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Workflow Management System and Organizational Growth of Deposit Money Banks in Rivers State, Nigeria

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ABSTRACT

The purpose of this study was to examine the relationship between workflow management system and organizational sustainability of Deposit Money Banks in Port Harcourt, Rivers State, Nigeria. The study adopted the explanatory and quantitative method for research design as the study seeks to investigate the correlations between the study variables. A sample size of one hundred and two (102) Management staff from the study population and the entire population was studied using Census as sampling technique for the study sample size. Data collection was gathered through structured closed ended Questionnaire and analysed using the Pearson Product Moment Correlation Coefficient Statistics and presented with the aid of SPSS version 20.0 for interpretations. The results of analysed data showed that workflow management system significantly correlated positively with the measures of organizational sustainability. Relying on the empirical findings, the study concluded that workflow management system has positive significant relationship with organizational sustainability of Deposit Money Banks in Port Harcourt, Rivers State, Nigeria. The study recommends therefore that workflow management system allows organizations to defined and control the routine, repeatable activities associated with their business processes and allows users to defined the nature of the job and set deadline and budget limitation in the organization hence it should be implemented.

KEYWORDS: *Workflow Management System, Organizational Sustainability, Deposit Money Banks*

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INTRODUCTION

In recent times, the complexities and frequent changes experienced within the environment have necessitated managers to continuously strive for improvement in their product or service offerings. Such changes essentially call for renewal of operations and sustainable market positioning of goods and services. Incidentally, the changes could emanate from threats or shocks within the environment which may lead to organizational failures if not well managed. It is therefore expedient for organisational actors to understand and deal with the changes as they occur (Coleman & Adim, 2019). In today's fast paced competitive business environment and the knowledge base economy, organizations are in a relentless search to achieve the maximum efficiency out of the available resources (Bestman & Elekwachi, 2021). This quest and research have forced the organizations to focus and improve the information resource supporting activities for their core business. The focus on these supporting activities has identified areas like better and improved working environment for its critical resources, Management and availability of most updated information, streamlining and automation of business processes, meeting the regulatory compliances, ability to interoperate within and outside of the organizational boundaries and finally continuous analysis and optimization of business capabilities. These areas translate into critical success factors for organizations to meet the business challenges and survive in the ever-changing global market space. In order to meet these critical success factors organizations around the world are moving towards workflow management systems.

Workflow management system is concerned with providing automated support for business processes. Typically, a workflow involves both people and software applications. Work is assigned to participants based on explicit resource allocation directives, which may link into an organizational model, and the timing is driven by an explicit representation of the temporal order of the various activities of the business process. Apart from the obvious fact that there is potential for savings in terms of time and money, there are other benefits in deploying workflow applications. By having explicit representations of these resource and control-flow dependencies, it can be claimed that changing workflows is easier and hence a business that has automated its processes by means of a workflow management system may be more responsive to changes in its environment, such as changing legislation or evolving market conditions. As workflow management systems log events that pertain to business processes (e.g., the fact that a certain resource has completed a certain task at a certain point in time), process logs may be used to demonstrate that a business complies with best practices or with existing legislation. Log files provide a valuable starting point for process analysis and for subsequent process improvement. The area of process mining (van der Aalst, Weijters & Maruster, 2004b) is concerned with process-related information that can be derived from log files.

The Workflow Management Coalition has defined what the components of a workflow environment are and what interfaces these components should have to support interaction with each other and with external components (Fischer, 2005). In a workflow management environment, there is typically a component that supports the specification of workflows and another that supports the execution of these workflows. There are also, usually, components that can deal with external applications or other workflow engines or that provide support for administration and monitoring.

Agundu and Bestman (2014) have argued that Information and communication technology (ICT) revolution has continued to drive the wide use of computers and other info-tech infrastructure which accelerate data processing and transmission in compliant organizations. Paradoxically, digital resources are as vital as the conventional/traditional corporate compliments comprising men, money, materials, and machines (the 4Ms). Sensitive investors therefore endeavour to commit funds towards the provision of functional management information system (MIS), coordinated by state-of-the art digital work stations. The emphasis in recent times is on accentuating top-quality preparation, preservation and presentation of information relating to the organizations. On account of this, information managers monitor operational processes, ensuring that inefficient modes are identified and substituted by more cost-effective modes that would optimize info-tech investments (ITIs). This sets the pace for workflow management systems adoption.

The purpose of this paper therefore was to examine the relationship between workflow management system and organizational growth of the deposit money banks in Rivers State, Nigeria. The research question of the study included:

1. How does workflow management system enhance growth of the deposit money banks in Rivers State, Nigeria?
2. How does workflow management system enhance innovation of the deposit money banks in Rivers State, Nigeria?

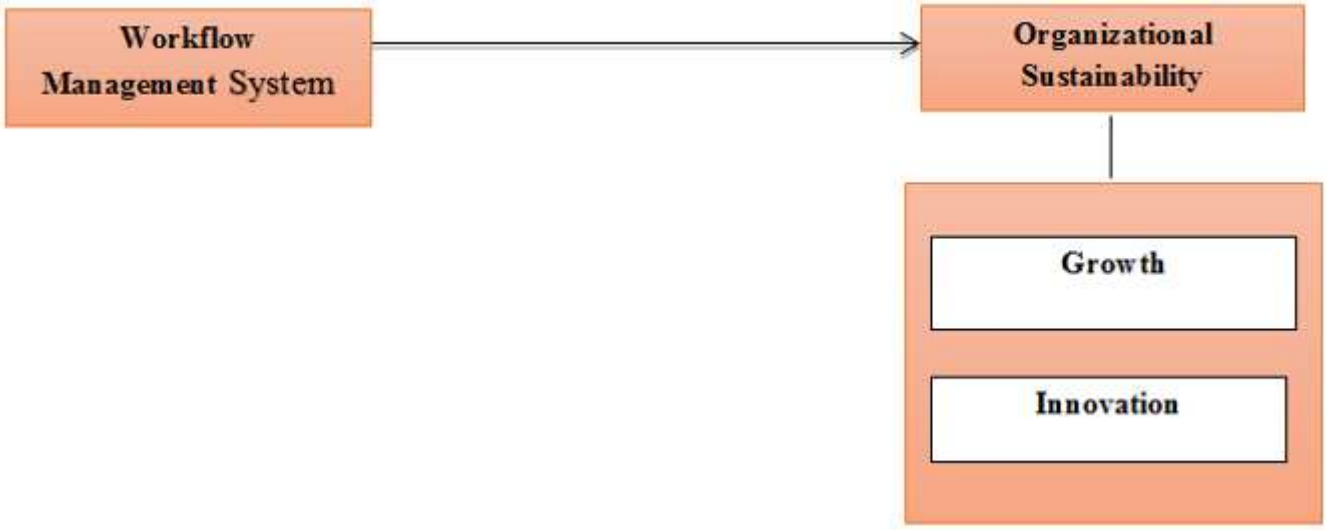

Figure 1: Conceptual model for the relationship between workflow management and organizational sustainability.
Source: Desk Research (2022)

LITERATURE REVIEW

Theoretical Foundation

The Resource Based View Theory (RBV)

The theory of resource base view (RVB) was propounded by Werner felt in 1984. The theory is regarded as one of the theories of strategic management that is widely referenced particularly because of its relevance in contemporary organizational management practices. The resource base view theory of the firm advocating for the fundamental question of why firms are different and how they deploy their resources to achieve and sustain competitive advantage. This theory has been examined by some management experts who contributed to its development.

The RBV takes an 'inside-out' view or firm-specific perspective on why organizations succeed or fail in the market place (Dicksen, 1996). Resources that are valuable, rare, inimitable and non-substitutable make it possible for businesses to develop and maintain competitive advantages, to utilize these resources and competitive advantages for superior performance (Barney, 1991). An organization can be considered as a collection of physical resources, human resources and organizational resources (Barney, 1991; Amitand Shoemaker, 1993). Resources of organizations that are valuable, rare, imperfectly imitable and imperfectly substitutable are main source of sustainable competitive advantage for sustained superior performance (Barney, 1991).

There is a shift away from external forces to internal resources as what contributes to the competitive advantage of the firms over some decades ago. The reasons for the shift are: First, the increase rate of change in products, technology and shift in customers' preferences. Secondly, the activities and coverage of some industries overlap, especially the information related organizations, (Hamel & Prahalad, 1996). Thirdly, the rate of change in both the external and internal environment of business has made firms to react quickly as competitive advantage is often tied to time maximization.

Barney (1991) resources refer to a firm's assets, capabilities, organizational processes, firms' attributes, information, knowledge etc controlled by a firm that enable the firm to conceive and implement strategies that improve its efficiency and effectiveness. Resources are those assets that are tied semi-permanently to the firm. It includes economic, physical capital, human capital, technological and organizational capital resources, or assets used by the firm to develop, manufacture, improve, and deliver products and services to its customers, its reputation and informational resources, corporate culture of the firm as well as effective management team. The resources of a firm comprise of tangible (physical resources) and intangible resources (employees experience, skills, and firm's goodwill) which are the sources of the firm's competitive advantage. Competitive advantage of the firm is dependent on the characteristics of a firm's resources, (Barney, 1991).

The resource base view theory of the firm becomes necessary in this study because in the knowledge base economy information is recognized as a major asset that the organization needs to protect effectively for competitive advantage. The banking sector is characterise with majority of customers data which generate the information needed for the functionality of the sector, proper management of the data of the customers by creating an effective organizational content management system play critical role in the sustainability of the organization against its competitors. In the era of information technology across all sector of business organization, practitioner have warned organizational leaders against negligent of its information, rather information should be treated as a strategic asset of the firm.

Workflow Management System

Workflow management system is concerned with providing automated support for business processes. Typically, a workflow management system involves both people and software applications. Work is assigned to participants based on explicit resource allocation directives, which may link into an organizational database, and the timing is driven by an explicit representation of the temporal order of the various activities of the business process.

It is business information technology field that deals with controlling flows of work in complex organizations. According to Georgakopoulos and Hornick, (2005) it can be seen as 'administrative logistics' that is, getting the right information at the right time to the right persons. In doing so, it primarily deals with the structure of work processes, not with the contents of these processes.

Workflow Management System in its most complete form includes a broad spectrum of aspects. The most important of these aspects are: routing of work objects (e.g. documents) through an organization as described by detailed route specifications. This includes the selection of alternative paths on 'splits', allocation of tasks in the workflow to actors (organization workers) in the organization. The allocation can be based on actor functions, roles, workload, and authorizations. Scheduling of tasks to be performed in time, dealing with workload of actors, prioritization of tasks, and availability of

required resources. Scheduling includes alerting actors when tasks are to be performed. Scheduling of scarce resources like meeting rooms specialized equipment, based on resource availability usage per task, and task priorities. Monitoring the flow of work for management and alerting when attention is needed. Handling exceptional situations like missed deadlines or missing actors using exception definitions and general business rules. It may be clear that this long list of aspects causes a workflow management system; dealing with all of this can be very complex.

Consequently, not all the aspects are completely covered by typical existing workflow management system. A large deal of research and development effort is being devoted to extending existing systems to include more of the above aspects (Grefen, et al, 1995). Workflow Management System is most suitable in modern organizations that have well-structured, well-described, stable, and highly repetitive business processes. In Mintzberg's taxonomy, this coincides in general with the machine bureaucracy type of organization. The simple structure is usually small to benefit from advanced workflow management technology. End users in a workflow environment use a workflow client module to access their tasks. This module presents a task list to the user, which depicts the tasks to be performed with relevant attributes, like priority, status of execution, and input and output documents.

From the task list, a user can open a specific task, inspect its attributes, and access relevant information (like forms and documents). Two modes of task assignment can generally be distinguished: Push mode: the workflow engine places (pushes) a specific task in the task list of a specific user; users have no influence on the tasks they have to perform. Pull mode: the workflow engine places specific tasks in the task list of a group of users; specific users select (pull) the tasks they want to perform. Clearly, the pull model allows more flexibility to the users, whereas the push model allows for stricter control of activities. The choice between the two modes depends on organization structure and culture mixed forms are also possible, in which specific classes of tasks are handled in push mode and other classes of tasks in pull mode. This client module is based on Java technology, such that it can be accessed through a regular web browser. This clearly facilitates standard intranet technology as the underlying infrastructure for workflow management system, (Nwinyokpugi, 2015).

Workflow management systems are a class of software that supports business processes by taking on their information logistics, i.e., they ensure that the right information reaches the right person at the right time, (van der Aalst & van Hee 2002). Apart from the obvious fact that there is potential for savings in terms of time and money, there are other benefits in deploying workflow applications. By having explicit representations of these resource and control-flow dependencies, it can be claimed that changing workflows is easier and hence a business that has automated its processes by means of a workflow management system may be more responsive to changes in its environment, such as changing legislation or evolving market conditions.

Organizational Sustainability

Robbins and DeCenzo (2005) defined organization as a systematic arrangement of people brought together to accomplish some specific purpose. From this perspective, the organization comprises of people who are coordinating from different geographical location with the objective of achieving the purpose of the organization. Organization sustainability depends on the people who put all other resources together to achieve the purpose. Without the people who convert other resources to finish products, organizations seize to exist. In the words of Hitt (1988) cited in Adewale, Abolaji and Kolade, (2011) organization is the framework of responsibility, authority and duties through which the resources of an enterprise are brought together and coordinated for the achievement of set goals. As expected organizations strive for sustainability and continuity on one hand, which are paramount focus of the people in the organization.

The aim of every organization is to exist today, tomorrow without compromise the future. To be sustain mean to survive. Organizational sustainability and growth are implicit organizational goals requiring the investment of energy and resources (Jones & Bartlet, 2008). Organization that doesn't have sustainable plan that defined the existence of the organization beyond today as a primary objective or goal should have to re-think. The goal of organizational sustainability underpins all other goals of the organization. Paying attention to this goal contributes to the satisfaction and execution of other organizational goals. Gross in the discussion of organizational survival argued that the concept of survival is an unwritten law of every organization. It is applicable in the organizational sustainability concept as the main goal of the organization is to survive through sustainable plan. This suggests that every organization should see survival as an absolute prerequisite before serving any interest whatsoever, (Gross, 1968 cited in Adewale et al 2011).

In opposite direction, organization is assessed in phases of growth and development rather than in chronological years. The phases are linked up in subtle and unpronounced manner, but it is essential noting that not every organization displays the features of each phase as it progresses. Organizations attempt to maintain the existing state of affairs, but essentially the larger part of their efforts is tilted toward sustainability (Mindy, 1998).

Growth

The existence of organization with the increasing competition in the business environment today is a major concern for organizational leaders. Growth is a word that means different thing to different people depending on the perspective in which the person observe organizational growth. To some people, they will measure organizational growth based on the size of the organization while others will view growth from the profitability margin of organization. However, whichever perspective organizational growth is observed from, the main aim of growth is on the continual existence of the organization for a long time. The aim of every organization is to grow. Performance is also growth indicator.

Growth is an all organizational affairs. By this, we meant that, growth basically depends on the level of investment that the organization involves itself. Investment in the human resource of the organization play critical role in organizational growth. Organization comprises of people who comes together to achieve a goal through the utilization of organizational available resources. The people come into the organizations with different goal and skill, the ability to align the people goal and skills to connect with the organizational goal is directly proportional to the growth of the organization. According to Crosby, (1999) human resource should be reviewed and we stopped looking at what is happening in other strategies and start looking at best human resource practices in large corporates. The goals of the organization are not drive by itself; rather it is the people that drive the organization goals. The better the human resources of the organization recruit competence skills individual into the organization, the better chances of the organization growth to be achieve.

Organizational growth starts from the internal component of the organization. It is like pregnancy of which its formation is invisible to the public except the person involve. What the general public saw as growth is the outcome of the conceive plan through increase in side of the organization. As pregnancy, the people do not know what the outcome will be till such is delivered. Growths of organizations are conceived by the people inside the organization through plan design in which the execution of the plan outcome is visible to the people to ascertain if growth has taken place. By this nature, organizational growths are seeing not just by the size of the organization but the numbers of branches that the organization has been able to establish within the operational years. For instance, a new banks that is just established and within a short period of time, the branches are scatter across the states is a sign of growth. Stagnation is a greatest decease that both small and large cooperation try their utmost best to avoid. Stagnation is defined as a point where organization does not appreciate both in size and numbers.

Innovation

Innovation is one of the most buzzwords in today's society. Most people appraise innovation and consider that innovation is necessary for individuals and organizations. For instance, citizens demand that public sector should be more innovative, so the public sector can solve organizational and socioeconomic problems. Organizational innovation can be defined as the introduction of something new (an idea, product, service, technology, process, and strategy) to an organization. Lam (2006) defines organizational innovation as to the creation or adoption of an idea or behaviour new to the organization. Likewise, Damanpour (1991) defines innovation as the adoption of an internally generated or purchased device, system, policy, program, process, product, or service that is new to the adopting organization. Although the aim for innovations is making something better, not all innovations are successful.

Innovation is different from invention because the latter refers to something entirely new product, service, technology, or process (e.g., patents). Innovation, on the other hand, can be small adoptions or changes. In addition, while reforms are typically at the national level, organizational innovations are mostly at the organizational level. On the other hand, innovation at the individual level mostly refers to an employee's creativity in his or her innovative behaviour. Some people use innovation as organizational change, but not necessarily involve innovations as many organizations change their structure or strategy without being innovative. Organizational innovation is typically adaption of new technology in the way previous activities are carryout. Organizational changes refer to larger-scale changes particularly related to changing organizational structure and design.

The environment of organization frequently changes, organizations need to be innovative to sustain and prosper. According to Damanpour (1991) argues that

innovation can contribute to the performance or effectiveness of the adopting organization. Innovation is a means of changing an organization, whether as a response to changes in its internal or external environment or as a proactive action taken to influence an environment. Through innovations, organizations can fit the environment, so they can survive and prosper. For example, if today's organizational environment emphasizes empowerment and democratization of workforce, organizations will need innovative practices emphasizing democratic innovations, so organizations can prosper. This is particularly true for public organizations as the measurement of success in public organizations is typically not based on profit. Public organizations need to be legitimate in order to survive and prosper. Innovation at the public sector can also increase citizens' trust to government. While in the private sector, innovation provides organization with the opportunity to make more profit and create room for national visibility.

Workflow Management System and Organizational Sustainability

Nwinyokpugi (2015) conducted research on electronic information interchange; Enhancing paperless office in Nigerian Universities with workflow management system as a dimension. A total of 100 respondents were sampled from three universities in Rivers State, using structured closed ended questionnaire for data collection and analysed using Spearman Rank Order Correlation Coefficient and the findings showed that electronic interchange system like workflow management system has positive association with the attainment of paperless office in Nigerian Universities thereby reduces administrative cost of operation leading to organizational sustainability. From the foregoing discourse, the study hypothesized thus:

H_{O1}: There is no significant relationship between workflow management system and organizational growth of the deposit money banks in Rivers State, Nigeria.

H_{02}: There is no significant relationship between workflow management system and organizational innovation of the deposit money banks in Rivers State, Nigeria.

METHODOLOGY

The study adopted the explanatory and quantitative method for research design as the study seeks to investigate the correlations between the study variables. A sample size of one hundred and two (102) Management staff from the study population and the entire population was studied using Census as sampling technique for the study sample size. Data collection was gathered through structured closed ended Questionnaire and analysed using the Pearson Product Moment Correlation Coefficient Statistics and presented with the aid of SPSS version 20.0 for interpretations.

DATA ANALYSIS AND RESULTS

Table 1 Correlation matrix workflow management system and growth

		Workflow management system	Growth	Innovation
Workflow Management System	Pearson Correlation	1	.951**	.897**
	Sig. (2-tailed)		.000	.000
	N	90	90	90
Growth	Pearson Correlation	.951**	1	.968**
	Sig. (2-tailed)	.000		.000
	N	90	90	90
Innovation	Pearson Correlation	.897**	.968**	1
	Sig. (2-tailed)	.000	.000	
	N	90	90	90
**. Correlation is significant at the 0.01 level (2-tailed).				

H_{01}: There is no significant relationship between workflow management system and growth of the deposit money bank in Port Harcourt, Rivers State, Nigeria.

The table 4.17 showed the correlation of hypotheses one and two; the hypothesis one show a significant correlation at r = .951** where P-value = .000 (P<0.001). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore reject the null hypothesis (Ho:$_1$), and upheld the alternate and restated, thus, there is a significance relationship between workflow management system and growth in the selected deposit money bank in Port Harcourt, Rivers State, Nigeria.

H_{02}: There is no significant relationship between workflow management system and innovation of the deposit money bank in Port Harcourt, Rivers State, Nigeria.

The hypothesis two show a significant correlation at r = .897** where P-value = .000 (P<0.001). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore reject the null hypothesis (Ho:$_2$), and upheld the alternate and restated, thus, there is a significance relationship between workflow management system and innovation in the selected deposit money bank in Port Harcourt, Rivers State, Nigeria.

DISCUSSION OF FINDINGS

The purpose of this research study was to investigate the relationship between organizational content management system and organizational sustainability. The study was conducted in money deposit banks in Port Harcourt, Rivers State, Nigeria. The research design of the study involved the use of explanatory research design. This become necessary as the study seeks to determine the correlation between the study construct. Descriptive statistics was use to investigate information on the study respondents, while inferential statistics method was used to elucidate information on the bivariate analysis of the study variables. The Pearson Product Moment Correlation Coefficient formula was used to test the study formulated hypotheses stated in chapter one of this research study to validate the existence relationship between the independent variable (organizational content management system) dimension and the measures of the dependent variable (organizational sustainability), and presented with aid of SPSS version 20.0 for easy interpretation of the study data analysis. The study findings showed a significant positive relationship between organizational content management system and organizational sustainability. The finding of this research study support the study of Zack (1999) who concluded that, the ability to create and manage information (knowledge) using organization content management system and to continue learning from it can become a competitive advantage because the innovative knowledge store today will become the core knowledge of tomorrow.

The first and second hypotheses shows that, there is a strong positive relationship between workflow management system and measure of organizational sustainability of growth and innovation of which the significant is based on r=0.951; p= 0.000 <0.05., and r=0.897; p= 0.000 <0.05., both at 95% confidence interval leading to the rejection of the null hypothesis ($H_{0:1}$) and ($H_{0:2}$), stated in the chapter one, and upheld the alternate and restated thus; there is a significant relationship between workflow management system and organizational growth and innovation. This study findings support the empirical findings of Nwinyokpugi (2015) conducted research on electronic information interchange; Enhancing paperless office in Nigerian Universities with workflow management system as a dimension. A total of 100 respondents were sampled from three universities in Rivers State, using structured closed ended questionnaire for data collection and analysed using Spearman Rank Order Correlation Coefficient and the findings showed that electronic interchange system like workflow management system has positive association with the attainment of paperless office in Nigerian Universities thereby reduces administrative cost of operation leading to organizational sustainability.

CONCLUSION

The test of hypothesize analysis results implies that attributes of organizational content management system influence organizational sustainability through growth and innovation leading to the study positive significance findings. With the empirical findings, we therefore conclude that organizational content management system through workflow management system correlates positively with the measure of organizational sustainability of growth and innovation in the deposit money banks Port Harcourt, Rivers State, Nigeria.

RECOMMENDATION

This study recommends that workflow management system allows organizations to defined and control the routine, repeatable activities associated with their business processes and allows users to defined the nature of the job and set deadline and budget limitation in the organization hence it should be implemented.

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