


Chapter 3

Empowering People in Process and Human- Centric Adaptation in Digital Business Transformation

S. Pushpalatha

 <https://orcid.org/0009-0003-8730-0670>

Saveetha School of Management, Saveetha University, India

Pandian R. Durai

 <https://orcid.org/0000-0003-2932-0270>

Saveetha Institute of Medical and Technical Sciences, Saveetha University, India

ABSTRACT

BPM has moved from an operational tool to a strategic enabler of value generation, innovation, and agility. As firms undergo digital change, the often-overlooked human aspect becomes crucial. While AI, automation, and cloud computing provide core capabilities, human flexibility, creativity, and cooperation create genuine progress. This chapter discusses how human-centric BPM empowers individuals in processes. The focus is on combining technology with mental health, cultural participation, digital literacy, and emotional intelligence. Modern BPM emphasizes responsiveness, co-creation, and people-centered design over standardization and efficiency. The chapter provides capability development, behavioral transformation, and cultural alignment frameworks for workforce adaptability. Participatory design, ethics, and leadership changes are covered. Empowering people in digital transformation is highlighted by case studies and future research directions like new measurements

DOI: 10.4018/979-8-3373-3336-6.ch003

and longitudinal investigations.

INTRODUCTION

Digital transformation has become a critical enabler of competitive advantage, redefining the ways in which organizations operate, generate value, and engage stakeholders (Foss & Saebi, 2017). Business Process Management (BPM) is the foundation of this transformation, providing a structured approach to the optimization, redesign, and automation of essential business activities. Nevertheless, the human aspect—arguably the most intricate and dynamic component—has not been given the same level of attention in the context of BPM modernization. Human-centricity is no longer an option; it is essential as enterprises transition from manual workflows to intelligent systems that are propelled by AI and data analytics. The necessity of incorporating human values, competencies, and well-being into business process management has never been more pressing. Organizations that are successful in human-centric transformation recognize employees as significant contributors to innovation, continuous improvement, and the customer experience, rather than merely as executors of predetermined tasks (Van de Ven & Poole, 1995). This chapter illustrates how a human-focused BPM strategy promotes adaptability, resilience, and inclusive development by focusing on the changing relationship between people and processes. It suggests a multidimensional framework for workforce empowerment that integrates practical insights with scholastic theory, real-world evidence, and ethical reflection.

Significance and Objective

The objective of this chapter is threefold: first, to redefine BPM as a human-centric discipline; second, to illustrate how digital transformation can be more sustainable and effective when it is in alignment with employee empowerment; and third, to offer practical models and frameworks for incorporating human-centricity into process redesign. Although automation and digitalization improve productivity and scalability, they also pose a risk of marginalizing the human role unless they are accompanied by systemic strategies for workforce inclusion, reskilling, and participatory design (Davenport & Ronanki, 2018). The objective of this chapter is to provide leaders, BPM professionals, and researchers with the necessary tools to effectively navigate the human dimensions of digital transformation. This work's significance is derived from its interdisciplinary approach, which connects BPM theory, organizational behavior, digital ethics, and innovation management. It addresses the following critical inquiries: How can processes be engineered to be

28 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage: www.igi-global.com/chapter/empowering-people-in-process-and-human-centric-adaptation-in-digital-business-transformation/386661

Related Content

Influence of Business Competitiveness on SMEs Performance

Neeta Baporikar (2019). *International Journal of Productivity Management and Assessment Technologies* (pp. 1-25).

www.irma-international.org/article/influence-of-business-competitiveness-on-smes-performance/230349

Consumers' Preferences and Attitudes Toward Mobile Office Use: A Technology Trade-Off Research Agenda

Xin Luo and Merrill Warkentin (2007). *E-Business Process Management: Technologies and Solutions* (pp. 175-284).

www.irma-international.org/chapter/consumers-preferences-attitudes-toward-mobile/8715

Guiding Lean Six Sigma in the Quality 5.0 Era: Empowering Employees, Human-Centric Leadership, and Effective Change Management

Mahipal Singh, Mukhtiar Singh, Rekha Goyat and Guravtar Singh Mann (2026). *Transformative Lean Six Sigma Techniques for the Quality 5.0 Paradigm* (pp. 33-62).

www.irma-international.org/chapter/guiding-lean-six-sigma-in-the-quality-50-era/387127

Insights From Ivar Aasen Oil Field Project in Norway: Challenges and Success Factors

Bassam Hussein (2022). *International Journal of Project Management and Productivity Assessment* (pp. 1-14).

www.irma-international.org/article/insights-from-ivar-aasen-oil-field-project-in-norway/301237

Career Adaptability of Jubail University College Students: An Assessment for Employability Potentials

Gilbert Macalanda Talaue (2022). *International Journal of Project Management and Productivity Assessment* (pp. 1-19).

www.irma-international.org/article/career-adaptability-jubail-university-college/297087