

Business Process Re-Engineering (BPR) and Human Resource Management (HRM) as a Route to Organisational Performance in the Aftermath of the COVID-19 Pandemic

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Abstract:- In contemporary society, there is a noticeable escalation in competition, accompanied by the emergence of fresh contenders from diverse business entities, each employing distinct strategies, particularly in the aftermath of the COVID-19 pandemic. Consequently, the organisation is presently in pursuit of novel avenues for attaining competitive advantage that possess characteristics of rarity, difficulty in replication, and sustainability. This study examines the impact of Human Resources Management (HRM) on the implementation of Business Process Reengineering (BPR) techniques in order to enhance the operational efficiency of business organisations. The current study places significant emphasis on the utilisation of the literature review approach. Based on the research findings, it has been determined that Human Resource Management (HRM) has a positive impact on organisational performance. Additionally, HRM has been found to have a positive influence on the adoption of Business Process Reengineering (BPR). Furthermore, it has been observed in the literature that BPR has a positive effect on organisational performance. According to the review, Business Process Reengineering (BPR) has a positive impact on organisational performance. The pivotal role played by Human Resource Management (HRM) in the organisation was demonstrated to be a critical determinant of the success of Business Process Reengineering (BPR). The findings will hold significance for organisations seeking to implement Business Process Reengineering (BPR) as a means to improve their overall performance during the aftermath of the COVID-19 pandemic. The findings of this study would also be advantageous for scholars as they establish the foundation for comprehending the impact of Human Resource Management (HRM) on Organisational Performance (OP), the influence of HRM on Business Process Reengineering (BPR), and the influence of BPR on OP in the period following the pandemic. The study provided

several recommendations and areas for future investigation.

Keywords:- Business Process Re-engineering, COVID-19 Pandemic, Human Resource Management, Organizational Performance.

I. INTRODUCTION

On March 11, 2020, the WHO designated the COVID-19 epidemic, which began in China late 2019 and spread worldwide, a global pandemic (Cucinotta, & Vanelli, 2020). Over 496.5 million persons tested positive for COVID-19, and 6.2 million died (WHO, 2022). The global COVID-19 epidemic has disrupted, complicated, and ambiguous all businesses (Lebni, Irandoost, Mehedi, Sedighi & Ziapour, 2021). The pandemic has caused revenue decline, consumer spending decline, poor marketing results, firm closures, low employee motivation, virtual working, increased unemployment, and changes in service delivery and lifestyle (Abbas, Mubeen, Iorember, Raza, & Mamirkulova, 2021; Nangia & Mohsin, 2020; Azizi, Atlasi, Ziapour, Abbas, & Naemi, 2021; Butterick & Charlwood, 2021; Engidaw, 2022; Fonseca & Azevedo, 2020; Madero-Gómez, These hindered many organisations' ambitions.

Due to the unexpected and uncertain circumstances and shifting economic landscape, COVID-19 urges firms to think carefully and focus on reengineering methodologies (Kumar & Reddy, 2019). Many companies worldwide are restructuring and reorganising to survive in today's competitive economy. BPR may help innovate outdated corporate processes. Hales and Savoie (1994) believe BPR can "rescue" a "failed" business and help it survive and grow. In the 1990s, BPR—rethinking and reconstructing company processes to increase performance—was a prominent concept (Naz, Azhar, Nawaz & Gul, 2013; Siregar, 2021). Sindhura, Basha, Pullaiah, and Subha (2022) linked BPR to the business transformation approach that emphasises employing information technology

to implement customer-focused firm management. Thus, BPR may boost organisational performance. BPR redefines corporate activities (Petrillo, Di Bona, Forcina, & Silvestri, 2018; Rashmi, Angappa, Chandrasekaran, 2009). Due to the COVID-19 outbreak, companies are reorganising. Corporate reengineering helps businesses adapt to changes (Abubakar, 2016).

The BPR may require human resources (Risley, 2020). Employees are an organization's most valuable resource. Human resources develop, innovate, and implement organisational activities (Okoronkwo, 2021; Prinsloo, 2020). Employee performance and interaction improves job satisfaction, motivation, productivity, sales growth, and profitability while reducing employment issues, absenteeism, and turnover (Al-Suraihi, Samikon, Al-Suraihi, & Ibrahim, 2021; Davidescu, Apostu, Paul, & Casuneanu, 2020; Lebni et al., 2021; Risley, 2020). The organization's success depends on human resources' implementation of the chosen plan (Petrillo et al. 2018; Rashmi et al. 2009). Organisations utilise human resources throughout operations (Abed & Mohammad 2012). HR procedures can be refocused to apply BPR more efficiently and cost-effectively.

Several studies (Abubakar & Palisuri, 2019; Greengard, 1993; Omidia & Khoshtinata, 2016; Sindhura et al., 2022) showed that HRM improves BPR and organisational performance (Abubakar, 2016; Bako & Banmeke, 2019; Hameed, Salamzadeh, Abudul-Rahim & Salamzadeh, 2022; Khashman, 2022; Njuguna & Wanjohi, 2021; Orogbu, Onyeizugbe & Onuzulike 2015). To the researchers' knowledge, few of the above studies were conducted in Nigeria. No research combined HRM, BPR, and OP. HRM, BPR, and organisational performance in Nigeria are unrelated in the literature. This survey research study uses literature review perspectives to explore the relationship between HRM, BPR, and organisational performance in Nigeria. How does HRM impact organisational performance, business process re-engineering, and performance?

II. LITERATURE REVIEW

The study reviews prior research on organizational performance, business process re-engineering, human resource management, and the relationship between the factors.

III. ORGANIZATIONAL PERFORMANCE

The term "organisational performance" can be interpreted in a variety of ways.

- Organisational performance (OP) refers to how well an organisation allocates its available assets in order to maximise profit (Adegorye, Sunday, Soyinka, & Ogumola, 2017).
- According to Smith (2020), organisational performance is judged by how well an organisation can meet its constituent's expectations, how well it performs in terms of sharehold

er value, finance, and the marketplace, and how well it accomplishes its goals and objective.

- According to Knies, Jacobsen, and Tummers (2016), organisational performance at various levels of hierarchy can be used to evaluate individuals, groups, and the entire organisation. A meta-analysis of organisational performance conducted by Luo, Huang, and Wang (2012) concluded that it should be measured in both economic and operational terms: economic performance reflects financial and market outcomes such as profits, sales, return on investment for shareholders, and other financial metrics, whereas operational performance focuses on observable indices such as customer satisfaction and loyalty, the firm's social capital, and competitive edge.
- Despite its review character, this current study takes the viewpoint of Luo, Huang, and Wang (2012) since they caught what is expected of organisational performance.

➤ Business Process Re-engineering

Business process re-engineering (BPR) involves a fundamental and transformative reassessment of business processes with the aim of achieving substantial enhancements in critical and present performance indicators, such as costs, service quality, and speed (Itunga, Kiambati, & Aiyabei, 2012). According to Yahaya, Fithri, and Deraman (2011), re-engineering serves as a comprehensive initiative aimed at enhancing not only specific business processes, but also the overall operations of a business. Furthermore, Baayer (2020) posited that Business Process Reengineering (BPR) serves as a methodology and technique employed by organisations to enhance efficiency through the alteration of their operational processes. The initial step of this methodology and technique involves acquiring knowledge about the existing business processes and subsequently redesigning them to eliminate any unnecessary or redundant processes. This aims to enhance efficiency and achieve a competitive advantage. Hence, through the adoption of Business Process Reengineering (BPR), organisations facilitate the cultivation of continuous critical analysis for process modifications across various managerial echelons. Business process reengineering refers to a deliberate and systematic approach aimed at improving the overall performance of a business organisation (Essowè, 2020). The primary objective of business process re-engineering is to enhance the cost-effectiveness, service quality, and operational efficiency of a corporate entity. The implementation of business process reengineering results in substantial organisational transformations. According to Serban (2015), the implementation of changes in an organisation usually initiates from higher levels of authority and subsequently cascades down to lower hierarchical positions. Based on the established definitions, it can be argued that Business Process Reengineering (BPR) is a strategic management approach aimed at improving organisational performance.

➤ *Human Resource Management*

Schwind, Das, Wagar, Fassina, and Bulmash (2013) define HRM as the leadership and management of people within an organisation using systems, methods, processes, and procedures to help employees achieve their goals and strengthen their positive contributions to the organisation. They emphasise that HRM is a tool the corporation can employ to archive its primary organisational goals, not an end. They said that not meeting system-set targets could lower performance and lead to staff turnover. HRM is also a purposeful, integrated, and unified approach to employee hiring, development, and well-being (Armstrong & Taylor, 2014). HRM covers all aspects of employee management in organisations. Bohlander and Snell (2017) defined HRM as managing human talent to achieve organisational goals. Bohlander and Snell added that HRM is about bringing together diverse people to achieve a purpose. HRM integrates people to achieve the organization's goal. Finally, Opatha (2021) stated that HRM is the adoption of certain functions and activities for using staff efficiently and effectively in a corporation to achieve its goals, which include totally satisfying primary stakeholders and positively influencing the environment. It involves designing, implementing, and maintaining strategic, participatory, and sustainable staff management systems. Authors' definitions don't differ much. HRM involves managing personnel to achieve company goals like business process re-engineering.

IV. THEORETICAL FRAMEWORK

This study is grounded in the theoretical framework of the Resource Based View (RBV), which originated from the seminal work of Penrose (1959). The concept of the "resource-based view of the firm" pertains to the notion that resources play a crucial role in augmenting efficiency, capitalising on opportunities, and mitigating threats (Munjuri, K'Oboyo & Ogutu, 2015). According to the resource-based view (RBV) proposed by Crook, Ketchen, Combs, and Todd (2008), firms engage in competition within a business environment that is characterised by constant evolution and dynamism. The utilisation of human resources by organisations can contribute to the acquisition and sustenance of a competitive edge (Barney, 2001; Masood, 2010). In order to attain this objective, a company must possess a human resource pool that possesses distinctive qualities that cannot be duplicated or substituted by those of its adversaries or competitors. The Resource-Based View (RBV) serves as a fundamental basis for achieving competitive advantage, primarily by leveraging the utilisation of a valuable assortment of resources available to the firm. In order to effectively operate within its industry, the company must undertake the task of identifying key potential resources that possess the qualities of being highly valued, rare, distinctive, and irreplaceable by competitors (Galbreath, 2005). According to Eze and Daniel (2020), resources refer to inventories of factors that are readily available and owned or controlled by a company. On the other

hand, capabilities pertain to a company's capacity or aptitude to effectively utilise these resources. At its core, the concept pertains to the manner in which resources are integrated to generate capabilities.

V. CONCEPTUAL MODEL

Based on the literature, the conceptual model that connects HRM, BPR and organizational performance is shown in figure 1 below.

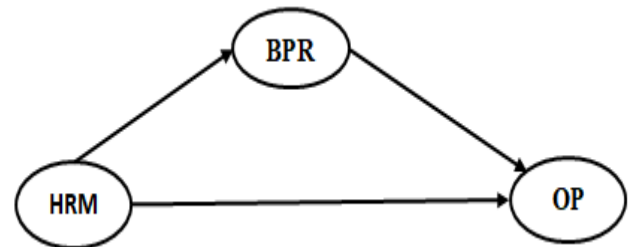


Fig 1: Conceptual Model of the Study
Source: Researcher's Design (2022)

In figure 1, HRM is the independent variable, and OP is the dependent variable while BPR serve as the mediating variable of the study.

➤ *Human Resource Management and Organizational Performance*

HRM improved organisational performance in many cases. Kuzuturk and Kirkbesoglu (2017) examined how HRM practises affect organisational performance in the Turkish private sector. Their study found that recruitment, participatory decision making, performance rating, rewarding, and empowering HR applications improve organisational performance. Hamid, Maheen, Cheem, and Yasheen (2017) examined how HRM affects telecom sector performance in Sargodha, Pakistan. Compensation management and staff development positively and significantly affect organisational success. Gulzar (2018) examined how HRM practises affect Indian public sector bank performance. Training, career planning, performance appraisal, selection, and compensation all statistically affect organisational success, according to the study. Rasool, Samma, Anjum, Munir, and Khan (2019) study how modern HRM practises affect organisational innovation in Chinese banking. Modern HRM practises positively affect organisational innovation. Jashari and Kutllovci (2020) study how HRM practises affect manufacturing firm performance in Kosovo. HRM practises considerably improve organisational performance, according to the study. Since employees are the key to competitive advantage, they advised organisations to train and involve them. HRM practise improved organisational performance in Anwar and Abdullah (2021), Gitonga and Willis (2021), and Iroanwusi (2022). HRM boosts organisational performance, according to reviews.

➤ *Human Resource Management and Business Process Re-engineering*

HRM affects BPR in organisations according to numerous research. Petrillo et al. (2018) discovered that hiring the right individuals increases the likelihood of achieving short- and long-term goals. Business process reengineering is sometimes misunderstood as a solution only for failing companies (Devie, 2013). According to Haghigat and Mohammadi (2012), BPR failed due to lack of top management support and inability to perform it. Haghigat and Mohammadi also claimed that BPR failed due to the company's inability to manage human resources. BPR fails due to poor human resource management, according to Omidia and Khoshtinata (2016). Communication, creativity training, and an environment that encourages new ideas and change acceptance help organisations and people accept changes (Omidia & Khoshtinata, 2016).

Reconstruction helps staff meet client demands for improved product quality, lower prices, and faster delivery. Internal and external surroundings can benefit human resources. Positive effects include a collaborative workplace, top management commitment, and system management reforms, while negative effects include job insecurity, project uncertainty, and workplace anxiety (Omidia & Khoshtinata, 2016).

Greengard (1993) suggests that HR can guide BPR efforts. According to the author, HR's expertise can include modifying the new process, developing new job descriptions and role descriptions that reflect the new corporate structure, resolving compensation issues, training and developing the workforce, establishing the new corporate culture, and promoting effective employee communication.

Al-Mashari and Zairi (1999) analysed the literature on hard and soft factors that cause successes and failures, separated them into subgroups, and identified key success and failure factors to study BPR implementation. Communication, empowerment, people involvement, training and education, establishing a culture of change and encouraging the organization's responsiveness to change, and top management support and commitment were significant success factors. Failure was attributed to dedication, support, leadership, organisational unwillingness to change, communication challenges, and a lack of culture.

Sidorova and Isik (2010) found that BPR involves changing organisational processes and using IT to improve dependability, efficacy, and profitability. Three French groups and their Tunisian subsidiaries reviewed BPR. The acquired data were rigorously reviewed to assess a BPR project's key metrics and compare their importance in France and Tunisia. The study found that BPR and human resource diversification can boost productivity, quality, and cost. Their findings also reveal that French enterprises value principles and resources more than Tunisian ones.

Naz et al. (2013) found that using HRM in conjunction with BPR improved results and organisational performance in terms of management competency, teamwork, effective communication, information technology, and organisational structure. Experts agree that HR executives guide and promote programme development.

Safavi, Zakaria, and Amini (2014) discovered that BPR has advanced several organisations. A more competitive and globalised market necessitated these modifications. The study demonstrates how many organisational reforms considered human aspects rather than economic goals. Information technology adoption and organisational transformation literature provides guidance for considering human issues while building products. It also demonstrates that optimising technical, technological, and human aspects concurrently yields the greatest productivity gains. Given the importance of BPR's changes, individuals who will live with them should be heavily involved in their design and implementation.

Taher and Krotov (2016) found that poor communication, organisational maturity, technical skills, conflicting organisational traditions and ideologies, perceived lack of benefits, fear of power loss, and weak project leadership cause employee resistance to BPR programmes. Taher and Krotov used the case study of Russian start-up Natural Springs to highlight how these factors might hinder BPR initiatives by redirecting aims, diverting resources, and wasting energy. Taher and Krotov stated that HRM techniques like strong leadership, stakeholder impact analysis, reward and deterrence mechanisms, and good communication can counter these sabotage measures.

Omidi and Khoshtinat (2016) examined how organisational culture, human factors, and technical variables affected BPR implementation in Iran Air. The study's senior, middle, and operational managers were statistically analysed to determine that technological and human factors influence Iran Air's BPR implementation.

Abubakar and Palisuri (2018) examined how IT and HR can be leveraged to construct a BPR plan. Their study examined how BPR tactics improve business organisation performance using human resources and information technology. Their research was based on a literature evaluation of theory, research findings, and other reference sources. BPR uses IT and HR to improve business performance, according to their study.

Padayachee and Shano (2019) showed that integrating HRM and BPR's strategic processes, functions, and parts results in a coherent sequence of tasks to improve organisation efficiency. Padayachee and Shano (2019) recommend combining BPR procedures (process plans, gap analysis, timeliness, issue resolution processes, training and development, and communication strategies) with HRM practises like training, development, hiring skilled workers,

reducing the cost of delivering goods and services, fostering innovation, advancing research, and developing effective communication. Researchers say their combination creates the framework for good business operations, positioning the company strategically and competitively for its strategic skills. Based on model characteristics, HRM activities greatly increase BPR efforts across a wide spectrum of corporate organisations. Padayachee and Shano (2019) list these components as improved performance, cost containment, cost-effectiveness, creativity, interaction, legitimacy, constant implementation, and employee commitment and motivation to promote goods and services to meet organisational goals and priorities.

Sindhura et al. (2022) examined HRM in BPR. Their study examined how HRM and IT affect BPR approaches to improve corporate performance. The study reviews the literature and provides a summary of the hypothesis, findings, and other pertinent research information to support research operations. 153 individuals completed a structured questionnaire. BPR, HRM, and IT boost corporate efficiency, according to the study. HRM was also important in BPR. Sindhura et al. further identified how HRM positively affects BPR by shaping up the process to make it successful, creating job descriptions and statements displaying new corporate orders, training the new workforce, moulding the new corporate culture, employees to know their opinion before BPR, revised employee performance management plan and clarify new targets, proper coordination with IT department before re-engineering the process, streamlining the

The literature concludes that human resources are crucial for BPR strategies to work. As proven in the research, HRM has benefited BPR implementation in organisations. BPR can also boost HRM efficiency (Naz et al., 2013). To maximise BPR benefits in organisations, more effort should be made to include human elements.

➤ *Business Process Re-engineering and Organizational Performance*

Hameed et al. (2022) evaluated how business process reengineering affected organisational performance in the Malaysian electronics manufacturing industry during the coronavirus epidemic. 103 samples were collected from Federation of Malaysia Manufacturers' directory electronics manufacturers. Partial least squares structural equation modelling analyses data. Business process reengineering factors include top management commitment, organisational readiness for change, information technology skills, and people management greatly boost organisational performance. Strategic thinking increased the impact of organisational structure and other aspects on performance.

Khashman (2021) examines how ICT mediates business process re-engineering and organisational success. His study uses ICT to highlight business process reengineering (BPR) practises that affect Jordan's Drivers and Vehicles Licence

Department (DVLD) organisational effectiveness. The study employed PLS software to examine the most important combinations of BPR, ICT, and Organisational Performance with five components. DVLD operational, medium, and top level observations (n=124). ICT as a mediating variable revealed a large and strong statistically favourable association between numerous business process reengineering-related characteristics and organisational performance.

Njuguna and Wanjohi (2021) studied how business process re-engineering affects agro-processing firms in Nairobi City County. Organisational restructuring, knowledge management, IT skills, and process monitoring were assessed in Nairobi City County agro-processing enterprises. The study targeted Nairobi City County's 177 Kenya Association of Manufacturers-registered agro-processing enterprises. The study randomly selected 65 firms. The study used questionnaires and company financial statements for main and secondary data. Descriptive statistics were utilised to accurately describe the results since Pearson's coefficient of correlation measured the magnitude and direction of the link between variables. Tables and graphs displayed quantitative data. Multiple regression analysis analysed the dependent variable-independent factor relationship. The study found that process monitoring, knowledge management, information technology skills, and organisational restructuring affect Agro-processing firms.

Bako and Banmeke (2019) examined the effects of Business Process Reengineering (BPR) on organisational performance in Ilaro, Ogun State commercial and microfinance banks. The study's objectives are to identify the innovative and strategic changes BPR can help the organisation make, to assess BPR's impact on organisational performance, to assess how information technology can help an organisation achieve its goals, and to assess how BPR can affect an organization's services. For this study effort, Ilaro commercial and micro-finance bank employees were surveyed using a simple random sample. 124 survey responses were received. Data was analysed using multivariate regression. All investigated hypotheses had P-values of 0.05 or lower, the significance level for multinomial regression models. All four alternative hypotheses were confirmed. This BPR boosts company performance.

Orogbu et al. (2015) examined organisational performance and business process reengineering in a few southeast Nigerian automobile businesses. Their study sought to assess Southeast automakers' business process reengineering levels. The sample size was 120 random persons. Pearson's product moment correlation and the Z test were used to determine the coefficient of correlation's significance at 0.05. BPR and OP were positively correlated.

Dieto (2021) stressed the importance of BPR in organisations because it increases productivity by eliminating wasteful spending, allows a company to undergo a radical

transformation that implies significant improvements in production methods in the shortest amount of time, allows the company to adapt to changes, improves service quality, and transforms the office space, improving the work environment.

In conclusion, BPR tactics improve organisational performance. BPR has improved organisational performance, according to the research. BPR is crucial to organisational performance. To the researchers' knowledge, few of the following studies were undertaken in Nigeria. No Nigerian study integrated HRM, BPR, and OP, making it difficult to apply the findings.

VI. CONCLUSION AND RECOMMENDATIONS

In today's competitive environment, adaptable organisations succeed. Post-COVID-19 companies that don't alter will fail. Managers must establish the fundamental transformation sequence to help businesses survive and adapt. BPR improves enterprises significantly. According to literature, BPR application by human resources improves organisational performance. HRM efficiency boosts BPR success. BPR improves organisational performance. This study suggests that because HRM is a magic bullet for BPR success and BPR is a roadmap for organisational performance. BPR project planning, design, and implementation must include it. This literature review-based study has limitations. A quantitative instrument is needed to obtain and analyse data on HRM, BPR, and organisational performance to understand their statistical significance. Especially how BPR mediates HRM-organizational performance linkages.

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