

# Unlocking the Power of Process Management in Public Administration: a Theoretical Perspective on Implementation Benefits

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**Abstract-** Process management as an interdisciplinary field is developing rapidly, driven by its close relationship with information technology and artificial intelligence solutions for process automation and optimization. The increasing number of scientific publications on process management demonstrates its relevance across various fields, including social sciences, medicine, environmental sciences and others. In the context of public administrations, process management serves as a crucial tool for enhancing efficiency, transparency and service quality while ensuring an innovative management approach. This study aims to identify and summarise the potential benefits of implementing process management in public administrations, as presented in scientific articles, by employing theoretical research methods: the deconstruction method, the descriptive method and the synthesis-analysis method. The significance of this research lies in the increasing necessity for public administrations to enhance their adaptability to dynamic, socio-economic and technological challenges by delivering more efficient, data-driven services tailored to citizens' needs. The findings of this study indicate that the adoption of process management in public administrations can yield over 20 distinct benefits, encompassing both economic and social dimensions thus not only enhancing the operational efficiency of public administration institutions but also contributing to sustainable, innovative and results-oriented governance.

**Keywords-** *benefits, effectiveness, efficiency, process management, public administration, public sector.*

## I. INTRODUCTION

The role of public administration is reflected in its ability to ensure transparency, accountability and efficiency in its operations, thereby ensuring the social

well-being of the country, economic development and the protection of human rights.

Treager and Jenkins [1] highlight that process management as a comprehensive and effective management philosophy is gaining increasing recognition. This is further supported by Truong et al. [2], who confirms that research on digital transformation and process management has attracted significant scholarly attention in the fields of business and management over the past seven years by conducting a comprehensive bibliometric analysis of global research on digital transformation and process management, based on an examination of 326 research articles from the Web of Science and Scopus databases covering the period from 2007 to 2022.

Gulledge and Sommer [3] emphasize that "process" is a word that means different things to different people, so their study conceptualizes a process as a chain of event-driven activities that span all functions of an organization. In contrast, Devenport and Short [3] define a process as a set of logically interrelated tasks designed to achieve a certain outcome. László [4] describes a process as a set of multifunctional, sequential activities operating within a given organizational, mechanical, and information system to generate added value for the end-user. While all definitions underscore that a process consists of distinct activities or tasks and follows a systematic approach to achieving a specific outcome, Gulledge and Sommer, along with László, adopt a broader perspective of a process that connects various organizational functions, whereas Devenport and Short present a more task-focused, narrower definition. This study does not challenge these existing interpretations. Instead, it adopts an "end-to-end" process definition, which conceptualizes a process as having a

Online ISSN 2256-070X

<https://doi.org/10.17770/etr2025vol1.8676>

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clearly defined beginning, a structured sequence of steps, and a specific intended outcome [5], [6] (a clearly defined end-product of the process).

Different studies present varying opinions on the key components of process management, for example, Gullede and Sommer [7] describe process management as a structured approach encompassing process documentation to enhance understanding of workflow dynamics, the identification of process owners to establish accountability, process management to optimize activities, and process improvement initiatives aimed at improving the quality of outputs and overall performance. Beerepoot [8] expands that process management involves the analysis, design and administration of processes within an organization and across inter-organizational boundaries, integrating various information technologies. László [4] identifies the core tasks of process management as including process identification and definition (encompassing activities, their sequence, and the required competencies of process participants), assessment of process necessity, establishment of tools and metrics for performance evaluation, implementation of process monitoring systems, exploration of development opportunities, and managerial decision-making support. While all these perspectives emphasize the need for process analysis, documentation, administration, and continuous optimization to enhance efficiency and quality, a key distinction is that Beerepoot underscores the role of technology in process management, whereas László highlights the function of process management in supporting institutional decision-making – an aspect not explicitly emphasized in other frameworks.

Although process management methodologies have been widely applied in the private sector since the 1990s, their adoption in the public sector remains relatively recent and is still regarded as an innovative approach to public administration. The need for process management in public administration is driven by various external and internal factors, including the increasing collaboration between public and private sectors, necessitating adaptive changes in public governance [9], the limited financial resources [10], and the growing demand for digitization and service enhancement [1]. In addition to these driving forces, Gębczyńska and Wolniak [11] emphasize that the pursuit of greater operational efficiency has been a key motivator for public administrations to explore process management. Gabryelczyk and Jurczuk [12] argue that public administrations only began adopting process management after research indicated that substantial process reorganization and workflow restructuring were required to reduce costs and improve service quality.

This study seeks to address the question of what benefits the implementation of process management can offer to public administrations by systematically analyzing the scientific literature on process management and structuring the identified potential advantages of its application in the public sector, as documented in existing research.

## II. MATERIALS AND METHODS

The potential benefits of implementing process management are synthesized based on a selection of research articles identified through a keyword search using “process management in public institutions”.

The study employs theoretical research methods, including the deconstruction method, descriptive method and synthesis-analysis method, ensuring a structured compilation of potential process management benefits and a systematic interpretation of the findings.

## III. RESULTS AND DISCUSSION

Based on the scientific article on process management research, the authors have identified and summarized a total of 22 potential benefits of process management implementation in public administration institutions (Fig. 1).

The benefits of implementing process management can be categorized into economic and social benefits. The economic benefits relate to the strategic planning and management of the institution, enhancements in performance, productivity and efficiency, as well as the optimal utilization of financial and material resources, process management and monitoring. These benefits are important for the institution’s sustainable development. Social benefits relate to the impact of public administration activities on clients and society. These include the adoption of a client-centered approach, the improvement of public service quality, increased client satisfaction, strengthened public trust and the promotion of a positive institutional image. Furthermore, social benefits extend to the development and reinforcement of the internal organizational culture, encompassing social values and ethical principles. The authors have divided the identified potential benefits of process management implementation in public administrations into five categories: strategic management, institutional performance, process management and monitoring, client service, social values and ethics.

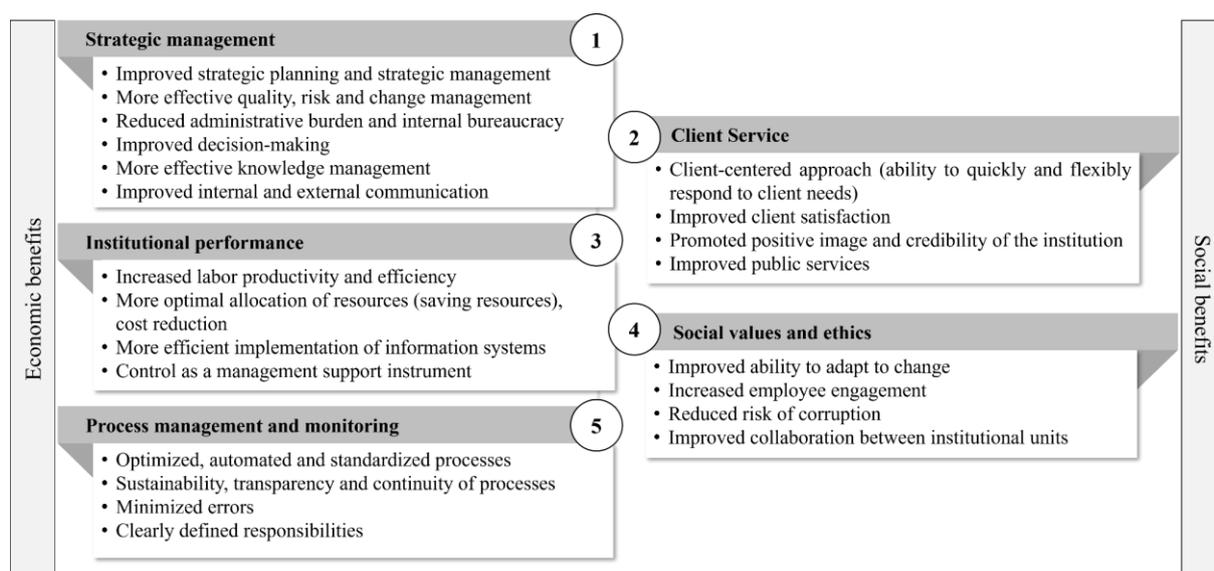


Fig. 1. Benefits of process management implementation in public administration institutions.

**Strategic management.** Mcbain and Chartered [13] emphasize that strategic management is a fundamental tool for public administrations to generate value for society and structure institutional operations. Furthermore, Pietrzyk et al. [9] highlight that dynamic changes in the organizational environment necessitate the adoption of innovative management approaches to enhance the effectiveness of strategic goal attainment.

Process management serves as a crucial instrument to support public administration leaders in improving strategic planning and institutional governance, by enabling data-driven decision-making through the measurement of process indicators and data analysis, it facilitates evidence-based management. Additionally, process management enhances communication within public administrations, both internally (among departments of the institution) and externally (between different public administration institutions). It aids in identifying informational barriers, cooperation gaps, administrative burdens and bureaucratic constraints.

Public administration managers play a pivotal role in the successful implementation of process management, as it is a long-term initiative whose benefits will not always be immediately evident. Effective implementation requires strategic vision and consistent action, as it entails organizational transformation and the adoption of new operational methodologies. Consequently, process management is inherently complex, posing various challenges for managers. Leadership research underscores a strong correlation between effective leadership and successful organizational management [14]. This suggests that public administration managers must possess robust

leadership competencies [15] not only to guide strategic change but also to inspire and motivate employees to embrace and implement reforms. Beyond the necessity of strong leadership, Syed et al. [16] emphasize the importance of communication and managerial support in mitigating employee resistance to change, particularly concerns related to new work methodologies and approaches. This involves articulating a clear vision of the benefits of process management for public administration and fostering effective internal communication to engage employees and enhance their awareness of the need for transformation. However, leadership is not the only factor influencing the success of process management implementation. Fakhrutdinova et al. [17] highlight that for effective implementation, all public administration employees must possess a comprehensive understanding of process management principles, their significance and methodological foundations. In this context, the introduction of targeted training and professional development programs is essential to equip employees with the necessary competencies for effective process management. Furthermore, employee awareness of the potential advantages of implementing process management is a critical success factor [18]. When employees recognize how process management can improve their daily tasks and overall institutional performance, resistance to change diminishes and organizational support for the initiative increases. A holistic approach that integrates these factors – strong leadership, effective communication, employee engagement, and continuous professional development – is essential to ensuring the successful implementation of process management and fostering sustainable improvements in public administration performance.

**Institutional performance.** Ziemba and Oblak [19] emphasize that the success of public administrations in increasing efficiency, reducing costs, improving service quality and increasing client satisfaction is fundamentally linked to the performance of their processes, as the institution is viewed not only through the lens of their functional structures but also as a network of interconnected processes. The primary advantage of implementing process management is increased efficiency and productivity of institutions. According to Gullidge and Sommer [7], this is achieved through the restructuring of work according to cross-functional processes. In the context of public administration efficiency, Koreňová and Cepelova [20] highlight the critical role of human resources, asserting that employees constitute the most valuable asset of public institutions. However, they are not the only one. Gabryelczyk and Jurczuk [12] highlight finance resources, time and information systems as key resources that support the effective execution of public administration functions. Process management methodologies such as Lean and Six Sigma reflect the concept of identifying and eliminating process wastes or non-value-adding activities. Within the public sector, this approach fosters the optimal utilization of budgetary resources, potentially leading to secondary benefits such as an enhanced institutional reputation and increased public trust in public administration decisions. Amidst the accelerating digital transformation, the digitization of public administration services has become a priority. This shift involves the integration of technological solutions and information systems to improve service delivery and operational efficiency. Kiss et al [21] caution that information systems should not be developed without prior process mapping, as the design and functionality of information systems must be aligned with institutional workflows, in otherwise system development may result in incomplete or inefficient information system implementations, necessitating continuous financial investments for future corrections and refinements. Process mapping or process flow diagram is a visual representation of the process or the flow of sequential process activities. Becker et al. [22] describe this approach as the “Picture-Method” because it visually captures the overall “process landscape”. Additionally, Pietrzyk [9] underscores the significance of systematic monitoring and evaluation mechanisms as integral components of effective public sector governance. These monitoring mechanisms should be designed as a management support tool, equipping institutional management with real-time, data-driven insights to enhance strategic decision-making and overall administrative effectiveness.

**Process management and monitoring.** Gabryelczyk and Jurczuk [12] describe process management as an approach utilized by process-oriented organizations to promote process analysis, improvement, and control. This approach enables the systematic restructuring, optimization, and enhancement of process efficiency. One of the most widely adopted process management methodologies is Lean, which is based on three core principles: the elimination of wasteful resource usage

(identifying and removing process losses), ensuring value for customers (focusing on processes that directly create value for the client/end-user), and continuous process improvement (ongoing analysis and optimization to reduce errors and increase productivity). Traditionally, Lean methodology identifies eight potential types of process wastes, however, Kadarova and Demecko [15], referring to research on Lean methodology in the public sector, identify six types of process wastes: defects (data errors, incomplete or missing information), overproduction (preparing unnecessary reports, performing unrequested tasks), waiting (unnecessary approval cycles and bureaucratic barriers that slow process progression), motion (excessive movement of personnel or documents), complexity (unnecessarily complicated actions or procedures), and transportation (inefficient file storage and document flow, hindering quick access to necessary information).

In the context of process improvement, the standardization and automation of processes play a crucial role. Standardization ensures uniform and consistent execution of processes, preventing potential variations, while automation enhances process efficiency, reduces bureaucratic procedures, and optimizes manual tasks. Gabryelczyk and Jurczuk [12] emphasize that the modernization of public administration institutions is fundamentally based on the integration of technology, which facilitates innovative services for citizens and supports organizational change. In this context, digital transformation, data analysis, and process automation must function in an integrated manner. Survey results from the study “The State of Business Process Management” indicate that 72% of respondents agree or strongly agree that the implementation of process management practices and technologies has improved their organization's operational efficiency and customer satisfaction [23]. These data underscore the significance of the synergy between process management and digitalization in improving organizational performance, particularly highlighting the need for modernization in the public administration sector. Kiss et al. [21] further emphasize that the primary goal of such modernization is to increase productivity and enhance process transparency.

Alongside technological solutions, clearly defined roles and responsibilities within the framework of process management are also of critical importance. Effective process management requires that all involved participants are aware of their duties and the boundaries of their responsibilities, as only a structured approach and precise task delegation can ensure the successful implementation of process management and sustainable change outcomes.

**Client service.** Public administration institutions need to provide high-quality services through which value is created for society. At the same time, this necessitates the continuous search for a balance between the needs of the citizens (or clients) and the resources of the public administration institution to ensure optimal service quality at the lowest possible cost. Luna et al. [24], in their study on the value of public digital services, highlight that focus group participants identified time and cost savings as the

most significant benefits of digital services. Digital solutions reduce the need for in-person visits, thus eliminating additional costs for citizens associated with receiving services, such as travel expenses, work delays, and potential lost income for businesses. This study illustrates the importance of digital services and their positive impact, but the full realization of these benefits is not possible without effective process management. Both service management and process management place significant importance on the perspective of the client, or the "Voice of the Client" (VOC) analysis, which enables the precise identification and understanding of client needs. This, in turn, promotes the targeted and citizen-oriented development of services. For public administration institutions working for the public good, service quality and continuous improvement are strategically significant priorities. Moreover, Anderson et al. [25] emphasize that enhanced and customer-tailored services lead to a series of positive side effects. For instance, high-quality public services promote citizen satisfaction with the functioning of public administration institutions, which, in turn, strengthens trust not only in the specific institution but also in public administration as a whole.

**Social values and ethics.** Schmiedel et al. [26] highlight that both practitioners and academics agree that organizational culture is a critical factor that can determine the success or failure of process management implementation. Moreover, the culture of process management itself plays a significant role in supporting the implementation of process management and the achievement of its goals, as well as ensuring the adherence to process management approaches in everyday operations. This also implies that the organizational culture should include values that promote the concept of process management, such as client orientation, excellence, responsibility, and teamwork.

Specific public administration institutions operate under a set of unified values. For instance, in Latvia, public administration employees adhere to values such as professionalism and efficiency, integrity, responsibility, working for the public good, sustainability, societal welfare, openness and accessibility of public administration, and cooperation within public administration [27]. Additionally, each public administration institution defines its specific values, which are typically included in the institution's operational and development strategy. These values form the foundation of the institution's internal work culture and promote employee engagement in achieving unified goals. A suitable organizational culture not only helps ensure the success of process management implementation, but process management implementation can also enhance the institution's organizational culture.

Pietrzyk et al. [9] emphasize that one of the most significant benefits of implementing process management in public administration institutions is the improvement of their adaptability to change, which is critically important in the dynamic and complex administrative environment. Process management not only provides greater flexibility

in the operations of public administration institutions but also fosters strategic thinking and continuous adaptation to changing external and internal factors.

Implementing process management often requires significant structural and organizational changes. In a study on the challenges of implementing process management in the Swedish public sector, Lönn and Uppström [28] identified several factors that can influence successful implementation, such as organizational structure, initiative leadership, legal regulations, the impact of policies and management agendas, defining responsibility areas and the role of process owners, information management, lack of methodological approaches, fragmentation of information systems, issues with system integration, legacy and proprietary systems, routine, and education levels. These factors highlight the need for a systematic approach to change management that takes into account not only technological and administrative aspects but also employee engagement, proper communication, and strategic change management.

Furthermore, Matei and Gaita [10], as well as Koreňová and Cepelova [20], emphasize the essential role of process management in reducing corruption risks, as it promotes process transparency and accountability. Within the framework of process management, it is possible to implement monitoring mechanisms and internal control systems that allow for more effective identification and mitigation of potential corruption risks. Gębczyńska and Wolniak [11], Lönn and Uppström [28], and Kadarova and Demecko [15] further point out that process management improves not only communication between the parties involved in the process (process performers) but also fosters cooperation between different levels of public administration and within the institution itself. This aspect is especially important given that public administration processes form a complex, interconnected system, where support processes ensure the successful execution of core activities.

Despite the numerous benefits that process management provides, it is also crucial to address the challenges associated with its implementation and execution. Beerepoot [8] identifies several critical challenges in contemporary process management, such as determining the appropriate level of process detail that would balance process transparency with flexibility. The lack of objectivity in the creation of process descriptions, which can lead to interpretational ambiguities and affect collaboration between parties involved in the process, is also highlighted. Other significant issues include the complexity of process transformation, the need for a deeper understanding and expertise in the specific field, and the lack of employee engagement in process management. The latter aspect is particularly important, as a lack of employee-oriented process management can hinder the public administration institution's ability to effectively implement changes.

#### IV. CONCLUSIONS

1. Process management is becoming increasingly important in the public sector as a crucial tool for enhancing the efficiency of public administration institutions, the effectiveness of resource use, and improving employee productivity.
2. A key factor for the successful implementation of process management in public administration institutions is the level of readiness of the institutions, strategic management, strong leadership that drives and supports change, organizational culture, and employee attitudes and competence.
3. Process management in public administration institutions is not just about improving operational efficiency but often involves radical changes in operations, including the transformation of service delivery. Therefore, process management is not a one-time event but a continuous improvement over the long term, although it is considered a significant benefit for public administration institutions.
4. Properly implemented process management provides both economic and social benefits. It not only contributes to administrative efficiency but also fosters sustainable and results-oriented governance. Moreover, more transparent and efficient processes increase public trust in public administration, improving service quality and citizen satisfaction.
5. Public administration institutions must be prepared to face various challenges when implementing process management, such as inflexible organizational structures, complex bureaucracy, and a lack of cross-functional collaboration. Therefore, process management implementation strategies should include not only the application of technical and methodological approaches but also a systematic approach to employee involvement, knowledge management, and continuous process optimization.
6. This theoretical analysis lays the foundation for further research on the impact of process management on the operational efficiency of public administration institutions, service quality, and customer satisfaction, as well as the interaction of the benefits of process management, through quantitative analysis.

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