

## **IMPACT OF CHANGE MANAGEMENT AND COMMUNICATION ON BUSINESS PROCESS MANAGEMENT**

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### **ABSTRACT**

The teams that are employed by the firm impacted by the implemented change, whether it is a change in technology, leadership, or processes. Through education and acceptance of the need for change, change management strives to move these teams from the present condition to the future state. Business process management is the association of management and IT, and it defines methodologies, strategies, and tools that let the business plan, implement, monitor, and evaluate its operational business processes. Therefore every business require change within the business operations to maintain competitive advantage. Effective communications has a core value in maintaining an adaptable change to the workforce and easy to acquire. This research is providing the subsequent set of knowledge to the business practitioners and addition to the literature of business studies.

**Keywords:** Change Management, Communication, Business Process Management.

## **1. INTRODUCTION**

Business processes Management is a method of transforming business activities with electronic and digital solutions [1], [2]. Outsourcing of business processes allows for inside and outside and in-depth review of current business processes [3]–[5]. The aim is to create a developed computerized design which enhances performance, decreases prices and enhances production [6]–[8]. Both on current and emerging companies, business process plan is critical. It is also called Reengineering of Business Processes [9]–[12]. This is a collection of interconnected activities that help businesses maximize their current business processes to manage with upcoming requirements in operations and organizations [13]–[17]. For an organization successful business method saves and earns profit.

The business process management has been used not just in processing to increase the quality and performance of its process of production [18]–[20], but also in work operations like management of human resources [21], advertising, management, selling, decision-making, in which the user of these services may be within or out of the company [22]–[26]. Awareness of process management strategies can support and strengthen key management practices like preparation [27], [28], delegation, communication and analysis [29], [30]. Business process management will not be an exercise that is one-time [31]–[34]. A regular review of a methods should be included and steps taken to increase the overall flow of activities should be included [35]–[37]. All this leads to a long process of organizational evaluation and enhancement [38]–[41]. The steps which is known in the business process management include is the analysis [42], redesigning the model, the process of implementation, monitoring the process, managing and make the process automatic.

### **1.1.Problem Statement**

Change management helps employees to understand their new responsibilities and promotes a more process-driven culture by agreeing a company to remain competitive in the marketplace, change management also promotes further company growth [43], [44]. In order to evaluate the importance of communication in business process management, this research is aimed to establish

a systematic review of the past researches to investigate the impact of change management and communication on business process management.

## **2. LITERATURE REVIEW**

The method of change management is the set of operations undertaken by a management staff or program manager to implement change management to a change in order to bring relationship between the changes and make sure the organization achieves its expected results [45]–[47]. We cannot stop the process of change but only we can slow down it [26], [48]–[50]. Changing is primarily affected by the increased competition of globalization that influence most sectors of industry and living beings circumstances [51]–[54]. Corporations and organizations have been made to embrace transition as crucial to sustainability by the notion of globalized actions of corporations [55], [56]. Change management is an integral aspect of one lifetime and often more for many of these companies [57]–[61]. In order to ensure the effectiveness of the change planning and implementation, the principle of change management initiatives at an optimal and desired level [62] is required by businesses [63]–[68]. The effective management of transition would also achieve a competitive advantage both globally and nationally.

It is not necessary to understate the value of communication in change management [69]–[71]. Efficiently and effectively, simply, and reliably, convey the change [72]–[74]. You will make sure that every worker in your company knows what's going on [75]–[77]. When staff recognize it, they will embrace it [78]–[80]. Communication would be an interaction among at least two individuals, whereby communications between individuals are sent, obtained and replied [81], [82]. It is the most effective method for daily life and business management [83], [84]. In companies, communication as well plays a significant role in generating and interpreting messages among staff members through several directional and bidirectional messaging [85]–[87].

Effective communication always helps to build a consistent and competitive business viewpoint for a company using BPM [88]–[90]. Experts claim that good communication allows a firms to grow a consistent plan for accessing its market segment and during implementation process [91].

The impacts of change management and communication are that it can move the company toward a better direction [92]–[94]. Change management can pave the way for the company to bring

dynamic and experience staff to organization or corporation which can make a better impact on the development of the corporation as well as bring new ideas and innovation to the company [95]–[98]. And give change to those who have the potential and energy to bring the company to the peak of development [94], [99] and also work for the benefits of the stakeholders [100]–[103]. And also the process of communication can make it easy to make a better communication process [104] inside and outside the corporation. And the communication flow can make more advance and easily reachable to a number of people on the same time [105], [106]. And a proper channel of communication can remove the ambiguity and the wrong new because a proper channel can make it easy to provide a central process of communication [107]–[109]. Also with the change in the process management can risk the job of many employees and it can create uncertainty among the staff members.

## **2.1. The Critical success factors of business process management**

There are many different critical success factors in business process management that have been found in different researches, articles and journals. Some of the key critical success factors are discussed below:

### *2.1.1. Change Management and Communication*

Management of change works with critical systemic improvements in order to enhance group efficiency and outcomes [110]–[113]. The changes processes, infrastructure [114], staff [115], organizational culture [116]–[118] and structure can be discussed and organization-wide must be shared with the public and communicated effectively [119]–[122]. The whole policy encompasses services for effective management of change and communication regarding business process management initiatives inside the company [46], [123]–[126]. Preparedness for change, knowledge reorganization, familiarity with change management and communication between both the team member as well as the management staff are among key points in this group [127], [128].

### *2.1.2. Strategic Alignment [129]*

- Current leadership participates actively in continuous quality improvement.
- The aims of business processes are extracted from and related to strategy of the company.
- Enhancement of the business process is often the strategy of top leadership discussions.

### *2.1.3. Stakeholder Involvement and Employee Ownership [130]*

Throughout all corporation commitments stakeholder engagement is a vital element. The employees can make choices totally independently which can lead to excelling with lesser growing number and make the employees belonging to the company or corporation.

#### 2.1.4. Information Technology [131]

Information technology can make the business procedure more easy and we can communicate with other in a less time [132] and without wasting the energy and also we can make the contact with the customers and clients beyond the border and as well as advertise our product to all over the world and it is a critical factor in the success of business process management.

#### 2.1.5. Management Commitment and Involvement [133], [134]

In generating incentive for success, securing the requisite resources for high-level management and engagement in business process management efforts is of paramount importance. Tools and to guarantee strategic cohesion [135], [136]. If the change management can make good policies for the corporation and then communication can play their role in a better way and communicated the message and decision of the corporation in a proper way [137] it will have a good impact on the corporation business process management effectiveness if they not do well it will have a bad impact on the corporation benefits [76].

### 3.1 General Research Model

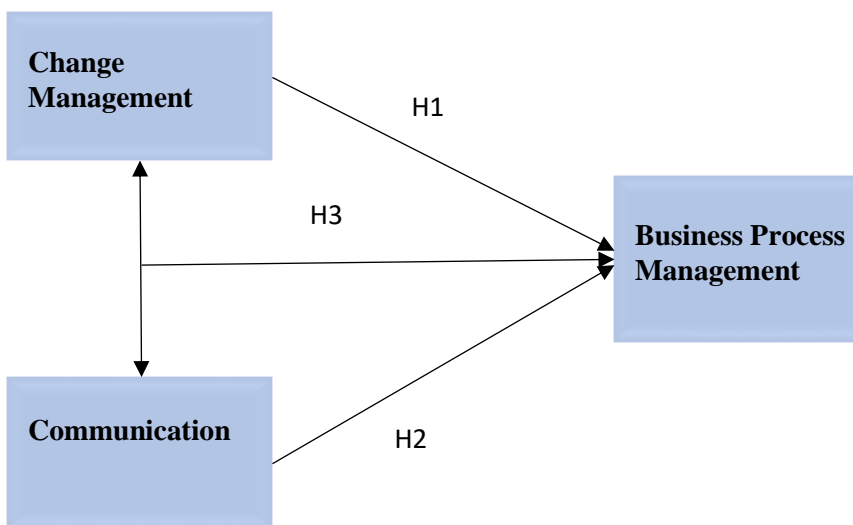


Figure 1: Conceptual Research Model

### **3. DISCUSSION**

The necessity of the change is especially true when it comes to business process management, which is always evolving. Today's society and economy simply move too quickly for an authoritarian and directive paradigm to function. The majority of modern organizations require an organic and systemic reaction to the need for change in order to assure effectiveness that is why business process management is more suitable for today's business needs. Furthermore, this research came up with the findings from literature that presents a long term activities can be the reason of lack of motivation in employees they unable to accept the change that is mandatory for every organizations' health [138]. Moreover miscommunication can also effect the work effectiveness among employees and organization. Ability of employees, project teams, and organizational leaders to better comprehend business processes is one of the key advantages of effective communication. Additionally, participating in the business improvement process with team members is crucial to fostering awareness, desire, and knowledge among them. An efficient communication strategy offers a thorough road map for how the adjustments will be conveyed across the organization. This strategy should outline who will be in charge of sending communications, the target audiences, the main messages, and the delivery method. The supervisors and team members can be given a voice in identifying improvement opportunities through interviews and process mapping criticisms, which will enable them to become champions for change within their domains. Each week, project findings will be shared with the sponsorship teams, helping to gradually identify opportunities and fostering buy-in.

### **4. CONCLUSION**

The effects of change management and communication can be crucial in bringing new talent, ideas, and innovation to the organization. The communication process can also help to clear up misunderstandings and ambiguity both inside and outside the organisation. The effects of change management and communication can have an impact on both the company and the personnel. Additionally, the change in business process enables the employees to be creative innovative and diverse according to the situation. The aim is to make the change's purpose clear to all interested parties, convince them that the proposal can accomplish the change's goals with effective

communication, and convince them that the proposal also includes a challenge that will test their abilities and knowledge as change implementers.

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