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Business Relationship in Business Process Management and Management with the Literature Review Method

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Abstract

In an increasingly globalized and digitized environment, businesses face various challenges. Rising costs, intense competition, rapidly evolving technology, increasingly demanding and privileged consumers, and the demands of a socially changing society. In this respect, the effectiveness and efficiency of the operation of the business organization are realized. This article addresses the following fundamental scientific questions at a theoretical level: How important is Business Process Management (BPM) concerning Quality Management (QM)? Is BPM the QM axis? The relationship between business process management and quality management needs to be studied more interdisciplinary. This study aims to build this relationship. The research methods used are literature review and critical analysis of scientific sources. Academic papers and other sources published within two years (2021–2022) were analyzed to look for research findings on the relationship between BPM and QM. The results show confusion and overlap between different QM and BPM paradigms. The BPM paradigm can be considered an integral part of almost every primary quality management paradigm. BPM is like a horizontal domain that encompasses different quality management paradigms. The conclusions drawn are helpful for organizations implementing quality systems. Integrating BPM into quality management systems and tools creates the conditions for an organization to develop effectively and efficiently. A limitation of this study is the paucity of quantitative studies on scholarly sources. In the future, it may be helpful to conduct systematic literature reviews that include quantitative analyzes of scientific studies.

Keywords: Business, Business Process Management, Lean, Literature Review, Management

1. Introduction

In an increasingly globalized and digitized environment, businesses face various challenges[1]. Rising costs, intense competition, rapidly evolving technology, increasingly demanding and privileged consumers, and the demands of a socially changing society. Companies operating in these conditions strive to make the best decisions possible[2]. Researchers have described the competition as the "mobile wars," and success depends on anticipating relevant market trends and responding quickly to changing consumer needs. These authors' insights are critical as most organizations are undergoing or are currently undergoing a digital transformation that enables significant business change[3]. The business has fundamentally changed not only the organization but the industry as a whole. The digitization of business processes is critical to improving corporate efficiency. In other words, digital transformation has changed the economic environment of organizations in recent years, highlighting the importance of business process management in the development of digitalization[4]. Business Process Management (BPM) is one of the most popular business practices studied in business and academia[5]. BPM is so important to any organization that we must know this methodology. The importance of BPM has been underscored over the past decade as digitization has significantly impacted how organizations operate[6].

We must first understand the term "process" to control a business process. Quality Management (QM) has been based on this definition since the early 20th century. For decades, business organizations have identified, described, and standardized their business processes by establishing quality management systems and implementing/building quality management models[7]. Therefore, quality management concepts such as Total Quality Management (TQM), Lean, Six Sigma, and other processes are unimportant. It is suggested that a process expert may be suspicious of his BPM, as BPM can be "old wine in a new bottle," i.e., the same quality control. He is Pointed out[8]. The truth about most guides is that they often "build upon each other" and share essential themes that have remained unchanged over the years. Whether it was his TQM in 2021 or Business Process Reengineering (BPR) in 2022, the central topic of value-added process management brings these management ideas together[9]. The current process control theory grew from the quality movement and his BPR movement over the past two decades[10]. Several 20th-century management initiatives such as TQM, Lean, Six Sigma, and BPR cover core areas of process and process management. Process management's origins and critical philosophical foundations are related to his TQM generalization of business methods, information technology, and quality management. This raises the question of whether BPM is integral to quality control[11].

This article analyzes two management methods: Business Process Management (BPM) and Quality Management (QM)[12]. The scientific problems of this study concentrate at the theoretical level on the following fundamental questions[13]. What role does business process management play in the context of quantity management? Should BPM be considered part of QM, or is BPM irrelevant to QM? The relationship between BPM and QM is the theme, but current research on the relationship between QM and BPM is fragmented, making this conceptual topic of high scientific relevance[14]. This topic enables informed decision-making on the development of quality management concepts. Need to adjust ISO code of conduct or certify other (non-certified) QM systems[15]. The issue allows us to scientifically demonstrate the business relevance and usefulness of the relationship between BPM and QM (and even the convergence of these concepts). Applying new theories (in this case, her QM and BPM theories) to solve the phenomenon[16]. Therefore, this study aims to establish the relationship between key aspects of business process management and quality management based on theoretical insights[17].

The research methods used are literature review and critical analysis of scientific sources. Academic papers and other sources published within two years (2021–2022) and the research problem is to research findings on the relationship between BPM and QM[18].

2. Research Method

The definition of business processes relevant to the BPM conception still needs to be better understood in business. The process is Agile (see Figure 1) it's more than what needs to be designed or redesigned; it is an important complex organizational unit that needs to be

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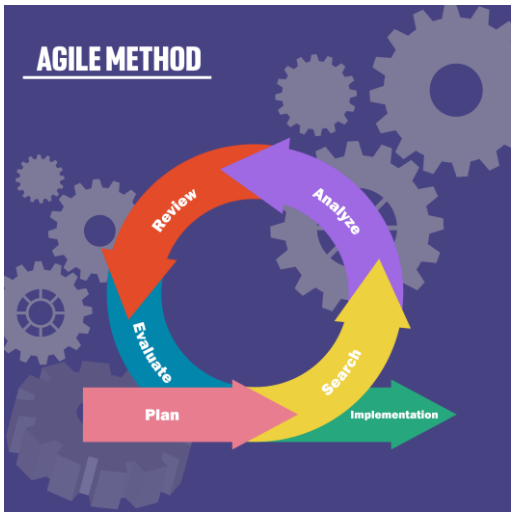
managed. A business process is the set of all organizational activities, including the roles, resources, and rules needed to produce and deliver a product or service to external or internal users. It is a complex phenomenon and is much more than a series of actions. Thus, a business process is an agile and complex organizational unit with a logical, time-bound sequence of actions. This process must be managed within the organization to create user-defined value. Given the dynamic nature of business processes, continuous process improvement is a prerequisite for creating and maintaining a long-term competitive advantage for an organization. The following illustrates the method used :



Picture 1. Agile Method

The Agile methodology in software development is based on an iterative process consisting of rules and agreed solutions. This method is also carried out with a structured and organized inter-team collaboration system.

Agile methods are perfect for short-term projects. Because this method will be very adaptable when changes occur in a project. In Agile Development, the most critical value is in a team that can decide things quickly and precisely. The decisions taken are not only fast in time but also have good predictive quality so that the decision can overcome existing problems without creating new ones.

BPM was developed as a critical management tool to help companies grow and innovate. This method involves designing (or restructuring) your organization's business logic—implementation model. Running; in possession, Monitoring, and making necessary changes to meet customer requirements. "The axis of the BPM philosophy and the application of its principles is to meet customer needs, and the BPM philosophy will continue to be the management philosophy. To increase dynamism in a changing environment, most organizations with this approach focus on processes to wholly or partially change the traditional hierarchical organizational structure. Whereas traditional organizations are based on functional departments and silos, BPM positions an organization as a network or system of processes. Business processes are the core unit of his BPM, focused on identifying, discovering, analyzing, reconstructing, implementing, and monitoring a set of methods, techniques, and tools. The goal is to improve performance.

Experts distinguish four aspects of BPM. Process awareness, process accountability, process measurement, and process improvement. Process awareness is the essential criterion of process management. Your company's organizational processes should be identified, named, and documented. This is reflected in comprehensive process maps that visualize administrative procedures and their relationships. A document describing each process and its functions, roles, resources, rules, and outcomes should be attached. However, more than the

mere existence of documentation is required to meet the process comprehension criteria. Agents and employees should understand this process. Employees must fully understand the processes they follow from start to finish. This critical criterion relates to how employees and managers view the organization, how it was established, and how it functions. Furthermore, if the process is not measurable, the value it creates cannot be determined. Measurement provides the basis for process improvement.

In short, BPM is a management concept defining organizational activities as interconnected and interactive processes. This type of organizational management is based on network processes. The BPM concept must have the following components:

1. The process must be well understood (this is the most important part of BPM)
2. The process must have a designated process owner
3. The process must be evaluated/measured
4. Processes must be systematically improved along with other processes.

Process architecture is the foundation of the BPM methodology, showing how an organization creates value for users. An important prerequisite for process architecture is the correct understanding of the process.

2.1 Literature Review

The origins of BPM can be traced to Internet sources, which establish principles of scientific management, and apply systemic thinking to organizations[19]. Shewhart was one of the first to argue for process monitoring in product control. During the 1970s, methodologies dealing with processes were perfected as Just-In-Time (JIT) and Lean Production. In the 1980s and 1990s, process monitoring expanded rapidly to cover all areas of the organization[20].

Although process management emerged in the early 1980s, interest in process management is still very high despite many other management concepts. Discussions about research methods began relatively early, but the focus on strategies that follow published approaches started as early as the 1980s[21]. However, the most influential assumption in the concept of BPM comes from Porter's writings, which describe the horizontal relationships of individual functions that make up an entire organization and view these functions as an integrated system (Porter's value chain)[22]. This activity is not recognized as a business process. They are formally defined as a well-defined, structured, and logically related set of activities combining specific inputs into desired results using resources.

In the 1990s, when the business world was dominated by stakeholders and a total quality management philosophy aimed at increasing value, reducing organizational costs, and increasing efficiency, the concept of process transformation became known as business process reengineering (BPR)[23]. It has become a process-oriented integration approach radical. BPR is a systematic management methodology that includes a revolutionary restructuring process as an independent change project. BPR spreads rapidly from producing sources to non-producing areas. The first success stories of organizations began to emerge[24]. Innovative management approaches, published in management journals such as the Harvard Business Review, are used to improve processes. However, the business community's growing interest in the concept of BPR has led to criticism from academics who view BPR as more of a myth than a practical method[25]. This implementation presents a significant challenge for administrators, but success is rare. Studies show that error rates in BPR implementations vary between 40-70%. BPR is a high-risk project with many changes, so failure can significantly impact your business[26]. It is important to note that the BPR movement has contributed substantially to highlighting the importance of cross-sectoral processes (not just operations). A recent comparative evaluation showed Agile BPM as the most comprehensive knowledge-intensive process management solution[27].

Organizations integrating and applying digital technologies are far more innovative than others[28]. Information systems paid special attention to BPM and began incorporating this concept into the curricula of information systems modelling, research and practice. Hammer's new conceptual process management paradigm leads to new organizational structures and solutions closely related to information technology[29]. The rapid development of IT with a focus

on business process automation started. However, most process-based approaches to information and communication technology fail due to the IT software solutions chosen in organizations predominating over a focus on fair business challenges and IT alignment[30].

Business process modelling has received special attention in the last decades, practically and theoretically. Modelling has always been at the core of BPM operations; Process models are always used to improve organizations. Gantt charts and flow charts were the earliest tools for modelling business processes. The business process modelling language uses many IT tools, from scratch languages like EPC (Event-Driven Process Chain) to BPMN (Business Process Model and Notation) to UML activity diagrams. Flowcharts, Petri nets, built-in function modelling definitions, event-driven process chains, Unified Modeling Language, and business process models and notations are the most common and widely used notations for modelling business processes. However, organizations and researchers criticize all of this brand language. These limitations are largely related to a need for more standardization, which challenges business process reuse and change management.

With this process, the company will avoid chaos and internal conflict. However, the existence of BPM as a separate autonomous discipline is questionable. This is not some new management theory or another form of automation governing the improvement and optimization lifecycle. Other researchers note that BPM is currently treated as the "missing middle" between business strategy and IT. BPM has to turn strategy into business processes for consistent and effective management. The BPM methodology can be summarized by insights, noting that the main interest of BPM is focused on managing the flow of the value creation process across an organization. BPM is often treated differently than a completely separate autonomous management discipline.

3. Result and Discussion

3.1. Evolution of BPM and QM

Experts use quality control synonymously with process control, arguing that the process is the subject of quality control. A process-oriented quality management system encompasses and controls all activities within an organization. Process control is an integral part of the model quality system. Various industries use quality management to control their processes and ensure the quality of their products and services.

As other researchers have rightly pointed out, BPM was not initially recognized as a concept, despite different management paradigms. However, this has been treated as a separate concept, more closely related to IT than management. If an organization needs strong quality management, process management will focus on IT. In many Indian organizations, quality control is managed by a central independent body representing management levels. This means that BPM must aim for a strong and synergistic partnership with the quality management program within the organization. For example, a process modeling initiative under the umbrella of BPM should be integrated into the process documentation repository/architecture. H. Managed as part of the quality management system. BPM methods and tools should fit the quality and reward model an organization aspires to. For example, BPM can be a great tool for driving Six Sigma projects.

In other words, BPM is a concept that has yet to be completely separate. Besides the idea of quality control, there is not only management theory. Business process management is an integral part of the quality management paradigm. Process management is like an airplane that 'crosses' different quality management paradigms (TQM, SMS, Lean, Six Sigma). This generalization will be proven in detail in the next section of this study.

4.2. BPM as Part of QM

The conception of process management can be traced to the definition of a quality management system itself. The quality management system is the structure, policies, processes, procedures, and resources (including human resources) by which an organization must implement quality management. This system is based on a procedural & systemic approach, in which the quality of activities is established and ensured by continuously improved processes and combined as a coherent system. The primary purpose of a quality system is to support the management of activities and processes. The process concept is very crucial in the

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quality management system. Thus, this time quality system is process-focused and characterized as having a beginning and an end, which resembles a cross-functional view of an organization. By implementing the quality management cycle, organizations can manage internal & external disturbances. The result is a stable business process performance or even better.

Seven quality management practices have been most studied in empirical research:

- Top management support
- Relationship with customers
- Relationship with suppliers
- Human resources management
- Quality information
- Product/service design and process management

They represent the broad scope of QM and are implemented within the organization to improve all activities continually. There is consensus in the QM literature that QM practices are enhanced in two dimensions: essential or rigorous QM practices (technology-oriented and methodological practices involving quality data and information, product design processes, statistical process management techniques and other process improvement techniques) and infrastructure or soft QM practices (people and culture oriented, focused on organizational change and improvement in organizational commitment and leadership, relationships with external users and suppliers, and human resource management). Thus, when quality managers improve and support their organization's QM system, adequate resources must be allocated to both practices to achieve QM system effectiveness. Process management is an essential/hard QM practice.

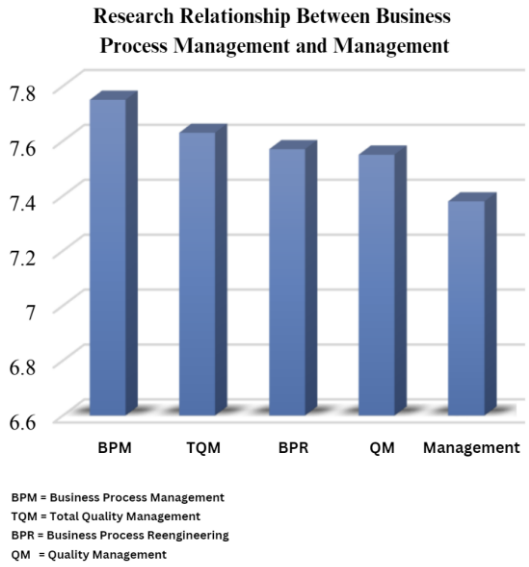

Figure 2. Research of Relationship Between BPM and Management

QM tools and techniques are essential for problem-solving and process management. Experts examine the importance of TQM tools and techniques (internal audit, charts, SPC, flow charts, quality costs, histograms, comparisons, pareto charts, cause and effect charts). Other researchers also discussed 150 different tools and grouped them into six categories (project planning and activity implementation, idea generation, process analysis, data collection and analysis, root cause analysis, evaluation and decision-making tools). All these tools are used in business process management. BPM is a recognized integral part of most TQM systems. The TQM paradigm focuses on all organisational processes and is primarily based on a systematic approach to BPM. The PDCA cycle can be viewed as a general BPM structure in TQM. In other

words, under the TQM paradigm, BPM focuses on integrating TQM principles, methods and tools into the process.

Six Sigma is a systemic management methodology in the form of an autonomous change project that involves a gradual (step-by-step) restructuring of processes. It is a method for increasing process capacity and developing process penetration. Six Sigma focuses more on individual processes rather than systemic interactions between processes. Thus, BPM is applied in this paradigm as an individual process approach. Over time, the development of Lean Six Sigma has started, focusing on a systematic approach to BPM, i.e., managing the interactions between processes. In the Six Sigma paradigm, process improvement is structured according to the DMAIC methodology (define, measure, analyze, improve, control). In addition to the widespread DMAIC methodology, alternative methodologies in the context of Design for Six Sigma (DFSS) are proposed, which specifically focus on the design of new and innovative processes, such as DMADV (define, measure, analyze, design, verify) and IDOV (identify, design, optimize, validate). The Six Sigma paradigm focuses more on managing the process than its layout and interactions.

TQM, Six Sigma, and the Lean Concept From a process perspective, TQM is designed to improve and standardize processes. Six Sigma aims to reduce deviations and improve processes. And lean is used to improve process flow. BPR and TQM have different scopes. BPR is a method for practicing BPM, and TQM is a broader management philosophy that includes BPM as one of its principles. In other words, "BPM inherits the continuous improvement philosophy of TQM, which includes the principles and methodologies of operations management, Lean and Six Sigma, and combines them with the capabilities provided by modern information technology to transform business processes into organizational performance goals.

4. Conclusion

Studies show that applying a BPM approach and sound management principles in business relationships can improve organizational performance and achieve common goals. Structured business processes, effective performance monitoring, and sound risk management are the critical elements of this implementation. To discuss the scientific sources discussed in this article have revealed relevant insights for future research. The update in this research is the actualization of the role of BPM in the context of quality management. After investigating the evolution of BPM and its components, it is clear that these aspects are covered by quality management, and the paradigms are also differentiated. Based on the insights of other researchers reviewed in this article, BPM is not just an entirely separate autonomous concept. Also, it is not a management concept focused exclusively on IT. Besides that, it is not just another management theory that aligns with the concept of quality management.

This literature review highlights the importance of business relationship management in the context of BPM and overall management strategy. By maintaining strong relationships with customers, suppliers, and other stakeholders, an organization can improve its business processes, achieve strategic objectives and gain a competitive advantage. Information technology integration supports effective business relationship management practices, particularly CRM systems. The findings of this review contribute to existing knowledge by synthesizing relevant literature and providing insights for practitioners and researchers interested in exploring the role of business relationship management in BPM and management strategy.

Overall, the implications of this research are increasing theoretical understanding, identification of best practices, and challenges in business relationship management in BPM. These implications can help organizations improve their performance and effectiveness in managing business relationships and overall business processes. This research will limit its analysis to literature published within a particular time, for example, the last five years before the research was conducted. This helps ensure that the literature review covers the most recent developments in business relations and business process management and management. Overall, the Literature Review method concludes that Business Relationship has a crucial role in BPM and Management. The importance of a strong relationship between a company and its business partners must be recognized, and management must pay attention to the factors that

influence the success of a business relationship. Thus, companies can optimize their business processes and achieve competitive advantage. Integrating BPM into quality management systems and tools creates the conditions for effective and efficient organizational development.

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