

**AN EMPIRICAL STUDY OF THE CRITICAL
SUCCESS FACTORS FOR BUSINESS PROCESS
RE-ENGINEERING (BPR) IN THE
EMPLOYEES' PROVIDENT FUND**

MASTER OF BUSINESS ADMINISTRATION
IN
E-GOVERNANCE



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December, 2009

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By

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The dissertation was submitted to the Department of Computer Science & Engineering of the University of Moratuwa in partial fulfillment of the requirement, for the Degree of Master of Business Administration.

Department of Computer Science & Engineering

University of Moratuwa

December, 2009

DECLARATION

“I certify that this thesis does not incorporate without acknowledgement any material previously submitted for a degree or diploma in any university. To the best of my knowledge and belief it does not contain any material previously published, written or orally communicated by another person or myself except where due reference is made in the text. I also hereby give consent for my dissertation, if accepted, to be made available for photocopying and for interlibrary loans, and for the title and summary to be made available to outside organizations”

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To the best of my knowledge, the above particulars are correct.

.....

Supervisor

(Dr. Shahani Markus Weerawarana)

ABSTRACT

The Employees' Provident Fund (EPF) is an organization to which Sri Lankan private sector and semi-government employees contribute a percentage of their monthly income and the employer contributes a percentage of employees' monthly income throughout the employees working career. The administrative aspect of the fund is handled by the Department of Labour, whilst the management of the fund is handled by the EPF department of the Central Bank. The total amount contributed with the accrued interest is reimbursed, to EPF member qualified to claim as per the section 23 of the EPF Act. Statistics of the EPF revealed that there are 7000 – 8000 applications received per month by the Labour Department from the members, for EPF withdrawals.

The EPF IT enabling project was launched, covering the EPF refund section in 1998 in order to improve staff productivity and provide a more effective service to its principal clients, the employees who call over at the head office of the department or its sub offices island wide. Until the year 1998, all EPF claims were handled by the Management Assistants, manually. Now all existing member records are computerized and all manual procedures of record retrieval are supposedly abandoned. The Management Assistants and Staff Officers have been provided personal computers with on-line data retrieval facilities from the central employees' master database, as well as the Central Bank member accounts' database, in a networked environment.

However, the trade unionists and members still complain about the delay of their EPF claims. There are complaints about mal-practices in various claim units in district offices. Although claim files are handled by the computer system and a large amount of records are retrieved electronically, the record keeping staff still retrieves member records manually, leading to corruption in the system.

This research study is focused on identifying the problems of existing IT enabling systems of the EPF with the intention of making suggestions for a member centric solution for the EPF refund system.

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ABBREVIATIONS

AC	Assistant Commissioner
ACL	Assistant Commissioner of Labour
BPR	Business Process Re-engineering
CMC	Call Management Center
CPF	Central Provident Fund
DC	Deputy Commissioner
DCL	Deputy Commissioner of Labour
DOL	Department of Labour
DL	Determination Letter
EPF	Employees' Provident Fund
HTML	Hyper Text Marker Language
ICT	Information & Communication Technology
ISSA	International Social Security Association
IS	Information System
IT	Information Technology
LAN	Local Area Network
LIS	Land Information System
MA	Management Assistant
MEB	Member of the Fund
MOL	Ministry of Labour
PF	Provident Fund
SLIP	Sri Lanka Inter Bank Payment System