

# BUSINESS PROCESS RE-ENGINEERING IN CONSTRUCTION INDUSTRY: PRESENT SENARIO

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**Abstract** - BPR is the procedure which can be apply to any association. Effective execution of BPR significantly enhances the association approach which enhances the competitive advantage of the organization.

BPR is now one of the most popular catchphrase in the business. This paper centers on re-designing of the obtainment division in construction industry. By executing the questionnaire survey to get the idea about extent of Awareness and implementation of BPR Methodology that is Identification, Redesigning, Implementation and Continual change in the processes in the construction industry. Data that was analyzed and presented in frequencies and percentages in tables and graphs with accompanying descriptive details. The study established that extent of employee and organization performance on business process reengineering is highly influenced by the extent of use of business process reengineering and successful implementation within the organization. BPR is the procedure which can be apply to any association. Effective execution of BPR significantly enhances the association approach which enhances the competitive advantage of the organization.

**Key Words:** Business Process Re-engineering, Identification, Redesigning, Implementation and Continual improvement, process

## 1. INTRODUCTION

Business Process Reengineering (BPR) is defined as a radical redesign of processes in order to gain significant improvements in cost, quality, and service. Firms have been reengineering various business functions for years, ranging from customer relationship management to order fulfilment, and from assembly lines to logistics. Business Process Re-engineering becomes an offshoot of Business Process. Hammer and Champy (1993) argued that "the fundamental reconsideration and radical redesign of organizational process, in order to achieve drastic improvement of current performance in cost, service and speed enjoys a fair measure of consensus [1]. One can then assume that Business Process Re-engineering connotes the analysis and design of workflows and processes within and between organizations (Davenport and Short 1990) [2]. Business Process Reengineering has risen during the early 2000s as an approach mainly developed by practitioners. Business process can be defined as "a collection of activities that takes one or more kinds of input and creates an output that is of

value to the customer" or "a specific ordering of activities across time and place, with a beginning and an end with clearly defined inputs and outputs" [3]. Despite the growing popularity of BPR in 1990s, different management consultants used the term as a way to promote their proprietary methods, which led to confusion and disagreements [4]. Responding to the claims made for BPR and the resulting confusion, the academic community criticized BPR for having no sound theoretical basis [5]. Deakins and Makgill [6] argues that the original literature on BPR was essentially anecdotal, lacking rigorous research to support its assertions. More recent literature suggests that the first generation of BPR, which suggests radical changes in business processes, is evolving in to a modest process management, which is softened by the lessons learned from successes and failures in the course of implementations. The contemporary definition of BPR, therefore, encompasses a continuum of approaches to process transformation that may include both radical and incremental improvements, depending on the nature of the problem. In fact, many studies have been published in the literature in order to explain and promote this new approach to BPR, including Davenport et al. [7], Hammer [8], Hammer [9], Becker et al. [10]. Despite the growing popularity of BPR in 1990s, different management consultants used the term as a way to promote their proprietary methods, which led to confusion and disagreements [11]. Responding to the claims made for BPR and the resulting confusion, the academic community criticized BPR for having no sound theoretical basis [12]. Deakins and Makgill [13] argues that the original literature on BPR was essentially anecdotal, lacking rigorous research to support its assertions. More recent literature suggests that the first generation of BPR, which suggests radical changes in business processes, is evolving in to a modest process management, which is softened by the lessons learned from successes and failures in the course of implementations.

### 1.1 Objective of study

This study is an assessment of business process reengineering which gives better understanding of business processes in construction industry.

## 2. METHODOLOGY.

The objective of this study is to find out awareness and extent of implementation of business process re-engineering,

and to try to implement the BPR technique in the real life project.

Data was collected from various builders, contractors, owner of construction firms for that questionnaire survey was used. The questionnaire was in structured closed -ended questions provided with a list of responses from which to select an appropriate answer in which have rating system in enabled the researcher to have detailed information. Questionnaire is designed for getting information about awareness and check for validity and reliability as used in the study of business process reengineering. The rating is given as 1. Very low extent that will be 5th that's the lowest rank which is given then 2. Low extent to which 4<sup>th</sup> rank is given. 3. Moderate is at 3<sup>rd</sup> rank and 4. High extent is at 1<sup>st</sup> rank.

The main aim behind this survey is to know awareness of BPR and extension of implementation of BPR technique in construction industry.

Expected objectives for this survey are-

1. Extent of use of BPR in construction industry.
2. Implementation plan
3. Establishment of BPR team and organizational functions.

The questionnaire had 4 sections, comprising of Section 1: General information, Section 2: - Extent of use of business process reengineering in organization performance improvement, Section3: Extent of use of complete implementation plan-, Section 4: Extent of use of business process reengineering in efficiency and productivity, Questionnaires were administered to the respondents. Allowance is given to the respondents to fill the questionnaire at their own time and collected the completed form. This availed the respondents enough time to read, understand and fill the forms with maximum concentration.

### 3. RESULTS AND DISCUSSION

Data was collected and analyzed as per set objectives. This was mainly descriptive and was done using Excel packages. Frequencies and averages are calculated Content Analysis is also going to be used. Content Analysis is the systematic qualitative description of the composition of the objects or materials of the study. Questionnaires were designed with snares to check for validity and reliability as used in the study.

Most of the employees were aware of business process reengineering and that employees realized that the extent of use of business process reengineering in organization performance improvement are in customer satisfaction, employees' performance and operating efficiency, and The employees also realized that the extent of use of business process reengineering in efficiency and company's

productivity are that performance management systems are used to drive organization change and for strategic planning, performance management systems (processes and Procedures) are used for regular management reviews and rely too heavily on financial measures

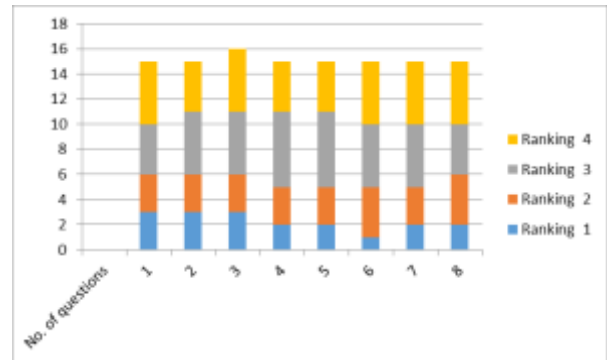


Chart no.1 Section 2. Extent of use of business process reengineering in organization performance improvement

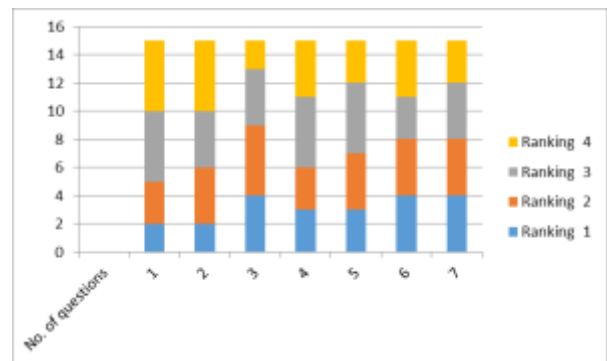


Chart no.2. Section 3: Extent of use of complete implementation plan

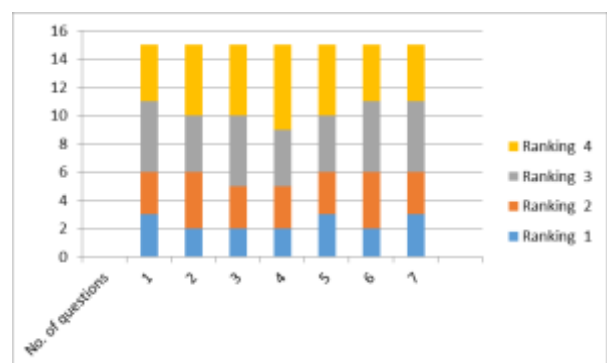


Chart no.3. Section 4: Extent of use of business process reengineering in efficiency and productivity.

### 4. CONCLUSION

In this study re-engineering of the procurement division in construction project organization is studied. The BPR Methodology that is Identification, Redesigning, Implementation and Continual improvement in the

processes, and from questionnaire survey the extent of awareness and extent of implementation of BPR and also organization's performance. Respondents showed positive attitude towards acceptance of BPR. This study proves that employee is the most valuable service in any firm and that is why highly productive, successful business can be derived by engaging employs in improving their performance. While there is positive reply for acceptance to BPR there is need greater clarity to respondents for enhancing BPR strategies.

BPR is the methodology which can be apply to any organization. Successful implementation of BPR dramatically improves the organization methodology which enhances the competitive advantage of the organization.

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