

Factors Influencing an Organization's Business Process Management Performance

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Accepted: 15 August 2021 | Published: 1 September 2021

Abstract: *This research centers on numerous elements that influence the overall Business Process Management (BPM) performance of a business. To determine the most essential drivers of assessing the success and growth of a specific firm, researchers employed widely accepted, proven improved approaches to explore the characteristics, classifications, processes, and benefits of the business process management process. The main aim of this research is to determine which elements influence the overall performance of a business's process management strategies. Researchers also obtain secondary data from peer-reviewed journals, proceedings, and previously published studies as well as doing research through observation of managers and employees to learn, comprehend, and rationalize the company's current BPM process. The design employed in descriptive research is selected by researchers because it is flexible enough to meet the needs of a wide range of disciplines, as well as making maximum use of the gathered and analyzed data. According to the findings, business process management solutions can help firms boost their overall efficiency and effectiveness. They can help firms redesign and revamp their existing processes to boost the organization's efficiency and quality.*

Keywords: Business Process Management, Organisational Performance, Supply Chain Management, Customer Relationship Management

1. Introduction

Business process management (BPM) is a newly emerging issue in the management stream. BPM uses the available information and knowledge to improve the efficiency and effectiveness of business functions, processes, and activities that need to be reconsidered and redesigned. Business process management helps to increase efficiency and reduce waste of materials, resources, and time. It also assists in determining the best way to implement the various changes that arise in the business processes to improve the overall performance of the company's operations. Using business process management, which is supported by modern information systems and technology, most organizations can make a variety of business decisions very quickly and accurately. Business process management improves the efficiency and effectiveness of an organization's performance by providing real-time information and improving the efficiency and effectiveness of the business process. Business organizations develop their information systems to improve the overall quality of the organization's processes. A business process is a collection of various interdependent business activities within an organization's structure and context. Organizational objectives are achieved through

the management of the entire business's activities. In recent years, business organizations have adopted digitalization to connect various business functions and activities to improve the organization's overall performance.

According to **Al-Tit (2017)**, the total performance of each factor in a business organization operated by partners, employees, suppliers, customers, and employees will contribute to the growth of the organization's overall performance in the long run. Organizations implement business process management to improve the overall quality of business management. Every organization must improve its current processes to meet its customers' expectations, who always prefer high-quality goods at the lowest possible price. In this highly competitive era, organizations must contend with intense competition on a national and international scale. It needs to produce high-quality products and provide better services with the help of resource optimization and proper management, which can only be accomplished through proper management.

In business process management, organizations must understand the various activities performed in each department and clearly define the flow of activities in the distribution of goods and services. They must also improve their communication systems to increase their decision-making power. They must improve their consumer relationships by implementing a follow-up process for each activity performed by the organization. When business process management is implemented correctly, it can help organizations improve their performance by focusing their attention on various complications and minimizing challenges (**Yatim Mustafa, 2012**).

Strategic plans for organizations effect various activities and functions that the organization performs. It contributes to the achievement of the predetermined goals and objectives of the organization. Organizations must understand the current market trend and the shopping behavior of consumers to reduce competition amongst them.

A definition is given by **Koreňová & Cepelova (2016)**, for business Process management is "the provision of continuous assistance to business activities to maximize the potential of each business function." Business organizations have identified future opportunities for sustainable development. They are putting all these opportunities into action in their operations. It was primarily concerned with developing business strategies and marketing strategies to increase demand by better understanding consumer behavior and purchasing patterns.

2. Literature Review

Fathi, Ashraf, Husam, Jamil, & Aldiabat (2018) investigated the impact of business process management on employee performance at the Social Security Corporation (SCC). The data is collected through the selection of 390 (employee) respondents by the researcher. The researcher developed a structured questionnaire to determine how business process management influence job performance. The study found that employees' estimates of job performance at the Social Security Corporation were average. However, the Social Security Corporation's employees' estimates of business process management were excessive.

BPM had a statistically significant impact on job performance at the Social Security Corporation, according to the study's regression analysis.

Therefore, improvements in business process management will positively impact the overall performance of a company's business operations. The Social Security Administration should consider improving the efficiency of its business functions, as a result of this study.

In addition, to provide electronic services to consumers while also achieving organizational goals, the Social Security Corporation should develop and adopt new innovative information systems and technology and digitalization.

Several researchers, including **Mihova, Nikolova-Alexieva, & Angelova (2018)**, asserted no universal formula or format for implementing organizational change as quickly and efficiently as possible. This study's main objective was to identify the factors that influence effective business process management and long-term organizational development.

This research investigates the complexity and uniqueness of the business environment to improve the business process overall. An empirical research design revealed that business process management improved the system's efficiency and effectiveness when it was able to adapt to the time and place where it was conducted from September 2017 to March 2018.

The model proposed by the researcher was designed to determine which factors impacted business process management. The model showed how critical factors were balanced among an organization's activities. The model investigates the causal relationship that impacts the effectiveness of business results and the growth of the company.

Alzoubi & Khafajy (2015) investigate the link between BPM and business activity performance. According to the findings, the business processes management life cycle was used in the study to demonstrate superiority in business activities. To collect ideas and opinions about business process management from 89 managers, the researcher selected them as a sample and interviewed them about how they identified and designed business processes, developed process modeling, monitored, and controlled the overall business process, and how they developed process modeling they maintained documentation. The researcher uses multiple regression analysis to determine the impact of BPM on the organization's superior business performance. Organizational managers must provide financial and moral support to business processes to maintain continuous superiority within the organization. As the business environment changes, risk and uncertainty increase. Therefore, every organization must adapt to the constant changes in the market and business environment to achieve long-term success and increase the value of superior business performance.

Kyunguti & Makau (2014) examine the factors that influence BPM system implementation. The primary goal is to provide managerial guidance to minimize the adverse effects of any mistakes made during the implementation of any Business Process management system. This study examines the benefits and drawbacks of the tourism industry in Kenya.

There was no academic research on Business Process Management in the tourism industry, so this study was conducted. The researcher created the questionnaire to investigate the factors that influence BPM implementation. Kenya's leading tourism marketing organization, The Kenya Tourism Organization (KTO) chose 104 tour operators at random. Selected from a larger pool Only 10% of tour operators had implemented a proper business process management system and set realistic goals, objectives, and schedules. This study found that incorrectly implemented business process management systems cause 67% of organizations to fail.

People also had a significant impact on the implementation of the Business Process Management System, according to the study. The study also identified factors affecting top management's role in implementing strategic plans and factors affecting IT infrastructure. This study makes several recommendations for proper implementation of business process management systems, focusing on change management, employee training, and top management attributes. This study concluded that business stakeholders must replace outdated business process management systems to improve organizational efficiency.

Ladeira et al. (2016) studied the impact of business process analytics and business orientation on SME success in Brazil (2016). A researcher surveyed 469 companies from the industrial and service sectors of Brazil's economies. This study used descriptive statistics, structural equation modeling, and reliability tests to analyze the available data. This study found that a significant portion of the performance of small and medium-sized businesses in Brazil varies by 47.5%. Regression analysis explained the BPM structural model. The findings revealed a statistically significant difference in business process management between medium and small businesses, possibly due to size. This study suggests that companies should scale back their BPM teams to better understand the link between BPM and organizational performance.

The maturity of BPM system, according to **Dijkman, Lammers, & De Jong (2015)**, is the most critical measure to use when evaluating an organization's business processes management system. The research team reviewed the available research studies, which provided preliminary evidence that higher levels of BPM system maturity are associated with improved performance of business processes and overall organizational performance. It also stated that each organization should have its maturity level, determined by the requirements and characteristics. The sample of 120 organizations was chosen by the researcher to identify the organizational properties. This study found that higher levels of BPM maturity are associated with better organizational performance, but only at a specific level. However, rather than correlating higher innovativeness with lower business process management maturity, this study shows that higher innovativeness is associated with higher business process management maturity. The study found that businesses and organizations in various segments and regions had varying levels of BPM maturity. These studies provide some findings that organizations can use to motivate and improve their business process management maturity.

Even though business process management ('BPM') is a popular concept in business management, according to **Trkman (2010)**, no additional research has been conducted to provide the theoretical background. Furthermore, identifying the factors that influence the success of BPM programs in both generic and specific cases creates a slew of difficulties. Therefore, a theoretical framework is being developed with the help of dynamic, contingency, capabilities, and task technology fit theories. The central premise is that specific premises must be established to perfectly balance business processes and the business environment to achieve the best possible fit between business processes and business environment.

According to **Schafermeyer, Grgecic, & Rosenkranz (2010)**, every organization makes efforts to improve and standardize its business processes to maximize the organization's overall performance. Standard business processes provide standardized and real-time data related to various activities and processes, which help to improve balance and collaboration, reduce costs, and make it easier and faster for top management and other managers to make decisions. This paper's main goal was to identify the factors that contribute to business process standardization success. This study employs a theoretical research model to investigate the importance of

standardization in business processes for success. To accomplish this, the research team selected two German companies as samples for preliminary testing. It was discovered through this research that there are many different types of business processes available, which presents several challenges for those who wish to develop and implement standardized business processes. Furthermore, various business processes create complex challenges when putting a specific business process in place.

Korenová & Cepelova (2016) identify various factors affecting business efficiency and business process management in public administration organizations.

This research provides some findings that can transform traditional public administration organizations into knowledge-based organizations in the future. This research aims to examine the Slovak Republic's local self-government business environment. The most significant factors were bureaucracy in public administration, the implementation of information technology, the use of funds, and the timing of the procedure.

Yatim Mustaffa (2012) examined the factors that influence the organizational performance of the Metro Specialist Hospital in New York City (MSH). In this study, the primary goal was to assess the hospital's overall performance and identify the most significant factors that influenced the overall performance of Metro Specialist Hospital. Employee motivation, work environment, management involvement, training, and skill development were examined as four critical factors influencing organizational performance. The researcher was tasked with creating a structural questionnaire to collect data. Eighty-two respondents returned questionnaires to the researcher, who then analyzed the data. The researcher selected 100 staff members at Metro Specialist Hospital to distribute questionnaires by hand. Organizational performance was found to be influenced by management involvement, training, skill development, and the working environment. This study used multiple regression. This study's findings revealed that independent variables (management involvement) were important predictors of organizational performance.

Cui & Liu (2010) studied the organization's role in implementing business process management strategies for growth and development. On the other hand, business process management strategies had their own set of advantages and challenges when it came to putting them into action. Various systems were evaluated by business organization stakeholders. They were not ready to abandon their old systems when business process management strategies were implemented. Then they must understand the various factors that affect the organization's overall performance. Stakeholders would evaluate all the factors and gather the information that would assist them in deciding whether to implement business process management strategies. Some of the factors are related to the use of business process management strategies, while others may hinder future technological development. The researcher evaluated numerous factors that influence BPM adoption, diffusion, and implementation. She designed the questionnaire to examine crucial, obstructive, and moderating factors.

3. Research questions

Organizations adopt business process management strategies to improve business performance and management; if the strategies are supported by the overall business process, they increase productivity and profit; if not, they negatively impact performance and efficiency. Initially, the business process manager or owner must understand the company's needs and strategies before confronting the challenges and disadvantages of business processes. After implementing BPM

strategies, the manager would evaluate the BPM benefits. This will have a major impact on the adoption and expansion of BPM strategies.

Therefore, the researcher proposes research questions are:

- 1) What factors influence the adoption and implementation of BPM strategies?
- 2) What are the advantages of business process management after implementing business process management tools and techniques?

The Research Objectives

Significant Goal- This study's main objective is to determine various factors that impact the performance of an organization's Business Process Management.

Well-Defined Objectives/Strategic Outcomes

- 1) To better implement advanced business processes, study the advantages of business process management.
- 2) Analyze the influence of the business environment on the BPM process.
- 3) To assess the business process management process's contribution to the organization's growth.

Research Design

In this research, researcher used a descriptive research strategy to find out and understand the various factors affecting organizational performance in business process management.

The descriptive research design provides the basic framework for achieving the study's goals and objectives and answering the research questions.

This research examines the literature on business process management and organizational performance. The purpose of the review of available literature was to understand the previous study and findings in business process management. The researcher collects information by secondary data from peer-review journals, proceedings, and previously published studies. In addition to its versatility, the descriptive research design improves the reliability and validity of the collected data.

Data Collection Tools and Methodology

In this study, the researchers gather information from secondary sources. Secondary data sources included published research papers, peer-reviewed journals, conferences, and organization websites.

4. Factors influencing /impacting Business Process Management

4.1. Creative thinking

To improve the overall performance of an organization, business process management must think outside the box and rethink the existing processes in every organization. Employees are encouraged to increase their productivity and performance by management, which is determined by organizational strategies. To motivate employees to improve the organization's performance, management should provide financial and non-financial incentives to encourage employees and motivate them.

4.2. Organizational Culture and Environment

Every organization has its environment, culture, beliefs, and strategies, all distinct from the others. The adoption of new business processes and the reengineering of existing business processes are complicated by organizational culture, which creates some difficulties. The overall success of business process management depends on the comfort level of management and employees and the design of organizational objectives, vision, and mission by top management, which is then shared with middle and lower-level management for actual implementation. The most crucial factor in business process management success is the active participation of employees in all activities and processes. When an organization's culture is positive, it has a positive impact on employee morale. However, suppose the organizational culture is poor, and there are disagreements and disputes between management and employees. In that case, the employees will always be opposed to management decisions, which will make it challenging to adopt and implement better business processes, which will harm the organization's overall performance.

4.3. Organization's Goals and Objectives

The success of business processes management is directly influenced by the organization's objectives; for example, if the management focuses on the quality and quantity objectives of the organization, then the management will concentrate on improving the quantity and quality of the business process management.

4.4. Workforce/Available Human Resources

Employees are the most valuable asset that an organization can have. Every process-driven organization relies on them to a significant extent. Employees directly involved in the actual business process Employees, managers, and the organization's owner all offer suggestions for improving the business process. Organization provides training to employees to improve their skill and capability and the efficiency and productivity of their business activities, among other things. Management implements new and innovative business processes with employees' skills, capabilities, and experience. According to the findings of this study, highly qualified, skill-oriented, and trained employees positively impact the implementation of business processes to improve the organization's performance. On the other hand, if an organization selects untrained and unskilled employees, it will face difficulties and challenges in adopting, implementing, and controlling the business process and harm the organization's performance.

4.5. Downsizing or Cost cutting

Downsizing is the process of determining the optimal allocation of available resources. It is used to reduce costs as much as possible; it is also the quickest way to reduce costs. Downsizing is used by most organizations as a management strategy and as a cost-cutting tool. Reengineering aims to reduce overall costs associated with the adoption and implementation of the system, which causes employees to experience feelings of insecurity and fear of losing their jobs when a company is downsizing. Employee anxiety has a direct impact on the employee's productivity and effectiveness. Management should be concerned with cost-cutting and downsizing during the reengineering of existing processes. The adoption of new business process management should be concerned with employee performance and efficiency rather than employee cutting management.

4.6. Leadership

Leadership is the most crucial factor when it comes to the success of an organization's business process management efforts. The person in charge of organizational and business process management should be well-versed in all aspects of technical problem-solving techniques. In

addition, having a positive and creative leader who can identify current needs and constantly concentrate on dealing with the changes that occur because of the organization's environment, marketing conditions, and competition directly impacts the organization's business process management overall performance.

4.7. Timely Insightful Business Process Implementation

Management must first define the overall process before implementing a new business process in their organization. The length of time it takes to implement business process management directly impacts whether it is successful or unsuccessful. If it takes a long time to implement, it will harm the efficiency and productivity of the newly adopted business process; however, if it takes a short time to implement, it will positively impact the performance of the new process.

4.8. Organizational Diversions/Crisis Management

Suppose an organization experiences various changes due to emerging marketing trends, competition, consumer habits and demand, technological advancements, government policies, and economic conditions (including current pandemic situations). In that case, the organization must modify its existing processes to mitigate the adverse effects of the changes.

5. Managerial and Practical Implications

The findings of this research indicated that the impact of customer relationship management, supply chain management, and change management on the implementation of business processes and the identification of better business processes improve the organization's overall performance. Consequently, researchers and managers should emphasize the various factors that influence business process management and its impact on the performance of an organization such as human resources, leadership and change management, managerial thinking, organizational environment, culture, employee behavior as well as consumer behavior, organization type and size, the implementation time of business process management, and organizational type and size. Every organization has difficulties and challenges when managing and developing standardized business processes, and it is even more challenging to implement new business processes within existing processes. It is also a complex process to monitor and coordinate all business activities and functions.

This research can also provide information on new technology implementation risks and their impact on business processes. Top management will then be aided in selecting information technology and automated business process systems to reduce costs and errors.

6. Observation and Conclusion

The research focuses on the various factors that impact the performance of an organization's Business Process Management. The various factors that affected business process management strategies will be investigated to determine the most critical determinants of measuring the performance and growth of a specific organization, including creative thinking, organizational culture, objectives, available human resources, and leadership. Top management and managers make use of this determinant to achieve the best possible performance for the organization.

In the recent era, it was discovered that every organization must rethink its existing business processes to develop new innovative Business Process Management systems. This research investigated the innovativeness, use of information technology and digitalization, change management and supply chain management, and customer relationship management and their effects on organizational performance.

This discovery has significant practical and managerial ramifications, which have been well documented. Every organization is distinct from the others in terms of age, size, origin, and the type of products and services it offers.

To do so, it is necessary to identify the relevant factors that impact the organization's performance and business processes. Every organization has its maturity level when it comes to implementing the business processes that are currently available. The researcher discovered a statistically significant relationship between the performance of an organization and its innovative business process. Essentially, it means that when an organization adopts new, innovative business processes that support new market trends and changes in the global business environment, the organization will perform better overall.

Furthermore, to improve the overall quality of products and services to meet consumer expectations, every organization adopts better and more innovative business process management systems. Additionally, organizations must concentrate on the better and faster implementation of business process management systems. The findings reveal that the benefits, analytical capabilities, strategic planning, decision system, and business process management system can all be used to improve the competitiveness and performance of a company.

Business process management systems assist organizations in increasing the efficiency and effectiveness of their daily operations and overall performance. They also assist organizations in rethinking their existing processes and implementing better processes to increase the productivity and quality of their business processes. According to the findings of this study, employees, suppliers, customers, and partners of an organization are the essential elements in the business process. Therefore, their performance has a direct impact on the performance of the organization.

7. Constraints and Prospective Orientation

The researcher collects information by using secondary data, which also creates some limitations in this study. It imposes some restrictions on data collection, such as face-to-face interaction, personal observation of respondents, feedback, and the development of personal contact with respondents, to assess the validity and reliability of the data. In this research researcher does not select any sample to evaluate the findings, so, in future research guidance, a researcher will be expected a larger sample size that will help to improve the validity of the statistical findings. In the future, researchers should assess the performance of organizations and the effectiveness of organizations concerning the relationship between customer relationship management and business process management strategies. Additional research will be carried out to develop a research model that incorporates additional variables of business process management that impact organizational performance.

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