

## HOLLISTRIC VIEW OF BPR FOR E-DISTRICT SERVICES

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### **Abstract**

*The changing environment necessitates government to switch from task orientation to a performance, result orientation and complete revamping so good governance has to be the driving force instead of government. Government has to restructure its structure, processes, rules, regulations and transformation of behavioral attitude of government officials. It has to eliminate redundant hierarchical levels, overheads, obsolete rules and practices and significant reduction in cost and response-time.*

*The transforming the government to e-government requires implementation of Information Technology. In India the role is played by ICT. Thus, dragging real time information and utilisation of computational power of various government processes will be made possible. This article addresses the Information Technology Architecture, required BPR of services*

### **Introduction**

Reengineering is the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measure of performance, such as cost quality, services etc.-

Today most of the process used for delivering the services are old age, obstructive, complex and require major rethinking and re-orientation. For government processes reengineering entails dramatic overhaul rather than marginal improvement. Reengineering advocates streamlining these processes for today requirements with a scope of continuous improvement. The attraction of BPR is that it can provide the means by which an organization is able to achieve a radical change in performance. This is achieved by simplifying and streamlining the redundant and non-value adding steps, by reducing the number of stages/transfer points of work and by speeding up the work flow – often through the use of information technologies and systems (Gunasekaran& Nath, 1997).

### **Fundamental Attributes of BPR:**

- Results in radical change;
- Assumes clean slate change;
- Focuses on end-to-end processes;
- It is top-down directed;
- It is information technology enabled.

### **Why Need of Reengineering the Government Services**

The changing environment necessitates government to switch from task orientation to a performance, result orientation and complete revamping so good governance has to be the driving force instead of government. Government has to restructure its structure, processes, rules, regulations and transformation of behavioral attitude of government officials (Weerakkody et al., 2011). It has to eliminate redundant hierarchical levels, overheads, obsolete rules and practices and significant reduction in cost and response-time (Golden, et al., 2003)

### **Benefits of Applying BPR in Government Services**

The benefits of BPR may be simple and one-dimensional, but are more likely to be complex and multi-dimensional

- Financial performance gets improved because things get streamlined.
- Customer satisfaction improves because he gets services at faster rate.
- Cost reduction.
- Service quality gets improved.
- Delivery performance gets improved.
- Productivity increases ideal time reduces.
- Flexibility/responsiveness increases.
- Process times of services reduce.
- Innovation of new ideas those can be applied to other application.
- Employee development in terms capability, value, efficiency etc.
- Competitiveness among other departments.

- Organizational flexibility increases, for example decision can be taken at any level of stake holders, forwarding of application of request has eliminated the middle personal involved in services deliveries.

### **Reengineering Leads to Change in Four Dimensions**

- Structural dimension;
- Management dimension;
- People dimension;
- System dimension.

### **Key Element of BPR**

- People
- Organizational culture
- Management and leadership
- Organizational structure
- Performance Indicators

### **BPR Tools and Technique**

- System analysis
- Process mapping or visualization
- Bench marking to best practices
- Root cause analysis
- Simulation
- Optimization
- CASE tools

Organizations are required to produce at a low cost, with high quality and with fast and flexible responsiveness to customer needs. This puts pressure on organizations to redesign the way in which they conduct their business and build information systems to support new processes (Venkatraman, 1989 &1994). Out of such pressures was born the idea of business process re-engineering. The key aspect of BPR is the fundamental and radical redesign of business processes to achieve dramatic improvements (Hammer and Champy, 2009). While BPR promised radical change the attainment of true BPR remained elusive for most

organizations, with 50-70 per cent of BPR projects failing. Yet there is still a need for process change. The lessons learnt from the BPR era served to inform management that less radical, more holistic and more incremental changes to business processes were required (Shin& Jemella, 2002).

### **Holistic Approach to BPR in e-District Project**

Traditional approach of BPR and many literature review have emphasized changed based one aspect of an organization for example on with inadequate treatment of human aspect. BPR programme can be powerful change approach if it is integrated with varieties of change initiatives such as cultural and structural change. Therefore, the need for holistic view of change management of government and district administration has to be highlighted as well as incorporated.

### **A Five –Dimensional Classification of Organization Change**

**Process Change:** Changes in organizational process and control over process

**Structural Change :** Changes in organizational functions, their organization, co-ordination and control, usually involving a consideration of horizontal and vertical structures, the decision systems, human systems and human resource management.

**Cultural Change :** Changes in values, beliefs and human behavior in terms of relationships towards society.

**Political Change :** Changes in power distribution and the way organizational issues are influenced

**Technology Change:** Change with consonance to technology

People—the human resources architecture—play an important role in the daily operations of companies. They are the primary decision-makers and the essential ingredient any human activity system. In redesigning the human resources architecture, we are trying to determine if the company has the right mix and quantity of human experts to achieve its goals. In performing reengineering we must redesign the human resource architecture to better support information sharing and decision-making. Items for redesign in the people domain include: job titles and positions; team-based management techniques; team-based

performance evaluation; individual and team compensation and reward; and individual and team authority and responsibility.

### **Conclusion**

In redesigning the human architecture, effective communication is vital to organizational decision making from the perspectives of technical communication and social communication. Technical communication concerns the ability of different types of technology (email, Internet, intranet) to effectively communicate. Social communication concerns the ability of people to understand each other.

Consequently, reengineering must be concerned with the redesign of the communication channels for mutual understanding to improve decision-making, collaboration, and the free exchange of information.

This should include improving the communication channels inside and outside the organization. Structure defines the relationship between people and technology. It plays an important role in organizing people, technology, decision-making, control, and management. Poor organizational structure can diminish the success of the reengineering effort. Therefore, it should always be considered during reengineering. Structural changes may include cross-functional teams, product teams, and the flattening of the management hierarchy. From a technology point of view it may include the relationships and controls between various technologies and should also support effective communication, decision-making, organization culture, shared sense-making, and congeniality.

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