2019). Employees' perceptions of HRM system strength lead to a collective feeling about valuable factors in the organization to ultimately increase organizational performance (Bowen & Ostroff, 2004). The more employees are rewarded, the better their performance will affect organizational performance. And this is in line with Social Exchange Theory which states that employees who receive socio-emotional benefits from their organizations, such as great organizational support, will feel obliged to reciprocate through positive attitudes and behaviors. This result also proven through empirical research has been conducted by Alfes et al (2019) that they use the concept of the theory of the HRM system strength integrated with the strengths of the HRM system with organizational change and examine the extent to the employees' perceptions about the HRM system strength because one of the indicators regarding the context of the changes they make is related to overcoming change and behavior supports change which the results show the strong HRM system is positively related to a number of positive attitudes and behaviors such as improvisational behavior as a reaction to unforeseen circumstances. Therefore, the HRM system strength can be used to accelerate the process of a positive situation in the organization and can be used as an indicator that the organization has developed and grown well. Therefore, we propose the second hypothesis as follows:

Hypothesis 2: HRM System Strength has a positive *influence* on Compliance Intention

Implementation of Strategic Business Process Management to Improve Compliance

Business Process Management or BPM is a popular approach in business practice promoted by ISO 9001, so many companies are interested in getting its certification and applying it to their management system (Hrabal et al, 2020). Business Process Management is a management philosophy for organizations to move towards a process-centered organization consisting of all elements of process alignment, business process orientation, and process improvement initiatives by combining business process orientation and process improvement initiatives (Kadir, 2016). So that BPM becomes an important reference for every organization in running its business.

The BPM discipline is still very young and has not developed much because there is not much linking the BPM discipline with other practices from the various literature and research (Hernaus, Bach & Vuksic, 2012). Whereas the central theme of the BPM concept in management and process improvement because organizations have accepted that a process-based approach in carrying out operational activities can produce a certain level of consistency and create a common language throughout the organization. (Kadir, 2016). Many companies seek certification to describe their processes and apply aspects of BPM to their management systems, but BPM is more than just a set of process maps (Hrabal et al, 2020).

The characteristics of BPM include all strategic processes that exist in the organization, such as human resource management, production management, marketing, and so on, which are always related to leadership, subordinates and the rules or policies that surround them. Therefore, the goal of BPM is to put in place the necessary platforms to ensure processes function optimally, and there are paths for improvement along the activities required by customers or internal stakeholders. Besides, BPM also ensures that operational activities are systematically carried out scientifically in a structured, improvement-based approach by collecting data and applying analytical tools, appropriate investment in technology, innovative approach to manage customer requirements, and cross-functional or cross-department to integrate management throughout the organization (Kadir, 2016).

Alshathry (2016) states that the level of organizational compliance with Business Process Management (BPM) will create the best BPM practices. However, this is inseparable from the challenges faced by the organization that there are major challenges in meeting the need for flexibility and compliance with internal and external policy rules. All of them are contained in BPM, particularly the problem of integrating control activities into the rescue process during the implementation, which is carried out without interruption (Kittel & Sackman, 2011). The main result of the previous research stated that the models, methods, tools, and infrastructure that underlie BPM have an apparent capacity to support processes and give them the

flexibility needed at various levels. Thus, BPM appears to be a good starting point for gaining flexibility and adherence to a strategic process, although some aspects remain unresolved that open up future research agendas (Kittel & Sackman, 2011). Organizations create and deliver value through actions governed by the chosen strategy because this strategy provides a framework to behave and achieve organizational goals that must be closely integrated with the company's business processes. Therefore, the strategic and organizational commitment to BPM is an important driver in the success of BPM (Hernaus, Vuksic & Stemberger, 2016).

Although strategic importance and managerial commitment to BPM are needed from existing research, that they are not sufficient to determine the success of BPM, strategic commitment to BPM needs to be further formalized and passed down through the organization to provide benefits (Hernaus, Vuksic & Stemberger, 2016). So the strategic and organizational commitment to BPM contained in the BPM strategy should not be observed separately because this is an interrelated and complementary concept that must be integrated into strategy formulation. And implementation of activities must lead to a synergistic effect that can ultimately increase the success BPM initiative (Hernaus, Vuksic & Stemberger, 2016). Through this thought, the company's business strategy can be implemented and executed correctly if the company uses a strategic approach to BPM and designs mechanisms to support it, or in other words, the strategic approach to BPM can ensure the implementation of the organization's business processes (Hernaus, Bach & Vuksic, 2012). Therefore, the strategic implementation of BPM can be a mediating variable so that the desired situation can be realized, and based on its relation to Organizational Leadership and The HRM System Strength in realizing and improving Compliance Intentions, so the third hypothesis is recommended as follows:

Hypothesis 3: Strategic BPM mediate a positive relationship between Organizational Leadership and HRM

System Strength on Compliance Intention
Compliance in this study is measured by the Compliance Intention (Kim & Kim, 2017) that exists in individuals in organizations at the level of middle managers or lower managers who are influenced by their superiors with the leadership style that exists in the organization. Organizational Leadership is taken because this leadership can create and strengthen the implementation of an organization's business strategy (Anning-Dorson et al, 2017). Because this research is related to business strategy, we use strategic variables, namely Strategic Business Process Management as a mediating variable and Human Resource Management System Strength as independent variables. The BPM used is not just an ordinary business process but uses Strategic BPM. It is more related to the implementation of the organization's business processes (Hernaus, Bach & Vuksic, 2012) so that it relates more comprehensively to the dependent variable in this study, namely Compliance Intention. Likewise, the HRM used is a reinforcement of the HRM system because The HRM System Strength Theory introduced by Bowen & Ostroff (2004) states this system can create a context that raises positive employee attitudes and behaviors or desired organization behaviors (Alfes et al, 2019). So the research model can be described in Figure 1.
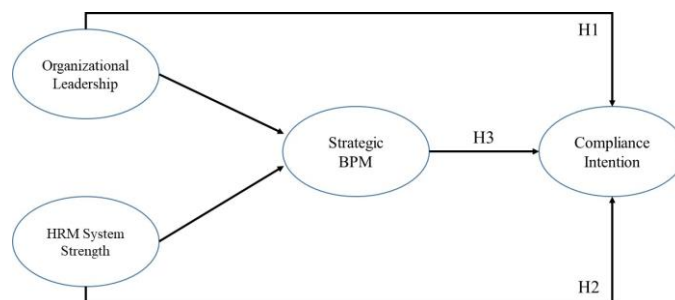

Figure 1. Research Model
(Source: Recommended Model for This Research, 2021)

3. Research Method

Sampling Technique
This research used the survey method to collect primary data for empirical analysis through administering a questionnaire. Based on the proposal in previous research, the measurement of employee compliance should be measured based on the personal self-perception of the employee or staff and recommended based on the perception of other parties (Kim & Kim (2017). The measurement of the Strength of the HRM

System should also be measured from the perception of employees or staff and recommended from other sources such as superiors or managers (Alfes et al, 2019). Therefore the measurements in this study will be made to managers with middle or lower levels.

In this study, measurement of compliance has been carried out to middle or lower management at PT PLN (Persero). It is because PT PLN (Persero), one of the state-owned companies or public sector engaged in electricity services, which in addition to achieving profits and income for the state, must pay attention to safety factors and comply with applicable laws and regulations. In other words, PT PLN (Persero) has a lot to do with state regulations, laws, customers, and achieved targets. So this company becomes one of the company types that is more complex than private companies and other public companies. Therefore, it is necessary to have respectful attitudes and behavior from all people in the company. So, in addition to achieving the company's vision and mission, it can also walk on the path of rules and laws correctly.

The middle and lower-level operational managers chose the measurement because they lead and manage an entire unit to have a great responsibility. PT PLN (Persero) has 159 Customer Service Implementation Units (UP3) representing service areas in big cities throughout Indonesia led by a UP3 Manager or Manager at the middle level, and there are also 856 Customer Service Units (ULP) which is a rayon representative in small towns or satellite cities scattered throughout all corners of Indonesia led by a ULP Manager or Manager who is at the lower level so that the total operational managers who lead a unit at PT PLN (Persero) are spread throughout Indonesia as many as 1,015 people. Based on the Slovin method, the minimum number of samples from the total population in this study was 290 respondents.

Data Collection & Analysis Method

Before distributing the questionnaires, we have conducted a readability test for the questions on the questionnaire to 3 managers with different levels, and the results are all the questions could be understood well. Furthermore, a pretest was carried out on 40 people by distributing questionnaires to area and district managers in the West Sumatra and Bali regions. All variables in this study were measured using a five-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. A mean score lower than two was rated lowly, two to four was rated moderate, and higher than four was rated as a heightened perception of the understanding of each variable.

The study uses the Structural Equation Modeling (SEM) method to analyze the research model by testing the validity, reliability, Goodness of Fit, and structural models through t-values. The software to perform the analysis is LISREL 10.2 (full registered). The variance-based LISREL approach is preferred over the covariance-based method, as LISREL imposes fewer restrictions on sample size and distribution (Chin et al., 2003). LISREL is defined as the SEM technique in which measurement models and theoretical structural models are assessed simultaneously (Chin et al., 2003). Moreover, it is the same method for solving multicollinearity problems that often arise in multivariate regression analysis because LISREL converts predictor variables into orthogonal components (Chin et al., 2003).

4. Results and Discussion

Results

We distributed the questionnaires through electronic media such as email or digital media groups and obtained 356 respondents. It compared with the minimum number of samples, which was 290 respondents, and the respondent data obtained represented the data collection results. Then measurements were carried out using the SEM method through the Lisrel 10 application. The definition of the name for each indicator in the Lisrel application was CI1 – CI5 defined as the Compliance Intention indicator variable, OL1 – OL6 defined as the Organizational Leadership indicator variable, BS1 – BS5 defined as the Strategic BPM indicator variable, and HS1 – HS9 defined as the HRM System Strength indicator variable. The results of the statistical description obtained from the measurement and table 1 show the four measurement variables testing.

Table 1. Description Statistics of Data Processing

Indicators	Mean	Std Dev	Thresholds	R^2	Indicators	Mean	Std Dev	Threshol	R^2
ComInt					BpmStra				
CI1	0,975	0,595	1.000	0,392	BS1	2,114	0,885	1.000	0,443
CI2	1,663	0,6	1.000	0,28	BS2	1,874	0,677	1.000	0,484
CI3	0,83	0,539	1.000	0,286	BS3	0,755	0,429	1.000	0,488
CI4	1,939	0,7	1.000	0,475	BS4	1,376	0,497	1.000	0,375
CI5	1,068	0,386	1.000	0,364	BS5	1,584	0,866	1.000	0,422
OrgLea					HrmSys				
OL1	0,918	0,578	1.000	0,378	HS1	1,816	0,656	1.000	0,317
OL2	1,062	0,515	1.000	0,376	HS2	1,703	0,615	1.000	0,326
OL3	1,065	0,485	1.000	0,401	HS3	0,881	0,58	1.000	0,372
OL4	11,834	4,273	1.000	0,428	HS4	1,512	0,546	1.000	0,37
OL5	2,252	0,813	1.000	0,35	HS5	0,846	0,525	1.000	0,434
OL6	0,969	0,405	1.000	0,4	HS6	0,796	0,632	1.000	0,413
					HS7	1,874	0,677	1.000	0,432
					HS8	0,867	0,785	1.000	0,416
					HS9	2,138	0,772	1.000	0,434

Source: Data Processing with Lisrel-SEM

Table 1 shows the Mean, Standard Deviation, Thresholds, and determination coefficient (R^2) for all indicators on each variable. The Compliance Intention variable shows that the standard deviation values vary, and the largest value is the CI4 = 0.7 indicator, which indicates that the distribution of data for this indicator is relatively larger than other indicators. The Organizational Leadership variable has the largest standard deviation value on the OL4 indicator = 4.273. The Strategic BPM variable has an indicator of BS1 = 0.885 as the largest standard deviation value among the indicators. Finally, the HRM System Strength variable has the largest standard deviation at HS8 = 0.785 compared to other indicators in this variable. Through table 1, it can also be seen that the standard deviation and mean values for all indicators are that the standard deviation value is always smaller than the mean value, for example, seen in the Compliance Intention variable where the standard deviation value for CI1 = 0.595 and the mean value for CI1 = 0.975, SD for CI2 = 0.6 and Mean CI2 = 1.663, SD for CI3 = 0.539 and Mean CI3 = 0.83, SD CI4 = 0.7 and Mean CI4 = 1.939, and finally SD CI 5 = 0.386 and Mean = 1.068. Likewise, the measured standard deviation is always smaller than the mean value also for other variables. So it means that the variability or data diversity for all indicators on this variable is small. The data deviation for this variable is good because there is no sufficient gap between the data collected. The data obtained can represent all indicators to be used further in this research.

The largest R^2 value for each variable is different. The Compliance Intention variable has the largest R^2 value on the CI4 indicator = 0.475, the Organizational Leadership variable has the largest R^2 value on the OL4 indicator = 0.428, the Strategic BPM variable has the largest R^2 value on the BS3 indicator = 0.488, and the variable HRM System Strength has the largest R^2 value on the HS5 indicator = 0.434. The average value of the largest R^2 for each of these indicators is at a moderate level, indicating that the average has a relatively strong influence on each variable. This explanation can be adopted that all indicators derived from previous studies have a strong and quite strong compliance level that can represent the relationship between the variables used in this study.

The normality test results indicate that the data is not normal, so the data processing method in the SEM technique chosen is diagonally Weighted Least Square.

Table 2. Testing Validity and Reliability

No	Indicators	SFL ≥ 0,.5	Error	CR ≥ 0.7	VE	Conclusion	Indicators	SFL ≥ 0,.5	Error	CR ≥ 0.7	VE	Conclusion
A	ComInt			0,73	0,36	Good Reliability	BpmStra			0,8	0,44	Good Reliability
1	CI1	0,63	0,61			Good Validity	BS1	0,67	0,56			Good Validity
2	CI2	0,53	0,72			Good Validity	BS2	0,7	0,52			Good Validity
3	CI3	0,53	0,71			Good Validity	BS3	0,7	0,51			Good Validity
4	CI4	0,69	0,53			Good Validity	BS4	0,61	0,62			Good Validity
5	CI5	0,6	0,64			Good Validity	BS5	0,65	0,58			Good Validity
B	OrgLea			0,79	0,39	Good Reliability	HrmSys			0,85	0,39	Good Reliability
1	OL1	0,61	0,62			Good Validity	HS1	0,56	0,68			Good Validity
2	OL2	0,61	0,62			Good Validity	HS2	0,57	0,67			Good Validity
3	OL3	0,63	0,6			Good Validity	HS3	0,61	0,63			Good Validity
4	OL4	0,65	0,57			Good Validity	HS4	0,61	0,63			Good Validity
5	OL5	0,59	0,65			Good Validity	HS5	0,66	0,57			Good Validity
6	OL6	0,63	0,6			Good Validity	HS6	0,64	0,59			Good Validity
							HS7	0,66	0,57			Good Validity
							HS8	0,64	0,58			Good Validity
							HS9	0,66	0,57			Good Validity

Source: Data Processing with Lisrel-SEM

Testing the validity and reliability of the SEM method uses the criteria of SFL ≥ 0.5 for validity and CR ≥

0.7 for reliability. Table 2 consists of the testing results of the validity and reliability of this model taken from the Standardized Loading Factor Value for each indicator on each variable. All measurements in this model are in a good category for reliability in Table 2. Then the next step is to measure the suitability or Goodness of Fit Index (GFI). Table 3 consists of the results.

Table 3. Goodness of Fit Index Test

Standard SEM	Result	Conclusion
Pvalue ($\geq$0.05)	1,000	Good Fit
RMSEA ($\leq$0.08)	0,073	Good Fit
NFI ($\geq$0.9)	0,959	Good Fit
NNFI ($\geq$0.9)	1,061	Good Fit
RFI ($\geq$0.9)	0,955	Good Fit
CFI ($\geq$0.9)	1,000	Good Fit
IFI ($\geq$0.9)	1,054	Good Fit
SRMR ($\leq$0.05)	0,080	Marginal Fit
GFI ($\geq$0.9)	0,982	Good Fit
AGFI ($\geq$0.9)	0,979	Good Fit

Source: Data Processing with Lisrel-SEM

The results from table 3 show that most of the values are in the Marginal Fit results, but the most important values that must be in Good results are the RMSEA and GFI (Goodness of Fit) values. So from the above measurements, it appears that the validity, reliability, and Goodness of Fit testing can be accepted entirely. This research model can be used further to find relationships through structural models or t-values tests. Figure 2 consists of the structural model that shows each variable and indicator's relationship (t-values). The processing results for the structural model from Figure 2 show that all t-values for each relationship between variables are at the measurement standard, or the value is above 1.96. It indicates a relationship between all variables with a detailed explanation in table 4, which briefly explains the characteristics of the relationship between the measurement variables recommended in this study.

The t-values for each relationship are in the significant condition, and because the value is large, the effect for each of these relationships is too. This study recommends three main hypotheses, and all have positive influences. The positive influence with the Strategic BPM mediation variable, which is the definition of the third hypothesis, in the structural, there are two independent variables and one dependent variable. These two independent variables are related to the Strategic BPM mediation variable, so the third hypothesis is formed from two forming hypotheses called the H3A and H3B hypotheses. But we are not testing these two forming hypotheses in this study. The two hypotheses forming the third hypothesis were calculated on Lisrel only to determine their direct relationship to the mediating variable. And both have a positive influence on the mediating variable. Similarly, the Strategic BPM mediation variable positively influences the Compliance Intention variable, the dependent variable that is the core of this study, and this is the t-values for the Third Hypothesis.
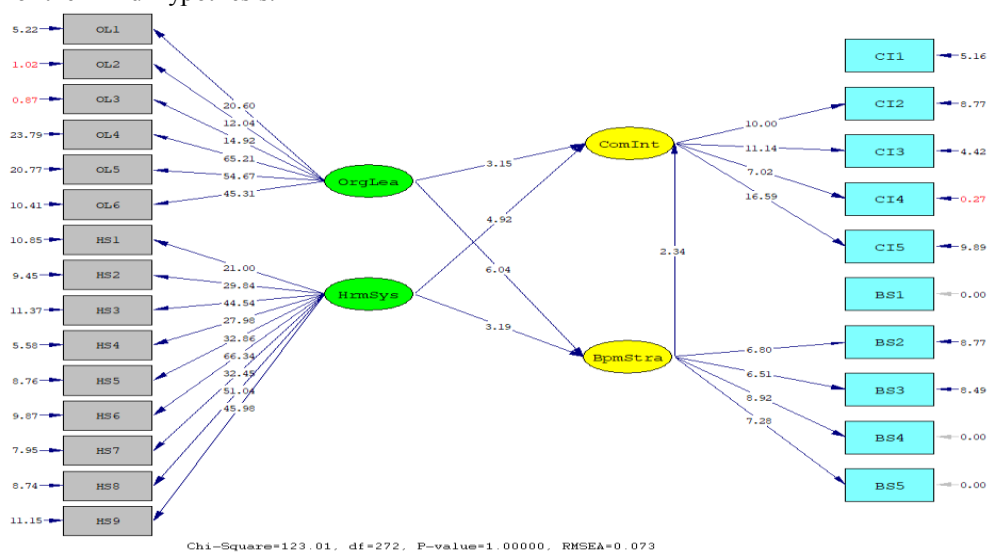

Figure 2. Structural Model with t-values
(Source: Data Processing with Lisrel-SEM, 2021)

From the three recommended research hypotheses, HRM System Strength most strongly influences the

significant positive influence on the dependent variable Compliance Intention, followed by Organizational Leadership and finally influenced by the two variables mediated by Strategic BPM.

Table 4. t-values & Moderating

Hypothesis	Construct	t-values	Relationship	Significant Yes/No	Effect	Hypothesis Supported Yes/No
H1	OrgLea - ComInt	3,15	Positive	Yes	Large	Yes
H2	HrmSys - ComInt	4,92	Positive	Yes	Large	Yes
H3	OrgLea - BpmStra	6,04	Positive	Yes	Large	Yes
H4	HrmSys - BpmStra	3,19	Positive	Yes	Large	Yes
H5	BpmStra - ComInt	2,34	Positive	Yes	Large	Yes

Source: Data Processing with Lisrel-SEM

Discussion

The size of the Compliance Intention measures compliance in carrying out the company's business processes in this study. It is in line with previous research that used the Compliance Intention variable. In the Theory of Planned Behavior, the behavior taken on the actual intention measures past behavior. The measurement of past behavior can contribute to artificial inflation to predict future behavior (Kim & Kim, 2017). The Compliance Intention will succeed in determining the tendency of the measured individual behavior to act obediently to the rules or policies that apply the organization. Compliance measured in this study will be associated with leadership in the organization. Based on the Upper Echelon Theory, the strategic and effective organizational results reflect the values and cognitive base of strong actors in the organization, namely leaders. And leaders in the upper echelons of the organization directly affect the organization both processes (business or management) and results (profit, benefits & productivity) through their characteristics and behavior and also indirectly through the strategic choices they make (Anning-Dorson et al, 2017). Especially in Organizational Leadership, the leadership strongly encourages the strategic fit of the company and its environment to create the required competitive advantage, so it must be considered as the company's internal capability in implementing organizational strategy (Anning-Dorson et al, 2017). Therefore, Organizational Leadership can create and strengthen the company's business strategy through its influence on the organization (including individuals in it) to act following the organization's business strategy or, in other words, to behave in compliance with organizational rules.

The relationship between Organizational Leadership and Compliance Intention has a positive relationship. Conclusion and supports previous research because leadership is an important element in promoting and improving compliance policies within the organization, and the passivity of leadership will result in employee disobedience to applicable rules (Koohang et al, 2020). However, the previous study (Koohang et al, 2020) tested the influence of leadership on compliance intentions that measured employees with non-management status in private companies. But the researcher still recommends taking measurements on other types of employees and different types of companies such as education and government/military. One of the purposes of this study is to try to answer the recommendations from previous research. Therefore, it is measured the influence of leadership on compliance intentions in government companies because PT PLN (Persero) is one of the government companies with the status of BUMN (a state-owned company that aims to serve the community and get profit). And from the measurement results obtained, the results are the same as previous studies (Koohang et al (2020), Anning-Dorson et al (2017).

Leadership can effectively influence employees to become obedient, but the organization or company must also support this. The organization must also create a compliance program centered on awareness in securing the organization from threats that can ensure all employees complete awareness and education programs and awareness training provided regularly to employees. In supporting this awareness education and training program, besides being supported by leadership, it must also be supported by the human resource, which has job responsibilities related to human resources in the organization.

The intention of individual compliance with the organization's business strategy arises from a good organizational system that supervises the individual and a liaison section between the individual and his superiors to act obediently. In the organization, the system in charge and responsible for supervising individuals and also the Management-Employee relationship is the HRM system (Frenkel, Li & Restubog, 2012). The evidence in the study results found that HRM System Strength has a positive influence on Compliance Intention, and the positive effect obtained was greater than the positive influence between Organizational Leadership and Compliance Intention. The success of the HRM System in supervising and controlling employees is due to a good perception of employees, and the influence is greater than the

leadership factor. And it is stated in the Emotion Theory and Social Exchange Theory that the employee's perception of a system in the organization can lead to positive employee actions towards the process to be achieved (Alfes et al, 2019). Combined with the Theory of the HRM System Strength from previous research, the HRM System Strength can change perceptions and generate positive feelings from employees to act by the rules or behave obediently. And it gives a signal to employees that the organization supports them and cares about their welfare (Bowen & Ostroff (2004), Alfes et al (2019)). In addition, the strong influence of the HR system occurs because the HR department is directly related to employees. All employee activities are connected and monitored directly with HR, from recruitment to work implementation to retirement. While carrying out work, the HR department is also responsible for employees when problems occur. The HR department allows employees to convey all complaints, information, and various opinions directly related to their superiors or leaders. Also, if there are problems that arise related to employees, often the leader delegates them to the HR to handle it because the leader is not able to handle it. So that in this case, the HR is more trusted than the leader, and the HR also has greater duties and responsibilities for various problems involving employees than the leader.

Organizational Leadership and HRM System in this study are measured to recognize their effect on the Compliance Intention of employees. However, these two independent variables were not tested directly on the dependent variable but through the influence of the Strategic BPM mediating variable because compliance with the organization's business strategy is also closely related to Business Process Management. Advanced and developing companies must have a good Business Process Management mechanism. Previous research found that the strategic implementation of BPM will directly impact the achievement of organizational strategic goals, which in turn will generate value for the business (Hernaus, Bach & Vuksic, 2012). Therefore, the implementation of strategic BPM is assumed to influence the leadership significantly to behave obediently in carrying out the organization's business processes. It is in line with the findings in this study that there is an influence from Strategic BPM as a mediating variable to realize Compliance Intention. And the measurements show a positive influence on the relationship between Strategic BPM and Compliance Intention. Previous research on Strategic BPM associated with other variables such as performance and leadership stated that the role of BPM can improve all organizational activities, and the best results are for organizations that have introduced a strategic approach to BPM (Hernaus, Bach & Vuksic (2012), Hernaus, Vuksic & Stemberger (2016)). And this research agrees with previous that strategic BPM implementation influences Compliance Intention.

The t-values on the relationship between Organizational Leadership and HR System Strength to Strategic BPM (H3A and H3B) are greater than the relationship between Strategic BPM and Compliance Intention (H3). It indicates that organizational leadership and HR should not pay too much attention to Business Process Management because the results will not be better if the leadership and HR provide direct supervision of employees. And this is in line with previous research, which states that the implementation of BPM must get support and commitment from top management continuously because the integration of BPM in the organizational structure is recognized as a multi-stage effort (Hernaus, Vuksic & Stemberger, 2016).

The previous findings additionally state that strategic importance and managerial commitment to BPM are necessary but insufficient for BPM success. And the strategic commitment to BPM needs to be further formalized and passed down through the organization to provide benefits (Hernaus, Vuksic & Stemberger, 2016). Therefore, leaders must get help from other parties to implement Strategic BPMally. In this study, we recommend that the HR is an assistant from leaders to implement Strategic BPMally to realize the Compliance Intention of employees, which has implications for the achievement of organizational goals properly.

5. Conclusion and Implications
Implications and Limitations
The theoretical implication of this research produces various findings that can support previous research. This study takes the point of view of middle and lower managers. Therefore, this research can be used as an additional reference that can support two studies at once, namely the influence of leadership on compliance intentions and the influence of Strategic BPM on employees. So, it has implications for the achievement of organizational goals. In addition, this study used various very diverse variables, ranging from key organizational variables, namely leadership and HRM. Variables in the form of systems, namely business processes. And lastly are variables of employee attitudes and behavior, which are also called invisible factors but very influential. All of these variables are very rarely used at the same time in a study because the aim is to look at various factors that affect compliance holistically, even though the factors

used are the only representative of each type of variable. Therefore, these findings can add insight for academics to the measurement of compliance with enrichment from influencing factors.

Another theoretical implication is to add references in Human Resource Management related to the theory of HRM System Strength because this theory is still new. The theory initiated by Bowen & Ostroff (2004) is associated with increased compliance through significant and sustainable implementation. It can have implications for achieving company goals, realizing a healthy company, and creating a clean and free company from negligence and fraud. In addition, the final implication is this research can also add insight and knowledge for academics in the Business Process Management discipline because it is still very young and has not developed much, and research concerning BPM is still limited (Hernaus, Bach & Vuksic, 2012). So, it becomes the motivation in this study to add to the literature for research in the BPM discipline.

Concerning managerial implications, this research generates knowledge and helps top management play a role and be responsible for increasing compliance from their subordinates, namely middle and lower management. Through this increase in compliance, all operational activities in the future can be appropriately controlled and reduce or even eliminate various deviations related to deviations from the administrative, procedural, performance, and even financial side. It happened through emerging anticipation of behavioral trends, the improvement of business processes, and the active participation of the leadership in the company's operations. Therefore, Managers must have broad insight and experience to understand and understand the most important factors to grow and realize behavior and attitude of obedience sustainably as an attitude of vigilance from leaders is. Therefore, this research can also have implications in giving warnings to the top management of an organization. In addition, another managerial sense is about the purpose of this study to predict the compliance intention of the leader on an ongoing basis. Suppose the leader carries out his duties and responsibilities according to the rules and processes well. In that case, it will have implications for the organization as a whole which has implications for achieving organizational goals effectively and efficiently and avoiding various problems. Therefore, for organizations, compliance measurement has significant implications in achieving the company's mission and vision.

As a limitation for future research, the measurement of Compliance Intention can be measured in addition to managers or middle-level leaders, top management, and lower employees so that the results can holistically represent the actual state of compliance attitudes and behavior in the organization. Besides that, it is also recommended to do it for several companies, at least in similar companies, for example, several companies engaged in the public sector. In addition, the various factors used in this study are not sufficiently representative of the state of the system in the organization holistically. Therefore, it is recommended to add more factors that may affect compliance, especially internal employees for the next research.

Conclusion

The purpose of this research is to see, measure and understand the level of compliance of the leadership through the implementation of strategic Business Process Management in an organization or company on an ongoing basis. The leaders in question are managers who are at the middle and lower levels because they are the ones who are directly involved in daily operational activities, so that they are very vulnerable to various problems and irregularities related to business processes. Suppose the leader carries out his duties and responsibilities according to the rules and processes appropriately. In that case, it will have implications for the organization as a whole, so the organization or company can achieve its goals effectively and efficiently. Besides that, it can avoid various problems related to internal issues (within the company such as employees, between fields, SOPs, and so on) or external problems (from outside the company such as customers, stakeholders, society, state, law, and so on) to realize good corporate governance.

The findings in this study state that Organizational Leadership and HRM system strength directly influence the formation of Compliance Intention attitudes and behavior. The same results are obtained for adding the strategic BPM mediation variable to the relationship between the three variables, and the results also showed a positive effect. Further strengthens and adds to the list of the role and impact of strategic BPM implementation in previous studies regarding the positive effect of BPM on various organizational-related variables such as performance and productivity.

Organizational Leadership and HRM System Strength should not pay too much attention to the implementation of Strategic BPM because the Compliance Intention will appear smaller due to the absence of direct employee monitors and assessors. In other words, the leaders and HR professionals only rely on BPM and overly trusting employees to comply with business processes without any supervision. It is a common concern in running the organization. So the leaders should not completely hand over employee problems to the HR specialist and fully submit to the applicable rules, systems, or BPM even though the

business process is perfect. Basically, rules without supervision from law enforcement are the same as no meaning inanimate objects. Still, if there is the supervisor and the rules, it can bring up an orderly attitude and behavior in carrying out a job.

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