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Exploration of Critical Organizational Climate Factors Impacting BPR Implementation: A Survey of Indian Companies

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Abstract
Business Process Reengineering (BPR) is considered to be one of the most effective techniques used by the manufacturing organizations in dealing with turbulent global economy and ever-changing customer's preferences. Implementation of BPR brings along with it many changes within the organization. This study attempts to understand and validate the organizational climate factors for effective change management Though extensive research has been done worldwide, very few empirical studies have been carried out in India. The study is based on the various success / failure factors proposed by Al-Mashari. It is hoped that better understanding of the factors will lead to higher success rates of BPR implementation. The primary data was collected from the various manufacturing industries comprising of Small Scale , Medium scale , Large scale and Multi National Companies across India using structured self-administered questionnaire. Principal Component Analaysis (PCA) with varimax rotation using SPSS19.0 was carried out in order to verify the factors proposed on the basis of literature review with respect to Indian manufacturing Sector. Upon investigation it was observed that the factors were reduced to five without omitting the items and were renamed as Organizational Culture , Educations and training , Empowerment , Equitable Compensation and Team Work. Finally it was concluded that Proper identification and adequate understanding of the organizational climate factors fostering change adaptation becomes key ingredient for successful implementation of BPR effort.
Keywords : BPR, Business Process Reengineering, Organizational climate, Indian, Manufacturing Sector, Critical factors, Organizational Culture

1.Introduction

In today's turbulent global economy and fast changing customer preferences, keeping abreast with these changes and satisfying customers are major the challenges faced by the organizations. According to Confederation of Indian Industry(CII), manufacturing sector contributes about 15% of India's GDP and 50% of the country's exports. Hence India's manufacturing sector is vital for its economic progress.

The criticality of these challenges aggravates for manufacturing companies as investment in the infrastructure is very high and it gets compounded with lot of labor issues as well. With these kind of challenges, the actions to be taken by the organizations match the magnitude to address the issues, however, taking baby steps sometimes may not leads to adequate improvements and changes in time and might lead to loss of customer and new business opportunities.

Business Process Reengineering (BPR) is one such technique and program which can be very pivotal in addressing the above challenges. It facilitates organizations in obtaining dramatic results and radical improvements with sustained growth by driving major transformations throughout the organization (Hammer & Champy 1993).

Though there are various advantages of implementation of BPR, and like any other transformation program not all organizations are able to take the best advantage of the BPR effort to achieve their intended results.(Hammer and Champy, 1993)The survey reveals that as many as 50% to 70% of the organizations fail to achieve so. There are various factors which can lead to such failures however, this study attempts to understand and validate the Organizational climate factors for effective change management which is considered to be amongst the critical success factors leading to successful BPR implementation in the Indian manufacturing industries (Al-mashari et al, 1999).

2.Review of Literature

Business process re-engineering (BPR) is a management technique to help organizations fundamentally rethink how they work to dramatically improve customer service, cut operational costs, and become world-class competitors Ostadi et al,(2011).

There are basically two key aspects leading to successful implementation of change within any organization. The first being tools and techniques used and second most important aspect is the human dimension. In any type of change effort, human resources play a pivotal role. Following chronological review of literature helps to understand this contribution better.

Without an effective approach to dealing with employees involved in the re-engineering effort, the

implementation is certain to fail (Attaran and Wood 1999).Failing to effectively manage human resources results in threatening the distinctive competences that generate competitive advantages (Pfeffer, 1998; Hamel and Prahalad, 1994), as well as neglecting customer service, since it is the customer, after all, that BPR aims to satisfy efficiently.

Many authors in the BPR literature (Davenport, 1993; Harvey, 1995; Brus and Roos, 1993; Mumford and Beckma, 1994; Hammer and Stanton, 1995; Towers, 1996; Sockalingam and Doswell, 1999) have specified that change management is the main aiding activity that must be developed to successfully implement BPR.

The theoretical model (figure 1) proposed by Al-Mashari and Zairi, (1999), shows the soft and hard factors contributing towards successful implementation of BPR in an organization. It is observed that Change management systems and culture factors are amongst the critical success factors.

Organizational climate is theoretically and practically an important organizational factor as it is a medium between interpersonal and working behavior innate to organizational efficacy(Patterson, Warr&West, 2004; Kopelman, Brief&Guzzo, 1990). Namely, it affects organizational and psychological processes in communication, problem solving, decision making, conflict solving, learning, motivation, job satisfaction, organizational welfare, and thus directly or indirectly impacts organizational efficacy and productivity (Sušanj, 2005). Thus research into organizational climate becomes an important precondition for development of human resources management and organizational development. By determining the general level of organizational climate and its components, it is possible to streamline the future managerial activities, especially towards design of organizational conditions benefiting performance of business subjects and efficient organizational human resources policies (cf. bahtijarević-Šiber, 1999; Goić, 1996).

It is important for organizations to create an innovative environment to increase the chances of successfully implementing a BPR project. To do so, organizations must use a strong leadership style to create a conducive environment where employees who are affected by the BPR project understand the project's objectives and are involved throughout the BPR process (Wells 2000).

According to Huang and Palvia (2001) change management and corporate culture have played important role in BPR and ERP acceptance in a variety of countries. BPR has great potential for increasing productivity through reduced process time and cost, improved quality and greater customer satisfaction , but to do so it must be implemented and managed in the best interest of the customers, employees and organizations (Ahadi,2004).

A positive and encouraging context is needed for human resources to achieve sustainablegrowth and performance (Luthans and Avolio, 2003; and Luthans et al., 2008). Magutu, Nyamwange, and Kaptoge (2010) argued that manufacturing as well as human resource practices within an organization influencing the success and failure ratio of BPR. Similarly, in another study it was supported with evidence that formulating cross-sectional teams and encouraging teamwork is a source for successful implementation of BPR (Habib, 2011). In a recent study of Habib and Wazir (2012) it was found that educating employees and providing them proper training help in successful implementation of BPR in public sector. Nauman Habib, 2013 mentioned in his paper about critically evaluating CSF for BPR that authors have concentrated on HR factors, employees' empowerment, education and training, skills requirement, teamwork and employees' cooperation.

Based on the available literature it can be concluded that factors relating to human resources and their role in BPR effort as CSF cannot be ignored. Following are the seven organizational climate factors for effective change adaptation which are considered from the research works of various authors for developing questionnaire and further study :

1) Incentive and reward system
2) Effective communication
3) Empowerment
4) Staff Contribution
5) Education and training
6) Creating an effective culture for organization change
7) Stimulation of receptivity for organizational change

3.Research methodology

The intent of the study is to measure experiences of a range of BPR practitioners from the Indian manufacturing industry as the basis for investigating organizational climate factors fostering change adaptation during the BPR effort. A questionnaire incorporating a series of key BPR variable related to organizational change adaptation strategies is used.

The questionnaire using a five-point Likert scale was administered randomly to manufacturing industries across India. Based on the scale of the organization the Indian manufacturing industries were classified into three categories namely Small and Medium Scale Enterprises (SME), Large Scale Industries (LSI) and Multinational Companies(MNC's) based on the information provided by Government of India .

Responses from only those organizations were considered who have implemented BPR. Responses were obtained from 125 organizations from different manufacturing sectors in India.

Principal Component Analysis (PCA) with varimax rotation using SPSS 19.0 was carried out in order to verify factors proposed on the basis of literature review with respect to Indian manufacturing sector, Belsley et al. 1980).

3.1Need / Importance of the study

After reviewing close to 300 research papers,there is clear understanding that organizational climate factors are considered to be very important in the success of BPR implementation across the globe however, it was observed that very little research has been carried out in the implementation of BPR in the Indian manufacturing sector. Hence this study aims at investigating the organizational climate factors for change adaptation based on the conceptual understanding given by various authors as mentioned in the review of literature. With the help of factor analysis the author wishes to confirm these success factors for change adaptation in the Indian manufacturing sector scenario .

3.2 Statement of the problem

As any BPR effort in manufacturing industry involves proactive employees, a conducive organizational climate influences the implementation immensely. BPR involves changes and cultural adjustment techniques needed by the management to facilitate the inclusion of newly designed processes and structures into working practices Dealing resistance successfully, is considered by many researchers a very crucial component of any BPR effort This study is an attempt to identify the various organizational climate factors fostering change adaptation in Indian manufacturing industry, leading to effective resistance management and achieving objectives of BPR effort.

3.3Objectives

To explore the organizational climate factors for change adaptation during the BPR effort in Indian manufacturing industry.

4.Results & discussions

The data was collected from 125 manufacturing industries in India. The table no 1 gives the distribution of the industries based on the scale of the organization :

Reliability Tests :

The following seven factors were covered using 23 questions. To assess whether the 23 items that were used to define the organizational climate factors for change adaptation during a BPR effort formed a reliable scale, Cronbach's alpha was computed.

For all the items, the alpha values are > 0.7 as mentioned in the table no 4. The recognized guideline for the development of new variables established by Nunnally and Bernstein(1994), says that items having Cronbach's alpha value > 0.6 is a sign of reasonable internal consistency. Thus these 23 items form a scale having sensible internal consistency.

The Kaiser-Meyer-Olkin(KMO) measure is 0.894 which is greater than 0.70, hence it indicates sufficient items for each factor. The Bartlett Test is significant (i.e. a significance value of less than 0.05) ; this means that the variables are correlated highly enough to provide a reasonable basis for factor analysis.

Principal Component Analysis (PCA)with varimax rotation using SPSS 19.0 was carried out in order to verify factors proposed in the table no 1 with respect to Indian manufacturing sector.

The purpose of Principal Component Analysis PCA (Pearson 1901) is to derive, from a larger set of variables,a small number of linear combinations (principal components) that retain as much ofthe information in the original variables as possible. These linear combinations have coefficients equal to the eigenvectors of the correlation (co variance) matrix and theeigenvectors are orthogonal. The principal components are sorted into descendingorder of eigenvalues, which are equal to the variances in the new factors that were successively extracted.

Varimax Rotation was applied to aid interpretation which maximizes the variation of the squared factor loadings for each component; factor loadings represent correlations between the original variables and each factor (Dillon and Goldstein 1984). Usually, only the components (or factors) with eigenvalues greater than one are retained (Kaiser 1958), since, together, they account for most of the

5.Findings

The distribution of the industries indicate that majority of the BPR effort is undertaken in MNC's (table no 1) though SME's and LSI's are not lagging behind.

Table no 4 helps us to understand the classification of the factors based on the eigen values and its

respective communalities. From the literature review , the organizational climate factors comprised of 7 factors, namely :

1) Revision of motivation and reward systems
2) Effective Communications
3) Empowerment
4) People involvement
5) Training and education
6) Creating an effective culture for organizational change
7) Stimulation of receptivity of organizational culture to change

After carrying out PCA, it was observed that the factors have been reduced to 5 in the Indian manufacturing sector and have been renamed based on the items falling into the various categories and are as follows (table no 3) All items have been considered as their respective communalities are greater than 0.4 and none of the items have been omitted. The Total Variance Explained , that 68.512% of variability in the data is caused due to these five factors. The respective mean scores and std deviation values are mentioned in the table no 4 and also illustrated in chart no 1. It is observed that the mean scores for all the factors are above 3 and standard deviation values are less than 0.81 which is considered to be a good score.

1) **Organizational Culture**
2) **Education and training**
3) **Empowerment**
4) **Equitable Compensation**
5) **Team Work**

Based on the study, a conducive ***Organizational Culture*** can be built by giving clear meaningful direction to the employees such that there is a clear relationship between his job and the goal of the organization. Innovative ideas and risk taking ability should be rewarded and encouraged. Key influencers should be ably identified and used for timely communications about the relevant changes which will make the stakeholders more adaptable to changes. Feedbacks from the employees should be given due consideration.

Education and training is instrumental to bring in changes. This factor helps the employees to upgrade themselves with tools and methodologies which increase process productivity. Organization should encourage employees to gain relevant knowledge through external sources and sponsor the same. A proper system should be devised to evaluate the training effectiveness and its impact on the implementation process as well new ideas. Organization should also support blame free culture.

Empowerment is also considered to one of the important organizational factors fostering change adaptation. Empowerment gives the employees a sense of authority and ability to participate. Hence opportunities should be provided to the employees to voice their opinions during the designing procedures related to their work. This exercise invariably leads to high level of accountability and inputs can be used to gain competitive advantage.

Human being is a social animal seeking continuous acknowledgement and appreciation for his deeds. Since any BPR effort always focuses on individuals, this characteristic becomes even more evident, thus leading to development of strategies for recognition of the individual's efforts towards adapting to change. Appropriate policies need to be formulated for adequate incentives and should be effectively communicated to all the stake holders. The objective of this factor is to have compensation fairness among employees, proportionate to the contribution of the employees and hence this factor is named as ***Equitable Compensation***. Equitable compensation should enable organization to motivate employees to embrace change and contribute productively towards implementation.

Team work is the essence of any organization. Those organizations nurturing teams and encouraging team work have always flourished. Since BPR effort needs cooperation and coordination between various functions of the organization, team work plays a pivotal role in accomplishing various tasks. Organizations should involve teams in process redesign exercise and channelize efforts in facilitation of team work for problem solving and generating ideas.

Each of the factors mentioned above play a very vital role in generating and maintaining a very conducive organizational climate supporting BPR implementation in Indian manufacturing companies. Hence every manufacturing organization initiating BPR effort should pay close attention to Organizational culture, Training and Education, Empowerment , Equitable Compensation and Team work for successful implementation of the effort.

6.Conclusions

The basic intent of the study was to investigate the organizational climate factors for change adaptation in a BPR effort in Indian manufacturing sector. There were total of seven sub -factors that were proposed under this success factor based on the research work of various researchers. On carrying out extensive literature review it

was observed that there is a deficiency of empirical research on BPR with respect to Indian context and hence this study was undertaken in Indian Manufacturing industry . Upon investigation it was observed that, the seven factors have been reduced to five factors in Indian manufacturing scenario but one more point to be noted is that even though the factors have been reduced to five , none of the items in the respective categories have been omitted as the communalities were supporting. Hence based on the outcome of the study, it can be concluded that items are similar to the proposed factors , only the categorization varies. Indian manufacturing sector is considered to be the backbone of Indian economy . It fuels growth, productivity, employment and strengthens agriculture and service sector. The Government of India is leaving no stone unturned to give its ambitious "Make in India" programme the much needed environment to succeed. However in spite of having favorable external environment supporting the growth of the industry , it is the manufacturing industries who should take proactive initiatives to nurture conducive internal environment for growth and increase in productivity without which any kind of developmental effort will fail. India is also considered to be an attractive hub for foreign investments. Various automobile and luxury brands among others are looking to establish their manufacturing bases in the country to take advantage of low-waged workforce.. This situation forces Indian manufacturing industries to upgrade their practices and methodologies to compete with international brands and make a lasting impression in the global arena, which invariably will instigate the organizations to undergo BPR. Hence changes are inevitable, leading to resistance and thus developing coping strategies to overcome these resistances. Proper identification and adequate understanding of the organizational climate factors fostering change adaptation becomes key ingredient for success. The same is also supported through empirical evidence by indicating high means scores and low standard deviation values in the study.

The research was restricted to manufacturing industries in India and hence a similar kind of study can be undertaken for service sector as well. Apart from this, a comparative study based on different scales of the manufacturing organizations can also be undertaken.

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Figure1 :A summary of key success/failure factors in BPR proposed by Al-Mashari et al,1999

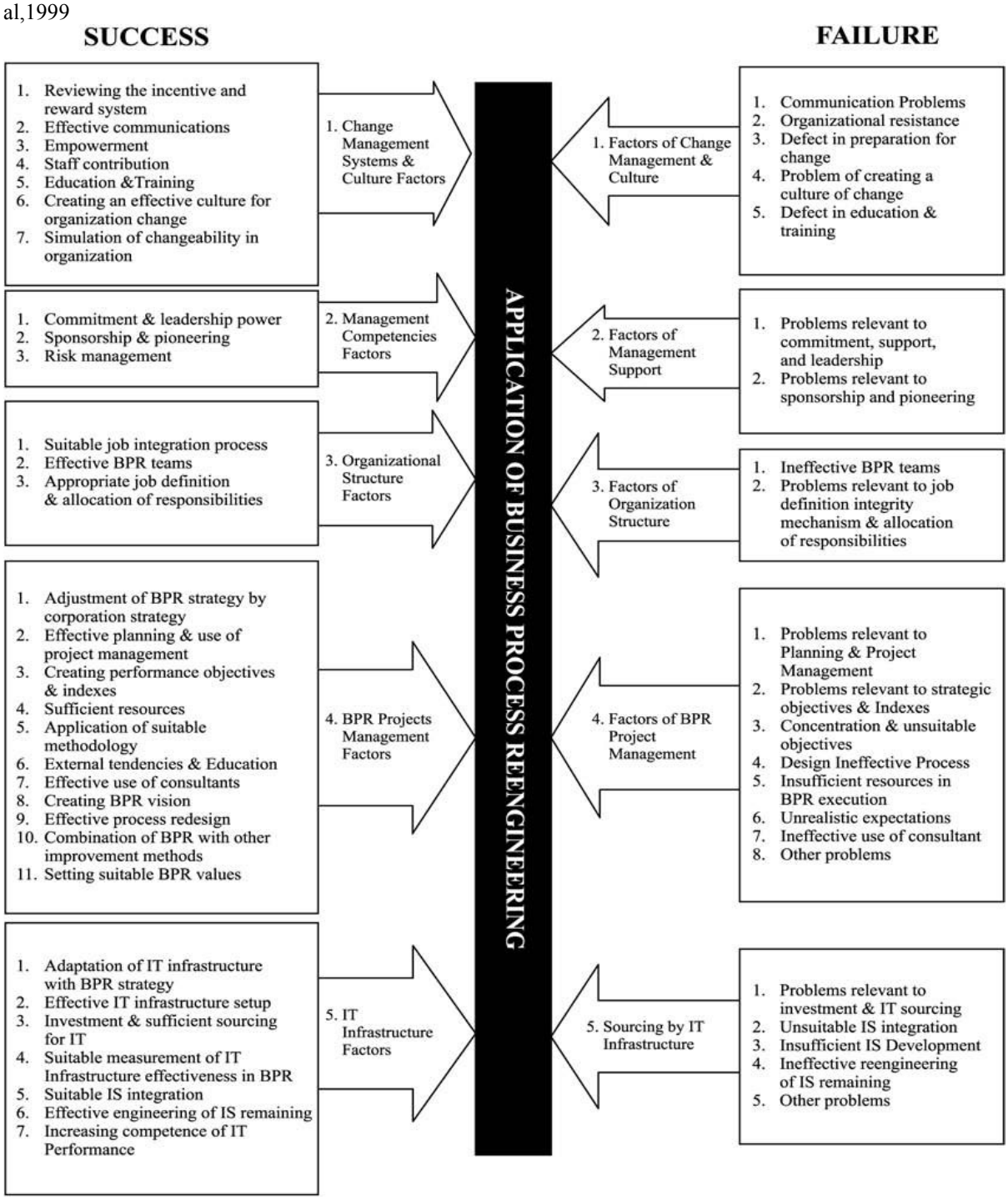


Table no 1 : Distribution of industries based on scale of the organization

	Frequency	Percent
SMEs	38	30.4
LSI	35	28.0
MNC	52	41.6
Total	125	100.0

Table no 2: Organizational Climate factors for Change adaptation (based on literature review)

1)	**Incentive and reward system**
2)	**Effective communication**
3)	**Empowerment**
4)	**Staff Contribution**
5)	**Education and training**
6)	**Creating an effective culture for organization change**
7)	**Stimulation of receptivity for organizational change**

Table no 3 : KMO and Bartlett's test

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.894
Bartlett's Test of Sphericity	Approx. Chi-Square	1762.636
	df	253
	Sig.	.000

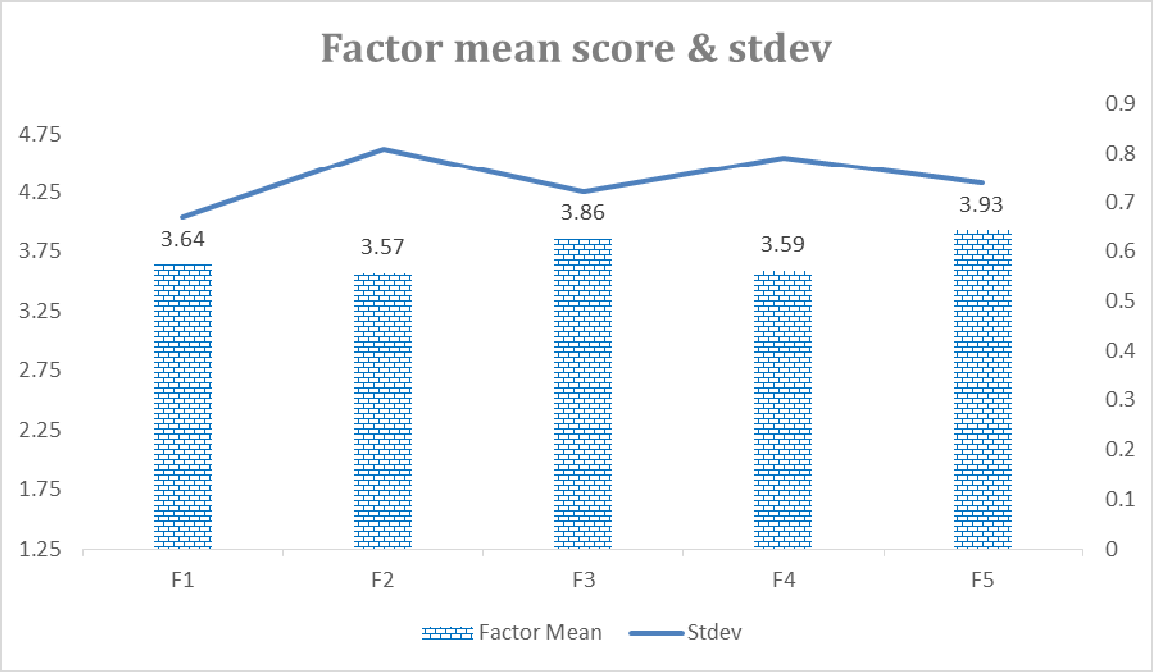
Table no 4 : Regrouped and renamed factors based on factor analysis

Organizational Climate factors for change adaptation	**Factors**					**Communalities**	**Cronbach's**
	1	2	3	4	5		
	Organizational Culture						***0.889***
v59. There is a clear mission that gives meaning and direction to the work	0.763					0.719	
v58. The feedbacks of employees' confrontation to the changes are attended to	0.749					0.642	
v57. Innovation and risk taking are encouraged and rewarded	0.733					0.701	
v60. Key influencers are identified to communicate the changes and make the stakeholders more adaptable to changes	0.695					0.685	
v55. Work is organized so that each person can see the relationship between his or her job and the goals of the organization	0.666					0.578	
v54. Cooperation across different parts of the organization is actively encouraged	0.592					0.64	
v41. Self-management is propagated across the organization	0.561					0.464	
v40. Communications about the changes are timely and relevant	0.558					0.671	
	Education and training						***0.9***
v50. Schemes for educational sponsorship exists for the employees		0.805				0.721	
v49. There is systemic approach towards evaluating training effectiveness and impact on the implementation process		0.793				0.774	
v48. Team members are encouraged to identify external resources to gain relevant knowledge		0.754				0.774	
v51. There is a blame free culture prevalent in the organization		0.676				0.691	
v52. There are clear processes to evaluate and implement new ideas		0.614				0.753	
v47. There is an adequate and suitable training for adaptation of employees to the changes		0.612				0.689	
	Empowerment						***0.826***
v42. There are opportunities for team members to have a say in designing the procedures and processes related to their work			0.704			0.683	
v43. There are high levels of accountability during the BPR effort			0.684			0.622	
v44. Team members are achievement oriented			0.678			0.7	
v46. The capabilities of people are viewed as an important source of competitive advantage			0.594			0.594	
	Equitable Compensation						***0.745***
v37. The team receives a formal recognition for the contribution towards BPR effort				0.754		0.712	
v38. There are adequate incentives to make employees cooperate with changes				0.717		0.681	
v39. Organization communicates effectively (written & verbal) to all the stakeholders				0.606		0.701	
	Team Work						***0.782***
v53. Facilitation of team work for problem solving					0.78	0.832	
v45. Teams are part of process redesign exercise					0.634	0.727	
Eigen Values	**9.89**	**2.31**	**1.38**	**1.155**	**1.01**		
Total Variance Explained (% Variance)	**19.4**	**17.5**	**12.4**	**9.78**	**9.36**		
Total Variance Explained (Cumulative %)	**19.4**	**36.9**	**49.3**	**59.1**	**68.5**		

Table no 5: Factor Mean Score
DESCRIPTIVE STATISTICS

	N	Minimum	Maximum	Mean	Std. Deviation
F1.ORGANIZATIONAL CULTURE	125.00	1.88	5.00	3.64	0.67
F2.EDUCATION AND TRAINING	125.00	1.50	5.00	3.57	0.81
F3.EMPOWERMENT	125.00	1.75	5.00	3.86	0.72
F4.EQUITABLE COMPENSATION	125.00	1.67	5.00	3.59	0.79
F5.TEAM WORK	125.00	2.00	5.00	3.93	0.74

Chart no 1: Factor Mean score and std deviation



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