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EFFECTS OF BUSINESS PROCESS RE-ENGINEERING ON ORGANIZATIONAL PERFORMANCE

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ABSTRACT
Nigerian business environment is ever-changing and the demand by this environment is ever-increasing. The market remains underserved which is an indication that any investor will snatch every opportunity to tap into the market. This calls for urgent attention by management of existing firms especially in the manufacturing industry to create a flexible organization so as to withstand the competition whenever it arises. Hence, the objectives of this study are to examine the effect of constant change in the conduct of business operations on business growth, and determine the short term goals of Business Process Re-engineering on cost reduction. Data was obtained through primary sources. Structured questionnaire was designed to elicit responses from the respondents. A census sample size of 141 staff of Dangote Flour Mills Plc constitute the respondents for this study, as such 141 copies of questionnaire where distributed, however only 126 copies of questionnaire were properly filled and returned. Regression analysis was used in analyzing the data generated. The result of the analysis revealed that reengineering a business process has wide-ranging upshot on the performance of an organization. The study concluded that constant change in the conduct of business operations affects Organizational growth also an increase in work flexibility will result in 20% increase in quality of product. The study recommended that organizations should adopt an organizational structure which allows them to become more flexible so as to quickly respond to changes in the environment.

Keywords: ***Business Process, Organizational Performance, Re-engineering***

Introduction

An organization primarily exists to serve the interest of its stakeholders; the shareholders, customers, employees, business partners, and communities that benefit from the organization's existence and growth. The mission of an organization's embodies this focus by stating the organization's purpose, vision, and values. Stakeholders are best served when an organization operates in a manner that ensures the mission is accomplished.

Accomplishing the mission in a logical and systematic way requires the organization to develop a process that best satisfy the need and aspiration of the customers at the least cost to the organization. In developing the process, an organization needs to put into consideration, every aspect of its operation and the employees that are engaged in each processes. The process of strategic planning provides a means for ensuring that the entire organization is focused on a shared purpose and vision.

Organizations have been seeking complex changes either supported or enabled by IT since the early days of IT use. Technology by itself does not deliver desired organizational change results without any changes in organizational culture, structure or processes (Benjamin & Levinson, 1993); hence, the need to introduce Business Process Reengineering or (BPR) as it may be used in the course of this study.

The term "Re-engineering" can be traced back to the management theories developed as early as nineteenth century. The purpose of Re-engineering is to make all processes the best in-class. Taylor (1911) suggested in the 1880's that managers can make use of Reengineered method to discover the best processes for performing work, and that these processes be Reengineered to optimize productivity. In Taylor's time, technology did not allow large companies to design process in a cross functional manner. Specialization was the state-of-the art method to improve effectiveness given the technology of the time. In response to the globalization and growing competitiveness of world markets, companies are continually looking for different management recipes to get improvements into their business operations. A wide range of new philosophies such as lean production, world-class manufacturing, Total Quality Management (TQM) and Business Process Re-engineering (BPR) have been deployed as drivers to improve competitiveness, Lee and Oakes (1996).

Generally, BPR does not only mean change, but rather dramatic change. The constituents of this drastic change include the overhaul of organizational structures, management systems, employee responsibilities and performance measurements, incentive systems, skills development, and the use of IT. BPR can potentially impact every aspect of how business is conducted today. Change on this scale can cause results ranging from enviable success to complete failure. In spite of the depth of change involved in undertaking BPR efforts, a recent survey showed that some 88 percent of CIOs were satisfied with the end result of BPR efforts. Successful BPR can result in enormous reductions in cost or cycle time. It can also potentially create substantial improvements in business operations, quality, customer service, or other business objectives. Reengineering can help an aggressive company to stay on top, or transform an organization on the verge of bankruptcy into an effective competitor. The successes have spawned international interest, and major reengineering efforts are being conducted around the world.

The required bundle of structures, systems, manpower skills, IT knowledge, experience and capabilities needed to achieve and capture higher performance standards in some organizations are inadequate. These inadequacies are as a result of inconsistent improvement in the conduct of business operations, wrong selection of methodologies and techniques and fear of failure which may also in turn give room for low quality products/services;customer dissatisfaction, low sales volume and a drastic fall in profitability. This study investigates the effect of Business Process Re-engineering on Organizational Performance.

In order to proffer solutions to the objectives of this study, it is necessary that the following questions be asked:

i. To what extent does constant change in conduct of business operations contribute to Organizational growth?
ii. Can employee flexibility add valueto the quality of products offered by Dangote Flour Mills Plc.?
iii. Can change in policies and procedures have a short term effect on the reduction of cost?

Objectives of the Study

The main objective of this study is to examine the Effect of Business Process Re-engineering on Organizational Performance.The specific objectives are to:

i. examine the effect of constant change in the conduct of business operations on business growth;
ii. determine whether employee flexibility add value to the quality of products offered by Dangote Flour Mills Plc;
iii. determine the short term goals of Business Process Re-engineering on cost reduction.

In a bid to carryout this study effectively, the following research hypotheses are formulated:

Ho_1: Constant change in the conduct of business operations does not affect Organizational growth.

Ho_2: Employee flexibility does not add value to the quality of products offered by Dangote Flour Mills Plc.

Ho_3: Change in policies and procedures have no short term effect on cost reduction.

Literature Review

Conceptual Clarifications

Generally the topic of BPR involves discovering how business processes currently operate, how to redesign these processes to eliminate the wasted or redundant effort and improve efficiency, and how to implement the process changes in order to gain competitive advantage. Business processes are characterized by three elements: the inputs (data such as source documents or extraction of raw materials), the processing of the data or materials (which usually go through several stages, delays in processing are time and money consuming), and the outcome (the delivery of the expected result) Engel (2010). To have a clear understanding of the subject of this study, we need to first understand the relevant concepts related to the study, which are detailed in this section of the study.

Concept of Business Process

In order to clearly define and understand how to re-engineer a business process, it is important to understand what the term business process really means. Business activities should be viewed as more than a collection of individual or even functional tasks; they should be broken down into processes that can be designed for maximum effectiveness, in both manufacturing and service environment. These definitions suggest that we should concentrate on processes rather than functions (or structures) as the focus of the (re-)design and management of business activity. The definitions of the term 'process' by different researchers are slightly different. For example, Hammer and Champy (1993) define a process as: a collection of activities that takes one or more kinds of input and creates an output that is of value to the customer. Processes may be simple one or two step methods for accomplishing a task or may have hundreds of individual sub-processes that each requires several steps. For the purposes of BPR, we define processes as having a starting and ending point, interfaces (between prior and after processes) and organizational units with both a process owner and a customer.

For Davenport (1993), a process is a specific ordering of work activities across time and space, with a beginning, an end, and clearly identified inputs and outputs: a structure for action. According to Warboys et al. (1999) A process is structured change, i.e. there is a pattern of events which an observer may recognise across different actual examples (or occurrences) of the process, or which may be made manifested, or implemented, in many different occurrences.

However, In Business Process Reengineering, the process to be reengineered is the so-called business process. Davenport describes a business process as "simply a structured, measured

set of activities designed to produce a specified output for a particular customer or market". Riemer (1998) describes business processes in an object-oriented style: "business processes are series of steps that change states of business objects (that is, customers, orders and inventory), thereby causing business events". However we should note that BPR is concerned with customer-orientation. Thus the outputs of business processes should not only achieve the company's objectives, but also need to satisfy customers' requirements. From these definitions we can conclude that business processes start and end with customers, and the value of business processes is dependent upon customers.

Davenport and Short (1990) define a business process as a "set of logically related tasks performed to achieve a defined business outcome." El Sawy (2001) further defines the concept of business process (in the context of BPR) by breaking down the term into its two components. He states that "The B in BPR defines the boundaries of a process in a way that makes sense in terms of business value: the coordination of ensembles of tasks performed by many people rather than narrow tasks performed by one person." He further defines the P in BPR as "a primary focus on essential processes that deliver outcomes in the signature of all variants of BPR rather than focus on static organizational structures."

While Davenport and El Sawy have chosen different ways to express the concept of Business Process, what is clear is that it must have boundaries, relationships and create an output. While much of BPR has focused on the manufacturing process, it does not only support the creation of physical goods.

Business Process Reengineering

It is argued by some researchers (Chen, 2001; Peltu & Dutton, 1996) that there is no commonly agreed definition of BPR. Peltu & Dutton consider that this lack of an accepted definition of BPR makes it difficult to assess the overall success or failure of its concept. Thus it is essential to make clear what the definition of BPR is before we propose any framework and techniques for BPR.

Business Process Re-engineering (BPR) or Business Process Redesign as it is sometimes referred to in the popular press is "the analysis and design of workflows and processes within and between organizations" (Davenport and Short, 1990). Chen (2001) further defines BPR as "the critical analysis and radical redesign of existing business processes to achieve breakthrough improvements in performance measures".

Benefits of Business Process Reengineering

According to Atlantis Technologies (2002) the expected results for a company that implements business process reengineering are the following:

- **Lower costs:** Evidence from a number of US projects suggests that reengineering an existing system costs significantly less than new system development. Ulrich, for example reports on a reengineering project that cost $12 million, compared to estimated redevelopment costs of $50 million.
- **Lower risks:** Reengineering is based on incremental improvement of systems, rather than radical system replacement. The risk of losing critical business knowledge, which may be embedded in a legacy system, or of producing a system that does not meet its users' real needs, is drastically reduced.
- **Better use of existing staff:** Existing staff expertise can be maintained and extended accommodate new skills during reengineering. The incremental nature of reengineering means that

existing staff skills can evolve as the system evolves. The approach carries less risk and expense which is associated with hiring new staff.

- **Revelation of business rules:** As a system is reengineered, business rules that are embedded in the system are rediscovered. This is particularly true where the rules govern exceptional situations.
- **Incremental development:** Reengineering can be carried out in stages, as budget and resources are available. The operational organisation always has a working system, and end users are able to gradually adapt to the reengineered as it is delivered in increments.

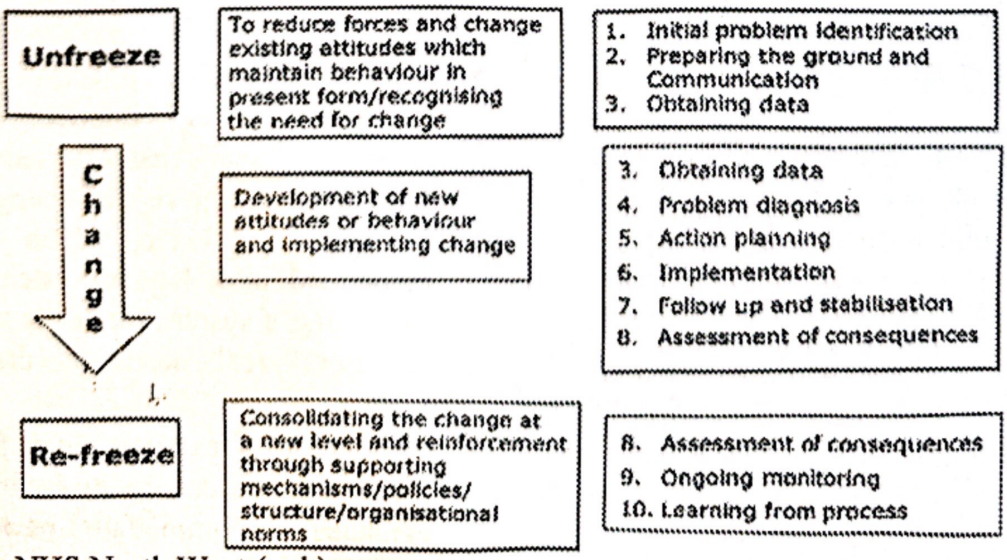
Theoretical Framework

Kurt Lewin's Change Management Model

One of the cornerstone models for understanding organisational change was developed by Kurt Lewin in the 1950s, and is still used today. His model is a simple and easy-to-understand framework for managing change known as Unfreeze – Change – Refreeze. Lewin, a physicist as well as social scientist, explained organisational change using the analogy of changing the shape of a block of ice, i.e. unfreezing a large cube of ice to change it and reform it into a cone of ice. By recognising these three distinct stages of change, you can plan to implement the change required. You start by creating the motivation to change (unfreeze) as it is necessary to change existing attitudes towards working practices and prepare the ground. Communication about the proposed change is vital at this stage if people are to understand and support it. You move through the change process by promoting effective communications and empowering people to embrace new ways of working and learn new values, attitudes and behaviours. Problems are identified and action plans developed to enable implementation.

Maximum flexibility is needed in the planning and implementation of the change. The process ends when the organisation returns to a sense of stability (refreeze) and the benefits of the change are realised, which is necessary for creating the confidence from which to embark on the next inevitable change. Praise, rewards and other reinforcement by managers are required on an individual level and more effective performance at an organisational level. Not until the change has become incorporated into the culture can it be said to be frozen.

Fig. 1: **Lewin's Framework for Change**



Source: NHS North West (n.d.)

Empirical Review

A study conducted by Vishanth and Wendy (2003) on a large scale multinational organisation in the UK used formal interviews; informal discussions; observation and document collection for its data collection and concluded that whilst the relationship between business process reengineering and Information System/ Information Technology (IS/IT) remains difficult to understand, it is clear that the reality is BPR and IS/IT often go hand in hand. The literature has demonstrated that both the technical aspects and analysis methodologies for IS/IT and BPR are interwoven. Most organisations engaged in analysing their processes will inevitably have to consider the supporting IS/IT systems. By the same token, an organisation developing a new IS/IT system will have to bear in mind the ramifications for their business processes.

Although the significance of IS/IT in BPR was evident in the literature, most articles do not address this area in adequate depth or provide guidelines for the practitioner on how to carry out IS redesign in BPR projects. Thus, the authors have redefined the definition of BPR and called it BP&ISR to accommodate the effectiveness is achieved, a well trained and flexible workforce is developed to adapt to changing environment and finally, utilization of human capital in a flexible system of work is improved.

A previous study conducted by Aremu and Adeyemi (2008) using 80 respondents from First Bank of Nigeria Plc and used regression for analyzing data obtained revealed that Business Reengineering Process (BRP), Service Quality (SQ), and Innovative & Strategic Change (I & SC) are positively (Directly) related to the success of organisation. Business Reengineering Process will only be successful if the activities in which the processes are based are directly related to the needs and objectives of the business. reengineering of IS/IT systems that support an organisation's business processes.

Similarly, a study conducted by Oyinloye (2011) on Human Capital Reengineering using a questionnaire to survey the opinion of 300 employees at Nigerian Bottling Company Plc. revealed from a regression analysis that there is a higher relationship between the Human Capital Re-engineering and organizational effectiveness. That is to say, that if human skills and knowledge are restructured, renewed and updated through recruiting selecting, replacing, training and developing the best Human Capital. It brings about a rapid organizational effectiveness. Therefore, this shows that a distinct skill and knowledge are required in the process of carrying out the organizational function, specially different from that of the competitors which give the organization competitive edge in the industry. Example of these is firm specific skills and a tacit knowledge. It was also concluded that when human capital re-engineering is carried out, therefore, the required skills, experience, knowledge and competencies are retained; organizational They explained however that the impact Business Reengineering Process to the Nigerian organisations cannot be over-emphasized with the economic situation of this country, because it helps in meeting the domestic and industry needs or pursuance of better and high performance. Their paper revealed that throughout the period under consideration, First Bank Plc has considered reengineering its business as an important issue as a result of adopting newly technology equipment that can enhance performance of a business. For example, the Automatic Teller Machine (ATM) that was introduced by the bank makes withdrawal of money easier for the customers. From the analysis, it was discovered that reengineering a business has a significant

positive effect. One general conclusion that can be drawn from their paper is that many findings from literature which hold the general conception that Business Process reengineering entails the critical analysis and radical redesign of existing process to achieve breakthrough improvements in organizational performance cannot be doubted.

Asli, Beliz and Ozalp (2012) ascertained in a survey of 75 employees of a multinational company (SMS Company) in Turkey that BPR is an effective management approach, adopted and applied widely by companies and can have very successful results, if implemented properly and diligently. Besides proper and careful implementation, there are also some other factors that play a significant role in the success of BPR projects. Commitment and support are important success factors in reengineering projects. If top management does not provide strong and consistent support in terms of capital, resources, or leadership over the life of the project, this weakens the BPR projects chance for success.

As Smelzer and Zener (1992) mentioned in their study that poorly managed change communication results in rumors and resistance to change, exaggerating the negative aspects of the change. Expressing the need for change and benefits that will be gained through reengineering before the implementation of reengineering project, helps employees have a thorough knowledge of the project, comprehend the necessity of change and as a result iminishes the resistance likely to come from employees.

METHODOLOGY

The study is a descriptive survey; primary data were used, the data were gathered through a structured questionnaire. The population of the study is141 staff of Dangote Flour Mills, as obtained from the daily clock-in book of Dangote Flour Mills Plc.A census sample size of 141 staff of Dangote Flour Mills Plc constitute the respondents for this study, as such 141 copies of questionnaire where distributed, however only 126 were returned.

The sample frame consists of the eight (8) departments (i.e. Administrative, Maintenance, Quality Control, Account, Production, Logistics, Sales and Transportation). The Simple Random Probability Sampling Technique was adopted so as to obtain a sample that is representative of the entire population given that each member of staff of Dangote Flour Mills Plc., Ilorin Branch has an equal chance of being selected for this study.

Multiple regression analysis was employed to test the relationships among variables stated in the hypotheses with the aid of Statistical Packages for Social Sciences (SPSS). A significant level of 0.05 (5%) was chosen given the decision rule whether to accept or reject the null hypotheses. If the P-value obtained is less than (<) the level of significance, then the null hypotheses is rejected while we accept the alternative hypothesis.However, the multiple regression formular is given below with the variables identified:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 +$$

Where:

Y = Dependent Variable (Organizational Performance)
B_0 = Regression Coefficient
X_1 = Constant change in conduct of business
X_2 = Employee flexibility
X_3 = Customer Information System (CIS)
X_4 = Change in policies and procedures

In a bid to carry out this study effectively, the following research hypotheses are formulated:

Ho_1: Constant change in the conduct of business operations does not affect Organizational growth.

Ho_2: Employee flexibility does not add value to the quality of products offered by Dangote Flour Mills Plc.

Ho_3: Change in policies and procedures have no short term effect on cost reduction.

Data Presentation and Analysis

Test of Hypotheses

Hypothesis 1: Constant change in the conduct of business operations does not affect Organizational growth.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.366[a]	.734	.120	.710

a. Predictors: (Constant), My organization constantly engages in change of business conducts

From the Model Summary above, it is indicated that 73.4% (.734) variability in organizational growth is caused by change in business conducts while the remaining 26.6% may be due to other variables that are not captured in the study.

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.846	1	4.846	9.611	.003[b]
	Residual	31.263	62	.504		
	Total	36.109	63			

a. Dependent Variable: Constant change in conducts of operations have improved my organization's growth significantly

b. Predictors: (Constant), My organization constantly engages in change of business conducts

The ANOVA table reveals a significant p-value of 0.003 which is lesser than the level of significance set at 0.05 and a positive F value indicates that the result is good.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.405	.627		3.836	.000
	My organization constantly engages in change of business conducts	.435	.140	.366	3.100	.003

a. Dependent Variable: Constant change in conducts of business operations will improve my organization's growth significantly

In summary, the coefficient model indicates a β value of 0.435 which implies that a change in conduct of business operation will result in 44% growth of Dangote Flour Mills Plc.

Decision: With a 0.003 p-value, the null hypothesis (Ho_1) which states that Constant change in the conduct of business operations does not affect Organizational growth is rejected while the alternative hypothesis is accepted.

Hypothesis 2: Employee flexibility does not add value to the quality of products offered by Dangote Flour Mills Plc.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.273[a]	.774	.059	.517

a. Predictors: (Constant), There is opportunity to learn and perform different tasks in my organization

The Model Summary table above with an R square of 0.774 indicates that 77.4% of increase in quality of products offered by Dangote Flour Mills Plc. is explained by Employee Flexibility while the remaining 22.6% is due to other variables not captured.

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.334	1	1.334	4.980	.029[b]
	Residual	16.604	62	.268		
	Total	17.938	63			

a. Dependent Variable: My performance ins brilliantly b. Predictors: (Constant), There is opportunity to learn and perform different tasks in my organization

The ANOVA table presents a p-value of 0.029 which is also lesser than the 0.05 level of significance and an F value which is positive, this means that the Independent variable (work flexibility) helps in predicting variability in the dependent variable (employee performance).

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.616	.415		8.704	.000
	There is opportunity to learn and perform different tasks in my organization	.204	.092	.273	2.232	.029

a. Dependent Variable: My performance is brilliantly high as a result of flexibility in my workplace

On the coefficient table, we have a β of 20% (.204) which explains the degree of variability in the quality of products of Dangote Flour Mills Plc as predicted by employee flexibility.

Decision: We reject the null hypothesis and accept the alternative hypothesis

Hypothesis 3: Change in policies and procedures have no short term effect on cost reduction.The decision as to whether BPR has a short term effect on cost reduction or not is provided below:

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.450[a]	.723	.190	.537

a. Predictors: (Constant), My organization engages in changing business processes on short term basis

In the Model Summary, there is an R square of 0.723 which indicate that a 72.3% reduction in cost is as a result of change in policies and procedures. While the remaining 27.7% is due to other variables not captured.

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.549	1	4.549	15.765	.000[b]
	Residual	17.889	62	.289		
	Total	22.438	63			

a. Dependent Variable: My organization chness proces: b. Predictors: (Constant), My organization engages in changing business processes on short term basis

In the ANOVA table, reveal a positive F value which shows that changing business processes on short term basis is testable on cost reduction and a very low p-value of 0.000 which strongly indicates a disagreement with the null hypothesis.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.199	.373		8.577	.000
	My organization engages in changing business processes on short term basis	.335	.084	.450	3.971	.000

a. Dependent Variable: My organization changes business processes to reduce cost

The coefficient table shows a standard coefficient of .450 i.e. a standard rate of 45% consistency in change of business process has a short term effect on cost reduction.

Decision: With p-value of 0.000 < 0.05 level of significance, we reject the null hypothesis and accept the alternative hypothesis.

Conclusion and Recommendations

Base on the findings, the study concluded that Constant change in the conduct of business operations affects Organizational growth and therefore the independent variable (constant change in the conduct of business operations) is responsible for 13% reasons for the growth of an organization.Employee flexibility adds significant value to the quality of products offered by Dangote Flour Mills Plc and is it concluded that an increase in work flexibility will result in 20% increase in quality of product. Change in policies and procedures have short term effect on cost reduction. Cost can be reduced if policies and procedures are reviewed when deviations occur in set standards and this often result in discovery of new techniques and methods of conducting business operations.

Recommendations

The following are the policy recommendations:

i. Flexible Organization: - The organization should adopt organizational structure which allows them to become more flexible to respond to change in the environment and employees that are willing to adapt and are ready to learn fast in a volatile business environment should be employed. These employees may be core employees or peripheral workers.

ii. Empowerment should be provided for employee so as to give them more control over their working lives and the opportunity to contribute to decision making within the organization. Empowerment offers employees a degree of self regulation; the freedom to decide what to do and how to do it, the expectation is that this will make working life more interesting and result in improved performance and corporate competitiveness.

iii. Cost reduction should be seen as one of the major reasons for implementing a BPR program because the outcome can be felt in a very short time.

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