CHAPTER FIVE

CONCLUSION

With the Bank Management's decision to embark on dramatic change and improvement programs throughout the whole organisation, the local banking industry will see a "new life" in BSN Commercial Bank soon. Business process reengineering and computerisation coupled with EDI technology are really the perfect ingredients for the success of BSNC in this competitive and turbulent times. BSNC will be a renown customer and service oriented bank in the country after it has been reengineered. The ideas suggested will prove to be an important tool to make that dream come true.

However the Bank will experience tremendous differences in its operations technically as well as human requirements. Some of the major impact of technology and BPR on BSNC include change in the nature of work, employees skill requirements, number of jobs and change in the organisation structure (Flaig 1993). The nature of work have to change from process to knowledge base and more customer focused. Emphasis will be given to teamwork and people empowerment whereby freedom to work with minimal human supervision is emphasised. Appendix 22 shows an Organizational Hierarchy and Reengineering Model before and after reengineering exercise (Allen 1994).Employees of BSNC will need to equip themselves with new skills such as technology tools, process understanding, customer relations, work management and coaching skills instead of plain managing. The new way of working at BSNC will reduce the number of jobs required while increasing productivity. Elimination of simple and repetitive tasks to shorten cycle time and increase employees' satisfaction through the amalgamation of tasks can also be practised.

BPR will reduce BSNC management layers to become lean and process oriented rather than department oriented. In a nutshell ,BSNC corporate culture will change as the implementation of the BPR and technology

programs begin and it will be definitely beneficial to the continued survival of the bank.