Exploring Business Process Re-engineering, Change Management, Customer Focus, and Organizational Performance

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Abstract: The purpose of this study is to draw attention to the business process re-engineering (BPR), a radical process change for a volatile environment. The study explores the concepts of BPR and its relations to organizational performance through a literature review. Numerous researches have reported on the BPR factors like change management and customer focus, which are highly recommended in the literature review. The BPR influences organizational performance both financially and non-financially. The implementation of the BPR offers the organization with sustainable competitive advantages.

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Introduction

Recent development where many organizations struggle to grow to get a sustainable competitive advantage. The organizations gradually shifting the market to ensure competitiveness, hence change is the only constant in the turbulence environment. To stay competitive, the real accomplishments of the organization should be measured accordingly. Hence, change initiatives should be implemented continuously or drastically. Performance can be characterized as a gathering of work exercises, efficiency and effectiveness, their estimation and ensuing results achieved (George, 2016; Soi & Kimencu, 2019). Performance is widely considered to be the most important in the battlefield of many organizations to gain competitive advantages, hence they have to implement change (Ahmad, Sabar, Udin, Latif, & Zainuddin, 2019; Ramzi, Ahmad, & Zakaria, 2019).

Therefore, performance is the demonstration of accomplishing the set targets and duties from the point of the judging part. At a basic level, performance is a component of effectiveness and efficiency. Organizational performance can be classified under financial performance, market performance and investor value. Every organization has all around characterized instruments of estimating performance, which empowers it to assess current and past accomplishments concerning expected principles. The techniques used to measure performance are concerning the setting in which the organization works and the strategic objectives (George, 2016; Mutunga, 2017), and it is uniquely based on the nature of the company (Ramzi et al., 2019).

The International Business Machines Corporation (IBM) is the organization that is continuing BPR application through the creating of its technician's consultants. It is also the BPR approach understudy that is the continuing mission of the organization and depends on the purpose of the need for its implementation (Ahmad & Francis, 2007). Most of the private companies implementing BPR although some may implement some incremental projects (Wang, 2017). As for IBM leveraged on the capabilities and knowledge of their technicians into the manufacturing and improvement of computer mainframes for the IT business delivery resolutions for their customers (Grant, 2016; Wang, 2017), implemented the BPR. BPR has become a critical issue with IBM that leverage ability and core competence to lead the stiff competition in the 90s (Hammer & Champy, 1993). Awake from complacency (Marchalina & Ahmad, 2017) by being not sensitive to the external environment that made the company lose billions of revenue to the competitors and were eroded by the competition (Sorunke & Nasir, 2016). The core business processes were re-engineered such as in accounts, product development, human resources and consulting services (Hammer & Champy, 1993), and offering end-to-end business solutions (Marchalina & Ahmad, 2017).

Problem Statement

In an unstable environment, organizations should have to be at the same pace or quantum leap the competitors. Some organizations had radically redesigned the processes and embarked on BPR (Ahmad et al., 2007) that showed favorable results.

Until now the development of an organization widely considered to be most important in BPR and the speed of change has extended in manifolds (Eze, Nwaba, Eze, & Nwaba, 2019). According to Hammer and Champy (1993), previous research on the concept of BPR recommends that it has acute effects on organizational strategy (Eze et al., 2019) expresses BPR as changed practices that together form a part of the larger system which is aimed for empowering organizations with advanced technologies and innovations. The current research believes reengineering needs a conceptual model if it is expected to bring expected results and success. Many debates around the BPR stated the significant relevance until now (Michael, Faith, & Christina, 2018; Zaini & Saad, 2019), to enhance the performance of a company.

The BPR is attracting due to its aided role, to increase the performance mainly on financial performance. Performance inevitably be an issue for many companies, particularly on the technology advent (Boukerika et al., 2019), that is a remarkable feature of BPR approach would offer a radical improvement on quality, increased speed, enhanced customer service, and reduced costs (Gomes, Yasin, & Lisboa, 2004; Zaini & Saad, 2019) due to volatile market and global competitiveness. Consequently, researchers have always seen BPR for profit maximization, the organization's ability to become proactive in the process by adopting the BPR to accomplish enhancement for organizational performance (Davenport & Short, 1990; Hammer & Champy, 1993).

Presently, BPR has progressively turned into a boundless change management model that has grabbed the attention of experts and scholars and has additionally turned into a normal feature crosswise organization (Hassan, 2018; Michael, Faith, & Christina, 2018). (Hammer & Champy, 1993) describes BPR as the fundamental re-examining and radical redesign of business procedures to accomplish astounding enhancements in pivotal, present-day assessments of performance, for example, price, service, quality, and swiftness (Michael et al., 2018). BPR advocates that organizations retreat to the fundamentals and reexamine their exceptionally starting point. It doesn't bolster little changes. Or then again potentially it goes for aggregate reevaluation.

Little knowledge on the BPR, a general management tool for rapid technological and business changes (Grant, 2016). Most of the literature by earlier researchers focus on people, BPR creates change in people in terms of behavior and culture, processes and technology (Al-Mashari & Zairi, 2000). It does not look out adjust to fix existing processes, but forces organizations to ask whether or not a process is essential, and then looks to find a better way to do it (Bradford & Gerard, 2015). BPR encourages private organizations to manage with new economic challenges and change the old processes to enhance organizational performance (Bradford & Gerard, 2015; Mathew, Sulphey, & Rajasekar, 2015).

Literature review

The Concept of BPR

To survive and excel in this type of business environment is a significant concern for private organizations. BPR is a management concept that looks to split away from the old-fashioned to better methods of organizing people, processes and the use of information technology to achieve better results that are of assistance to the organizations. Reengineering is a radical redesign and fundamental rethinking of business processes to achieve dramatic improvements in measures of performance, such as cost, service, speed, and quality (Hammer & Champy, 1993). This definition incorporates four keywords: fundamental, radical, and dramatic and processes.

The advocates of BPR guarantee that if the concept is accurately implemented, organizations would accomplish a quantum leap of improvement in cost reduction, productivity, speed and profitability (Hammer & Champy, 1993). BPR is a method for improving the performance of an organization with the target of finding a new way to organize people, and redesign processes with the help of information technology to accomplish organizational objectives. While restructuring the business process, the content of works and organizational structure changes for all employees to realize radical changes in beliefs and values. As a result, reengineering is not complete until all components of the business system, i.e., Business processes, structures, and jobs change because people, managers, jobs, and values are linked together (Hammer & Champy, 1993).

BPR is a management discipline for analyzing and redesigning present business processes and their components in terms of efficiency, effectiveness and increased value to the goals of the business. Generally, the BPR steps are planned to accumulate and process business requirements with the help of a modernization effort in a clear area. The BPR begins with planning activities that comprise the making of the BPR term, the advancement of BPR scope record and an examination of the proposal that identifies to a certain area, examines the current and future business process and enhances it. Therefore, the successful implementation of BPR depends on how the project fits the organizational culture norms, and information technology (Ahmad, Francis, & Zairi, 2007; Davenport & Short, 1990; Elizabeth & Aquila, 2017; Hammer & Champy, 1993). It is difficult to implement BPR in the organization because several

matters need to take into account because the implementation of BPR needs an appropriate, arranging and gigantic endeavors from organizational members whether private or public organization (Ahmad et al., 2007; Habib, 2013; Manyazewal, 2018; Nisar, Ahmad, & Ahmad, 2014).

The Methods of BPR

BPR looks to split away from the old and current processes to come with new ways of getting things done/tasks, organizing people and making use of information systems so that the resulting processes would better help the goals of the organization. The fundamental operation in a business is the first and essential need for reengineering. The fundamental question of how an organization should be run should be asked by the organization owners, the answers to these questions always lead to a comprehension of the fundamental operations of the organization and justification behind any current assumption. Re-engineering begins with no assumption and organizations that execute reengineering must guard against such assumptions, take nothing for granted and should determine what an organization needs and how effectively it can be done. The second keyword to reengineering is radical redesigning, which means abandoning all current arrangements and methods and making a new contemporary system of achieving a task.

This means that reengineering is all about beginning with a new process with no assumption or modification. Therefore, re-innovated of business processes. The third keyword in the BPR concept is a dramatic improvement and reengineering, which involves accomplishing greater performance not like making incremental improvement. Marginal improvement requires re-adjustment while dramatic improvement requests getting away with a current process and replacing it with something new and contemporary. The fourth keyword in defining BPR is processed. This is the essential concept in reengineering. The division of labor approach, which is completely applied in classic business structure, should be changed in the process-based approach to guarantee the effectiveness and efficiency of processes.

The lack of experimental studies on BPR covering a wide scope of issues with rigorous methodology has been confirmed by different authors (Al-Mashari et al., 2001; Motwani & Topol, 1998). From the available survey, we can briefly discuss the following previous studies of BPR factors. (Guimaraes & Bond, 1996) identified six organizational BPR factors for implementation. These include process change, implementation problems, goals and objective's accomplishment, derived benefits and organizational performance. The study further showed the success factors for implementation to include external, leadership, employee empowerment, communication, operational method, and tools. (Al-hashem & Yaseen, 2015) reported six predictors for BPR strategy, management commitment, continues improvement, information technology, customer satisfaction, and performance improvement. (Omidi & Khoshtinat, 2016) suggested four factors dependent on a combination of the literature and previously performed surveys. The four success factors are strategic, organizational, methodological and technological & educational issues. (Ahmad et al., 2007) found seven success factors to be important to BPR implementation in higher educational organizations. These include: change management, quality culture, teamwork, rewards, quality management system, adequate financial resources, and less bureaucratic.

The Critical Success Factors of BPR

There is considerable literature on critical success factors of BPR implementation with proof concerning the performance impact; hence, there is a need to examine the success factors in connection to performance (Ahmad & Francis, 2007; Banihashemi, Hosseini, Golizadeh, & Sankaran, 2017). No doubt reengineering in the present-day globalized economy is not only a necessity but essential as the prerequisite for the success of any organization. BPR factors are strongly identified with the mission and strategic targets of the organization or project. Whereas the mission and goals focus on the aims and what is to be accomplished, BPR factors focus on the most significant factors and get to the very heart of what is to be accomplished and how to accomplish it.

The literature review of BPR factors studies that the opinion of scholars on the subject matter can be classified into two (Ashrafi, Zare Ravasan, Trkman, & Afshari, 2019; Zhou, Mavondo, & Saunders, 2018). The first group incorporates the scholars who concur that BPR factors are a panacea to fierce market changes, customer demand, and competition (Davenport & Short, 1990; Haverkamp, 2019), while the second group holds the opposing perspective claiming that BPR factors have failed to meet its desires (Bhaskar, 2018). As indicated by (Al-Mashari, Irani, & Zairi, 2001), the average success rate accomplishment of implementing BPR in developed countries, Multi-National Corporation was 55 percent, is 61 percent accomplished in the USA and 49 percent in Europe. Therefore, it is risky to generalize the BPR success rate, because the assessment is subjective as cross-national differences, such as (cultural beliefs, values, and norms) may exist. Reengineering is a painful process because the entire set of beliefs and values in the organization are being challenged (Hammer & Champy, 1993).

The BPR studies that examined lessons gained from BPR approaches were case studies (Ahmad et al., 2007; Broadbent, Weill, & St. Clair, 1999; Hasnan, Ringim, & Razalli, 2017). (Al-Mashari & Zairi, 1999) classified the CSFs of BPR implementation into five dimensions, with each having items that measured it. The five items are change management, BPR project management, management competence, organizational structure, and information technology infrastructure.

Therefore, BPR could be adapted to private organizations, which is in line with the previous studies (Ahmad et al., 2007; M. Al-Mashari & Zairi, 1999; Lines, Sullivan, Smithwick, & Mischung, 2015; Mohammed et al., 2018; R. Baskaran & Associate, 2018; Ringim, Razalli, & Hasnan, 2012). The BPR factors identified are the change management and the customer focus influence organizational performance.

Change Management

Change management focusses on managing change in the organization to address the needs of customers. Each change in the organization should be informed to all whole communities in the organization. Change management covers all human and social related to organizations. Change management is being managed by a manager (Razalli, Ringim, Hasnan, & Hassan, 2015) and the communication from the manager should be honest, open and frequent to accomplish organizational objectives. Manger involvement will increase the level of achievement to implement BPR approaches. Due to the meaning of reengineering, it is not stressed about restructuring, downsizing, and automation (Hudson, 2017). Reengineering is about how the work is managed without avoiding the elimination of jobs or people and it is also about process design.

Change management is significant to restructure and redesign the operation and activities to stay away from a problem and meet customer demands. However, (Lines et al., 2015) stated in his study that change management includes organizational structure, education, and training, employee empowerment, performance measurement, and communication. To accomplish success in implementing change management, the organization should understand and can manage the impact of implementation (Ahmad et al., 2007). (Achilike, 2014) stresses that the organization should concern the application of reengineering to support in the marketplace, perform effectively and enhance organizational growth.

According to (Al-Mashari & Zairi, 1999), the organization must have people empowerment, have effective communication, create an effective culture to make changes, good training and development, and must involve all people in the organization to reach good performance in implementing BPR practices. It is evident that change management gives a positive effect on the business performance as well (Al-Mashari et al., 2001; Anking, 2015; Lake & Luong, 2016; Nieves & Segarra-Ciprés, 2015).

Customer Focus

Before the organization is endeavoring to implement the BPR approach, an organization needs to examine customer focus. Customer focus assessment is based on competitive analysis, desire, and analysis from customer research and customer requirement. The organization will achieve a competitive advantage when organizations can meet the customer requirement (Lemon & Verhoef, 2016). By a similar token, (Pitchayadejanant & Nakpathom, 2016) also separated customer focus into two variables which are requirement analysis from customer and organizations are can produce products or services dependent on customer requirement. The appraisal of market needs and customer research is basic to improve organizational performance (Meesala & Paul, 2018). Furthermore, customer focus has a major opportunity to build long-term relationships and loyalty.

To endure the performance as a market leader, the organization must increase the quality of customer service (Ali & Raza, 2017; Sharma & Das, 2017). Service quality is a critical thing for customer relationship management since clearly every customer desire a good service. Also describes that organization should enable their staff to solve any problems if the customer asks or request for unexpected things. Employee empowerment will assist organizations in enhancing customer satisfaction and loyalty if the employees can react rapidly and effectively to customer needs. To assess the level of customer satisfaction, (Meesala & Paul, 2018) suggested that organizations should lead customer satisfaction analysis to their respective customers because it will give help to the organization to comprehend what should be done to improve the level of customer focus.

Benchmarking of customer requirements should be produced as an assessment of customer relationship management and the organization will use benchmarking to apply to reengineer. According to (Bhattacharjee, Jahanshahi, Polas, Hossain, & Asheq, 2019), the result of their research indicates that an organization is needed to implement customer service management to increase brilliant performance. Customer focus is needed by the organization to execute re-engineering to ensure the re-engineering can attract customers and increase customer values. An organization must collect the information from their customers to drive the BPR project in the most ideal way. In line with (Cheng & Chiu, 2008) explanation, the customer focus on organizational performance.

Conclusion

Business is set up with the sole aim to make a competitive advantage. In other words, the organization always looks for the best strategy that will yield a favorable return on improving organizational performance. Prior research as shown business process reengineering factors are one of such strategies which organizations can use to improve organizational performance, which has been related to several performances in term of redesigning customer-focused business process and using customer feedback to identify with the organization's ability to satisfy customers (Trkman, Mertens, Viaene, & Gemmel, 2015). In other words, an organization that uses BPR factors stands a chance of improving overall organizational performance.

As stated earlier, the main aim of the paper is to explore the relationship between BPR factors and organizational performance and found that change management and customer focus becoming the main elements highlighted by the literature. After a critical review of the literature, a model was developed. The study explores the relationship between business process reengineering factors and organizational performance. Based on available literature we can deduce that business process reengineering is antecedent to organizational performance.

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