

## **The Impact of Business Process Reengineering to the Company Performance through TQM and Enterprise Resource Planning Implementation on Manufacturing Companies in East Java, Indonesia**

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**Abstract :** Business process reengineering can be conducted by some procedure rationalization for all related departments in a company so that all data and business processes are connected. The changing of any business process is used to set up the working standard so that it gives an impact to the implementation of ERP and the company performance. After collecting and processing the data from 77 manufacturing companies, it is obtained that BPR (Business Process Reengineering) has no direct impact on the implementation of ERP (Enterprise Resource Planning) in the companies and manufacturing performance; however, it influences the implementation of TQM. The implementation of TQM influences directly the implementation of ERP, but it does not influence directly the company performance. The implementation of ERP gives a significant increase in the work performance of the manufacturing companies in East Java.

**Keywords :** enterprise resources planning, business process reengineering, TQM, company performance

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