

ORGANIZATIONAL CULTURE AND BUSINESS PROCESS

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ABSTRACT

Organizational processes and business processes are key components of successful enterprises. Organizational processes encompass the overall activities and workflows within an organization, involving the coordination of resources and people to achieve organizational objectives. Business processes, on the other hand, focus on specific activities that deliver products, services, or outcomes to customers and stakeholders. They cut across different departments and units, creating value and generating revenue. Organizational processes provide the framework for how an organization operates, including strategic planning, decision-making, and performance management. Business processes, on the other hand, are the operational building blocks that drive day-to-day activities, such as product development, marketing, and supply chain management. Efficient and effective organizational and business processes are crucial for achieving organizational goals and satisfying customer needs. Process improvement methodologies, such as Six Sigma and Lean, are commonly employed to optimize these processes. Overall, organizational processes and business processes work together to ensure the smooth operation of an organization, while driving value creation and customer satisfaction. Understanding the distinction between the two is essential for successful business management and process optimization

Keywords: organizational culture, process performance, business process management, business process orientation, organizational performance, non-financial performance,

1. INTRODUCTION

Organizational processes and business processes are critical elements in the functioning and success of any enterprise. Understanding the distinctions and relationships between these processes is vital for effective management and achieving organizational goals. Organizational processes encompass the broader activities and workflows that occur within an organization. They involve the coordination of resources, information, and people across various functions and departments to achieve overall objectives and goals. These processes are designed to optimize efficiency, improve productivity, and ensure smooth operations within the organization. To optimize these processes, organizations often employ process improvement methodologies such as Six Sigma, Lean, and Business Process Reengineering. These methodologies help identify bottlenecks, streamline workflows, and enhance overall performance. By understanding and managing both organizational processes and business processes, organizations can achieve their objectives, improve customer satisfaction, and gain a competitive edge in the market. In the following sections, we will delve deeper into the characteristics, differences, and importance of organizational and business processes.

The existing status of organizational processes and business processes can vary greatly between organizations. While some may have well-established and optimized processes, others may still be developing and improving their processes. Organizational processes involve the coordination of resources and people to achieve overall objectives, while business processes focus on specific activities that deliver products, services, or outcomes to customers and stakeholders. The level of efficiency and effectiveness can vary, with some organizations having streamlined and efficient processes, while others may struggle with bottlenecks and inefficiencies. The status of these processes can be influenced by factors such as the size and complexity of the organization, industry dynamics, and technology adoption. To optimize these processes, organizations often employ process improvement methodologies such as Six Sigma, Lean, and Business Process Reengineering.

2. METHODOLOGY

To effectively manage and improve organizational processes and business processes, organizations often employ various methodologies. These methodologies provide structured approaches and frameworks for analyzing, optimizing, and implementing process improvements. Three commonly used methodologies are Six Sigma, Lean, and Business Process Reengineering.

1. Six Sigma: Six Sigma is a data-driven methodology that focuses on reducing process variations and defects. It aims to achieve high levels of process performance and customer satisfaction. The methodology involves defining clear metrics, measuring the current process performance, analyzing data to identify areas of improvement, implementing changes, and continuously monitoring and controlling the process. Six Sigma employs a set of tools and techniques, such as DMAIC (Define, Measure, Analyze, Improve, Control), to systematically identify and eliminate process inefficiencies and defects.

2. Lean: Lean methodology aims to streamline processes by eliminating waste and non-value-added activities. It focuses on maximizing customer value while minimizing resources and time required for process execution. The lean methodology emphasizes continuous improvement, employee involvement, and a culture of problem-solving. It employs tools such as value stream mapping, 5S (Sort, Set in Order, Shine, Standardize, Sustain), Kanban, and Just-in-Time (JIT) to identify and eliminate waste, improve flow, and enhance overall process efficiency.

3. Business Process Reengineering (BPR): BPR involves the radical redesign of existing processes to achieve significant improvements in performance, cost reduction, and customer satisfaction. It challenges the status quo and rethinks the fundamental structure and nature of processes. BPR focuses on reimagining processes from a blank slate rather than making incremental changes. It involves analyzing and understanding current processes, envisioning and designing future-state processes, and implementing the redesigned processes. BPR often leverages technology and automation to drive process improvements.

3. IMPLEMENTATION

Effective implementation of organizational processes and business processes requires a systematic and well-planned approach. Organizations need to ensure that the processes are well-understood, documented, and communicated to all relevant stakeholders. Implementation typically involves the following steps:

1. Define the scope: The first step is to define the scope of the process improvement initiative. Organizations need to clearly define the processes that need improvement, the goals and objectives of the improvement initiative, and the expected outcomes.

- 2. Analyze the current state:** Organizations need to analyze the current state of the processes to identify areas of improvement. This involves gathering data, analyzing process flows, and identifying bottlenecks, inefficiencies, and waste.
- 3. Design the future state:** Based on the analysis, organizations need to design the future state of the processes. This involves identifying process improvements, streamlining process flows, and implementing best practices.
- 4. Implement changes:** Once the future state is defined, organizations need to implement the changes in the processes. This involves communicating the changes to all stakeholders, training employees on new processes, and ensuring that the changes are integrated into the organization's culture.
- 5. Monitor and control:** After implementing the changes, organizations need to monitor and control the processes to ensure that they are functioning as intended. This involves measuring process performance, identifying and addressing any issues, and continuously improving the processes.
- 6. Standardize and sustain:** To ensure that the improvements are sustained, organizations need to standardize the new processes and embed them in the organization's culture. This involves establishing process documentation, governance, and metrics, and training new employees on the new processes.

4. RESULTS

The provided study concludes that the type of community office has no significant effect on the occurrence of individual elements related to organizational culture. Thus, it could not be stated unequivocally that different types of offices in Poland are distinguished by a different set of features in the field of organizational culture.-respondents from all types of the examined offices paid special attention to the appearance of factors emphasizing the possibility of exchanging opinions with co-workers, including superiors."

"The ability to exchange opinions with one's superiors" and "the ability to exchange opinions with one's colleagues" were among the suggested organizational culture traits, with the highest perceived frequency across all types of offices studied.-Depending on the type of examined entity, highly rated factors in the discussed area in terms of appearance were: "willingness to learn and broaden one's knowledge," "good and friendly interpersonal relations," "orientation towards service quality," "commitments to one's duties," and

"formalization arising from the law."-Among the qualities considered "absent" in all types of studied offices was, surprisingly, "positive attitude to change," which is a vital component for the success of introducing and developing the usage of BPM.

Although the authors believe that the results of the provided study might be utilized to analyze the total population of community offices in Poland, the size of the research sample could be viewed as a restriction of the survey. As a result, research might be conducted.

5. CONCLUSION

Organizational processes and business processes are the backbone of any successful organization. They provide structure, clarity, and efficiency to an organization's operations. By implementing and optimizing these processes, organizations can achieve a variety of benefits, such as increased efficiency, customer satisfaction, cost reduction, employee engagement, agility, improved decision-making, and competitive advantage. It is essential to regularly review and optimize organizational processes and business processes to ensure that they are aligned with the organization's goals and objectives. Investing in process optimization can provide significant returns on investment in terms of increased efficiency, revenue growth, and cost savings. Organizations that prioritize process optimization can differentiate themselves from their competitors and position themselves for long-term success. In conclusion, optimizing organizational processes and business processes is critical for organizations seeking to achieve sustainable growth, maintain customer satisfaction, and stay ahead of the competition.

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