Role of Human Resources Management in the Effectiveness of Business Process Reengineering

Anila naz (Corresponding author)
Apcoms College of Management Science
E-mail: anilanaz14@gmail.com
Zain Azhar
Apcoms College of Management Science
E-mail: zainy_azhar@hotmail.com
Maryam Nawaz
Apcoms College of Management Science
E-mail: anilanaz14@gmail.com
Asiya Gul
Apcoms College of Management Science
E-mail: asiyagul21@yahoo.com

Abstract
The main idea of the paper to presents a model with the discussion of Human resources management role with line extent of Management competency, team working, effective communication, IT and Organizational structure and there impact on the effectiveness of Business Process Reengineering. The article suggest that the use of HRM with the implementation of the BPR find the better results and support the organizational better performance
Keywords: human Resources Management, business process Reengineering, Organizational performance

1 Introduction

Business process reengineering is the major concept in the era of 1990s, and specifically related to HR point of view HR reengineering is the basic rethinking and fundamental redesign the business process to bring remarkable change or improvement in performance.

Proper implementation of the BPR is quit difficult just because of lack of concern towards "Human issues". The main purpose is to examination how to mange Human issues in the organization when applied BPR as a project.

In the comprehensive change, organizations are required to adapt their superiority as of a conventional focus on forecast and organize to significance speed, innovation, flexibility, quality, service and cost. A key dilemma is to tackle HR managers to enlarge line management and employee efficiency, offer supplementary value-adding stages of HR service and internal customer awareness at the same time to reduce costs. Required a HR team that is consumer- attention and market- determined and its external associations with consumer and panel-oriented within its internal process. HR team give the impression of being the approach work is carry out across the organization and try to find how to make HR processes more valid, successful and well-organized.

Focus on the factors which affect the efficacy of the HRM helps to increases by BPR it needed because HRM is the major source of the organization if HRM strong and powerful then the effectiveness of BPR increases. The BPR implementation process explore by the relevant literature on both flexible and inflexible factors that cause achievement and disappointment of BPR efforts. The factors listed in this article are refining from a variety of articles and empirical research on BPR implementation. BPR implementation explain us for our product and service to find out what type of model or method is used now and how it can help to improved our product and service according to the requirement of the customers.

BPR cover all the prospects and areas through which organization over come cost rate and make their organization more efficient the combination of the BPR and the HR gives the better results to the organization on behalf of there own performance and the competitive advantage

Organization aspiring to go for BPR can redirect their HR practices to implement the redefined practices more effectively increases the productivity with reducing the cost.

In the existing body of knowledge a viable linkage between BPR and HRM is not there

Similarly related models are almost non existent and the main aim of this study is to fill this gap that could be put to empirical testing in future research

2. Literature review

Effective communication

It can be defined as the scope of organization to maintain their employees the latest changes in policies and procedures frequently. Effective communication in organization clear gossip mongering and sort out noises.

Every developmental change in policies or process through which to achieve goals either there affect positive or negative it must be clear to the employees. Communication must be untie, direct and understandable (Davenport and Janson, 2000)

Calculation of the effective communication is very important key to successful BPR-linked change efforts (Davenport, 1993)and (Hammer and Stanton, 1995) and (Dawe, 1996). Communication required the whole time the modify process at all stages and for all consultation (Davenport, 1993) still with whose they don't mixed up instantly in the re-engineering process (Dixon, 1994).it is necessary to market BPR project and for this purpose effective communication is very important between stakeholders either inside or outside the organization. (Talwar and Hinterhuber, 1995) and to make sure persistence and perceptive of the structural and cultural modify considered necessary by seeing the organization's competitive position (Cooper and Markus, 1995).

Team working
Case study from higher education institutions in Malaysia prove to be highly significant for BPR implementation and among those seven team work is the effective project management and order financial resources(hartini .A francis, zairi ,2007)

As compare to the traditional organizations it is difficult to explain the role of workforce that vanished in BPR projects (Hammer, 1995; Champy, 1993). However, (Grint ,1994)

In literature on BPR, teams are measured an important ingredient to accomplish all the profit of a process-orientated organization. (Davenport, 1993) researchers found less productivity was measured by individual with new technology as compare to teamwork with no new technology. Team work is enhanced because it is the combination of the various functions in one unit.

Davenport (1993) indicated in his research that assistance by using teams is linked to the enhancement of the worth of the work life.

Management competence
Management competence depends on management commitment and it determines the area of top management plan of movement for customer satisfaction during process reengineering employee's assistance to the extraordinary performance realization. Top management in organization give confidence to progress competitive advantage adds to organizational performance (Hammer & Stanton, Holland & Kumar, (1995); Guimaraes & Bond. (1996).

Top management dependable designed for all activities at the each and every level of the organizations Singh & Kant, (2008). Top management must provide an understandable vision in classify to facilitate BPR team members toward the preferred results Sung & Gibson, (1998).

It ensures that BPR efforts should be implemented in the most useful approach in recent study research indicates (Bashein, 1994). Commitment and leadership is the important features of a successful BPR project Hammer, Stanton, zairi and karuppan & cooper and markus (1995) Leadership has to be clear strong, effective and creative in understanding and provide the understandable idea of the future. Holland and Kumar, Zairi and Sinclair. (1995).

This vision must be noticeably corresponding to a variety of employees that involved and motivated and directly lead (Carr and Johansson, Hammer and Stanton, 1995).

Information Technology (IT) Infrastructure
It measures the organization I.T infrastructure configuration with BPR strategy, organizational expenditures acquired on I.T infrastructures and personnel training. Information Technology (IT) is the mechanization of progression and invention by computers, telecommunications, and software's Khalifa, (2000)it used to cover the all level of the business through electronic techniques (Irechukwu,2000).

IT related Factors as a vital role in successful of BPR efforts fine thought-out by many researchers (Brancheau., Malhotra, 1996; Ross, 1998). Effective IT infrastructure and BPR strategy, structure and efficient IT infrastructure, sufficient IT infrastructure asset results, sufficient measurement of IT infrastructure efficiency, growing IT function competency, and effectual use of software tools are important factors that put in to the success of BPR projects. This type of improvement the main aim is rapid and extensive in organizational performance by changing in core process Laudon and Laudon, (2001)

Organizational structure
It is defined as the degree at which organizational standard and principles develop into satisfactory to the employees. Effective culture show signs of professionalism towards its employees that work as team and achieve desired goals to work as a team for achievement of desired objectives. Dixon, Arnold, Heineken, Kim & Mulligan,(1994); Jackson, (1997).

In BPR projects new processes will be created that define jobs and responsibilities crossways the presented

organizational functions (Davenport & Short, 1990), now here there is an understandable requirement to introduce a new organizational structure which establish to find out how BPR teams work, how human resources are incorporated, and how the new jobs and responsibilities are departure to be formal.
Implementation of the adequate human resources is very important for sues of the BPR project Zairi and Sinclair, (1995).

Purpose of the study
The purpose of the study to make Human Resources Management more effective for the implementation of Business Process Reengineering and see the relationship of HR dimensions e.g. team working, management competence, organizational structure, IT and effective communication and get the beneficial results with reducing cost, time and increase productivity

Scope of work
Due to time limit and unavailability of the proper sources this paper cannot covers every aspect of an HR dimensions and there affects on the efficiency of BPR implementation.

1 Methodology
Research based on questionnaire and the aim of the research is to study the validity of the BPR projects and human resource management under the study of the literature on BPR.
The purpose of the research was to study the validity of the interpretation on BPR projects and HRM on the behalf of BPR literature. Data was collected through recent literature and survey of various organizations where BPR projects implemented and conduct structured and unstructured interview and advisor opinion
BPR is wide-reaching valid procedure of business reorganization focusing point on business processes, provided that huge improvements in a short period. The implementation of organizational change on the foundation of a methodology for effective communication, team working organizational structure maintain by information technology.
Conceptual Model
A theoretical framework which makes logical sense of relationship among variables that are important for the successful implementation of BPR is given in figure 1
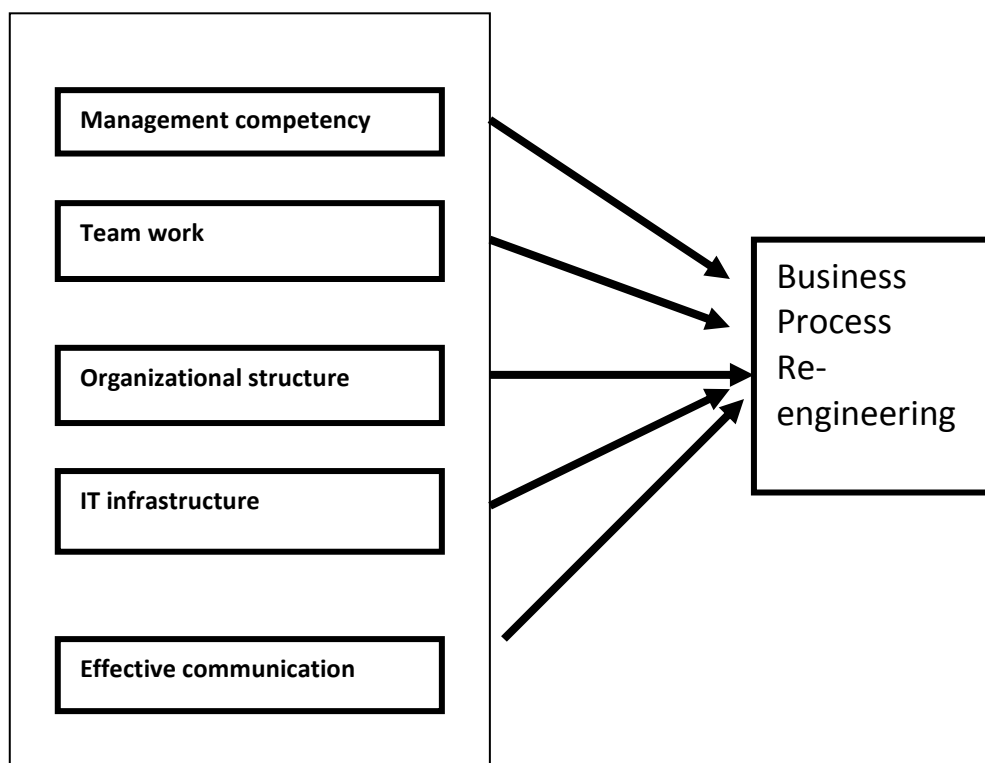

Fig 1……………
The above variables are essential for making the BPR successful. These variables are described as;
Management competence
Management competence is the core part of HRM it means upgrade the competencies of staff of the HRM department and by making the HR team efficient, the further work force will also be motivated and enhanced.

Management competency plays a vital role in the effectiveness of BPR. As identified from the literature, BPR will be successful after removing certain barriers from the organization otherwise it will lead the organization towards the risky stage.

Team work
Team work as defined above is effective for implementing BPR successfully. It also comes under the dimensions of HRM that how much the organization is successful in making the teams and enabling them to work efficiently. As the workforce is dynamic and the global business has given the opportunity of labors to work outside the boundaries, so building the teams will be effective for the organization where different individuals and team member pool different and innovative ideas. And this tem building technique is very much effective during bringing such radical changes i.e, BPR.

Organization structure
Organization structure is responsible for almost all the activities done in the organization. It includes supervision, task allocation, workforce environment, rules and regulations and in short the overall culture of the organization. It depends on the structure of the organization that how much it is making its workforce competent. It includes the approaches and the styles of its operation which depends upon the objectives of the organization. It can be virtual, networking or in the form of team.
In making the BPR successful, this variable plays a significant role as the flow of information depends on the structure which leads towards communication between all the members of the organizations, similarly hierarchy system is responsible. The vertical and horizontal hierarchies are responsible for developing the pattern of flexibility with in all the team members and they accept the change willingly.

Effective Communication
Communication is the key factor in the success of any organization and similarly at the time of bringing dramatic and radical changing's in the organization, communication becomes necessary. In every organization, different types of barriers are there which make the communication ineffective. It can be emotional, language, psychological, cultural, physical or any. The organization and the top management is responsible for establishing such a culture where the environment is relax and everyone is free to communicate. At the time of implementing change in the organization, whether it is TQM or any other management tool such type of barriers should be eliminated and especially in BPR where the level of risk is high and processes are going to change totally so employees and all level members have different queries and by providing the clear path and giving the reliable and authentic information, the level of reluctance will be reduced.

Information technology (IT)
As the use of IT is essential for almost every organization and the advancement of the technology enables the organization to use many software and other programs which enables the organizations to save their time, as well as cost. In BPR, the role of IT is also essential. It can be in the form of transforming the manual systems into IT based methods or taking the use of IT and change the processes.

Conclusion and Recommendation
Figure 1 gives a summary of the features argue in this paper. It gives the information about the effect of BPR on HRM and the proper implementation of the change with minimum chance of failure.
The figure above explains five factors that can be used for the successful implementation of the BPR with the help of HRM, and this work is proposed to be source for further research. Recommendation for paper to test this research for successful implementation of BPR project

References
Aghassi, H. (1994)Organisational structures, people and technology. Coulson-Thomas, Business Process Re-engineering Myth and Reality pp. 192-200.
Becker, M. B., & Rozek, S. J. (1995). Reengineering Management, the Mandate for New Leadership, 32, 230-343.
Buchanan, D. and McCalman, J. (1988), ``Getting in, getting on, getting out, and getting back'' London.
Strunk, W., & White, E. B. (1979). business process reengineering, (3rd ed.). New York: Macmillan.
Champy, J. (1995), Reengineering Management, the Mandate for New Leadership, HarperCollins, London.
Simon, A. (2000). Business Process Reengineering. Information and Management, 23, 635-647.
Childe S., Maull R. and Mills, B. (1996), UK experiences in business process reengineering,
Midwest League. (2003). Pitching, individual records. Retrieved October 1, 2003, from http://www.midwestleague.com/indivpitching.html
Corrigan S. (1997), Innovative Manufacturing Initiative. Available from http://bprc.warwick.ac.uk/rc-rep-9.html

Davenport, T.H. (1993), Process Innovation, Reengineering Work through Information Technology, from http://bprc.warwick.ac.uk/ shef-focus.html

Davenport, T.H. (1995), Information technology and business process redesign,102, 70-77.

Davenport, T.H. (1995), the new industrial engineering: information technology and business process redesign, Sloan Management Review, Summer, pp. 11-27.

Grint, K. (1994), Reengineering history: social resonances and business process reengineering,(Vol. 1 , p. 179-201).

Hammer, M. and Champy, J. (1993), Re-engineering the Corporation, A Manifesto for Business Revolution, Nicholas Brealey, London.

Hammer M. and Stanton S.A. (1994), the Reengineering Revolution the Handbook, HarperCollins, London.

Kutschker, M. (1994), ``Re-engineering of business process in multinational corporations'' http://www.gsia.cmu.edu/afs/andrew/gsia/bosch/work/kut.html

Peltu, M., Clegg, C. and Sell, R. (1996), ``Business process re-engineering: the human issue'', from http://bprc.warwick.ac.uk/forum4.html

Stein, A. (1995), ``Re-engineering the executive: a case study'', Information and Management,(Vol. 29, p. 55-62).

Talwar, R. (1993), ``Business re-engineering ± a strategy-driven approach'', Long Range Planning, (Vol. 26, p. 22-40).

Tabachnick& Fidell, L. (1988). Using multivariate Statistics. New York, HarpereCollins.