

UNIVERSITI UTARA MALAYSIA

TITLE

BUSINESS PROCESS ORIENTATION (BPO) AND ITS
CORRELATION TO ORGANIZATION PERFORMANCE: A
COMPARATIVE STUDY BETWEEN MALAYSIAN
COMPANIES AND THE MULTINATIONALS

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Abstrak

Orientasi Proses Perniagaan (OPP) atau “Business Process Orientation” adalah suatu “cara pemikiran baru” atau “cara baru melihat” organisasi kita yang memberi penekanan kepada proses berbanding hirarki, suatu cara pemikiran berorientasikan proses, hasil dan pelanggan. Penyelidikan ini cuba mengenalpasti OPP di kalangan syarikat tempatan dan multi-negara di Malaysia dengan hasrat untuk menentukan korelasi OPP kepada empat pengukuran prestasi organisasi – keseluruhan prestasi perniagaan, konflik antara fungsi, jalinan hubungan antara jabatan dan semangat kebersamaan.

Hasil penyelidikan ini dengan jelas menunjukkan bahawa syarikat tempatan banyak memberikan penekanan kepada dokumentasi proses atau “Process View” sebaliknya syarikat multi-negara memberikan banyak penekanan kepada sistem pengurusan proses dan pengukuran prestasi atau “Process Management and Measurement System”. Tujuan akhir untuk menjadikan organisasi kita berorientasikan proses adalah untuk membawa proses-proses perniagaan ke peringkat bersepadu atau “integrated stage”. Teknologi internet dan e-dagang terkini membolehkan jalinan hubungan dan integrasi proses perniagaan di buat dengan lebih pantas dan mudah di samping menjadikan syarikat lebih berdaya-saing.

Hasil penyelidikan ini juga berjaya memastikan dengan adanya OPP konflik antara-fungsi akan berkurangan dan korelasi positif ditemui antara OPP dan jalinan hubungan antara jabatan, semangat kebersamaan dan keseluruhan prestasi perniagaan.

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1.0 INTRODUCTION

1.1 Research Background

Business Process Orientation is a “new way of thinking” or “viewing” our organization. This pattern of thinking is not new and has led to many reported successes.

According to McCormark (1999), Process orientation, and its relationship to improved cross-functional interaction, was actually introduced almost fifteen years ago by Michael Porter. He introduced the concept of interoperability across the value chain as a major issue within firms (Porter 1985). Edward Deming (1986) also contributed with the "Deming Flow Diagram" depicting the connections across the firm from the customer to the supplier as a process that could be measured and improved like any other process (Walton 1986). Thomas Davenport and James Short (1990) described a process orientation within an organization as a key component in the "New Industrial Engineering: Information Technology and Business Process Redesign."

Michael Hammer (1993) also presented the business process orientation concept as an essential ingredient of a successful "reengineering" effort. Hammer coined this term to describe the development of a customer-focused, strategic-business-process-based organization enabled by rethinking the assumptions in a process-oriented way and utilizing information technology as a key enabler (Hammer, 1993). Hammer offers reengineering as a strategy to overcome the problematic cross-functional activities that are presenting major performance issues to firms and cites many examples of successes and failures in his series of books and articles. Hallmark and Wal-Mart are often put forward as success stories and IBM and GM as the failures.

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