

## **IMPACT OF DYNAMIC CAPABILITIES AND PROCESS IMPROVEMENT ON PROCESS QUALITY**

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### **ABSTRACT**

In Organization environment, Process quality management is latest way therefore, adoption of such Process Quality Management approaches may bring challenges and problems particularly when implementing. Now a days it is easy to solve the problems regarding Process Quality Management issues as many organizations are documenting their process quality experiences on local media. Similarly, Organization management also had to face the challenges in this approach. In this regard, a research is established to explore the impacts of these approaches.

***Keywords:*** *Dynamic Capabilities, Process Improvement, Process Quality.*

### **1. INTRODUCTION**

Organizations are now required to use unconventional management approaches and technologies due to a major increase in the level of business competition (Hanaysha et al., 2022; Kashif et al., 2021). The chore of maintaining a competitive advantage is dynamic and endless. Researchers have suggested that firms should have skills for enhancing company core processes and ongoing learning in order to sustain competitive advantage and maintain the quality (M. Alshurideh et al.,

2020). Moreover, process improvement management approach in companies are formed in very unique way (Alshurideh et al., 2021; Zeeshan Zafar et al., 2022). It provides an aim to the firm in order to move forward and establish their process according to customer needs and demands (Eli, 2021; Taher M. Ghazal et al., 2021d; Khatib et al., 2022c). Hence, improving the profitability of the firm and at the same time overall development (Akhtar et al., 2021; Tellez et al., 2022). Therefore, finding connections between dynamic capabilities and process improvement and their impact on process quality is a main goal of this research. In order to properly study dynamic capability as an emergent notion, one must take into account both its causes and effects on process quality accordance with prior literature, research studies, journals and books. They can help to investigate the supplementary impacting factors in the organization.

## **2. LITERATURE REVIEW**

### *2.1. Impact of Dynamic capabilities on process improvement*

Dynamic capabilities involve two element resources and strategies and process improvement is the enhancement of company processes through different strategies (Alsharari, 2021; Ghazal et al., 2013; Khatib et al., 2022f; Ramakrishna and Alzoubi, 2022). Therefore there is direct impact on of dynamic capabilities on process improvement because the resources are the one who carry out the strategies in order to attain process improvement (Mehmood, 2021). Although core business process framework is suffice the core needs of business services but impairment suggestion are required to further enhance them.

- Firstly, the core business process is revolving around customer centered approach rather than service centered approach. The core business process of company strategy starts from customer needs and ends at getting paid by them (M. A. M. Afifi et al., 2020; El Khatib et al., 2021c). This should be more service centered such as working with efficient delivery time, providing services choices, delivery alternatives etc (B. A. Kurdi et al., 2020; Miller, 2021).
- Secondly, there should be level 6: Reassessment in BPM 5 level assessment frame work as reassessment is highly required for companies upgrading business processes.

Today, PQM approach is considered very vital. Most clients focus on quality rather than price as quality value the money spent (H. M. Alzoubi et al., 2022e; Khan, 2021; Mondol, 2021). In

today's world, satisfaction of consumer is not an easy job and Organization is completely aware of this new trend (Alshurideh et al., 2017). Organization is of the view that main element in order to achieve success and beat the competition in modern market is quality. This is why companies all over the world are focusing mainly on quality management issues and use it as tool to overcome the competition (Abu Zayyad et al., 2020; El Khatib and Ahmed, 2020). Process Quality management is a newly emerged field and is in developing stage of its evolution (Alshurideh et al., 2019; H. M. Alzoubi et al., 2022a; Guergov and Radwan, 2021; B. Al Kurdi et al., 2020).

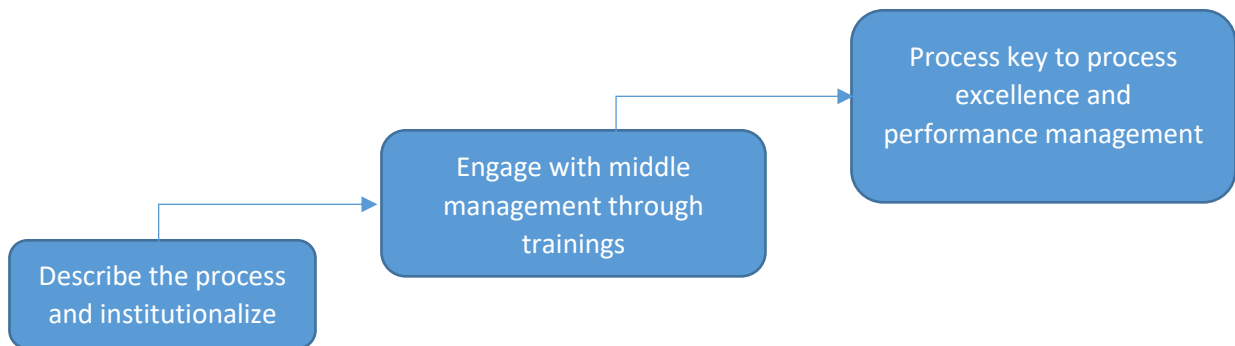
Companies had successfully formed their own methods of Process improvement and monitoring which is upgraded with the requirement of time and demand (Al Kurdi et al., 2020; Khatib and Opulencia, 2015). This procedure of improving process could never be discontinued in order to satisfy the customers as process is considered as the backbone of the product or service offered (Alzoubi, 2021; Taher M Ghazal et al., 2021a). This is the reason Process improvement management is considered as very significant for companies over past recent decades (H. M. Alzoubi et al., 2022c; El Khatib, 2015). An ongoing process of improvement in the services should exist in order to identify the proper advantages of Process Improvement (Farouk, 2021; B. Kurdi et al., 2020). One more thing that companies should believe in that, company products and services are not dependent wholly on process improvement but other elements of dynamic capabilities also in order to satisfy the consumers and to attain its aim (Alshurideh et al., 2012; El Khatib et al., 2019b). Process Improvement only required assisting the issues that are related to customer satisfaction (Al Batayneh et al., 2021; H.M. Alzoubi et al., 2021; Obaid, 2021).

In the beginning, companies have to encounters various challenges and hurdles in implementing and adopting latest process improvement management system due to its ongoing process nature (Taher M. Ghazal et al., 2021c; Khatib et al., 2016; B. Al Kurdi et al., 2022b; Vorobeva Victoria, 2022). But later, companies found the changing trends in economic condition of the world market. Therefore, to provide its business a new and vast direction as a customer-oriented business it adopted Process improvement approach (Eli and Lalla Aisha Sidi Hamou, 2022).

## *2.2. Impact of Dynamic Capabilities on Process quality*

As we know that Dynamic capabilities involve two element i.e. Resources and strategies. Therefore the impact of dynamic capabilities of an organization have direct impact on process quality management as the process quality could be achieved only applying through different strategies by resources of the company (M. Afifi et al., 2020; Alshurideh et al., 2018; El Khatib and Ahmed, 2019; B. Al Kurdi et al., 2022a). At each stage of this enhancement of business process model, we can observe a team leader managing team members all of which can directly affect the commitment. The model supported leadership as it generated a sense of objective for the company and a visual link for everyone to see how they are connected to the customer (Amponsah et al., 2018; El Khatib et al., 2020b; Hammad et al., 2022; Qasaimeh and Jaradeh, 2022).

Commitment aspect however was noticed little weak at providing training programs as trainings were scheduled at short notice thus everyone was not able to attend them and at depot management as they did not understand the commitment required afterwards to monitor and sustain the changes (M. T. Alshurideh et al., 2022; John Kasem and Anwar Al-Gasaymeh, 2022). Therefore looking at the leadership and commitment aspects we created a route map for implementing BPM.



What role can innovation play in the introduction and development of BPM methods used in companies in other industries or organizations in the public sector?

Innovation can play a significant role in the introducing and development of BPM methods utilized in companies such as

- Introducing new processes
- Changing old processes

- Creating new ideas
- Creating workflows
- Creating methodologies
- Creating services alternatives

### *2.2.1. Organization Adoption of Process Quality Management Approach:*

Process Quality Management Approach is adopted by Organization with a department wise strategy (Ahmed and Nabeel Al Amiri, 2022; M. El Khatib et al., 2021; B. Al Kurdi et al., 2022a). As it is an ongoing and extensive process, therefore department of Organization were presented with PQM approach in a hierarchical method

- *PQM at Organization Internet Service Provider*

Internet provider services department at Organization was the first one to adopt the system of Process Quality management (Alsharari, 2022; Alzoubi, 2022; T M Ghazal et al., 2021; E. Khatib et al., 2021). They observe positive changes after implementing it in the form of increase number of communication, customer attraction and improved brand image (El Khatib and Ahmed, 2018; B. Kurdi et al., 2022).

- *PQM at Organization Mobile Service provider*

Organization Mobile Service provider was the second department of Organization to adopt Process Quality Approach after Internet Service provider department. They received the benefit in the form of improved and enhanced quality of equipment that are utilized to deliver the services to customers (Alhamad et al., 2022; Edward Probir Mondol, 2022; El Khatib and Al Falasi, 2021)

- *PQM at Organization Marketing Department*

Process Quality Management approach was also applied to Marketing strategies (H. Alzoubi et al., 2022; El Khatib et al., 2021b; Nada Ratkovic, 2022). Before this approach the mission was to deliver the services and product with lowest possible price but now the quality mission is to deliver the services and products with best quality with possible low cost (El Khatib et al., 2021a).

- *PQM at Organization Training*

Process Quality management approach main element and tool is to provide proper and adequate training to the Organization employees (Ahmed and Rafiuddin, 2018; Maged Farouk, 2022). In

order to achieve best results and outcome, proper training and education is required (M.ElKhatib, 2014). Quality training also improves the capacity of work by increasing the potential and permits worker to perform on a level that is more efficient and superior than what they are currently performing, The quality training must be provided according to the requirements of the position given to worker.

- *PQM at Organization Innovation*

Modern and innovative technology is utilized by Organization in order to offer the mobile, satellite and Internet services to the world market (Ahmed and Amiri, 2019; Khatib et al., 2022b; Neyara Radwan, 2022). The capital requirements and firm cost is increased by this way of PQM approach but in return the clients are facilitated by the latest services. In addition to that Organization also receive increased revenue (H. M. Alzoubi et al., 2022b; Haitham M. Alzoubi et al., 2021; Elkhatib, M., Al Hosani, A., Al Hosani, I., & Albuflasa, 2022). Furthermore, it is the responsibility of trainings and recruitment managers to hire the qualified applicants and provide them with quality training and education to enhance their skills and abilities for future career. By applying this, Organization would receive long term benefits (H. M. Alzoubi et al., 2022d; Khatib et al., 2022d; Saad Masood Butt, 2022).

- *Organization new PQM theory*

A new theory has been recorded about Organization PQM. It involves that firm must not focus on increasing the clients in the market but instead they must focus on enhancing and improving the quality of their products and service (Ahmed et al., 2018; Del and Solfa, 2022; El Khatib et al., 2019a; Shamout et al., 2022). Therefore, it would not be wrong to say that Organization current Process Quality Management approach is qualitative rather than quantitative. This is quite effective theory of PQM as clients are attracted toward the business product and services if the quality of product and services are acceptable and satisfy their needs (Amiri et al., 2019; El Khatib et al., 2022; Khatib et al., 2022a; Matloob et al., 2021).

Truly, Process Quality Management approach at Organization by emphasizing on quality creates an effective process that includes a quality change in the job and employees culture at workplace. Organization new PQM approach had encountered few hurdles and difficulties generated by the employees (Lee et al., 2022a; Nasim, S. F. et al., 2022). The adoption was the main obstacle but

soon they realized its current advantages and future benefits, therefore PQM approach was accepted by the employees' whole heartedly. Later on Organization management take the long term decision for quality of product (Ahmed and Amponsah, 2018; Ghosh, S., & Aithal, 2022). They decided that extra add-ons products launched by them should be authorized by the quality standard. Moreover, they also decided that Process quality management should be firmly adopted in order to exempt any space for errors, deficiencies and faults (A. Ali et al., 2022; Naqvi et al., 2021). Therefore, to achieve this output, the competitors quality system should be assessed and analyze, Not only this but their product differentiation and product competitive advantages and competencies should also be analyzed (M. Alshurideh et al., 2022; Gaytan et al., 2020; Rehman et al., 2021). The process of identifying the competitors features effective system is proposed and adopted. To run the system qualified analysts, marketers and researchers should be hired.

### *2.3. Impact of Process improvement on Process quality*

The process quality could be achieved through process improvement therefore process improvement has directly proportional impact on the process quality (Goria, 2022; Rehman et al., 2022). If the quality is improves the process is improved and if the process is improved the quality of process achieved enhancement (Lee et al., 2022b).

Process Quality Control is not a simple process which you can inject or introduce anywhere in the system (Ghazal, 2021). It is an ongoing process and most of the companies have separate department to ensure quality standards (Amiri et al., 2020; Khatib et al., 2022e; Mehmood et al., 2019). It will carry out my work with the quality management managers, experts and seniors. Many organizations jump in to Process Quality Management in order to drive their business into sustainable profitability. Therefore, it is a very broad continuous improvement initiative (Hanaysha et al., 2021). Process quality required full Leadership commitment and Process Employee involvement in order to produce effective result (Ghazal et al., 2022).

In 1920s Taylor was the first person of USA to have an idea about the quality products that are manufactured (Akhtar, A., Bakhtawar, B., & Akhtar, 2022). As a next step, he introduced that quality ideas a statistical procedure to control US industries and market from 1930s. In addition to that during Second World War, United States proposed the standards of quality ideas (Abudaqa et al., 2021; N. Ali et al., 2022; Khatib, 2022; Suleman et al., 2021). In order to improve the quality procedures different research and empirical studies were carried out in 1950s. The objective was

to fulfill the consumer's demands, requirements and demands by driving out the analytical checkup and involving all employees in the quality procedure by designating the activities to improve the quality (Alzoubi and Yanamandra, 2020; Amrani, A. Z., Urquia, I., & Vallespir, 2022).

W. Edward Deming forms the principle of Process Quality Management in 1980s. Japanese were the first one to implement this idea of principle of PQM (Alhamad et al., 2021; Khan et al., 2021; Rana et al., 2022). Japanese adopted this idea in order to enhance the quality of the goods and manufacture procedures. Meanwhile the United States organizations were refused this PQM idea. In 1990, Hewlett Packard HP was the first firm to begin Process Quality Management approach. In 1992, a research conducted through a survey reported by Electronic Business represents that 91% of 20 firms that implement the Process Quality Management were successful in maintaining the quality standards and improvements (Alzoubi and Aziz, 2021; Lee et al., 2021).

#### *2.4. Impact of Dynamic Capabilities and Process Improvement on Process Quality*

As we know that Dynamic capabilities involve two element i.e. Resources and strategies and process improvement strategies are the carried out by resources in order to obtain the process quality. Therefore, all three elements are linked with each other (Muhammad Alshurideh et al., 2020; Sakkthivel et al., 2022).

Crosby also builds procedure that was consisted of 14 steps that were considered as the quality enhancing and improvement guidelines (Aslam et al., 2021). He was of the view that Quality could be improved and output zero defects through preventing faults. Therefore, he focuses on prevention. He states that education, awareness and training are the vital tools to decrease faults (Abudaqa et al., 2022; Hamadneh et al., 2021).

In Organization, there was no proper measurement strategy or tool was present that could measure the quality change and thus the output of quality results was not possible. The affects of quality change were difficult to monitor and analyze (Taher M. Ghazal et al., 2021b). Organization Managers were unable to monitor the quality change output (Ali et al., 2021). They must know that the quality change output is negative or positive, effective or ineffective. Therefore, in the beginning they need to refer to the manual documentation for the result that could generate inaccuracy in results at large rate. Therefore, the PQM approach was of no use at the end if it outputs inaccurate results. In addition to that successful implementation and maintenance of PQM



approach required accurate results through proper measurement and monitoring (Muhammad Alshurideh et al., 2020).

Furthermore, the middle management and management at the lower level make compatible with the Process Quality management approach as they have the routine dealing with this system but Organization senior management found it difficult to work according to the new PQM approach as they had a habit of working with manual documentation system (ALnuaimi, M., Alzoubi, H., Dana Ajelat & Alzoubi, 2020; H.M. Alzoubi et al., 2021; Gulseven and Ahmed, 2022). The upper management vision, beliefs, mission, business, job and working criteria require more manipulation than the lower employees as Process Quality management is the work field of leadership and managers (Joghee et al., 2020). In the beginning the upper management was of the view that this PQM approach would increase the working and service cost but later they realized it is in fact decreasing the long terms costs required in service and work practices (H. M. Alzoubi et al., 2020; Siddiqui et al., 2021).

Another problem was increasing the prices of the products and services. The critics also state that this Process Quality Management approach increase the costs (H. Alzoubi et al., 2020). The prices of products and services were increased in order to compensate with the cost required for Process Quality Management approach (Alzoubi and Ahmed, 2019; El Khatib et al., 2020a). It was main risk that the product and services may not be acceptable by the clients and would be rejected, especially when same products and services are offered by the competitor i.e. Du, at very low cost. Therefore, the implementation of this Process Quality Management approach brought a great risky notions, assumption and even facts. In the beginning there was seen a little decline as the investment at PQM approach was high and positive results needs time (Alnazer et al., 2017; Bibi et al., 2021). By the time, all the above assumptions were proved wrong and baseless as Organization quality products and services satisfy and were according to customers' needs and demands. UAE is a world of rich and educated people. Customer buying behavior is influenced by quality standards and priorities.

### 3.1. General Research Model

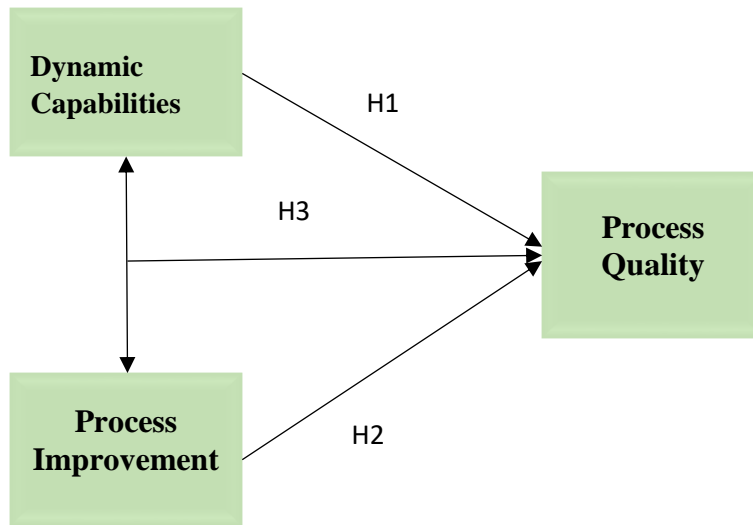


Figure 1: Conceptual Research Model

## 3. DISCUSSION

After the implementation of Process quality management approach Organization recognizes many positive things. Organization came to know about the beginning and later effects of this approach on the functions of the firm as well as financial and economic condition of the company. The PQM approach had many positive features that contributed in making the quality of other departments improved and up to date.

The team work was the main motive and requirement to run this approach as it was wholly dependent on team work. The contribution of everyone employee was required in this regard. Team work leads this PQM approach to motivate other approaches of different department also. Due to larger firm size of Organization, it was a great challenge for everyone to work as team toward common goal. Organization receive following benefits after implementing the Process Quality approach:

### 3.1. Increases efficiency

The most important objective of adopting and implementing Process Quality Management in a Organization was to improve process efficiency and attain productivity, by removing issues that arise in Organization workplace routine and processes. Organization was able address main issues

that require modifications and involve unwanted tasks, repetitious procedures, and unproductive and ineffective activities and processes.

### *3.2. Encourages customer satisfaction*

Another benefit of Process Quality Management achieved by Organization is related to customer satisfaction. Organization was able to fulfill aims at identifying the best quality by meeting customer expectations through improving the products and services quality. Through this PQM approach, Organization is also able to offer quality services according to consumer needs by assuming challenges and problems in work processes.

### *3.3. Improves organizational development*

Through Process quality management Organization is also able to improving organizational development. Organization is not only focusing in educating and bringing awareness about the significant of quality but is also struggling to avoid faults in business processes instead of doing corrections. Therefore, implementing PQM in Organization would help improve and enhance efficiency and effectiveness in production.

### *3.4. Flexibility*

PQM approach also focus in the formation of Organization departmental teams and groups to encourage and empower knowledge and awareness between the departments. These encouragement and involvement could improve overall organizational development and enhancement of skills, abilities that further results in improved performance of all departments. Moreover, this would encourage flexibility in keeping up cost competitiveness in Organization.

### *3.5. Promotes supplier/ customer satisfaction*

Another benefits achieved by the implementation of PQM in Organization business processes is that it advocates the principle of inner supplier and client satisfaction. For example, the HR department has the authority to settle staffs suggestion, application or queries within a particular time. In addition to that, prevention of faults permits the firm to save time which could be afterward used in other processes of business.

#### **4. CONCLUSION**

This research was conducted to look into how businesses develop dynamic capabilities by aligning their business processes and fostering process quality management. Process improvement and dynamic capabilities, were combined into a unified framework as part of this research. The investigation's findings show the organisation learned about the early and later effects of this strategy on the operations of the company as well as its financial and economic situation. The PQM offered numerous advantageous aspects that helped improve and modernize the quality of other departments with proper implementation of dynamic capabilities and process improvement. Additionally, every employee's input is necessary in this regard. Process quality is inspired by teamwork, which also inspires approaches from other departments.

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