ORGANIZATIONAL MANAGEMENT PERSPECTIVES ON THE INITIATIVE AND PERFORMANCE EFFICIENCY

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Abstract: This article highlights the way in which these organizational interrelations may be analyzed and visualized in order to increase organizational performance and employees' motivation. The paper debates some perspective of the organizational management in the context of the performance efficiency increasing. The objective of this paper is to review the major issues related to assessing organizational performance, compare and contrast the approaches of quality assurance and quality improvement. As a result of vicious competition, enterprises constantly engage in improving performance. Business processes have been the focus of business research for the last two decades and this research has guided executives and managers to improve organizational performance. Academics and theorists have varying explanations for the importance of business processes and the literature coins several concepts to describe and improve business processes. TQM, business process reengineering, business process improvement, and business process orientation are some of the techniques that are used extensively by organizations to improve operational efficiency. All of these management tools emphasize analyzing bottlenecks and inefficiencies in business processes to identify areas for performance improvement. Most organizations (public sector firms in particular and private enterprises in general) still depend on a steam-age bureaucratic management style. Bureaucratic processes are those that add no value to the organization or the customer. Yet, these procedures continue to exist due to inescapable factors like checking, rechecking, approving, authorizing, storing, and recording. In the name of control and effectiveness, these business processes add inefficiencies that reduce employee and organization performance. In companies and government organizations where business processes ultimately rely on people rather than technology, the large number of clerks working on a tremendous amount of paperwork overburdens offices. Such a working environment eventually affects employees' ability to respond quickly to their customers. This study develops a scale that can empirically identify such inefficiencies in business processes and identify the effect of organizational processes on employee performance. Davenport in 1993 defines business process as "*a structured, measured set of activities designed to produce a specified output for a particular customer or market*". The process, thus, consists of definite ordered work activities having a certain beginning and an end. Well-defined input intended to produce output defines the scope and structure of process.

The business process is a set of activities and tasks that takes resources as input to produce valuable output for the customer. Employees perform the business processes that link different activities and tasks in order to satisfy internal, as well as external, customers [10, 21]. The business processes define patterns to perform work across departments and hierarchies in the organizations [20]. The departments perform different processes. Student admissions, teacher recruitment, and employee payment are examples of different processes in an educational institution. Similarly, in a banking environment, opening accounts, cash and check deposit, and pay order issuance are other examples of processes. Processes of a similar nature define the procedural pattern of work in all organizations. Analysis of business processes is vital to identify bottlenecks in the systems. Knowledge-based economies render the business processes efficient and attain operational efficiency by reducing the time and cost of doing work.

This paper debates the subject of business process efficiency. Further, it empirically tests the relationship between business process efficiency and employee performance. The findings suggest that business process efficiency is an important determinant of employee performance in terms of their motivation. Business process efficiency has a significant positive impact on employee performance. The results support the evidence in the literature that business processes efficiency enhances employee performance.

Several studies support the importance of examining business processes. The researchers acknowledge the lack of research focusing on empirical investigation of business processes and their impact on performance. Researchers acknowledge the importance of key business process dimensions such as cost, time, paperwork, manual work, approvals, duplications, and so on, for their influence on performance. The literature, however, does not empirically analyze business processes in identifying key bottlenecks and the affect on employee performance. This study, thereby, contributes significantly to the existing literature on the topic.