

# THE MUTUAL ROLE OF BUSINESS PROCESS MANAGEMENT BPM AND TOTAL QUALITY MANAGEMENT TQM IN ACHIEVING AND MAINTAINING A COMPETITIVE ADVANTAGE

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## ABSTRACT

*Competitive advantage can be considered as an advantage, condition, or position that facilitates more efficient operation and higher quality products or services for an organization. The purpose of this paper is to examine and emphasize the significant role of Business Process Management BPM and Total Quality Management TQM in accomplishing a competitive advantage and the methods to maintain it. In the present stature of contest, Business Process Management BPM is viewed as one of the most outstanding practice the executives rules that can help organizations in accomplishing and maintaining a competitive advantage. One more reason for this paper is to fortify the hypothesis working of BPM in encouraging supportable competitive advantage dependent on powerful capacity hypothesis, BPM is derived from Total Quality Management (TQM) and business process management has acquired significance as an empowering method to facilitate the complexities of the firms.*

**Keywords:** Total Quality Management TQM, Business Process Management BPM, Competitive Advantage, Processes Reengineering, Organizational Performance

## INTRODUCTION

In the 21st century, it has become certain that current management strategies need to have coarseness, dexterity, integrability, and ease all together for it adapt to the consistently expanding difficulties of the present Business world, on top of having the option to maintain and build the degree of execution of its individual firms (Nadarajah & Kadir, 2014). Most firms' essential objective is to expand all accessible assets to accomplish vital targets and satisfying client needs. This requires an inborn and consistent cooperative relationship association's business processes are viewed as the basic empowering agent in driving individuals and frameworks of any association. business processes are joins that coordinate between frameworks, staff, and Processes inside an association. In this unique circumstance, the firms' business techniques with its activities (Marjanovic & Freeze, 2012).

The accentuation on business processes pushed the presentation of management standards, for example, Total Quality Management TQM and Business Process Reengineering (BPR) to the cutting edge, particularly with regards to making Process-driven firms. Despite the fact that scientists saw BPR and TQM as two unmistakably various drives, professionals didn't see the two drives as being essentially unique, with most organizations at the same time carrying out both BPR and TQM. In managing this marvel, analysts inferred that BPR, and TQM really complete one another (Singh, 2012). Specialists recommended that the execution of BPR be trailed by TQM, to guarantee that any extremist changes can be supported throughout a drawn-out timeframe (von Rosing, Laurier & Polovina, 2015). This methodology indicates the philosophy of the advancement of Business Process Management (BPM). In spite of being in presence for more than twenty years, most explores on BPM were generally theoretical, with a weighty accentuation on contextual investigations. Because of this factor, BPM is still especially viewed as being a theoretical (Imanipour, Talebi & Rezazadeh, 2012). As per the wonder illustrated over, the reason for this

calculated paper is to see BPM utilizing dynamic ability hypothesis dependent on (Imanipour, Talebi & Rezazadeh, 2012) study on unique capacity hypothesis in deciding the basic achievement components of BPM. Inside the setting of this paper, it is suggested that the unique ability hypothesis be stretched out to decide the effect of BPM against competitive advantage.

## LITERATURE REVIEW

TQM was at that point being effectively pushed over twenty years prior by many researchers and market influencers to perform ceaseless upgrades to satisfy the requirements of clients, making sure to achieve for consumer loyalty (Stojanović, Tomašević, Slović, Gošnik, Suklan & Kavčić, 2017). TQM turned into a management theory that was broadly embraced by the assembling and administrations businesses the same. Since TQM was viewed as an empowering influence on consumer loyalty, it has been connected with the capacity to straightforwardly or in a roundabout way increment an association's primary concern (Niehaves, Poepplbuss, Plattfaut & Becker, 2014). These two marvels are generally considered by analysts, and are additionally important to a huge number, bringing about an immense collection of information regarding the matter (Niehaves, Poepplbuss, Plattfaut & Becker, 2014).

Studies on the effect of TQM on organizational performance zeroed in on market-based hypothesis of competitive advantage, and asset-based hypothesis of the firm and frameworks hypothesis (Singh, 2012). It was seen that initiative and responsibility, preparing and schooling, groups and culture connected with implicitness and intricacy, which creates organizational performance, approving the case that TQM impacts organizational performance (von Rosing, Laurier & Polovina, 2015). Moreover, Process and individuals direction are viewed as basic to guarantee appropriate arranging and fruitful execution of TQM that outcomes in more elevated levels of organizational performance (Marjanovic & Freeze, 2012). In their exploration, played out a meta-examination on the exhibition ramifications of taking on TQM rehearses, while investigating the connection between TQM rehearses and organizational performance.

Strangely, his examination shed some light on the large number of directing factors that exist among TQM and organizational performance (Kovačić, Hauc, Buh & Štemberger, 2018).

The link between TQM and organizational performance demonstrates the presence of an intrinsic connection between the two. As demonstrated by a few exploration, firms that apply TQM accomplish more elevated levels of performance contrasted with firms that don't (Franz & Kirchmer, 2012). In any case, one more exploration called attention to that the causal connection among TQM and organizational performance couldn't still up in the air (ME de Waal, Maris & Ravesteyn, 2017). The various outcomes of TQM and the requirement for associations to see transient profits from their improvement drives, mooted for the development of BPR. The idea of BPR became famous during the 1990s couple with the improvement of Process-based associations (Nadarajah, Kadir & Khalid, 2019). In their study of BPR, concluded to propose a summed-up hypothesis of business process change, and inferred that change management is a basic empowering influence on the effective implication of BPR.

The effect of BPR on organizational performance can be improved when instilled inside the association's essential arrangement (Nadarajah, Kadir & Khalid, 2019).

There are various principal exercises of BPR that should be carried out (Moormann & Bandara, 2012). To begin with, it is necessitated that the organization's tasks as far as a proper arrangement of Business processes be characterized. This requires business processes to be drawn up across capacities. The following action is examining and checking on the recorded Business Processes to distinguish openings for upgrades, and in this way, evaluating the Business Processes to guarantee consistence and relevance in functional terms. At last, the recording of performance proportions of the business processes against focuses as a method for assuming responsibility for process proficiency is vital.

BPR works with organizational performance enhancements, whereby the last mark of BPR isn't reengineering, yet rather process management (Lamghari, Radgui, Saidi & Rahmani, 2019). The board of processes centers around gradual changes throughout some stretch of time. Notwithstanding the high achievement rates in its performance, BPR as an idea is hard to completely fathom and is frequently connected with scaling down and robotization (Hernaus, Vuksic & Štemberger, 2016). The essential idea of BPR is to execute enhancements to the current business to work on the general presentation, emphatically stressing IT with "leap forward" as its focal concentration (Bernardo, Galina & de Pádua, 2017). The achievement of BPR drives is firmly identified with technique, design, IT, and change management (Bernardo, Galina & de Pádua, 2017).

A review directed on an organization's yearly reports uncovered that BPR was effective in impacting organizational performance (Stojanović, Jovanović, Slović, Tomašević & Simeunović, 2019).

Moreover, BPR stretches out past essential, IT, or individuals engaging drives, yet rather goes about as a significant change management work out. The discoveries additionally uncovered that Organizational exhibition improved during the execution of BPR, yet sustainment turns into a test in resulting years. Thusly, their review pushed the coordination of BPR's drives with system, process upgrades, and IT. Subsequently it turned out to be increasingly more obvious that TQM and BPR, both have special qualities and when joined may can possibly be more powerful. The difference between BPR and TQM couldn't be clearer, be that as it may, practically speaking, it is a long way from particular (Pinto & dos Santos, 2020). The outcomes sparked from an overview reasoned that specialists distinguished just two contrasts among TQM and BPR, while analysts had the option to recognize ten. Also, it is seen that the vital contrast among TQM and BPR is that TQM centers around productivity, while BPR centers around viability (Burdett, 1994). Because of this, (Chang, Abate & Park, 2017) favors carrying out both as method for supplementing and relieving every technique's deficiencies. This view is repeated by (Pinto & dos Santos, 2020). recommending that one of the major contrasts among TQM and BPR is that BPR centers around leap forward for emotional upgrades, while TQM accentuates persistent gradual improvement. Both TQM and BPR share the attention on performance improvement (Braunnagel, Falk, Wehner & Leist, 2016).

Moreover, there is a requirement for an extensive structure for successfully overseeing process implication and audit to guarantee upgrades either through TQM, BPR or then again different drives can be sensibly maintained or checked consistently (Lau, Nakandala, Samaranayake & Shum, 2016).

This indicates the advancement of both TQM and BPR into BPM. The idea of BPM surfaced in the new thousand years during the revelation of the logical management hypothesis that developed into the TQM reasoning of the 1970s, BPR of the 1990s, lastly, process plan of 2000s onwards, before at last settling as BPM as it is known today (Mohammadi, Farimani & Farahi, 2021). In light of an all-encompassing point of view, BPM incorporates steady developmental and constant improvement nature of TQM with the extremist, progressive and huge explosion approach of BPR, for the reason of performance while guaranteeing exercises including clients are executed productively and adequately.

(Binci, Belisari & Appolloni, 2019) expresses that the essential point of BPM is to further develop business processes to guarantee that basic processes straightforwardly influencing clients are productive and viable. All things considered, despite the fact that BPM begins from the assembling business, (Pinto & dos Santos, 2020) appropriately call attention to that BPM is acquiring expanding significance and pertinence in the help business too. The way to process direction is to see the processes evenly across capacities, as opposed to upward inside a capacity. In this regard, BPM is like TQM in its mission to adjust business processes to its inward and outer climate.

BPM is viewed as the reappearance of performance improvement endeavors that doesn't zero in on a particular methodology, since it offers a variety of progress instruments for

associations; thus, helping associations in keeping away from the entanglements of management crazes (Frischbier, Gesmann, Mayer, Roth & Webel, 2012).

BPM's motivation is to adjust business processes to organizational vital destinations and client needs, with the general point of moving from a utilitarian direction to Process direction. This achieves the principal strands of BPM as organized, scientific, cross-practical, client engaged and constant process improvement. (Wong, Tseng & Tan, 2014) further clarifies that BPM envelops key regions, for example, licensed Quality affirmation frameworks, structure, procedure, client driven process, performance management and critical thinking with the end goal of consistent improvement.

With the goal for BPM to make an effect on organizational performance, it must be seen from an essential level (Hernaus, Bach & Vukšić, 2012). The proposed organizational system of BPM envelops procedure, organizational plan and coordination, performance management and knowledge management. In light of their contextual investigation, these components are recognized as the basic empowering agents that exist in organizations that have effectively executed BPM. BPM is viewed as the best practice management standard and an empowering agent for associations in supporting their competitive advantage (Hernaus, Bach & Vukšić, 2012). In his exploration, it can be described that BPM inside two builds – process arrangement and individuals' inclusion, and experimentally tried the connections between process arrangement and individuals' inclusion on organizational performance.

The examination depended on a few speculations, for example, frameworks hypothesis, organizational hypothesis, arrangement hypothesis and key hypothesis. Interaction arrangement comprises of level underlying arrangement, IT arrangement and key arrangement. Individuals association, then again, comprises of leader responsibility and worker strengthening. The result of the concentrate experimentally exhibited the way that process arrangement and individuals' contribution are decidedly connected with organizational performance.

The consequences of the review demonstrated that when frameworks, processes and individuals are impeccably adjusted, it can attempt to bridle the full acknowledgment of an association's presentation.

Concentrates on organizations that had executed TQM, BPR and Benchmarking found that BPR drives created the best effect on organizational performance (Deepa & Baral, 2019). The concentrate likewise uncovered that technique assumes the most basic part in powerful process improvement drives, while underlying and IT arrangements didn't measurably make any critical effect on Process improvement drives. The significant commitment by (Deepa & Baral, 2019). was to see BPM inside the point of view of process improvement drives covering TQM, BPR and benchmarking. In view of a contextual analysis of a Swiss bank, it was seen that the effective execution of BPM and its effect on organizational performance was acknowledged through process improvement endeavors and IT performance (von Scheel, Scheer & von Rosing, 2015). This brought about sensational enhancements to the processes of quality. Comparative outcomes were seen for a situation investigation of the Italian public area answerable for giving business licenses to business visionaries. BPM was embraced through process management, arrangement with organizational construction and IT, process improvement and individuals strengthening, and it brought about critical enhancements for conveyance time (Danesh & Yu, 2018). Then again, a contextual analysis on the execution of BPM in a Brazilian public exploration community featured culture and social angles as major difficulties towards guaranteeing the effective execution of BPM (Deepa & Baral, 2019) clarified that most administrations associations work on customary designs utilizing cross-useful groups for processes. This is ordinarily known as the matrix structures. In any case, the creators advised that to appreciate greatest advantages of BPM, associations need to guide away from matrix structures and take on process-driven constructions. Aside from that, whenever associations have accomplished a specific level of viability in their processes, they ought to think about mechanization to enhance productivity.

Dynamic capability hypothesis is an extension of asset-based hypothesis, and it is acquiring huge traction in the investigation of business and management. Dynamic capability hypothesis sees an association's competitive advantage, instead of business performance, since the last is a slacking marker, while competitive advantage is a main pointer. This empowers associations to enjoy Competitive advantage more prescient forces as far as performance.

Dynamic capability hypothesis stresses capacities and spryness, and it is accepted that an association enjoys accomplished competitive advantage when its interior abilities and deftness convey items or administrations to clients that can't be copied by their rivals (Neufeld & Deo, 2018). The differentiation among capacities and assets surfaced in the mid-1990s since it was recognized that not all assets can make esteem (Leung, Lim, Tan & Yu, 2012). In that capacity, those worth making assets were marked abilities. Early examination into the marvel of capacities talked about that abilities can bring about the production of competitive advantage. This would bring about associations with specific capacities enjoying competitive advantage over their adversaries.

The study of abilities started according to the viewpoint of asset-based view. The point of view developed to dynamic capacity hypothesis when it became clear that inside and outside natural conditions are amazingly unstable and expects associations to be lithe (Fischer, 2012).

Likewise, the creators saw management advancement, be it specialized or non-specialized, as a type of capacity that can be formed to be changed into competitive advantage development, contended by the creators is focal in taking advantage of the strength, shortcomings, openings and dangers in the association. Their clarifications are generally welcomed in the scholastic local area but needs broad exact testing. This inspired the investigation of BPM, as an asset that can be changed into an ability that can convey competitive advantage.

Just about twenty years prior, the idea of competitive advantage was characterized as the capacity of associations to execute procedures which can completely take advantage of inward qualities while successfully killing outer dangers. Associations are accepted to enjoy acquired competitive advantage when they can make and carry out a technique that isn't executed by their current rivals. Competitive advantage, then again, is accomplished when the current or even future rivalry can't copy the association's created technique (Letts & Tran, 2020).

Competitive advantage is the vital differentiator of the association in making its opposition unessential. Competitive advantage isn't static; rather, it is incredibly unique in nature, since it must be just about as adaptable as economic situations, particularly vis-a'- vis client needs and asset accessibility changes. The impact of competitive advantage is additionally tackled by the use of data innovation (Ubaid & Dweiri, 2020). Firm assets are as yet accepted to be a hotspot for accomplishing competitive advantage (Letts & Tran, 2020).

The significance of competitive advantage is clarified compactly by (Asakura, 2017) showing that competitive advantage helps associations in saddling unmistakable abilities and capacities that are remarkable to them. The creators brought up that competitive advantage isn't static rather powerful and requires nonstop consideration and exertion. There are various routes in making capacities, in particular through utilization of innovation, individuals, Processes or accessible resources.

One more intriguing perspective of competitive advantage is its capacity to exploit information resources (Pradabwong, Braziotis, Pawar & Tannock, 2015). The captivating idea of information resources is that it can't be recreated effectively and is a result of the actual association through its frameworks, processes and individuals. (Pradabwong, Braziotis, Pawar & Tannock, 2015) accepts that IT ability assumes a principal part in bringing to surface the information at the ideal spot and at the perfect opportunity.

The viewpoint of dynamic capacity hypothesis and competitive advantage made an interest to look at BPM as a likely asset for being outfit into a particular ability that can make competitive advantage.

## Competitive Advantage Breakdown

Positioning is a significant showcasing idea. The main reason for positioning is frequently to make the right insights in contrast with contenders. Accordingly, it makes competitive advantage. This positioning, or competitive advantage, depends on making the right picture or personality in the personalities of the objective group.

This positioning choice exists of choosing the right center capabilities to expand upon and emphasize. In this way, both corporate character and center capabilities are hidden components of competitive advantage (Gray & Balmer, 1998).

**Corporate Identity:** The functional model for overseeing corporate standing and picture of Gray & Balmer (1998) recommends that corporate personality, correspondence, picture, and notoriety are the crucial parts of the method involved with making competitive advantage. Corporate identity through corporate correspondence makes corporate picture and notoriety, that all lead to competitive advantage.

Corporate identity is the truth of an association. It alludes to the unmistakable attributes or center capabilities of the association. It is the psychological image of the organization held by its crowds. Corporate communication alludes to all the authority and casual communication sources, through an assortment of media, by which the organization re-appropriates its identity to its crowds or partners. Corporate communication is the extension between corporate identity and corporate picture or reputation.

The above-expressed cycle has two fundamental goals, specifically to make the expected picture in the personalities of the organization's central constituents and dealing with the interaction to make an ideal standing in the personalities of the significant stakeholders. Gray & Balmer (1998) say that a solid picture can be worked through a planned picture building effort and notoriety, then again, requires an excellent identity that must be molded through reliable performance.

**Core Competencies:** A center ability is an idea presented by Prahalad & Hamel (1990). Center abilities are essential for the corporate personality; they structure the establishment of corporate seriousness. Center capabilities fit inside the asset-based perspective on the firm resources can be substantial or theoretical.

A company's information resources are a significant theoretical wellspring of competitive advantage. For firm information to give competitive advantage, it should be created, systematized, and diffused to others within the association. A wide range of kinds of information can fill in as an asset-based benefit: fabricating cycles, innovation, or market-based resources, for example, information on clients or cycles for new item development.

Firms with a knowledge-based center skill can expand their benefit by gaining from "unforeseen specialists" like specialized specialists, experts, or transitory representatives. Those pariahs bring information within a firm—e.g., comprehension of contending advancements. Also, collaborations with unexpected specialists can incite the firm to classify information that was inferred to speak with the impermanent employees (Wernerfelt & Birger, 1984).

The advantages of these communications with untouchable's increments with the absorptive limit of the firm. However, there is some danger that these connections influence spillage or weakening of information resources for other people who later recruit similar transitory employees.

The intensity of an organization depends on the capacity to foster center competencies. A center ability is, for instance, a particular information, method, or skill. Yang (2015) finished up, with the assessment of a drawn-out improvement model, that creating center skills and adequately carrying out center abilities are significant key activities for any venture to seek after high long-haul benefits. Also, genuine benefit can be made by the administration's capacity to bind together corporate-wide advances and creation abilities into skills that capacitate individual organizations to adjust rapidly to changing opportunities.

To support initiative in a picked center ability region, organizations should try to boost their skill factors in the center items like being significant in positioning its qualities, particular (separated), predominant, transmittable (perceivability), exceptional, reasonable, and productive. At the point when an organization accomplishes this objective, it permits it to shape the development of a market (Barney, Jay, Mike & David Jr., 2001).

## CONCLUSION

This study addresses the significance of BPM and TQM, and their critical role in accomplishing a competitive advantage. Which has not been generally examined by past BPM analysts in the scholarly writing. It centers around the process that firmly depends on quality and quality management and has become vital for help an organizations' competitive advantage. Subsequently, this review takes an alternate point of view from past work on BPM that conventionally names total quality management fill in as the cycles happening in customer-based business sectors or associations depending on giving items or administrations in a cutthroat climate. And finally, this paper proposes an exploration model that perceives the significance of viewing at organizational performance as both an interaction and a result, attempting to defeat the recently featured obstructions, of only zeroing in on the presentation yield. Simultaneously, it accentuates the significance of BPM and TQM exercises thus it attempts to catch the various effects of authoritative execution on the necessary cycle steps and their effect on the ramifications of BPM and TQM to accomplish competitive advantage.

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