Review of Literature Studies Regarding the Implementation of Business Process Management

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Abstract: *This research was carried out with a literature review study to find out findings regarding the development of Business Process Management (BPM) and its implementation in business and various fields in the era of increasingly rapid digitalization and globalization. This research was conducted to complement and expand literature sources regarding BPM from previous research. The method used is a study literature review of 30 internationally indexed articles from Google Scholar from 2020-2024. The results of the literature review study analysis explain BPM as a foundation for business processes in various fields, especially digital transformation and digital innovation. BPM also contributes to BCT, CBP, quality management, IT, AI, IoT, PPM, ABPMS and others. However, it does not have a significant effect on measuring financial risk in company performance so that it contributes to the literature and development of this topic for researchers and practitioners in the future.*

Keywords: *Literature Review Study, Implementation, Business Process Management*

BACKGROUND

In the last decade, BPM has become a new methodology that has had a drastic influence. The unification of various management disciplines managed in the process stage is how BPM develops its great influence. Since 2003, Smith and Fingar introduced BPM where there is a process management strategy that continuously prioritizes continuous improvement in business processes by utilizing IT to implement processes. This application refers to the BPM philosophy, starting from the design, modeling, implementation, monitoring and optimization stages, among other things (De Ramon Fernandez, Ruiz Fernandez, and Sabuco Garcia 2020). This has an impact on research trends on BPM which are applied to various dimensions and organizational business processes. To achieve high productivity, efficiency, minimize costs and high competitiveness, many companies today use BPM. BPM is used not only for unification, but also centralization with technology at the process level (Garcia-Garcia et al. 2020). According to (Ahmed and Van Looy 2020), as a response, the structure, operations and business processes require steps to understand the adaptation and application of a new style of BPM which is termed ambidexterity. Ambidextrous BPM combines two elements, namely the use of technology (exploitative BPM) and the use of new IT (exploratory BPM).

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BPM trends are increasingly clear from the research below, for example with the development of methods, tools and techniques (Reijers 2021). Emergency management structure reengineering plan and emergency management business processes (DY et al. 2013), information Technology (Nurmadewi and ER 2019) and social technology (Ariouat et al. 2017), application of meta-planning to BPM (Campagna, Ivanov, and Massa 2014). BPM also plays a role in company orientation related to process management (Lemańska-Majdzik and Okręglicka 2015). An overview of the business process management map illustrates the path that must be taken to make the cosmetics and retail industry more innovative, competitive and meet consumer demand (Fleaca and Fleaca 2016). The increasing digitalization process makes the use of BPM infrastructure in the form of correct data and information increasingly a relevant trend (Paschek, Ivascu, and Draghici 2018). BPM continues to contribute to the rise of automation and new technologies in Industry 4.0 (Gažová, Papulová, and Smolka 2022). The effects of market globalization created the development of BPM into Event-Based Business Process Management (EDBPM) discussing logistics processing by integrating business processes and complex events (Ramos Gutiérrez et al. 2023). New developments in BPM were also discovered through machine learning (ML) (Weinzierl et al. 2024). However, in addition to the trends and benefits received, the increasing use of BPM has an impact on health problems in the form of the risk of physical and psychological stress in business process outsourcing (Candelario et al. 2024).

BPM is known as every business process that runs like a cycle, starting from the process identification stage, implementation, monitoring stage, to process monitoring and control. In contemporary research, scholars are starting to take research whose main stream is the human side of BPM, green BPM, social BPM and ambidextrous BPM. Then there are recommendations for new research on BPM flow and digital innovation that collaborates and explores the usefulness of common methodologies (Mendling, Pentland, and Recker 2020). The development of increasingly fast internet networks and digital technology has penetrated the field of BPM research, although this has occurred in several stages.

According to research (Grisold, vom Brocke, et al. 2021), BPM is related to analysis, modeling, and efforts to improve the performance of business processes. BPM development produces methods, work designs, and tools to develop management processes and implementation. BPM is considered as a design in creating a framework and improving business processes and work routines that are effective, efficient and provide an experience for customers (Kreuzer, Röglinger, and Rupprecht 2020). Although there is a failure to take advantage of opportunities to support digital innovation such as research conducted by

(Kerpedzhiev et al. 2021);(Mendling et al. 2020);(Van Looy 2021). However, BPM development is continuously carried out to explore and remain opportunity-oriented (Helbin and Van Looy 2021). Integrating BPM with digital transformation and innovation has its challenges. However (Mendling et al. 2020) believes that the core assumptions of BPM are not yet able to provide ideas about the opportunities that advance and emerge with digital innovation. Recently, the increasing effect of digitalization as a BPM infrastructure (Paschek et al. 2018) it was found that the integration of both BPM with digital transformation and innovation had a positive impact(Putra and ER 2024), it even becomes 9 important BPM research issues to pay attention to and how to deal with them (Beerepoot et al. 2023), following the implementation of digital transformation as an implementation blueprint and recommendations (Fischer et al. 2020).

This relates to how digital technology is used to develop new products, business models and services. Thus, information regarding the implementation of digital innovation in business processes has not currently been carried out in a complete and comprehensive manner (Gross et al. 2021);(Mikalef and Krogstie 2020). It is necessary to know these opportunities and challenges so that the implementation of business process activities can be developed, for example regarding supporting tools, work structures and methods used (Baiyere, Salmela, and Tapanainen 2020);(Mendling et al. 2020). Apart from BPM's support and major contribution to various dimensions of the research field. However, findings about the negative influence of BPM cannot be ruled out for future studies. For this reason, further BPM research is very important for business progress and research on BPM through empirical observations of BPM implementation practices in companies and business management (Grisold, Mendling, et al. 2021).

The research objective of this literature review study regarding the implementation of BPM is to develop concepts and insights regarding the development of BPM in various fields in this decade, especially in research articles conducted from 2020 to 2024 to complement the literature and insights of researchers and practitioners regarding previous BPM developments. Furthermore, there should be a review and mapping of literature review studies to deepen the explanation of several journals that the author has chosen. The main thing is to know the discoveries regarding BPM in broad and detailed terms.

THEORETICAL STUDY

BPM is defined as a collection of techniques and methods to advance design and find the best model for business processes, review through data measurement and then maximize and stimulate technological, financial and HR processes (Ahmed and Van Looy 2020). The

researchers also developed stages in BPM by visualizing the BPM life cycle series into several stages, namely the process identification and discovery stage, then process analysis and redesign which refers to implementation, and finally the monitoring and control stage (Dumas et al. 2021). The need for innovation in all cycles at the BPM stages is a necessity so that the work flow runs well and quickly. However, for innovation to be useful, it must be compatible with company goals, for example exploitative and explorative goals so that the need for ambidexterity is met. Growing flexible features cause ambidextrous BPM to develop dynamically and changing innovative and continuous processes will balance BPM.

The existence of transformation in business processes results in dynamism in BPM, for example the exchange of knowledge from superiors to subordinates is an important process to achieve BPM success (Koopman and Seymour 2020). (Binci, Belisari, and Appolloni 2020) stated that there are four project-based factors, including (1) specialized tasks (2) knowledge transfer (3) knowledge development and change (3) changes in management and ambiguity that support the use of ambidexterity. The dynamic process in BPM for various perspectives to provide broader organizational performance. This happens in the case study example if productivity and profitability will increase along with the acceleration of the innovation process.

RESEARCH METHODS

The preparation of the research method in this article includes three stages, namely selecting document sources, bibliometric analysis, and literature review studies. These stages will be explained in detail as follows:

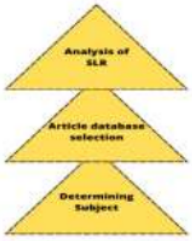


Figure 1. Research methods used

1. Determining the Subject

   Things related to the research question and keywords are determined at the beginning to direct the research question and answer the objectives appropriately (Kotamena, Senjaya, and Prasetya 2020). Because the keyword chosen by the author is Business Process Management (BPM), without limiting the relationship with other keywords so that new

findings can be studied. With the latest updates during 2020-2024 research articles on the topics used in this research.

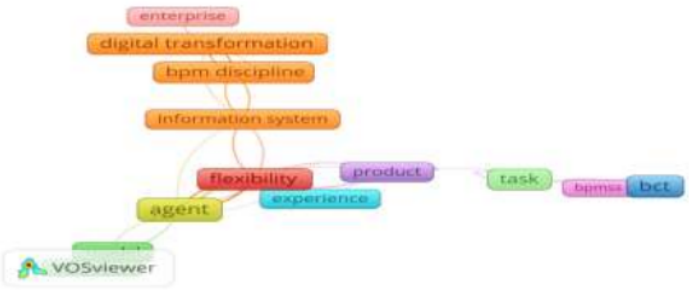
2. Article Database Selection

   The database source was determined after subject selection was determined by downloading articles originating from the Google Scholar website of 30 research journals with internationally recognized reputations or indexing: First, documents were retrieved by typing in the Google Scholar search board synchronously using the keywords searched and typed, namely " Business Process Management". Second, determine the document type. Next, a collection of articles to be used appears. 30 scientific research journals are selected that match the previously determined keywords or subjects.

3. Analysis of Literature Review Studies

   Key words regarding Business Process Management (BPM) were analyzed using a literature review study. This method is to classify BPM findings to analyze, summarize and report the findings and consequences of BPM and its development on businesses and organizations, then new findings that have not been described by stating the relationship of BPM to other dimensions in the research article. The approach of summarizing and then explaining the findings from previous research is used to continue and develop further research.

RESULTS AND DISCUSSION



Source: VOSviewer (2024).

Figure 2. BPM implementation and its relationship to the most researched dimensions

From the image of the analysis results processed using VOSviewer as shown in figure 2 above. The following is a presentation of the results and discussion found in this research that the environmental space regarding the keyword Business Process Management (BPM) is that BPM currently uses three important logics, namely process modeling, infrastructure adjustment, and agency logic, which still requires re-examination in the context of digital

transformation, referring to ethnographic studies with new logic assumptions are light-touch process models, infrastructure flexibility, and attentive agents (Baiyere et al. 2020).

BPM implementation is integrated with digital transformation so that 3 meta goals of digital transformation are found, namely communication (learning), unification (optimization), and certification (automation) to facilitate digitalization in companies, especially SMEs (Fischer et al. 2020). Another integration is researched where BPM is used as a quality management system and tool in realizing the prerequisites for efficient and effective organizational development (Stravinskiene and Serafinas 2020).

The application of Blockchain Technology (BCT) in BPM is also carried out to provide fast, cost-effective and reliable Quality of Service (QoS) evaluation and transfer support in workflow design and management (Viriyasitavat et al. 2020). Implementation of BPM by improving BCT management in a decentralized manner with collaborative efforts of Collaborative Business Processes (CBP) in the BCT domain (Garcia-Garcia et al. 2020). The integration of blockchain technology into BPM also provides benefits, automation and facilitates the implementation of transparent and flexible business processes in organizations (Adams et al. 2020).

Like previous research, convergence between BPM and innovation is also needed to complement and benefit each other and develop a wider market (Mendling et al. 2020). Facing challenges and making improvements with digital innovation (Beerepoot et al. 2023). Digital innovation is found to require exploration from BPM, providing digital innovation coverage in BPM projects and aligning organizational structures in BPM to support digital innovation activities (Grisold, vom Brocke, et al. 2021). The discipline of BPM also uses IT artifacts to answer the 7 paradoxes of a world that is connected to each other by transformative trends and prospective research (Beverungen et al. 2021). AI-Augmented Business Process Management System (ABPMS) is used to improve the implementation of business processes that are more adaptive, explainable, proactive, and context-sensitive (Dumas et al. 2023). The BPM system also functions in Project Portfolio Management (PPM) which has 3 aspects that are influenced, namely structure, infrastructure and process (Ershadi et al. 2020). Project Portfolio Management (PPM) is also found to be ensured by BPM analysis to provide convenience to manufacturing companies in industry 4.0 projects (Richard et al. 2021).

Then, the limited research on BPM and its relationship to exogenous shocks is discussed so that challenges and opportunities are found due to changes caused by the climate crisis and chaotic geopolitical issues with radical changes that cause changes in organizational strategies, contexts and business processes (Röglinger et al. 2022). BPM has been proven to

have a positive impact on the knowledge of middle and upper level managers and the success of 45 organizations for managing business processes in the fields of finance, telecommunications and industry (Gudelj et al. 2021). BPM can contribute to Robotic Process Automation (RPA) which is operated using technology instead of humans by providing process knowledge in practice, this consists of software architecture and the BPM life cycle and the integration of RPA methodology into BPM can overcome the limitations of RPA (König et al. 2020). The implementation of BPM provides effectiveness in achieving high quality and competitive production in the food industry in Ukraine so that the country's food security is guaranteed and international cooperation regarding key food products increases (Irtyshcheva et al. 2020).

The latest trend in BPM, one of which is the use of information technology (IT) for environmentally friendly computing or called Green Information Technologies (GIT) which plays a role in environmentally friendly efforts and activities where the benefits and challenges of using GIT in business operations (BPO) are analyzed (Naim 2021). The revolution and development of BPM is due to the Generative Pre-trained Transformer (GPT) process as an advanced machine learning model that provides human-like text using natural language (NLP), so that sophisticated tools are available to raise data engineers to grow data ecosystem processes in large companies so that it is efficient, reduces costs, increases the quality of business activities (Beheshti et al. 2023).

BPM can also provide sustainable value in the context of Sustainable Supply Chain Management (SSCM) with 8 business processes using a gradual adapt, implement, maintain approach (Mc Loughlin et al. 2023). BPM is able to develop task content modeling by analyzing and measuring task content and then illustrating it in the IT ticket processing industry (Rizun, Revina, and Meister 2021a). Manufacturing technology is used to find ways to increase flexibility as was done in the HORSE project so that the use of BPM has a positive impact on increasing flexibility and intelligent manufacturing (Erasmus et al. 2020). Combining BPM with IoT was found to be able to adapt and optimize manufacturing processes based on experience and broad support for production and manufacturing processes (Malburg et al. 2020). In terms of theoretical contributions and development concepts to BPM, multi-view modeling offers a multi-view modeling conceptualization of the Integrated Method of Risk-Business Process Management (BPRIM) for use in the practice of Risk-Aware Business Process Management (R-BPM) (Thabet et al. 2021).

In the case study of medical services, an agent-based approach with a multi-agent modeling environment that runs in a 3D environment has become a new form of development

in the field of BPM (Sulis et al. 2020). High automation is carried out by incorporating situational awareness into BPM, thereby helping businesses run sustainably and be more competitive (Zhao, Yongchareon, and Cho 2021). Business processes are based on textual data with a standard Natural Language Processing (NLP) approach, where there is a use for analyzing and calculating the diversity of business processes to realize awareness based on textual data (Rizun, Revina, and Meister 2021b).

Productization of services to support BPM is less discussed in research so it is found in this journal that in BPM, productization provides benefits to service offerings, processes and the resources associated with them (Harkonen 2021). BPM as a core organ in company performance plays an important role in company efficiency with authentic leadership which has a positive influence on employee involvement in the organization (Malik, Khan, and Mahmood 2021). However, of all the uses and contributions of BPM to various dimensions, there are negative findings as also found in the introductory statement regarding the impact of business processes on health. It was also found that the relationship between BPM and company performance in the financial risk measurement sector is ROE-R and ROE-a risk. with different samples and industries in the SME case study, where the instrumental aspect of control is not significant enough to measure company performance (Gošnik and Stubelj 2022).

CONCLUSIONS AND RECOMMENDATIONS

Analysis of a literature review study used to summarize and report the results of 30 research articles sourced to Google Scholar in the last 5 years regarding Business Process Management (BPM). Determining the subject on this topic to answer research problems and the need for specified literature. It was found that BPM is the basis for various fields and dimensions analyzed in 30 research articles by the author. It can be concluded that BPM systems play a major role in digital transformation and digital innovation. Furthermore, BPM systems are also used for the application of Blockchain Technology (BCT) to collaborate with Collaborative Business Processes (CBP), quality management, information technology, AI, Project Portfolio Management (PPM), IoT, Information Technology (IT), Authentic leadership, automation and productivity, Natural Language Processing (NLP), multi-agent modeling, Risk Aware Business Process Management (R-BPM), manufacturing technology, Sustainable Supply Chain Management (SSCM), Generative Pre-trained Transformer (GPT) processes, exogenous shocks, Robotic Process Automation (RPA), AI-Augmented Business Process Management System (ABPMS) to develop digitalization in business processes and company progress. However, a negative impact was found between BPM and financial risk

measurement where instrumental control factors did not significantly influence company performance.

The analysis of this literature review study uses sources from the last 5 years. Therefore, it cannot be avoided that there are shortcomings in the review of 30 research articles which suggest using more article sources and over a longer time span for further research at least in the last 10 years to achieve a larger and more accurate scope in the last decade. It is also recommended that database selection not only be based on one source so that the reach of the literature is more complete and becomes an important reference for researchers and practitioners.

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