

Workforce Needs Analysis Through Lean Organizational

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Abstract

This study aims to analyze workforce requirements in supporting the implementation of a lean organizational structure at PT Megatama Abadi IRS, Serang, Banten. Increasing business competition requires organizations to optimize human resources without reducing organizational effectiveness. This study employed a descriptive qualitative approach using interviews, observations, and documentation. Informants consisted of HR managers, operational managers, supervisors, and employees from several functional divisions. Data were analyzed using the Miles and Huberman interactive analysis model through data reduction, data display, and conclusion drawing. The findings indicate that the company has implemented a relatively lean organizational structure characterized by simplified coordination, reduced bureaucracy, and multitasking practices among employees. Workforce planning is determined based on project volume, work complexity, project deadlines, and employee competencies. The implementation of a lean organizational structure has improved coordination efficiency, accelerated decision-making, reduced operational costs, and enhanced organizational productivity. However, several challenges remain, including workload imbalance, increased work stress, employee fatigue, and dependence on highly competent personnel. Therefore, periodic workload evaluation, clearer job descriptions, competency development, and continuous training programs are necessary to ensure that organizational efficiency is balanced with employee well-being. The study contributes to the human resource management literature by demonstrating that lean organizational structures should be supported by systematic workforce planning to achieve sustainable organizational performance.

Keywords: Lean organization, workforce planning, organizational structure, workload analysis, employee productivity



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INTRODUCTION

The increasingly dynamic business environment requires organizations to continuously improve operational efficiency while maintaining organizational effectiveness. Global competition, technological advancement, and changing customer expectations have encouraged companies to redesign organizational structures capable of responding rapidly to environmental changes. Human resource management has consequently shifted from merely managing employees administratively toward developing strategic organizational capabilities that enhance competitiveness (Robbins & Coulter, 2016; Budhwar et al., 2022).

Organizational structure represents one of the fundamental determinants of organizational effectiveness. A well-designed organizational structure facilitates communication, coordination, decision-making, and responsibility distribution among organizational members. Conversely, inappropriate organizational structures often create bureaucracy, overlapping responsibilities, inefficient resource allocation, and slow decision-making processes that reduce organizational performance (Mintzberg, 1979; Robbins & Coulter, 2016).

One organizational approach receiving increasing attention is the implementation of a *lean organization*. Derived from *lean manufacturing*, the concept emphasizes eliminating non-value-added activities, simplifying organizational hierarchy, improving operational flexibility, and maximizing employee productivity. Rather than merely reducing the number of employees, *lean organization* seeks to optimize organizational resources by ensuring that every employee contributes significant value to organizational objectives (Womack & Jones, 1996; Liker, 2004).

Previous studies have consistently demonstrated that lean organizational practices contribute positively to operational efficiency and organizational performance (Fauzi, 2022; Raschke et al., 2022). Nevertheless, empirical findings also indicate several unintended consequences. Employees working within lean organizations frequently experience heavier workloads, role ambiguity, multitasking pressures, occupational stress, and burnout if workforce planning is not conducted systematically (Hidayat & Pratiwi, 2020; Malik et al., 2021). Therefore, workforce planning becomes an essential component in ensuring that organizational efficiency does not compromise employee well-being (Sari, 2021; Knies et al., 2022).

PT Megatama Abadi IRS, a construction and electrical installation company located in Serang, Banten, has gradually adopted a lean organizational structure to improve project execution efficiency and reduce operational costs. The company operates in project-based environments where workforce requirements fluctuate according to project complexity and customer demands. Consequently, determining the appropriate number of employees and aligning employee competencies with organizational needs become critical managerial challenges (Sedarmayanti, 2011; Sutrisno, 2019).

Field observations indicate that although the company's lean organizational structure accelerates coordination and decision-making, several operational problems remain. These include overlapping responsibilities, unequal workload distribution, multitasking demands, and dependence on employees possessing multiple competencies. Such conditions indicate that organizational efficiency alone cannot guarantee sustainable organizational performance without appropriate workforce planning (Hasibuan, 2019; Sari, 2021).

Although numerous studies have examined lean organizations, relatively few have specifically investigated workforce requirement analysis within Indonesian construction service companies using qualitative approaches. Most previous studies emphasize manufacturing industries or focus solely on productivity outcomes without comprehensively exploring how workforce planning supports lean organizational implementation (Putra, 2019; Fauzi, 2022). Furthermore, recent human resource management literature has highlighted the need to integrate organizational efficiency with employee well-being, competency

development, and workforce flexibility to achieve sustainable organizational performance (Alnuaimi et al., 2022; Bamel et al., 2023). This gap provides the rationale for conducting the present study.

Accordingly, this research aims to analyze the existing organizational structure of PT Megatama Abadi IRS, examine workforce requirement analysis implemented by management, and evaluate the implications of lean organizational practices on employee effectiveness and organizational productivity. The findings are expected to enrich the literature on strategic human resource management by providing empirical evidence regarding the implementation of lean organizational structures in Indonesian project-based companies. In addition, the study is expected to provide practical recommendations for managers in designing workforce planning systems that balance organizational efficiency with employee well-being and sustainable organizational performance (Budhwar et al., 2022; Knies et al., 2022).

RESEARCH METHODS

This study employed a descriptive qualitative research design to obtain an in-depth understanding of workforce requirement analysis in supporting the implementation of a lean organizational structure at PT Megatama Abadi IRS, Serang, Banten. A qualitative approach was considered appropriate because the research focused on understanding organizational practices, managerial decision-making processes, employee experiences, and the dynamics of human resource management within the company's operational environment rather than testing statistical relationships among variables. Qualitative research enables researchers to interpret organizational phenomena comprehensively through direct interaction with research participants and observation of organizational activities (Moleong, 2017; Creswell & Poth, 2018).

The research was conducted at PT Megatama Abadi IRS, a company operating in electrical construction and power installation services. The organization was selected because it has implemented a relatively lean organizational structure characterized by simplified coordination mechanisms, multitasking practices, and workforce optimization to improve operational efficiency. These characteristics make the company an appropriate setting for examining how workforce planning supports lean organizational implementation (Womack & Jones, 1996; Liker, 2004).

Informants were selected using purposive sampling, whereby participants were chosen based on their knowledge, experience, and involvement in organizational decision-making. The informants consisted of the Human Resource Development (HRD) Manager, Operational Manager, department supervisors, and employees representing several operational and administrative divisions. These participants provided comprehensive perspectives regarding organizational structure, workforce planning, workload distribution, and organizational performance. Purposive sampling is appropriate in qualitative research because it allows researchers to obtain rich and relevant information from individuals who possess direct experience related to the research phenomenon (Sugiyono, 2017; Creswell & Poth, 2018).

Data collection employed three complementary techniques. First, semi-structured interviews were conducted to explore managerial policies, employee perceptions, and organizational practices related to workforce planning and lean organizational implementation. The interview guide remained flexible, allowing researchers to probe emerging issues during discussions. Second, direct observations were carried out to examine work processes, coordination patterns, employee interactions, workload distribution, and organizational communication within daily operational activities. Third, documentation analysis was conducted by reviewing organizational charts, job descriptions, human resource records, standard operating procedures, and other relevant company documents to strengthen the credibility of findings obtained through interviews and observations. The use of multiple data

sources facilitated methodological triangulation and enhanced data validity (Moleong, 2017; Sugiyono, 2017).

Data analysis followed the interactive model proposed by Miles, Huberman, and Saldaña (2014), consisting of three interconnected stages: data reduction, data display, and conclusion drawing. During data reduction, interview transcripts, field notes, and documentary evidence were organized, coded, and categorized into major themes such as organizational structure, workforce requirements, workload management, multitasking practices, and organizational effectiveness. Subsequently, the categorized data were presented through descriptive narratives and summary tables to facilitate interpretation and identify relationships among emerging themes. Finally, conclusions were continuously developed and verified throughout the research process by comparing findings across different data sources until consistent interpretations were achieved (Miles et al., 2014).

To ensure research trustworthiness, several validation strategies were implemented. Source triangulation compared information obtained from managers, supervisors, and employees. Method triangulation integrated findings from interviews, observations, and documentary evidence. Member checking was conducted by confirming preliminary interpretations with selected participants to ensure that researchers accurately represented their perspectives. In addition, peer debriefing with academic colleagues contributed to improving analytical consistency and minimizing researcher bias. These procedures enhanced the credibility, dependability, confirmability, and transferability of the research findings, which constitute the principal criteria for evaluating rigor in qualitative research (Lincoln & Guba, 1985; Creswell & Poth, 2018).

The methodological framework enabled the researchers to comprehensively examine how workforce requirement analysis supports the implementation of a lean organizational structure while identifying organizational benefits and challenges experienced by both management and employees. The integration of multiple data sources and systematic qualitative analysis ensured that the findings accurately reflected the organizational realities at PT Megatama Abadi IRS and provided a credible basis for interpreting organizational practices related to lean workforce management (Miles et al., 2014; Moleong, 2017).

RESULTS AND DISCUSSION

Organizational Structure of PT Megatama Abadi IRS

The findings indicate that PT Megatama Abadi IRS has implemented a functional organizational structure designed to support operational efficiency in electrical construction and power installation projects. The organizational hierarchy consists of the President Director, who supervises the Operational Director, Finance Division, and Human Resource and General Affairs (HRGA). The operational division oversees several technical functions, including workshop supervision, mechanical services, rewinding, electrical testing, machining, Health, Safety, and Environment (HSE), Production Planning and Control (PPC), warehouse management, and marketing activities. Meanwhile, the finance division is responsible for accounting and purchasing, whereas HRGA manages administrative support functions, drivers, office assistants, and security personnel. This organizational arrangement reflects a relatively simple functional structure intended to accelerate communication and coordination across departments (Robbins & Coulter, 2016; Mintzberg, 1979).

Documentation analysis further revealed that the company recently streamlined its organizational structure by reducing several managerial layers to improve responsiveness during project execution. The simplified structure shortened communication channels between top management and operational personnel, allowing decisions concerning project implementation to be made more rapidly. Such structural simplification reflects the principles

of *lean organization*, where unnecessary bureaucracy is minimized to increase organizational agility (Womack & Jones, 1996; Liker, 2004).

The interview results consistently demonstrated that management deliberately maintains a relatively flat organizational hierarchy because construction projects require rapid coordination among multiple technical teams. According to the HR Manager, reducing bureaucratic procedures enables project managers to respond immediately to operational challenges without waiting for lengthy approval processes. This flexibility becomes particularly important when project conditions change unexpectedly or when clients request immediate adjustments during project implementation. Similar findings were reported by Putra (2019) and Budhwar et al. (2022), who concluded that flatter organizational structures improve organizational responsiveness and managerial flexibility.

Observational findings supported these managerial perspectives. Employees frequently communicated directly with supervisors and project managers instead of following rigid hierarchical procedures. Daily coordination meetings were relatively short and focused primarily on solving operational problems. Such communication patterns significantly reduced delays in project execution while encouraging collaborative problem solving among employees. This finding supports Alnuaimi et al. (2022), who stated that organizational agility enhances communication quality and decision-making effectiveness.

However, organizational flexibility also generated several managerial challenges. Because organizational boundaries were intentionally simplified, employees were often assigned responsibilities beyond their formal job descriptions. Operational staff frequently performed administrative duties, while technical employees occasionally supported procurement or logistics activities during periods of high project demand. Although these practices improved organizational flexibility, they also increased role ambiguity and created unequal workload distribution across departments (Hidayat & Pratiwi, 2020; Malik et al., 2021).

These findings support the perspective of Robbins and Coulter (2016), who argue that functional organizational structures improve coordination by grouping employees according to specialized functions while maintaining centralized managerial control. Furthermore, Mintzberg (1979) emphasizes that organizational structures should facilitate coordination mechanisms that enable organizations to achieve strategic objectives efficiently. The evidence from PT Megatama Abadi IRS demonstrates that organizational simplicity enhances communication effectiveness; however, structural efficiency alone does not automatically eliminate workload imbalance. Similar conclusions were reported by Raschke et al. (2022).

Table 1. Organizational Structure Analysis of PT Megatama Abadi IRS

Organizational Aspect	Research Findings	Strengths	Challenges	Theoretical Support
Organizational hierarchy	Relatively flat functional structure	Faster decision-making	Authority overlap during projects	Robbins & Coulter (2016); Mintzberg (1979)
Coordination mechanism	Direct communication between managers and project teams	Improved responsiveness	Dependence on informal communication	Mintzberg (1979)
Bureaucratic procedures	Simplified administrative processes	Organizational agility	Reduced administrative control	Womack & Jones (1996); Liker (2004)

Job responsibilities	Employees perform multiple roles	Workforce flexibility	Role ambiguity	Hidayat & Pratiwi (2020)
Workforce utilization	Allocation based on project priorities	Cost efficiency	Employee fatigue	Sedarmayanti (2011); Sutrisno (2019)
Organizational effectiveness	Faster coordination and project completion	Higher productivity	Continuous evaluation required	Fauzi (2022); Raschke et al. (2022)

Source: Processed by the researchers (2026).

Workforce Requirement Analysis within Lean Organizational Implementation

The second objective of this research was to examine how workforce requirements are determined within the company's lean organizational strategy. Interview findings revealed that workforce planning is conducted dynamically rather than based on fixed staffing standards. Management continuously evaluates workforce requirements according to project volume, project complexity, completion deadlines, and employee competencies. These findings are consistent with Sedarmayanti (2011) and Sutrisno (2019), who emphasized that workforce planning should balance organizational workload with employee capacity.

The HR Manager explained that workforce planning begins with an assessment of ongoing and upcoming projects. Each project is evaluated regarding required technical competencies, estimated workload, project duration, and available human resources. Instead of recruiting additional permanent employees whenever workload increases, the company first attempts to maximize the productivity of existing employees through flexible work allocation and multitasking assignments. This strategy reflects lean workforce optimization principles (Liker, 2004; Womack & Jones, 1996).

Observational data confirmed that workforce utilization follows project priorities rather than rigid departmental boundaries. Employees possessing multiple competencies were frequently assigned to different projects depending on operational demands. This flexibility enabled the organization to optimize existing human resources while minimizing labor costs (Fauzi, 2022; Malik et al., 2021).

The findings further indicate that workforce requirement analysis consists of four major considerations. First, project volume directly influences workforce demand. Second, project complexity determines competency requirements. Third, project completion deadlines influence staffing allocation. Fourth, employee competencies become an essential determinant in workforce planning. These dimensions correspond to workload analysis concepts proposed by Sedarmayanti (2011) and Sari (2021).

These findings demonstrate that workforce planning extends beyond determining employee numbers. Instead, it represents a strategic process integrating competency management, workload analysis, and organizational flexibility (Knies et al., 2022; Budhwar et al., 2022).

The study also found that management periodically evaluates workforce distribution to identify departments experiencing either employee shortages or excess capacity. Nevertheless, the evaluation process remains largely qualitative and depends heavily on managerial judgment rather than standardized workload measurement instruments. Consequently, several departments continue to experience workload imbalances despite periodic organizational evaluations (Putra, 2019; Sari, 2021).

Table 2. Workforce Planning Criteria in Lean Organizational Implementation

Workforce Planning Dimension	Indicators	Implementation	Organizational Implications
Project volume	Number of active projects	Workforce adjusted to project demand	Flexible HR allocation
Project complexity	Technical difficulty	Competency-based staffing	Better project quality
Project deadline	Completion target	Temporary reassignment of employees	Faster completion
Employee competency	Technical & multitasking skills	Multi-skilled employees prioritized	Greater flexibility
Workload balance	Distribution of responsibilities	HR evaluation conducted periodically	Reduced workload imbalance
Operational priority	Strategic project importance	Critical projects receive priority	Improved organizational performance

Source: Interview and observation results (2026)

Impact of Lean Organizational Structure on Organizational Effectiveness and Productivity

The final objective examined the organizational consequences of implementing a lean organizational structure. Overall, the findings indicate that lean organizational practices generate substantial operational benefits while simultaneously creating several human resource management challenges (Fauzi, 2022; Raschke et al., 2022).

From an organizational perspective, respondents agreed that simplified organizational structures significantly improve communication efficiency. Decision-making processes become faster because fewer hierarchical levels are involved. Managers can immediately communicate operational instructions to project teams, thereby reducing coordination delays and improving project responsiveness (Robbins & Coulter, 2016; Alnuaimi et al., 2022).

Operational efficiency also increased following the implementation of lean organizational practices. Management reported lower operational costs because workforce utilization became more flexible, enabling the company to complete projects with relatively fewer permanent employees. Furthermore, multitasking employees reduced dependence on external labor during routine operational activities (Womack & Jones, 1996; Liker, 2004).

The study also identified improvements in organizational productivity. Employees became more adaptable, developed broader competencies, and demonstrated greater collaboration across functional departments. Cross-functional teamwork became increasingly common during large-scale projects requiring integrated technical expertise (Budhwar et al., 2022).

Despite these positive outcomes, several challenges emerged. The most frequently reported issue involved increased workload intensity. Employees consistently stated that multitasking responsibilities often required them to perform duties beyond their formal

positions, particularly during peak project periods. Consequently, longer working hours and higher physical demands became increasingly common (Hidayat & Pratiwi, 2020; Malik et al., 2021).

Another significant concern involved work-related stress. Employees responsible for multiple operational functions reported greater psychological pressure resulting from increased accountability and tighter project deadlines. Although most employees accepted these responsibilities as part of organizational efficiency efforts, prolonged workload intensity may eventually reduce employee motivation and job satisfaction (Hasibuan, 2019; Hidayat & Pratiwi, 2020).

The findings also revealed dependence on highly competent employees. Individuals possessing multiple technical skills frequently became indispensable during project implementation. While such employees contributed substantially to organizational performance, excessive dependence on a limited number of highly skilled personnel created organizational risks whenever these employees became unavailable (Knies et al., 2022).

Table 3. Impact of Lean Organizational Structure

Aspect	Positive Impact	Negative Impact
Communication	Faster coordination	Informal communication dependency
Decision making	Faster managerial decisions	Higher managerial pressure
Operational efficiency	Reduced operating costs	Staffing shortages during peak projects
Employee productivity	Higher adaptability and multitasking	Work overload
Human resources	Better competency utilization	Burnout risk
Organizational performance	Improved competitiveness	Continuous competency development required

Source: Processed by the researchers (2026)

Overall, the results demonstrate that lean organizational structures improve efficiency, productivity, and organizational responsiveness. However, sustainable implementation requires systematic workload evaluation, competency development, equitable task distribution, and continuous employee support. These findings reinforce the principles of *Lean Thinking* proposed by Womack and Jones (1996), emphasizing that waste reduction should be accompanied by continuous improvement and respect for people. Likewise, Liker (2004) argues that sustainable lean implementation depends not only on operational efficiency but also on continuous investment in employee capability development. Recent studies by Bamel et al. (2023) and Budhwar et al. (2022) similarly conclude that organizational resilience depends on balancing operational efficiency with employee well-being.

CONCLUSIONS

This study examined workforce requirement analysis in supporting the implementation of a lean organizational structure at PT Megatama Abadi IRS. The findings demonstrate that the company has adopted a relatively lean functional organizational structure that simplifies communication channels, reduces bureaucratic procedures, and improves coordination among

organizational units. Such structural arrangements enable management to respond more rapidly to operational changes and project requirements, thereby enhancing organizational agility.

The research further reveals that workforce planning is conducted by considering project volume, work complexity, project completion targets, and employee competencies. Rather than relying solely on increasing the number of employees, the company emphasizes optimizing existing human resources through multitasking practices, flexible work allocation, and competency-based assignments. This approach contributes to more efficient utilization of organizational resources and supports the implementation of lean organizational principles.

The findings also indicate that the implementation of a lean organizational structure positively influences organizational effectiveness by accelerating decision-making processes, improving operational coordination, reducing operational costs, and increasing overall productivity. These results support the view that lean organizational practices can become an effective strategic approach for companies operating in project-based industries characterized by dynamic workforce requirements.

Nevertheless, the study identifies several managerial challenges associated with lean organizational implementation. Employees frequently experience increased workload, role overlap, work-related stress, and dependence on highly competent personnel. These issues suggest that organizational efficiency should not be pursued solely through workforce reduction but should also incorporate systematic workload analysis, equitable task distribution, and continuous employee development.

Theoretically, this research contributes to the strategic human resource management literature by demonstrating that workforce requirement analysis constitutes an essential element of successful lean organizational implementation. Practically, the findings provide guidance for managers in designing workforce planning systems that balance organizational efficiency with employee well-being and long-term organizational sustainability.

Future studies are encouraged to expand the investigation by incorporating quantitative approaches or mixed-method research designs involving larger samples and different industrial sectors. Additional variables such as organizational culture, leadership, employee engagement, digital human resource management, and organizational resilience may also be explored to provide a more comprehensive understanding of factors influencing the successful implementation of lean organizations.

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