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CHALLENGES IN BUSINESS AND ECONOMICS: GROWTH, COMPETITIVENESS AND INNOVATIONS

BUSINESS PROCESS MANAGEMENT MATURITY - FACTORS AND EFFECTS ON BUSINESS RESULTS

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Abstract: *According to enterprise theory based on resources, resources and capabilities, as well as competencies that arise from their combination, represent a source of competitive advantage. From this point of view the role and importance of process orientation is obvious, because resources and capabilities are combined inside business processes. Successful implementation of process orientation assumes analysis of certain factors that determine the level of maturity in business process management. This paper introduces the significance of process orientation and maturity factors, and also presents the results of the research conducted in Serbia, which indicate management maturity level. The analysis is based on implementation of statistical tools. Research results show that enterprise maturity in Serbian economy is not enviable. Also, the results indicate that the level of development of factors determine the level of maturity of business process management. Opposite to the results conducted in developed countries, this research show that there is no positive correlation between maturity level of business process management and performance of the enterprises in the Republic of Serbia.*

Key words: *process orientation, business process management, maturity, factors, statistical analysis.*

1. Introduction

Survival, as well as finding opportunities for growth and development, largely depends on the abilities and capabilities of enterprises to adapt to these changes. One of the ways that an enterprise can choose as efficient and effective response to the changes that occurred is the introduction of process orientation and taking care of the continuous process

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management. Process approach in business assumes that the processes are implemented and that they are managed by upholding the context in which the enterprise operates. Process approach further means that processes should be constantly monitored and constantly adapted to changes that occur in internal and external environment. Beside, allowing reactive action – adaptation to the observed changes, process orientation can allow proactive functioning of the enterprise. Such possibility exists because process management requires constant review of the processes. Processes are analyzed and monitored on an ongoing basis, and it's strived to solve problems or find solutions for improvement during the implementation process. In such a way, constant striving toward improvement, innovations and process optimization creates the conditions for improved processes to proactively change strategic priorities, enable easier introduction of new products, market expansions, change the position of enterprise, and increase competitive advantage. Because of the above-mentioned reasons, the importance of process orientation is much greater. Therefore, many enterprises strive to improve their results and chances of success, by improving the dimensions and characteristics of process orientation. One of the ways to achieve that is the application of capability maturity model in business process management. Application of capability maturity model enables enterprises that, through learning about the specifics of the individual phases and factors of maturity, develop the ability to manage business processes.

2. The Importance and Characteristics of Process Orientation of Enterprise

Processes are sets of related activities under which resources and capabilities of enterprise are combined. As such, business processes today represent a significant factor of increasing competitive advantage of enterprise, and is therefore believed that the continual goal in business, among other things, should be the improvement and innovation of business processes. Certainly, the achievement of this objective will be much easier if there is a complete process orientation in business.

Process orientation can be defined in different ways (Harmon, 2004). Process orientation of enterprise implies continuous monitoring of key business processes that are implemented through various departments and units of an enterprise, or through various organizations. Process oriented enterprise is the one which, through a series of multifunctional processes and through their conditionality and interdependence, creates value for both owners and consumers of concrete enterprise.

The level of process orientation may be different in enterprises, and can be monitored through several important dimensions (Willaert, Van den Bergh, Willems, Deschoolmeester, 2007): 1. Management and performance measurement of business processes – refers to the measurement of quality, quantity of the process results, time necessary for realization of the process, cost of process implementation, character of delivery, defects; 2. The tasks of the process – this dimension refers to the way in which the tasks and roles of the enterprises are defined during the implementation of business processes and 3. Process perspective – represents dimension that is viewed through the level of documentation and understanding of business processes from start to finish.

As a result of these dimensions, process oriented enterprises are developing certain characteristics. These characteristics can be analyzed through eight groups, whereby, if these

desirable characteristics are at higher level, it is considered that there is a higher level of process orientation of the enterprise. Characteristics of process oriented enterprises are shown below.

1. Orientation to the users – a process oriented enterprise has the ability to adapt its internal processes to the users. This means that the enterprise should first develop the ability to monitor, understand and evaluate the requirements of users to who it needs to adapt and whose satisfaction should create. First, it is necessary to precisely identify the users of the process, and then to monitor their demands as certain inputs for process improvement. In context of business processes, users are not related only to the external users, end customers, but also to all those internal users or related enterprises that appear downstream as the beneficiaries of interrelated processes. The enterprise's focus on customers can be monitored on the basis of establishing relationships with them, or according to the level of customers' satisfaction.

2. Process perspective – Process oriented enterprise continuously takes care of the measurement, analysis and improvement of the process. In order to have such orientation, it is necessary that all business processes in the enterprise are identified, clearly defined and mapped, so it would be possible to select and improve those processes that are in function of creating value for their users. Given the fact that many business processes can be significantly complex understanding this feature also includes the enterprises ability to adequately model, document and allow visualization of the process flow, so that all members of enterprise could understand their roles and how they can contribute to achieving the expected results of the process (DeToro, McCabe, 1997).

3. Organizational structure that supports the process orientation – organizational structure that is still based on old traditional and rigid division of labour and resources by departments, cannot support the changes required by the process orientation. Previously, it was though that the structures a stable variable that should be followed by already set long-term strategy (Simić, 2007). However, in today's unpredictable environment, in addition to defining overall strategic direction, there is a need to constantly review and redefine the strategy. That is why today structure is seen as a variable that should be less static, and it is essential that enterprise develops the ability to adapt certain parts of the structure over time. This adjustment, however, does not mean formatting a horizontal structure of enterprise because there is still a possibility that there is a certain degree of vertical hierarchy.

4. Measurement results of the process – a process oriented enterprise continuously measures and analyzes the results of the process. If only financial results are measured, like sales or profit, then the focus is not on the quality of the results that are achieved through the stages of business process. Therefore, in the Process oriented enterprise results of the process are observed and measured by all the inputs, outputs and the final result at every step in realization of business process that extends over several departments or even greater number of enterprises.

5. Culture, values and beliefs that support changes – introduction of process orientation often requires changes not only in structure but also in culture within the enterprise. Organizational culture is the sum of all values and phenomena that are invisible but have a very powerful influence when it comes to shaping the way of thinking and behaviour of people in the organization. Organizational culture represents a pattern of assumptions which a particular group created, discovered or developed through the process of their work and adaptation to external environment, whereby these assumptions proved to be correct and legitimate way of shaping behaviour of the organization (Schein, 2010). It is

very significant that in the enterprise there are certain values that will not encourage inertia, but be in function of accepting of the changes that are necessary in order to perform the role of members and owners of the process in a way that enables the achievement of better results. This means, that through assumptions, certain beliefs and values, team work, leadership, pro-activeness, initiative, supporting ideas and suggestions of employees, participation and innovative culture should be encouraged.

6. Human resource management – for Process oriented enterprises, human resource management is very important because for the results and the realization of process its important how skills, competencies, knowledge, motivation and loyalty of people is used in performing business process. Therefore, it's important that in Process oriented enterprises there is a function of human resource management that takes care of all these dimensions and carry out activities that are associated with employees or can in some way influence employees (Milojević, Djordjević, 2012). At the same time, it is especially important that within the framework of this function, activities of managing organizational changes and facilitating adjustments of employees to changes required by new process orientation is taken care of.

7. Information technology – application of information technology is very important factor when it comes to process oriented enterprises. Information technology supports the process orientation by allowing the exchange of information between various departments which is also facilitating function of monitoring results and process flows (Hung, 2006). Process oriented enterprises have the appropriate software and compatible applications that can be used for creating one comprehensive platform for monitoring processes. With modern information technology it is possible to spot problems in time during their implementation, perform simulation of process, and facilitate the mapping process and control of the key factors of success of the process. Process oriented enterprise with application of information technology facilitates identifying chances for innovations, simplifies the design process, decision making, internal communication, coordination, cooperation, information collection and the way the resources are allocated and used during the implementation of business processes (Benner, Tushman, 2003).

8. Orientation to suppliers – in addition to taking care of requirements of users downstream in process, Process oriented enterprises should have the possibility to exchange information with their suppliers, upstream. Suppliers are those who are enabling the enterprise to reach key resources that are necessary for the process, so it is very important to continuously cooperate with them and that they are perceived as partners of the enterprise. For the enterprise to perform faster and more efficient its processes it must have the ability to constantly interact with all relevant stakeholders in the value chain (Lee, Olson, Trimi, Rosacker, 2005). Because of that, today we can talk about an "extended enterprise" which is not limited only to the employees and managers within the enterprise, but it goes through the process and relations with partners, suppliers, distributors, customers and other stakeholders. Due to the importance of connecting with all relevant partners in the supply chain of value, there is a need to consider process orientation and maturity process management at the level of overall supply chain (McCormack, 1999). Accordingly, there are suggestions that the principles of best practices in process management extend to all process-related enterprises in the supply chain (Lockamy, McCormack, 2004).

3. Maturity of Business Process Management – Measuring the Presence of Process Orientation

Maturity of process management, or the level of process orientation an enterprise has reached, is still interesting for many authors (Humphrey, 1988; Zairi, Ahmed, 1999; Gulledge, Sommer, 2002; Maull, Tranfield, Maull, 2003, Fisher, 2004; Hung, 2006; Curtis, Alden, 2007; Hammer, 2007; Van Looy et al., 2011). However, years of research and analysis have opened new perspectives of process management maturity and led to different business process management maturity (BPMM) models (Neubauer, 2009).

The most of process management models refer to enterprise level. The excuse for this is the fact that maturity of individual processes is not enough to provide business excellence. Optimum at the enterprise level, instead of local optimum (at process level), might be accepted as necessity.

One of the famous models is Business process management model (Rosemann, De Bruin, 2005). Maturity model at the enterprise level points out the main elements or factors of maturity, providing possibilities for their benchmarking and connection. Elements of process management maturity model are identified under the Delphi study, conducted by Rosemann and De Bruin (2005) and they include: Performance (Are performance measures functionally based or they are aligned to processes, which measures are used, is there an improvement?), Methodology (Are some of the following methodological approaches used: BSC, Benchmarking, SCOR, Six Sigma?), Accountability (Is accountability for each process precisely defined – formal and is it connected to rewarding?), Culture (Is culture based on leadership by example?) and Information technology (Is information technology present in form of web page, e-mail, internet access, performing every day activities?). During later research and analysis this model was a little bit moderated. In this new model Culture is divided into two parts: one concerns culture in its narrow sense, including values, attitudes and behaviour, and the other concerns people, as a resource including knowledge, capabilities, skills, training. Instead of Performances it is suggested Strategic alignment, since in this way, beside individual processes, are included customers and suppliers, as well. On the other hand, Accountability is replaced with Governance, since it includes accountability. Finally, the last, and it might be said incremental change concerns Methodology, which is replaced with Methods, since in this way managers will not be limited with chosen methodology (De Bruin, Freeze, Kaulkarni, Rosemann, 2005).

The extent to which those elements are developed and present at process, enterprise or supply chain level determines the maturity of process, enterprise and supply chain management, consequently. In accordance with that, process, enterprise and supply chain may be in one of five states (Rosemann, De Bruin, Hueffner, 2004): chaotic, silos (enlightenment), tactical integration (stabilization), process orientation (standardization), optimized enterprise (systematization) and intelligent network (optimization).

Regardless the differences between developed and developing countries, factors explored in developing countries have not been found different but same as in developed countries (Shah, Khan, Bokhari, Raza, 2011). For that reason, the factors mentioned in this model have been analysed in Serbia, as developing country, with certain adaptations, as necessity due to the managers/interviewees knowledge and observation.

4. Examination of the Representation of the Process Orientation in Enterprises in the Republic of Serbia

Improving maturity in business process management is only possible if certain characteristics of maturity factors exist, and if they are continuously developing. Based on maturity model, or questionnaire that was developed based on the model, it is possible to examine the level of maturity of the economy. Very often research in developing countries, such as Serbia, show results that differ from the results of studies conducted in developed countries. Therefore, it is important to understand the specifics of maturity factors in the Republic of Serbia. In order to achieve this goal, research was conducted, where the maturity factors were monitored, as well as their development in enterprises that were the subject of research. Presence of process orientation in enterprises and connection of maturity factors were also monitored, as well as whether the maturity of business processes influence the achieved results of the enterprise. Based on the survey results, recommendations were formulated for managers of enterprises in the Republic of Serbia.

4.1. Objectives, tasks and initial assumptions

The empirical research results, which are partly presented in this paper, should point out how monitoring of maturity in business process management in the Republic of Serbia is represented and what are the experiences. In addition, the goal of this research is to identify the level of management business processes maturity on the example of enterprises in the Republic of Serbia, through monitoring the condition of individual factors of maturity model in business process management, but also by pointing out the importance of their interdependence in terms of achieved level of development. The main task of this research is to highlight the link that exists between actual performance of the enterprise and level of maturity of business process management factors.

Monitoring the development of maturity factors of business process management can enable enterprises to identify the current level of business process management capabilities. However, at the same time goal is to point out the weaknesses that exist when it comes to the development of certain factors, which can negatively affect managing business processes, or those abilities that have been achieved by development of certain factors. Therefore, one of the tasks is to provide recommendations for managers, which would help to improve the management of business processes in the Republic of Serbia.

The goal of this research is to prove or disprove previously set hypothesis:

- The level of development of factors determine the level of maturity of business process management,
- Maturity factors of business processes in enterprises in the Republic of Serbia are on the same level,
- Maturity factors of business processes are interdependent,
- There is a positive correlation between maturity level of business process management and performance of the enterprises in the Republic of Serbia.

In order to collect data that are subject of further analysis of this study, we used the survey method to obtain data by fieldwork. Object of conducted survey are economic entities in the Republic of Serbia, and the data sample has 38 enterprises. Collecting data was conducted through use of a questionnaire which has two parts. First part is a general part, and with it we get data relating to name, industry, location and number of employees of the enterprise. The second part of the questionnaire contains questions which monitor the levels of maturity factors of business processes, as well as their impact on the results and business success that are the subject of research.

Data processing was performed using statistical methods, methods of analysis and synthesis, induction and deduction, method of comparison and generalization method. Based on analyzed and graphically presented data, recommendations were defined, which should suggest how managers in the Republic of Serbia can improve business results by developing abilities of business process management. Thus, it can be concluded that the research was conducted through several important stages: assembling the questionnaire on the basis of which data should be collected, defining the sample through a selection of enterprises that will be the subject of research, statistical an graphical representation results of research, and finally, formulation of recommendations for managers of enterprises in the Republic of Serbia.

4.2. Analysis result of empirical survey

As already noted, the study was conducted on a sample of 38 enterprises. Given its size, sample like this can only be considered informative. However, it is believed that the information derived from this analysis and this sample can indicate some obstacles and problems of enterprises in the Republic of Serbia. This sample is random, and it includes small, medium and large enterprises in the manufacturing sector (food industry, automotive industry, wood industry, textile industry, tobacco industry…), but also enterprises from the service sector. The following illustrations show the structure of the sample by size and the structure of the sample according to the sector they belong in.

Figure 1: Structure of enterprises in the sample based on sector they belong to

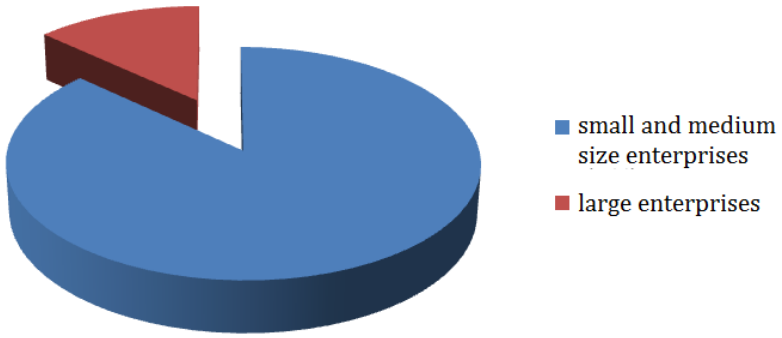
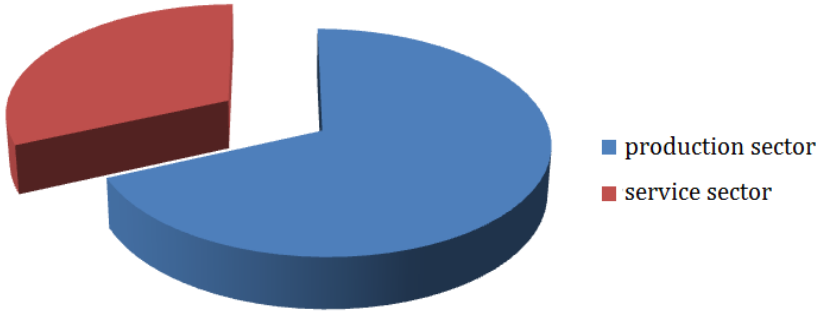


Figure 2: Structure of enterprises in the sample based on sector they belong to



The following presentations are informative, but the data belonging to specific categories may be use in further statistical analysis. However, the basis of any analysis is descriptive statistics. This analysis was applied to data, which should reflect the situation in enterprises in Serbia when it comes to the maturity factors of process management. It should be noted that, after checking the validity of data (using Cronbach's alpha test) one of the factors is excluded from the analysis so the results would be considered adequate for conclusion.

Table 1: Descriptive statistics

Maturity factors*	Sample size	Min	Max	Mean	St. Dev.	Maturity level
S	38	1,00	2,80	1,4368	0,47387	1
PM	38	1,00	2,60	1,7105	0,42029	2
IT	38	1,00	2,60	1,2368	0,39961	1
EM	38	1,00	2,60	1,6105	0,45784	2
OC	38	1,00	2,20	1,4316	0,45209	1

*Explanation of used symbols: S – Strategy, PM – Process management, IT – Information technology, EM – Employee management, OC – Organization culture.

According to the obtained average marks, it can be concluded that the maturity factors of business processes, on the example of the Republic of Serbia, have different levels of development, which affects the final assessment of level of maturity. Assessment of maturity factors was performed on the basis of their development, which is followed by the average value in relation to the minimum (1.00) and maximum value (2.80).

Higher level of development exists in factors such as process management and employee management. Factors that have lower level of development are strategy, organizational culture and informal technology. These three factors should be focused by the enterprises in the Republic of Serbia. They should be improved and developed so they would not be the limitation for already developed factors, and for achieving higher levels of maturity process management.

Overall results indicate that the maturity of business process management in the Republic of Serbia is between one and two. This result was obtained on the basis of assessment of key factors of maturity of process management. The results show a lower level of maturity in relation to the most common level of maturity of process management, which is

between two and four (Wolf, Harmon, 2010). In this way, based on the results of other authors and results of this research, we can confirm the first hypothesis that the level of development of maturity factors is the determinant of level of business process management.

In order to determine whether there is indeed a difference in maturity of observed factors, variance analysis was conducted. Results of the analysis are displayed in the following table.

Table 2: Variance analysis

	Sum of squares	Df	Mean square	F	Sig.
Between factors	5,068	4	1,267	6,499	0,000
Inside factors	36,071	185	0,195		
Total	41,139	189			

Table 3: Correlation analysis of the factors of maturity process management

		S	PM	IT	EM	OC
S	Correlation coefficient	1				
	Significance level					
	Sample size	38				
PM	Correlation coefficient	0,511(**)	1			
	Significance level	0,001				
	Sample size	38	38			
IT	Correlation coefficient	0,438(**)	0,188	1		
	Significance level	0,006	0,260			
	Sample size	38	38	38		
EM	Correlation coefficient	0,531(**)	0,651(**)	0,411(*)	1	
	Significance level	0,001	0,000	0,010		
	Sample size	38	38	38	38	
OC	Correlation coefficient	0,423(**)	0,146	0,430(**)	0,040	1
	Significance level	0,008	0,381	0,007	0,811	
	Sample size	38	38	38	38	38

The null hypothesis assumes that there is no difference in the maturity level of the business process management factors, and alternative shows that there is a difference in the maturity level of the business process management factors. Based on the variance analysis and the results obtained in the previous table, it can be concluded that there is a

difference in the maturity level between business processes management maturity factors. The resulting level of significance (0.000) is less than 0.01 which indicates that the null hypothesis is rejected, and the alternative is accepted. In this way second hypothesis has not been proved, that means it is rejected.

Based on correlation analysis connectivity of maturity factors of business processes can be traced. According to correlation analysis, to a certain extent, between some factors there is a correlation. In this sense, we can say that the third hypothesis is partially confirmed, and that the maturity factors of process management in the enterprises in the sample are more or less connected.

More specifically, the results show that there is a significant correlation between Employee management and Process management (correlation coefficient is 0.651). Factor Information technology in previous analysis is rated as less developed at level of maturity of 1. This means that enterprises in Serbia should promote the application of information technology in order to improve the capability of management process. Unfortunately, Information technology has the weakest connection, or we might say that there is almost no connection with Process management (correlation coefficient is 0.188).

Through usage of regression analysis the dependence of the results achieved by the enterprises of the Republic of Serbia from reached level of maturity of business processes may be observed. Business results (precisely, profit per employee) are observed as a dependent, and the level of business process management maturity as an independent variable. The null hypothesis assumes that there is a dependence of business results from the level of business processes management maturity, while the alternative assumes that the results are independent from the maturity level of business process management.

Table 4: Regression analysis of maturity level of business process management and performance of enterprises in the Republic of Serbia

	Unstandardized coefficients		Standardized coefficients	t	Sig.
	B	Std. Error	Beta		
Maturity of business process management	0,570	0,200	0,429	2,848	0,157

Dependent variable: Profit per employee

Due to the fact that the obtained level of significance is higher than 0.01 we must reject the null hypothesis. Statistical data suggest that there is no dependence of business results of enterprises in the Republic of Serbia from the reached stage of business process management maturity.

5. Conclusion

The goal of business process maturity models is transferring the philosophy of process improvement from process level to an enterprise level and furthermore to supply chain level. To make this possible it is not enough just to manage key processes, but also all the others (supporting processes), which support the realization of key ones. It is also necessary to discover the most important determinants of business process management, which actually are the factors influencing the level of business process management

maturity. Those factors are usually derived from the main characteristics of process orientation, such as: focus on customers, cooperation with suppliers, organization structure and culture, information technology and so on.

In the research presented in this paper as the main factors of business process management maturity were observed: Strategy, Process management, Information technology, Employee management, and Organization culture.

The results of the research show that we should accept only first hypothesis, second and fourth should be rejected, while third hypothesis may be accepted with reserve. This actually means that situation in the enterprises in Serbia is not quite favourable when it is about acceptance of process management and gaining the benefits from it. Therefore, we suggest that enterprises in Serbia should pay more attention to practice of successful enterprises from developed countries and to try to download and customize it to the environment in which they operate.

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ZRELOST UPRAVLJANJA POSLOVNIM PROCESIMA – FAKTORI I EFEKTI NA POSLOVNE REZULTATE

Rezime: Prema teoriji preduzeća zasnovanoj na resursima, resursi i sposobnosti, kao i kompetencije koje proističu iz njihove kombinacije, predstavljaju izvor konkurentske prednosti. Sa ove tačke gledišta, uloga i značaj procesne orijentacije je očigledna, jer su resursi i sposobnosti kombinovane unutar poslovnih procesa. Uspešna realizacija procesne orijentacije podrazumeva analizu pojedinih faktora koji određuju nivo zrelosti upravljanja poslovnim procesima. Ovaj rad ukazuje na značaj procesne orijentacije i faktora zrelosti, a, takođe, prikazuje i rezultate istraživanja sprovedenog u Srbiji, koji ukazuju na nivo zrelosti upravljanja procesima. Analiza se zasniva na primeni statističkih alata. Rezultati istraživanja pokazuju da je zrelost upravljanja poslovnim procesima u srpskoj privredi nije na zavidnom nivou. Takođe, rezultati pokazuju da je nivo razvijenosti faktora determiniše nivo zrelosti upravljanja poslovnim procesima. Nasuprot rezultatima sprovedenih u razvijenim zemljama, ovo istraživanje pokazuje da ne postoji pozitivna korelacija između nivoa zrelosti upravljanja poslovnim procesima i performansi preduzeća u Republici Srbiji.

Ključne reči: procesna orijentacija, upravljanje poslovnim procesima, zrelost, faktori, statistička analiza.