ORGANIZATIONAL STRUCTURE AS A DETERMINANT OF BUSINESS PROCESS MANAGEMENT IMPLEMENTATION IN COMMUNITY OFFICES

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Purpose: The purpose of this article is to assess the potential of the organizational structure existing in the community offices in Poland to support the implementation and development of Business Process Management in these entities.

Design/methodology/approach: In order to achieve the article's objective, a literature review was performed. Secondly, a research was carried out that aimed at assessing to what extent some special features of the organizational structure are implemented in the community offices from the Warmian-Mazurian voivodship.

Findings: The conducted research provides basis for stating that the community offices in Poland, in terms of organizational structure, do not encounter significant barriers that could thwart the introduction and development of Business Process Management in these entities. The factors indicated as present by respondents from all types of surveyed offices were: appointing process owners, existence of small number of hierarchical levels in the organizational structure of the offices and the existence of efficient horizontal communication.

Research limitations/implications: The limitation of the study may be the fact that it was conducted on the basis of a survey questionnaire. It is, therefore, an opinion survey.

Practical implications: Expanding knowledge of managers of public organizations in the field of possible actions that would be aimed at increasing the probability of success in introducing and increasing the degree of use of Business Process Management.

Originality/value: The added value of the article is the presentation of a topic about which there is a research gap.

Keywords: Business Process Management, community office, organizational structure, BPM determinants.

Category of the paper: Research paper.

1. Introduction

Business Process Management (BPM), even though it is no longer a recent creation as a management concept (it dates back to the 1980s[1]), is still one of the leading proposals used in various types of organizations (Lizano-Mora et al., 2021). Managers can currently implement a number of different concepts supporting management of organizations, but the constantly growing BPM market in the world proves that this concept is still perceived as a good alternative to other proposals. While the global BPM market size was valued at USD 14.46 billion in 2022, it is even expected to expand at a compound annual growth rate of 19.9% from 2023 to 2030 (Business Process Management Market Size…, 2023). This fact is not surprising, because the benefits of applying BPM principles have been noticed for years and are undeniable. Citing, for example, the research of K.P. McCormack and W.C. Johnson, it can be concluded, among others, that the more process-oriented an organization is, the better results it achieves, the climate of commitment, cooperation and internal communication in the organization improve and the occurring conflicts are minimized. Similar conclusions were reached by R. Škrinjar, M.I. Štemberger and T. Hernaus, who noticed that as the focus on processes in organizations increases, organizations achieve better financial results. In addition, the authors observed a strong impact of the application of the process approach on the non-financial results, i.e. on the satisfaction of organizations' employees, customers and suppliers (McCormack, Johnson, 2001; Škrinjar et al., 2007).

As mentioned above, Business Process Management can be used in organizations regardless of their type, due to, among others, the universality of its principles, i.e., designating process owners, process knowledge and orientation, customer focus, process standardization and informatization, organizing work in process teams, process measure and improvement etc. (Armistead, 1996; Trkman, 2010; vom Brocke et al., 2014). And indeed, BPM is successfully used not only in business organizations, but also in public and social ones. The benefits of implementing BPM in different organizations are similar. But the barriers of introducing that concept in organizations may be more severe for non-business ones. This is due to the different conditions of operation of specific types of organizations. When analyzing the determinants of the implementation and development of BPM in organizations, researchers usually focus on specifying the conditions in the field of organizational culture, organizational strategy, existing ICT infrastructure and the possibilities of its development, preparation of employees, including those from the highest levels, and organizational structure (do Amaral Castro et al., 2020; Alibabaei et al., 2009). In the case of public organizations, particular attention is paid to a certain rigidity and specificity of their organizational culture and to the low flexibility of the organizational structure existing in them, which often takes the form of a silo (Krukowski, 2013;

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[1] The 1980s are indicated, in the literature on the subject, as the "2nd wave" in the development of BPM, which gave shape to the concept and significantly influenced its current perception (Lizano-Mora et. al., 2020).

Kregel et al., 2022). And among others, these elements are often seen as barriers to the implementation and development of the use of BPM in public organizations, preventing the full potential of the discussed concept from being fully exploited.

Community offices are a special type of public organizations, playing an important role for citizens. Many important issues are resolved there, which is why the efficient functioning of these units is very important in the context of building the well-being of citizens. One of the ways to improve the efficiency of community offices is to introduce modern management concepts, including BPM.

The aim of this article is to assess the potential of the organizational structure existing in community offices in Poland to support the implementation and development of Business Process Management in these entities. The article presents the results of the research carried out in the community offices from the Warmian-Mazurian voivodship.

2. Theoretical background

The nature of the organizational structure supporting the implementation and development of the process approach in organizations, including public ones, has already been outlined by M. Hammer and J.A. Champy. Propagators of the reengineering concept stated that: "In a process-oriented company, it is the process, not functions or geography, that will constitute the basis of the organizational structure" (Hammer, Champy, 1996, p. 122). R.L. Manganelli and M.M. Klein noticed that an organizational structure that aspires to be a process structure should, first of all, minimize the number of boundaries through which processes pass. For this purpose, members of the team implementing a given process should be placed in the same organizational unit, with one common manager (Manganelli, Klein, 1998). This is due to the fact that dominance of horizontal organizational processes creates a structure of variable relationships that should be based on multi-entity and team work. In this regard, it is recommended to create interdisciplinary teams (Bitkowska, 2009). The aspect of the need to reduce the boundaries across which the processes carried out in the organization run is also emphasized by, among others, T. Zawistowski and P. Grajewski. The first author underlines the fact that most processes carried out in organizations do not take place in one, but in several departments. Therefore, efficient execution of processes requires eliminating artificial divisions between organizational departments, at the junction of which the so-called "bottlenecks" or minimum factors are generated, caused by e.g. poor information flow (Zawistowski, 2001). In turn, P. Grajewski notes that by habitually placing the participants of a given process in several departments of the organization, not only does their communication become more difficult, but also the amount of necessary work increases, inconveniences occur in the coordination and synchronization of the activities of process contractors, as well as the

probability of making mistakes is bigger, among others: resulting from greater efforts in the areas of security, control, reconciliation and interpretation of various issues (Grajewski, 2012).

The literature on the subject lists a number of characteristics and assumptions regarding the nature of the process structure. One such aspect is flexibility. However, this characteristic should not be perceived as a lack of certain order, but rather as an adjustment in the use of human resources where they are needed at a given moment, and not only in the system to which they are formally assigned (Grajewski, 2012). P. Grajewski also distinguished the structural features of the process organization in terms of configuration, centralization, specialization, formalization and standardization (Table 1). They may also constitute necessary assumptions as to how to transform the traditional functional structure into a process structure.

Table 1.
Features of the process structure according to P. Grajewski

Structural feature	Characteristic
Configuration	- limiting hierarchical levels to two levels above the process level, - choosing the type of client as the main criterion for dividing the process structure, - the occurrence of systemic coordination, - creation of a new entity system by designating organizational roles that have not existed before, i.e. process teams, process owners.
Centralization	- the occurrence of significant decentralization of powers, - introducing the principle of responsibility for results, - popularization of the relationship between supplier and client (recipient) of processes.
Specialization	- radical giving up on the functional division of labor for the multidimensional work, - mastering skills aimed at continuous change, which will result in increasing employee competences up to the limits of the entire, often multifunctional process in which a given employee participates.
Formalization	- the presence of descriptions of the organization's operations in documents, i.e. process maps, maps of relations, organizational structure diagrams.
Standardization	- the occurrence of standardization of these types of activities (in particular the methods used), the dissemination of which guarantees contractors a greater scope of freedom and implementation efficiency (however, it should not be carried too far, so as not to limit innovative activities and behaviors, etc.), - standardizing the behavior of contractors according to formulas considered best, as well as eliminating the risk of undesirable behavior.

Source: (Grajewski, 2012).

Designing organizational structures that would be clearly "tailored" to the nature of a given organization (in this case, process one), is, as P. Grajewski claims, a very difficult task. In practice, entities that call themselves process-oriented either do not introduce any changes to their organizational structure, or the changes are minor, limited to, for example, the selection of process owners. This situation is most often dictated by managers' reluctance to deviate from established hierarchical solutions (Grajewski, 2012).

It is worth considering here whether, in view of the above, in order to implement or/and to increase the scope of implementation of the BPM in organizations (what can be directly understood as increasing the process maturity of an organization), it is necessary to make appropriate adaptations in the organizational structure.

The literature on the subject contains the views of authors who believe that this action is necessary. For example, T.R. Gulledge and R.A. Sommer claim that the implementation of BPM is associated with the absolute necessity of rejecting the hierarchical structure (Gulledge, Sommer, 2002). Similar views are presented by A. Bitkowska, who believes that the implementation of the discussed concept should be accompanied by "proper" shaping of the organizational structure. The author also claims that the contradictions between the functional and process areas of the organizational structure can be perceived as one of the most important barriers related to the introduction of BPM into organizations. And the elimination of functional divisions contributes to the creation of more independent units that can act faster and respond to possible customer behavior (Bitkowska, 2016). However, S. Dyla, A. Szeptuch and D. Zwolińska claim that increasing the scope of use of the BPM is basically impossible without making the required modifications in the organizational structure, but also in the strategy of a given organization (Dyla et al., 2013).

In opposition to the above views, we can cite voices of authors who adopt a completely different perspective on this topic, believing that it is possible for two areas of coordination (horizontal and vertical) to coexist. However, maintaining both functional and process organization at the same time results in, among others: competition between the functional and process areas for resources, underestimation of the importance of processes and their contribution to the implementation of the strategy, possible increase in the costs of operating the organization, or difficulties in building a coherent motivation system (Skrzypek, Hofman, (2010). It is for these reasons, among others, that M. Hammer and S. Stanton reject the possibility of coexistence of the functional and process areas (Hammer, Stanton, 1999).

Authors tending to emphasize the need to introduce changes to the organizational structures of entities implementing and expanding the process approach, however, often assume that they should be disseminated in an evolutionary manner, instead of making sudden and radical changes (Bitkowska, 2009). We can recall here the views of G. Bełz, who emphasizes that the restructuring of the organization towards a process orientation is of a long-term nature, and the introduction of quick changes is basically impossible due to their complexity (Bełz, 2000). J. Brilman distinguished three phases of the evolution of functional organization towards process organization (Table 2).

Table 2.
Evolution of functional organization towards process one according to J. Brilman

Phase	Characteristic
1	The logic of organizational processes is based on functions and professional specialties. The characteristics of the organization's operations include processes configured in accordance with the principle of adapting activities to the expectations of the end customers of the processes. Individual activities in processes are assigned to functional entities, according to their specialization, which may lead to changes in tasks and roles, or even to their transfer between functions.
2	A matrix structure is established and a horizontal system responsible for the implementation of processes is introduced into the organization. The division into functional departments is still maintained, but their managers receive additional tasks and become responsible for one or several processes (they become their owners). The process structure is "overlaid" on the classic functional structure - thus creating an intersection of two management lines: vertical (specialized) and horizontal (process).
3	There is a transition to a horizontal process structure - the entire organization is organized around processes, in which, among others: most employees are assigned to processes, and former managers are transformed from traditional managers into experts or trainers whose task is to monitor and support the development of employee competences.

Source: (Brilman, 2002).

Another interesting proposal for reaching the target process structure consists of four stages (Grajewski, 2016):

I.   at this stage, the organization has a functional structure. However, when necessary, task teams are created to support horizontal coordination between individual functional departments. In the long term, the disadvantage of such a solution is the risk of duplicating the activities of individual organizational units by the mentioned teams;

II. at this stage, in addition to the existing functional structure, permanent teams for project implementation appear. Project managers use resources assigned to individual functional departments, and the implementation of projects is supervised by both the project manager and functional managers, which may cause conflicts between them. However, the advantage of such a situation is a potential change in the mentality of functional managers who begin to perceive the work performed in the organization in a broader sense by focusing on the implementation of projects as processes;

III. at this stage, as a result of identifying and institutionalizing a number of processes occurring in a given unit, a process-matrix organization is created. Process implementation teams are established with permanently assigned process owners. Although these teams still coexist with functional areas, the role of the latter is systematically decreasing, being limited mainly to performing administrative functions or improving human resources. The disadvantage of this solution, similarly to the third stage, is the possible competition of the functional and process systems.

IV. at this stage, a fully formed process organization is created in which functional areas have been completely eliminated and their competences have been transferred to the owners of identified processes. Human resources management, previously the responsibility of the functional area, has also become one of the organizational processes implemented.

The process structure, i.e. the target construct of the organizational structure in an entity implementing and developing the use of BPM, is quite utopian. M. Hammer himself was aware of this fact, proposing to organizations that wanted to strive to be the so-called process organization, rather using solutions typical of a process-matrix structure (Figure 1).
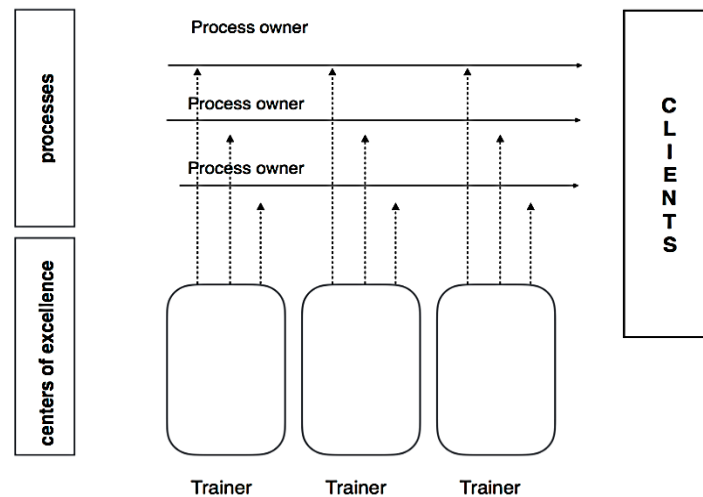

Figure 1. Concept of the process structure according to M. Hammer.

Source: (Hammer, 1999).

The above presented Figure shows two main centers for improving the structure's implementation activity: one - horizontal, implementing processes, and the other - vertical, focusing on preparing employee resources for efficient operation (centers of excellence) (Hammer, 1999).

What is also worth mentioning, the nature of the structure implemented in organizations depends, among others, on the strategy implemented by a given entity. According to A. Zakrzewska-Bielawska, each change of the organization's strategy requires appropriate structural transformations (Zakrzewska-Bielawska, 2006). The literature on the subject also shows the relationships between key strategic factors, structure (in this case - resources) and key processes (Osterloh, Frost, 1996). Therefore, various dependencies can be expected between the strategy and the implementation and increasing the scope of using BPM in organizations.

3. Methods

The aim of the paper, what was underlined in the Introduction part, is to assess the potential of the organizational structure existing in community offices in Poland to support the implementation and development of Business Process Management in these entities. In order to achieve this goal, in the first stage, a literature review was performed, based on the formulated

research question, i.e. *Does the existing organizational structure in community offices in Poland have the potential to support the implementation and development of BPM in these entities*? Based on the question asked, keywords were formulated and entered into the EBSCO electronic database, which was searched for existing literature on the subject in the world, including Poland. Referring to the classification of the literature review proposed by H.M. Cooper (Cooper, 1988), during the conducted process the emphasis was placed on research results and theories, the perspective of a neutral presentation of the issue was adopted and a historical approach to a given issue was used, focusing attention on a specific concept, i.e. on the relationships between the organizational structure as a determinant of the implementation and development of BPM in organizations. Thus, it was noticed that there is a research gap in the topic discussed in the article, which translates into the existence of a small number of scientific publications dealing with the relationship between the organizational structure of strictly public organizations and the use of BPM in those entities (from the point of view of the organizational structure as a condition for the implementation of this concept). In particular, there is a lack of literature on community offices in this area.

Secondly, a research was carried out that aimed at assessing to what extent some special features of the organizational structure are implemented in the community offices in Poland. In order to fulfil the goal of the research, a survey was constructed in compliance with the Brewer's Split Sample Method (Brewer, 2006). This approach was intended to eliminate Common Method Bias (CMB) by using one sample of respondents to evaluate independent variable and the other to measure a dependent variable. In case of the presented research, the independent variable, i.e., the type of community office, was the administrative data (Podsakoff et al., 2012; Jakobsen, Jensen, 2015).

The survey was then carried out in the community offices (offices) from the Warmian-Mazurian voivodship. The questionnaire used in the survey contained questions from different areas, which potentially determine the implementation of BPM in public organizations, including the questions from the organizational structure area. The part of the questionnaire devoted to that specific area listed 8 factors, which are:

F1 – Appointing process owners, i.e. employees responsible for the processes from its beginning to its end.

F2 – Sharing some of the department managers' power with process owners.

F3 – Assigning the office's resources to processes, not to its departments.

F4 – Existence of small number of hierarchical levels in the organizational structure of the office.

F5 – Existence of teamwork (also between different departments of the office).

F6 – Existence of efficient horizontal communication.

F7 – Carrying out training in the so-called process teams (the criterion for delegating an employee to training is participation in the implementation of a given process, and not work in a specific department of the office).

F8 – Linking the motivation system with the results of process implementation (e.g. speed of decision making, number of customers served, low complaint rate, etc.).

The basis for the selection of the above factors were the works of various researchers studying the features of the process structure[2]. The factors were evaluated on a five-point Likert scale[3] by the office secretary and another employee, designated by the secretary, with the experience in implementation of BPM concept in the office. When choosing the secretary for the respondent, they were guided by their position in the organizational structure of the community office, as well as the scope of duties, often requiring extensive knowledge about the community office's functioning processes, applied methods and management concepts in the office etc. What is worth mentioning is that the respondents were to assess the present occurrence of factors, which should also reduce the risk of the CMB. The questionnaire was sent to the respondents by mail or delivered to the offices personally.

As mentioned before, the research was conducted in one of the voivodships of Poland - the Warmian-Mazurian voivodship[4] and all of the community offices from that region (116) were included in the survey. The final study sample included 99 community offices (Figure 2).
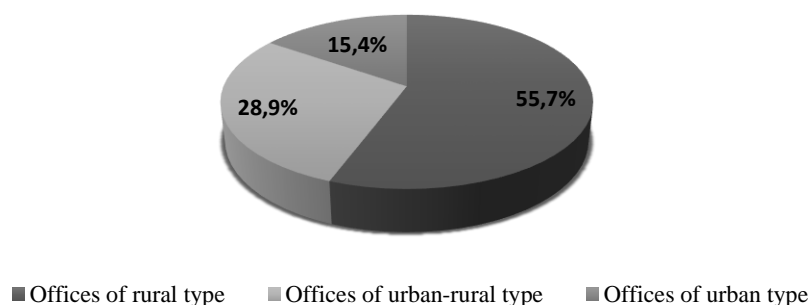

■ Offices of rural type   ■ Offices of urban-rural type   ■ Offices of urban type

Figure 2. Participation of various types of community offices in the final research sample.

Source: Own work based on research results.

The community offices of rural type were a large majority of the entities from the final sample (55.7%). They were followed by the offices of urban-rural type (28.9%), and the offices of urban type accounted for the smallest group of the entities, in which the study was conducted (15.4%). So, the responses with varying degrees of completeness were received from 99 offices

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[2] See the "Theoretical background" part.

[3] The respondents could evaluate the occurrence of different factors from the organizational structure in a given community office, where: 1- a factor does not occur, 2 - a factor occurs to a small extent, 3 - a factor occurs to a medium extent, 4 - a factor occurs to a big extent, 5 - a factor always occurs.

[4] Despite the fact that the presented research was conducted in a single voivodship of Poland, in the author's opinion, its results can be extended to the entire population of the community offices in Poland. This assumption was made basing on the results of other research in this area, which proves that geographical distribution does not affect the specificity of the functioning of these entities and, thus, does not determine the possibility of introducing and expanding the scope of use of BPM in them. See e.g. (Krukowski, 2016).

(198 completed questionnaires), which was a response rate of 85%. 194 questionnaires - 97 pairs from different community offices - were qualified for further analysis. Therefore, the final number of respondents was 194. The empirical material from the selected questionnaires was entered into an electronic database and analysed in the IBM SPSS Statistics 24.

As a next step, the Cronbach's alpha test and the Kaiser-Meyer-Olkin test were performed (Table 3).

Table 3.
Measurement properties

Variable	Cronbach's Alpha Test	Kaiser-Meyer-Olkin Test
Organizational structure	0,829	0,807

Source: Own work based on research results.

Thanks to the Cronbach's Alpha and the Kaiser-Meyer-Olkin test results obtained, the reliability of the research tool was confirmed – it can be assumed that the tool used is internally consistent and that there are dependencies between the variables.

Finally, a one-way analysis of variance for independent samples was conducted (by the statistic method developed by R. Fisher) in order to verify whether individual types of the community offices differed with respect to the occurrence of the eight distinguished factors from the area of organizational structure. The results of the analysis are presented in the next section of the paper.

4. Results and discussion

Table 4 shows the result of one-way analysis of variance for independent samples. The F ratio is greater than 1, which means that the test is statistically significant. Moreover, it can be observed that there are statistically significant differences between the offices of urban, urban-rural and rural communes in the occurrence of factors in the discussed area (the effect size η^2, the level of $p < 0.05$, was 0.05).

Table 4.
Measurement properties

Dependent variable	Type of the community office	M	SE	LL	UL	*F*	*p*	η^2
Organizational structure	urban	3,59	0,13	3,34	3,85			
	urban-rural	3,24	0,09	3,06	3,42	4,77	0,009*	0,05
	rural	3,15	0,07	3,01	3,28			

*$p < 0,5$

Where: M – mean, SE – standard deviation, LL – lower limit, UP – upper limit.

Source: Own work based on research results.

It can also be noted that the average answers provided by respondents were always higher in the offices of urban type than in the entities of urban-rural and rural type. Also, respondents from urban-rural offices gave, on average, higher answers within the discussed area than the respondents from the offices of rural type.

In order to illustrate the disproportions between various types of community offices in the use of factors within the area of the organizational structure, an analysis of the frequency of occurrence of these factors was carried out. A rule was adopted that in order for a particular factor to be classified as one of those used in a given type of office, the sum of respondents' declarations about its frequent and absolute occurrence (indication 4 and 5 on the numerical scale in the survey questionnaire) should be equal or higher than 50%.

Table 5.
Frequency of indications of factors related to organizational structure in the community offices from the Warmian-Mazurian voivodship (in %)

Factor	Type of the community office														
	urban					urban-rural					rural				
	answers (in%)														
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
F1	-	16,7	20	**20**	**43,3**	8,9	7,1	25	**28,6**	**30,4**	13,9	12	24,1	**29,6**	**20,4**
F2	-	6,7	30	**33,3**	**30**	-	8,9	42,9	30,4	17,8	8,3	10,3	25,9	**43,5**	**12**
F3	6,6	26,7	26,7	20	20	14,3	28,6	30,4	8,9	17,8	23,2	12	34,3	18,5	12
F4	3,3	10	36,7	**30**	**20**	3,6	10,7	32,1	**28,6**	**25**	2,8	8,3	32,4	**31,5**	**25**
F5	-	-	26,6	**36,7**	**36,7**	1,8	7,1	46,4	19,7	25	0,9	9,3	22,2	**52,8**	**14,8**
F6	-	-	33,3	**46,7**	**20**	-	12,5	32,1	**26,8**	**28,6**	-	9,3	25	**49**	**16,7**
F7	-	13,3	53,3	16,7	16,7	7,1	30,4	25	21,4	16,1	14,8	12	19,4	**42,6**	**11,2**
F8	-	33,3	20	36,7	10	7,1	35,7	35,7	16,1	5,4	9,3	27,8	25	28,6	9,3

Where: F1-F8 – see the Methods part.

Source: Own work based on research results.

The table above contains bold values representing factors that occur, according to the adopted methodology, in individual types of the community offices. It can therefore be noted that representatives of the surveyed entities indicated 3 factors that, in their opinion, existed in each of the surveyed types of offices. These factors were: F1 – "Appointing process owners, i.e. employees responsible for the processes from its beginning to its end" (respectively: 63.3% for urban community offices, 59% for urban-rural community offices and 50% for rural community offices), F4 – "Existence of small number of hierarchical levels in the organizational structure of the office" (50%, 53.6% and 56.5%, respectively), as well as F6 – "Existence of efficient horizontal communication" (66.7%, 55.4% and 65.7%, respectively). The fact that in the surveyed community offices a process owner is designated can be considered satisfactory. As mentioned earlier, this is an essential and required element when introducing BPM to organizations (Armistead, 1996; Trkman, 2010; Grajewski, 2012). Thus, the research results may indicate that there are at least some manifestations of the discussed concept in the surveyed organizations, and office managers are aware of the need to change the organizational structure if it is to support the development of the use of BPM in the entities in which they work. In the case of the factor F4, different research results were obtained

than those conducted by I. Kregel, B. Distel, A. Coners and K. Krukowski who claim, in their independent researches, that the organizational structure present in public organizations is not conducive to the introduction and development of BPM in these organizations. Therefore, in the light of the research presented in this article, it can be concluded that, at least in the community offices in Poland, their existing hierarchy does not constitute such a barrier. It is also worth noting that the percentage of offices in which respondents indicated a small number of hierarchical levels was the highest in the case of rural community offices, which, according to the author, results from the fact that rural communes usually have a smaller number of inhabitants than other types of communes, which translates into a smaller number of officials (office's employees) employed in the corresponding entities. And a smaller number of employees usually results in flatter organizational structures (Fedczuk, 2017). Moreover, the existence of a small number of hierarchical levels is considered one of the factors determining efficient horizontal communication (Farace et al., 2017), which was also confirmed by the above research results.

Based on the conducted research, it can also be concluded that factors F3 – "Assigning the office's resources to processes, not to its departments" and F8 – "Linking the motivation system with the results of process implementation (e.g. speed of decision making, number of customers served, low complaint rate, etc.)" are not specific to any type of office. Their existence was indicated only, for F3, by 40% of respondents from urban community offices, 26.7% from urban-rural community offices and 30.5% from rural community offices. In the case of factor F8, it was 46.7%, 21.5% and 37.9%, respectively. The results obtained are puzzling because, in principle, there are no formal obstacles to allocating resources in offices to processes rather than to departments, or to link the bonuses awarded to officials on the basis of the results of processes they implement. These issues are regulated by the offices' internal regulations[5]. The absence of such provisions in the regulations proves that the full potential resulting from the introduction of the BPM concept to the community offices is not used in them, but also, on the other hand, provides the opportunity to expand activities in this area.

The conducted research also provided the basis for the conclusion that there is variation in the occurrence of factors related to organizational structure between different types of community offices in the analyzed voivodship. Thus, respondents from urban community offices and rural ones indicated that in the entities where they work, department managers share some power with process owners (F2) (63.3% and 55.5%, respectively). It is worth noting, however, that almost half of the surveyed people from rural community offices also indicated the presence of this factor in these entities (48.2%), which is a satisfactory result. Sharing some responsibility among functional managers with designated process owners is necessary in organizations that want to implement and develop the scope of BPM, using the potential offered by structural conditions in this topic. In order to develop the process structure, according to the

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[5] See e.g. Regulamin wynagradzania pracowników Urzędu Miasta Olsztyna, Zarządzenie nr 13 z dnia 20.01.2020.

step-by-step scheme presented by P. Grajewski, it is necessary not only to appoint process owners, but also to give them real responsibility for managing the process within a given department - of course, with the coexistence of the functional and process structures. The characteristic factor, according to the indications, for urban community offices and rural ones was F5 – "Existence of teamwork (also between different departments of the office)" (73.4% and 67.6%, respectively). In the case of urban-rural community offices, it was 44.7%. The presence of this factor in most or almost half of the surveyed entities (in the case of urban-rural commune offices) is a very satisfactory result. Organizing work in teams is, as indicated by, among others, C. Armistead, P. Trkman or P. Grajewski, a necessary condition for introducing and developing the scope of using BPM in organizations. And in the case of factor F7 – "Carrying out training in the so-called process teams (the criterion for delegating an employee to training is participation in the implementation of a given process, and not work in a specific department of the office)" was indicated only by the representatives of rural community offices (53.8%). In the case of respondents from other types of offices, the results were lower: 33.4% for urban community offices and only 21.5% for urban-rural ones, respectively. It may be found interesting that rural community offices achieved such a result. Perhaps the reason for this situation is the fact that usually relatively few employees work in those entities, which may translate into the creation of multidisciplinary and interdepartmental teams, which are then trained in the so-called process teams.

5. Conclusion

Based on the research carried out and presented in this article, it can be concluded that in community offices in Poland, in terms of organizational structure, the barriers of introducing Business Process Management do not exclude the proper implementation of this process. The conducted research showed that the organizational structures of the community offices are not hierarchically extensive, the number of management levels is small in most of them, and horizontal communication is efficient. Process owners are also appointed in the surveyed entities, which may indicate that they consciously adopt a process perspective.

However, in all surveyed organizations it was pointed out that resources are not assigned to processes, but to office departments, and the motivation system is not linked with the results of process implementation, which strictly results from internal legal acts regulating the functioning of these entities. Therefore, it can be concluded that full transformation of the organizational structure of community offices towards constructs supporting the implementation and development of the BPM concept in these entities encounters the legal limitations, which, however, are not difficult to overcome and require increasing the process awareness of higher-level managers of public organizations.

The research also showed that there are statistically significant differences in occurrence of factors from the discussed area between different types of the offices. But still, in general, the presence of factors such as sharing some of the department managers' power with process owners, existence of teamwork and carrying out training in the so-called process teams can be considered a good forecast for the introduction and development of the scope of use of BPM in the surveyed entities.

The conducted research is not free from certain limitations. First of all, it is an opinion survey, although attempts were made to eliminate the creation of CMB by applying the procedures indicated in Methods part during the research process. It was also concluded that the geographical scope of the study does not constitute a barrier to drawing conclusions on the entire population of the community offices in Poland, however, further research could focus on examining another voivodeship in terms of the presence of factors from the discussed area, or offices of a selected type throughout the whole country. An interesting direction would also be to conduct a study that would seek answers to the question: *What is the presence of factors in the area of organizational structure at particular levels of process maturity of municipal offices in Poland?*

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