

**IMPACT OF BUSINESS PROCESS RE-ENGINEERING ON ORGANIZATIONS
PERFORMANCE; THE CASE OF OROMIA PASTORAL AREA COORDINATION
COMMISSION**

**A Thesis Submitted To The School Of Graduate Studies Of Jimma University In Partial
Fulfillment Of The Requirements For The Award Of The Degree Of Master Of Business
Administration (MBA)**

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May, 2020
JIMMA UNIVERSITY- ABH CAMPUS
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DECLARATION

I declare that the research Report entitled “*Impact of Business Process Re-engineering on Organizations Performance; In Case Of Oromia Pastoral area Coordination Commission*” **submitted** to Research and Postgraduate Studies’ Office of Business and Economics College is original and it has not been submitted previously in part or full to any university.

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CERTIFICATE

We certify that the Research Report entitled “Impact of Business Process Re-engineering on Organizations Performance; In Case of Oromia Pastoral area Coordination Commission” was done by Mr. _____ for the partial fulfillment of Master’s Degree under our Supervision.

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ACKNOWLEDGEMENTS

I would like to express my profound and heartfelt gratitude to my Main advisor: Shimelis Zewude (PhD) for his invaluable support and comments during the course of my thesis work. I am also grateful for their, kindness, patience and warm-welcome he has shown me. I would like to thank higher officials and BPR committees and human resource directorate of Oromia Pastoral area Development Coordination Commission preliminary survey respondents and for their welcomed responses. My special thanks also go to Mr Zinabu Bora PHD candidate at university of China academy of sciences student for his consistent support and encouragement from the beginning to the end. Last but not least I am also indebted to my families for their endless support and encouragement.



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LIST OF ACRYNOMS

BPR	Business Process Re-engineering
ICT	Communication Technology
IPMS	Integrated performance Management System
IS	Information system
IT	Information Technology
NPM	New Public Management
OPaDCC	Oromia Pastoral area Coordination Commission
PBM	Performance-based management
RBV	Resource Base View
ROPMS	Result oriented Performance Management System

ABSTRACT

Business Process Reengineering (BPR) is the analysis and redesign of core business processes to achieve the substantial improvements in its performance, productivity, and quality. BPR is the practice of rethinking and redesigning the way work is done to better support an organization's mission and reduce costs. This study examined the major impact of BPR the case of Oromia Pastoral area Coordination Commission. To conduct this study the study adopted descriptive research design and both primary and secondary data were used. The study used census sampling and interviewed a total of 150 respondents for primary data collections. The finding of the study indicated that implementing BPR on organization help in reduction of operational cost, resource management process, improved decision making process, performance control system, supporting business alliances and computerized human resource management in addition in resulted on benefit of operational, managerial, and strategic and IT infrastructural respectively. The study confirmed that Oromia Pastoral area Coordination Commission might gained to operational, managerial, and strategic and IT infrastructural benefits from BPR implementations. On the basis of the study findings concludes that BPR the organizations through improved resource management process, reduce, improved decision making, facilitates learning and broadens employee skill, supporting resource management. From the findings, the study recommends all BPR stake holders and managers should work hand in hand to minimize the challenges of BPR during implementations and after implementations in their organizations and avoid the problems to makes their organizations more effective, efficient, profitable and productive in all dimensions.

Key words: *Business Process Reengineering, Operational Benefit, managerial benefit, strategic benefit, infrastructural benefits.*

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Information Technology (IT) has historically been used to automate business processes since the 1960s (Creswell 2009). However, simple automation of non-value adding and flawed processes and deployment of sophisticated IT infrastructure were not able to result in the anticipated benefits (Hammer 1990; Davenport and Short 1990). The situation necessitated a means for transforming the underlying business processes prior to automation and this gave birth to a concept called business process reengineering (BPR) (Hammer 1990). The concept of BPR has been variously defined (O'Neill and Sohal 1999). Hammer and Champy (1993), defined BPR as 'the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical contemporary measures of performance such as cost, quality, service, and speed'.

Likewise, Davenport (1993) defined BPR as the 'radical redesign of broad, cross-functional business process with the objective of order of magnitude performance gains, often with the aid of Information Technology'. Teng, Grover and Fiedler (1994) define BPR as 'the critical analysis and radical redesign of existing business processes to achieve breakthrough improvements in performance measures'. The focus of all the definitions is on achieving significant improvements in performance through radical redesign of business processes. Although not explicit in some of those definitions, all imply the use of IT and process-based work reorganization as enablers. BPR comprises six core principles/concepts (Hammer and Champy 1993; Davenport and Stoddard 1994; Linden 1994). These are: (a) fundamental rethinking, (b) radical redesign (clean slate), (c) business process orientation, (d) top-down (strategy led) management, (e) dramatic improvement, (f) IT enablement. These principles have also been termed 'cultural models' of BPR (Kling and Tillquist 1998).

The principle of fundamental rethinking involves challenging the status quo by raising basic questions about the organisation, such as why the organisation does what it does, why they are done in the manner that they are, and how this corresponds to the goal and mission of the organisation (Hammer and Champy 1993). It requires abandonment of unnecessary or non-value

adding business processes and associated rules, values and assumptions. The principle of radical redesign of business processes requires redesigning the new business processes from scratch (that is, starting with a clean slate), without the constraints of existing structures, rules, procedures, systems or technologies (Hammer and Champy 1993).

The business process orientation principle states the primarily object of reengineering as the business processes rather than the organisation itself, so that the organisation becomes a network of end-to-end business processes rather than departments (Hammer and Champy 1993). It holds that other elements of the organisation, such as complimentary changes to structure, IT, performance measurement, jobs and skills and values, need to be guided and shaped by the changes made to the business processes (Hammer and Champy 1993). The processes that transect functional boundaries transform the organisation from a functional/hierarchical-based type to a lateral one, structured according to its core processes (Davenport 1993). The top-down principle prescribes process reengineering to be part of the strategic planning of the organisation and emphasises the necessity of strong, continuous top management commitment (Hammer and Champy 1993). The dramatic improvement principle states that BPR aims for significant discontinuous improvements in critical performance measures such as cost, quality, service and speed, rather than smaller continuous improvements (Davenport 1993; Hammer and Champy 1993).

Finally, the IT-enablement principle highlights the critical role of IT/IS in BPR. Hammer (1990) and Hammer and Champy (1993) consider IT/IS as the key factor in BPR for organisations that want to achieve a radical change in operation. IT permits access to ubiquitous and seamless information that increases efficiency and better coordinates interactions within 3 newly engineered work processes (Linden 1994). Davenport and Short (1990) stressed the recursive relationships between BPR and IT, arguing that the two are natural partners (Attaran 2004). BPR has been widely adopted by private businesses and has been a focus of research since the 1990s. BPR has been researched under different names including BPR (Hammer 1990), business process redesign (Davenport 1993), business process change (Grover, Jeong, Kettinger and Teng 1995; Guha, Grover, Kettinger and Teng 1997); business process transformation (Grover and Markus 2008); and business process management (Rosemann and Brocke 2010; Hammer 2010). As applied to private business, BPR has recorded both successes and failures (O'Neill and Sohal 1999; Ozelik 2010). There have also been criticisms of the above six BPR principles. For

example, many researchers have questioned the applicability of the clean slate approach. Kettinger, Teng and Guha (1997) indicated that BPR projects frequently attempt 'revolutionary' (radical) change. However, because of political, organizational and resource constraints, these same projects adopt 'evolutionary' (incremental) implementations.

BPR has also been criticized for disregarding people (Davenport 1995b; Harrington, McLoughlin and Riddell 1998). Teng, Grover and Fiedler (1998) indicated that, although both technical and social elements are critical for BPR project success, the social components are more essential. As Linden (1994) noted, major change is the result of complex human endeavour. Further, the facilitating and inhibiting factors of BPR are different from one organisation to another. While some universal success factors can be found in different projects, the determinants of BPR processes are primarily the characteristics of the change agents and the contextual environment (both external and internal) (Klempa 1995; Guha et al. 1997), which change from project to project. Thus, there is no one universal model that applies to every context (Linden 1994). Despite the above criticisms, those six principles of the original version of BPR remain powerful, trans-formative ideas (Feller and Bentley 2001; Wang 2008; Alsaigh 2010; Harmon 2010). Indeed, BPR has resurfaced as one of the top five management concerns for IT executives globally (Luftman and Ben-Zvi 2010; Luftman and Zadeh 2011).

BPR has also managed to become an accepted approach in the reform and transformation efforts of public sector organisations in both developed (Reyes 1998; Andersen 2006; Weerakkody, Janssen and Dwivedi 2011) and developing economies (Reyes 1998; Debela and Hagos 2011). However, the public sector literature acknowledges that the public sector has its own specific and unique characteristics that distinguish it from the private sector. These can include absence of market exposure and the existence of multiple stakeholders with conflicting goals and higher political influences (for example, interest groups) (Halachmi and Bovaird 1997; Moe 1997; Thong, Yap and Seah 2000; Andersen 2006; Indihar-Stemberger and Jaklic 2007).

The public sector is also restricted by having more financial, legal and administrative constraints and mandatory reporting requirements due to the unique sanctions and coercive power of governments (Moe 1997; Thong, Yap and Seah 2000; Dzhumaliev and Helfert 2008). Further, the public sector experiences frequent turnover of public officials due to elections and political appointments and has limited autonomy to devise incentives for individual performance (Rainey and Steinbauer 1999; Thong, Yap and Seah 2000; Martin and Montagna 2006). These

differences limit the transferability and application of BPR methods, models, principles and lessons from the private sector BPR literature to the public sector domain. Few years after the downfall of the military government, the new Ethiopian government recognized the importance of improving the performance of service delivery and the creation of accountable and responsible civil service institutions that would support the development efforts in the country. To achieve these objectives, the government framed five pillars of the civil service reform program. They are the top management system, civil service ethics, expenditure management, service delivery and human resource management.

The government established the Ministry of Capacity Building in the year 2001 in the name of the “Office for the Coordination of Capacity Building” (Proclamation No. 256/200: 1630-1632) to coordinate these pillars of reforms. The government redefined the roles and the responsibilities of the Ministry in the year 2005. The redefined responsibilities were identifying the capacity gaps in the country, formulating and coordinating the implementation of reform projects and programs, establishing the monitoring and evaluation system that ensures the effectiveness of reform programs, creating modern civil service system equipped with high human resource capacity, and paying attention to the expansion and utilization of Information and Communication Technology (ICT) in the country (Proclamation No. 471/2005: 3280). Consequently, the study was sought to determine impact of Business Process Reengineering (BPR) on organizations performance, in the case of Oromia Pastoral area Coordination Commission.

1.2.Statement of the Problem

The Ethiopian government has taken BPR as a panacea for the problems of inefficiency in the performance of the civil service organizations Debelo, (2009). Debelo and Hagos’s (2011), and Mengesha and Common’s (2007) studies acknowledged as stepping stone on the issues of BPR in Ethiopian public organization. Certainly, there has been a lack of research that evaluates the organizational performance effect of public sector BPR using BPR resource, BPR implementation problems, and BPR depth of change and, challenges and benefits of organizations.

To fill this gap, the main research question of this study will be: ‘Impacts of BPR on organizational performance by taking public sector organizations as a core study. In relation to

performance, the review of the BPR literature further identified the use of three constructs; namely, BPR output (BPR depth of change), BPR outcome (business process performance), and BPR impact (overall organizational performance) and also to know what hinders the successful implementation of the process and focus on those issues. This attest to the fact that, not all BPR projects that firms embark have been a success resulting in increased performance (Shin & Donald, 2002). Lack of dramatic change has become one common challenge that businesses face nowadays resulting in the introduction of BPR strategies to curtail such problems. Most problems that the dramatic change poses to businesses include lack of clear vision from senior management, monitoring BPR projects and as well inability of employees to give support and commitment to the new paradigm shift (Graham, 2010).

One important challenge worth mentioning is the fact that, management is not able to manage firms balancing measures of performance in a form of layoffs, quality service delivery, cost of operation, speed in delivery as well as other stakeholder's desires. With this regard the researcher was motivated to conduct the study due to that, the BPR implantation in organizations (OPaDCC) was declined over the past 2 years due to short training period, lack of commitment, challenges of maintaining high standards, inability of staffs to embrace change as well as challenges of constantly reminding roles and responsibilities of staff. Thus, the study was sought to determine impact of Business Process Reengineering (BPR) on organizations performance, in the case of Oromia Pastoral area Coordination Commission.

1.3. Research Questions

This study sought to answer the following research questions.

- ✚ What are the major operational benefits Oromia Pastoral Area Coordination Commission was gaining from BPR?
- ✚ What is the major Managerial Benefit Oromia Pastoral Area Coordination Commission was gaining from BPR?
- ✚ What is the major strategic Benefit Oromia Pastoral Area Coordination Commission was gaining from BPR?
- ✚ What is the major IT infrastructural Oromia Pastoral Area Coordination Commission was gaining from BPR?

1.4.Objectives of the Study

1.4.1. General objective of the study

The main objective of my study was to determine the impact of Business Process Reengineering (BPR) on organizations performance by taking Oromia Pastoral area Coordination Commission.

1.4.1. Specific objectives

The specific objectives of the study include the following:

- ✚ To assess the major operational benefits Oromia Pastoral Area Coordination Commission was gaining from BPR.
- ✚ To assess the major Managerial benefit Oromia Pastoral Area Coordination Commission was gaining from BPR.
- ✚ To assess the major strategic benefit Oromia Pastoral Area Coordination Commission was gaining from BPR.
- ✚ To assess the major it infrastructural benefit Oromia pastoral area coordination commission was gaining from BPR.

1.5. Significance of the Study

In the developing countries like Ethiopia, business process reengineering is more important for the development of organizations especially, for governmental sectors. That is why currently scholars, NGOs, governments, partners and other stakeholders have given a due attention on the on Business re-engineering. Currently, OPaDCC is under the fast development and horizontal sprawl at these days. However, there are very limited studies carried so far concerned to organizational re-engineering and its impacts on organization performance by taking OPaDC as a case study. This study therefore, attempts to:

- ✚ Create or increase the knowledge on the Impact of BPR Implementation on Organizations Performance. Hence, planers, policy makers and administrators would then be able to channel their energies to consider advantages of BPR Implementation on Organizations Performance.
- ✚ Encourage future researchers in the area and benefits other scholars who would wish to undertake further studies on Impact of BPR Implementation on Organizations Performance.

1.6. Scope of the Study

Thus Oromia Pastoral Area Development Coordination Commission is the huge Governmental organization concerned about coordination of pastoral community's livelihood and development issue like infrastructure, education market access covers 43 pastoral and agro pastoral districts in Oromia National and Regional State. This study focused mainly on exploring the impacts of BPR on organization performance specifically in OPaDCC organizations. The researcher is highly motivated to study in the area due to personal thought that the ultimate goal of BPR system implementation was didn't courteously achieved in the organizations.

1.7. Limitation of the Study

The main limitation of the study is that the researcher mainly focused on the impacts of BPR on organizations performance with regard to major operational benefit, managerial benefits, strategic benefits and IT infrastructural benefits Oromia Pastoral Area Development Coordination Commission was gaining from implementing BPR and the study didn't show cost of BPR implementation and basic strategy, process and procedure needed in BPR implementations.

1.8. Structure of the Study

The research is organized into five chapters. Chapter one introduces the research and presents the statement of the problem, objectives and research questions. The chapter also shows the significance, limitations and assumptions of the study. Chapter two encompasses the literature review on the various aspects concerning impact of BPR Implementation on Organizations Performance. Chapter three focused on the research design, study population, sample and sampling procedure, data collection and data collection procedures, validity and reliability of research instruments and data analysis techniques. Chapter four discusses the data analysis result and findings of the study. At the last, chapter five introduces the conclusion, discussions of the study, recommendations of the study and finally suggestions for further study

CHAPTER TWO

LITERATURE REVIEW

2.1. Introductions

"BPR" is a process that is used for radical changes in organization and puts a large emphasis on changes in the organizational process, labor and behavioral components of the organization. For the successful implementation of this process, there is a need for fundamental change in a way that it is ensured that this change is appropriately conceptualized, the company's workforce has been justified by the Board of Directors and its implementation culture is established in the organization (Isakhani and Mir-Ghaderi, 2011).

2.2. Theoretical Literature

The theoretical framework is the "blueprint" for the entire dissertation inquiry and serves as the guide on which to build and support your study, provides the structure to define how you will philosophically, epistemologically, methodologically and analytically approach the dissertation as a whole (Grant & Osanloo, 2014). The importance of theory-driven thinking and acting should be emphasized in relation to the selection of a topic, development of research questions, focus of the literature review, the design approach and analysis plan for the dissertation study (Grant & Osanloo, 2014). This study is guided by the theory of BPR, operational benefit of BPR, Managerial benefit of BPR, strategic benefit of BPR and IT infrastructural Benefit of BPR.

2.2.1. BPR in Public Organizations

The introduction of BPR to the public sector follows the much broader trend of New Public Management (NPM) (Dunleavy, Margetts, Bastow et al., 2006; Osborne and Gaebler 1992). Although there are various definitions of NPM, it generally refers to the adoption by public sector organizations of management practices, organizational forms, efficiency and accountability principles and value for money concepts more commonly associated with private businesses (Jemala. 2002). Public organizations have specific and unique characteristics that distinguish them from private sector organizations. However, public organizations face the unique challenge of having to deploy their limited budget to meet the ever-increasing and sometimes contradictory demands of various stakeholders (MacIntosh 2003). In particular, they are expected to improve the efficiency of their administrative and service delivery processes

(Debala, 2009). Some of these pressures have reduced the perceived gap between private and public organization management practices and have made possible the application of private business management and reform tools such as Total Quality Management (TQM), Just in Time and BPR to the public sector (Macintosh 2003). In the case of BPR in particular, the adoption of e-Government policies and strategies to automate, informate and transform the public sector has led to the wider adoption of BPR methodologies and practices (Scholl 2003, 2005; Martin and Montagna 2006; Sundberg and Sandberg 2006; Weerakkody, Janssen and Dwivedi 2011).

Over the past several years, there have been heated debates regarding whether private corporate style management and reform techniques are appropriate for the management and transformation of public sector organizations (McLaughlin et al. 2002). Likewise, there have been debates about the applicability of BPR to public organizations (MacIntosh 2003; Sundberg and Sandberg 2006). Three dominant views have emerged in those debates. For the purpose of this review, I call the first view BPR skepticism, the second BPR optimism and the third BPR pragmatism.

2.2.2. The BPR skepticism View

Linden (1994) argues that the objective of government, which is good governance, is different from the objective of business, which is to be profitable. Thus, whenever reforms or models for change intended for the private sector are applied to the public sector there is mismatch (Linden 1994). Unlike private sector models, which aim primarily at profitability, models for public sector change should strike a balance between economic, efficiency, effectiveness objectives and pure public goals, such as equity and fairness (Holton, 2005).

In contrast to in the private sector, value definition in the public sector has a subjective and non-economic element, such as valuing the inputs and process itself as opposed to the output, outcome and impact (Halachmi and Bovaird 1997). Further, in the public sector, there are stakeholders that measure the performance of the public administration and service delivery processes based on equity in the input and transparency of the processes. This is not compatible with other stakeholders that measure the same, but based on efficiency and effectiveness criteria (Halachmi and Bovaird 1997). McAdam and Micheli (1998) cited rigid hierarchies, presence of multiple stakeholders for a single administrative and service delivery process, and sudden and dramatic changes in policy as factors that make the public sector different from the private sector and that challenge the applicability of BPR to the public sector context. Relative to employees in the private sector, civil servants hold more tightly to the notion of life-long employment and this

creates resistance to change in the public sector (Moorthy, 2013). Further, institutional constraints in the public sector are stricter than those in the private sector; for example, administrative processes are subject to financial and legal restrictions that strengthen the existing bureaucratic structure and limit the possibility for radical redesign (Ahadi, 2002). Thong, Yap and Seah (2000) pointed out the institutional/environmental factors and organizational factors (internal structure and process) that distinguish public sector BPR from private sector BPR.

Among the environmental factors, they mentioned absence of market exposure, which discourages innovation and the quest for productivity, efficiency and effectiveness. Other factors under this category included rigid and inflexible financial, legal and bureaucratic constraints and red tape; and higher levels of political influence, including the impact of interest groups, such as mandatory actions due to the unique sanctions and coercive power of the government.

In relation to internal structure and processes, Al-Mashari (2003) noted the existence of conflicting goals, such as economic goals and equity criteria; the presence of leaders with greater political interests than the organizational affairs; the frequent turnover of leaders due to elections and political appointments; and the rigidity of reward and incentive schemes, beyond the authority of the organization or its leaders. Sundberg and Sandberg (2006) showed that it is difficult to implement a radical BPR in the public sector due to the inter-organizational nature of public administrative and service processes. They argued that the inter-organizational boundaries are difficult to dismantle due to highly entrenched traditional and hierarchical command and control structures that defy radical change. Indeed, Indihar-Stemberger and Jaklic (2007) claimed that radical change in business processes and structure is impossible in the public sector. By way of reasons, they identified the following change-inhibiting factors: the constraints imposed by bureaucracy (that is, red tape), the greater levels of interdependence across organizational boundaries, more frequent turnover of top-level administrators, greater resistance to change from employees, and management having less authority than do their private sector counterparts.

2.2.3. The BPR optimism View

BPR can serve as a key reform tool to transform the public sector from its existing hierarchical bureaucratic model into customer-oriented process model and to modernise it using the latest developments in IT and IS (Sia and Neo 2008; Andersen 2006). The principles of fundamental rethinking, radical process redesign and technology enablement are appealing and powerful trans-formative ideas for the public sector (Macintosh 2003; Sia and Neo 2008; Weerakkody,

Janssen and Dwivedi 2011). BPR can potentially correct the performance problems of public sector organizations and the adoption of the success or failure factors of BPR as they apply to private businesses are applicable to the public sector (Halachmi and Bovaird 1997). In the studies by McAdam and Donaghy (1999) and McAdam and Corrigan (2001), the authors indicated that several of the key critical success factors of private sector BPR are equally applicable to public sector BPR project success. Scholl (2003, 2005) explored the suitability and applicability of eight propositions drawn from private sector BPR experiences based on in-depth exploratory study of 23 public organizations in the US.

The result supported seven of the eight propositions and, based on the finding, Scholl (2003) stated that stakeholder involvement, top management support and commitment, electronic record and document management (Scholl 2005), workflow analysis, upfront assessment of cultural readiness to change, resource (ICT, human and financial) and process inventory, and organizational knowledge and competency about BPR are relevant to public sector organization BPR practices. Scholl (2003, 2005) also concluded that private sector BPR experiences and lessons matter greatly to public sector BPR. Similarly, MacIntosh (2003) compared private sector BPR and public sector BPR (involving three organizations: one private and two public) and concluded that private sector BPR experiences and lessons are highly applicable to the public sector if public sector organizations' financial constraints are addressed. Finally, Gulledge and Sommer (2002) showed that process management principles and techniques from the private sector can equally be applied in public sector process management.

2.2.4. The BPR pragmatism view

while accepting the applicability of BPR to the public sector, recognizes the unique characteristics of the public sector that would require customized methodology (McAdam and Micheli 1998; Andersen 2006; Indihar-Stemberger and Jaklic 2007; Pateli and Philippidou 2011); the adaptation, rather than adoption of private sector lessons (Halachmi and Bovaird 1997; Scoll, 2005; Weerakkody, Janssen and Dwivedi 2011); and the paying of sufficient attention to public sector-specific success factors (MacIntosh 2003). Halachmi and Bovaird (1997), after appreciating the problems of applying the experiences of private firms and corporations to the public sector, affirmed that BPR, if applied, has the potential to answer the performance problems of public sector organisations. They maintained the view that knowledge of the success or failure factors of BPR in private businesses are relevant to public sector BPR.

McAdam and Mitchell (1998) proposed a process model based on BPR theory. The elements of the model include AS-IS assessment, proposed TO-BE design, public sector critical success factors (such as culture, strategy and policy, structure, processes, people, technology and communication), actual TO-BE design, and a feedback loop to ensure continuous monitoring and improvement. Likewise, a comparison of private and public sector BPR implementations identified that while private sector BPR experiences and lessons are highly applicable to the public sector, BPR experiences in the public sector face serious resource restrictions, often to the extent of having no resources to hire external consultants (MacIntosh 2003).

Public sector BPR also involves relatively higher levels of participation and consensus than is the case with the private sector (MacIntosh 2003; Scholl, 2005). In contrast to the private sector, in the public sector, there are numerous legal, statutory, and regulatory requirements and the BPR process involves higher degree of consensus among the major stakeholders due to which the BPR process takes relatively longer time but with less failure rates than the private sector (Scholl 2005). Applying private sector BPR lessons to understand e-Government-induced changes and transformations in public sector agencies, Weerakkody, Janssen and Dwivedi (2011) demonstrated that e-Government-based changes demand a plan for radical improvement. Different from private sector BPR, which aims for dramatic improvement and top-down implementation, their study indicated that improvement in the public sector is realized through incremental steps and that change processes involve a high level of employee participation. Using a model built based on BPR theory, Ongaro (2004) demonstrated that the principles and practices of private sector BPR apply to public agencies, provided public sector specificities are well considered.

The elements in this model include macro-institutional and contextual factors, such as legal and cultural settings, together with macro enabling factors, a public sector reform program with specific enabling conditions and pressures, micro-level/individual organizations and their relationships, executive leadership and the implementation of process management, together with enabling ICT and organizational culture. This model can thus be seen to integrate macro-level contextual institutional factors and micro organizational factors deemed to influence any BPR implementation. However, this model requires further validation. In a bid to develop a BPR methodology that applies to the public sector, Indihar-Stemberger and Jaklic (2007) and Pateli and Philippidou (2011) conducted a case study based on Kettinger, Teng and Guha's (1997)

popular methodology. Their study demonstrated that private sector BPR methodology can apply to the public sector if a change institutionalization phase is included at the end (Pateli and Philippidou 2011) and (b) radical redesign is excluded because the public sector context does not lend itself to radical redesign (Indihar-Stemberger and Jaklic 2007).

Andersen (2006) proposed a political value chain model as a basis for public sector process reengineering. The model recognizes the existence of several stakeholders with conflicting interests who will subjectively judge the value of the BPR. This is as opposed to the objective measures applied in the private sector. Of the three views discussed above, the pragmatic view appears to dominate. BPR principles have been widely adapted in reengineering government processes.

Governments (in developed as well as in developing countries) are reforming their public sectors to modernize and promote good governance. Consequently, there have now been several cases of public sector BPR implementations around the world. Similar to in the mainstream BPR literature, a number of researchers have reported the success and value of BPR at the project, process and organizational levels. They have also empirically identified the relevant factors and forces that influence BPR output, outcome and impact. These factors and forces, similar to those found in the mainstream BPR literature, can be grouped into three major perspectives. The next section provides a review of the dominant perspectives on BPR and public sector performance literature.

BPR Relation With other Businesses philosophers:

Many studies have underscored the importance of integrating supporting tools such as IPMS and RQPMS along with BPR (Zairi and Sinclair, 1995; Johansson 1992). In this regard, understanding the differences and similarities that exist in the various management tools and systems becomes pertinent. It may be prudent to conduct a research to establish what system or managerial technique is appropriate for a given organization. In this process some basic issues related to the following need to be highlighted: What does the organization want to achieve? What is the cultural aspect of its working staff?, What is the level of knowledge & skill of its employees?, What is the capability of utilization of IT systems in the organization?

Integrated performance Management System (IPMS)

Performance-based management (PBM) or IPMS is a systematic approach to performance improvement through an on-going process of establishing strategic performance objectives measuring performance collecting, analyzing, reviewing and reporting performance data, and using that data to drive performance improvement. We call it IPMS as it has to be linked/integrated with the strategic plan; linked with the nationwide strategy, integrated from organization to work unit and to employee level.

Result oriented Performance Management System (ROPMS)

This result oriented performance management system is a systematic process of Planning work and setting expectations, Continually Monitoring performance, Developing the capacity to perform, Periodically rating performance in a summary fashion, and Rewarding good performance. Though the concept is more or less the same with IPMS/PBM, the advocates of this system refer more on the employee's performance/personnel management, giving little regard for overall organization performance and work unit performance.

Factors related to BPR success

According to Porter (1990), the performance of higher education is very critical for the competitiveness of nations. Therefore, assessing BPR implementation and identifying the success factors at universities is highly significant. Abdolvand, Albadvi, and Ferdowsi (2008) to understand the degree of success and failure factors effect on the readiness. CSF was categorized in four main point Cited in Habib (2013)

Factors related to management change system and culture

Carr (1993) states that, "change management, which involves all human and social-related changes and cultural adjustment techniques is required by management to facilitate the insertion of newly designed processes and structures into working practice and to deal effectively with resistance". Organizational change management begins with reviewing current performance measuring it against the standard set by the organization's management. It is not possible to improve what is not measured. This measurement gauges the current level of performance against the desired future performance against the desired future performance level Zairi and Sinclair (1995) cited in sturdy (2010). The ability of management to be adaptable and to be able to manage change is considered by many researchers to be a crucial component of any BPR

effort and managing the change process is an integral element of successful BPR implementation R.Sturdy, (2010). Employees must be taught what the reengineering process actually is, how it differs from known work patterns and what role they will play in it (Goll&Cordovano, 1993 Farmer (1993), Janson, (1992) cited in T. Guimaraes, (1998). The culture of experimentation is an essential part of a successfully re-engineered organization and, therefore, people involved or affected by BPR must be prepared to endure errors and mistakes while re-engineering is taking place.

Managers are also encouraged to reconsider mechanisms for reward and recognition to keep the reengineered organization moving forward, to instill in people the willingness to share information, and to use hands-on experience in redesigning new processes Goll&Cordovano, (1993). Communication is needed throughout the change process at all levels and for all audiences Davenport, (1993). Zairi and Sinclair (1995) place emphasis on the revision of reward systems, creating a culture for change and stimulating receptivity of the organization to change. Commitment and leadership in the upper echelons of management are often cited as the most important factors of a successful BPR programmed Janson, 1992; Kennedy, (1994).

Revision of reward systems, communication, empowerment, people involvement, training and education, creating a culture for change, and stimulating receptivity of the organization to change are the most important factors related to change management and culture. Staff motivation through a reward program has a crucial role in facilitating re-engineering efforts and smoothing the insertion of new processes in the workplace Towers, (1994).

Factors relating to organizational structure

BPR creates new processes that define jobs and responsibilities across the existing organizational functions. This results in a clear need to create a new organizational structure which determines how BPR teams are going to look, how human resources are integrated, and how the new jobs and responsibilities are going to be formalized Davenport and Short, (1990).

As BPR results in a major structural change in the form of new jobs and responsibilities, it becomes a prerequisite for successful implementation to have formal and clear descriptions of all jobs and responsibilities that the new designed processes bring along with them Talwar, (1993). Gulden &Reck, (1992) reengineering results in large-scale changes to a business process, organizational structures, management systems, and values, executives must carefully target only

a few critical (though cross-functional) business processes; they should correct organizational procedures that are focused on satisfying internal demands rather than the marketplace; and focus on outcome rather than task. Job and labor integration (case worker) is the most appropriate approach of human resources design that supports the process-based organizational structure rather than a function-based one Davenport, (1994). Team members who are selected from each work group within the organization will have an impact on the outcome of the reengineered process according to their desired requirements.

According to Peppard & Fitzgerald (1997), ambitious objectives, creative teams, process based approach and integration of IT are among the main success factors. Cross-functional BPR teams are a critical component of successful BPR implementation (Johansson et al., 1993). The ultimate success of BPR depends on the strong, consistent, and continuous involvement of all departmental levels within the organization. It also depends on the people who do it and how well they can be motivated to be creative and to apply their detailed knowledge to the redesign of business process.

Factors related to BPR management commitment and leadership

A reengineering leader is a senior executive who authorizes and motivates the overall reengineering effort. The leader is the primary or key ingredient for reengineering to happen. This is so because reengineering succeeds when driven from the top most level of an organization (Hammer and Stanton, 1995). McAdam and O'Hare (1998) Analysis revealed that top management, employee's commitment, effective communication, teamwork and their empowerment are the important critical success factors in public sector. This vision must be clearly communicated to a wide range of employees who then become involved and motivated rather than directly guided, Carr and Johansson, 1995. Cited in Sturdy, (2010) Zairi and Sinclair (1995) comments that, "successful BPR implementation is highly dependent on an effective BPR management program which should include adequate strategic alignment and effective planning and project management techniques".

These techniques should identify a methodology for external orientation and learning, making effective use of consultants in building a process vision, which integrates BPR with other improvement techniques, and ensures adequate identification of the BPR value. McAdam and O'Hare (1998) successful implementation of BPR in public sector, top management commitment

and support, education of workforce regarding BPR, their commitment and teamwork plays an important role in success of BPR. Communication and commitment building are particularly important aspects of BPR, and the ease with which management can communicate through all levels of the organization during a BPR effort, will have a significant bearing on the success of the programmed. It involves communicating and translating the ideas and vision of management, which must then be translated into the attitudes and behaviors of those impacted by the programme. It is necessary to ensure, that the communication effort starts well in advance of the commencement of the BPR program Carr and Johansson, (1995).

Factors related to IT infrastructure

Branchiate.al, (1996) make the point that “factors related to IT infrastructure have been increasingly considered by many researchers and practitioners as a vital component of successful BPR efforts”. IT function competency and effective use of software tools have been proposed as the most important factors that contribute to the success of BPR. Mcdonald (1995) adopts the stance that: “IT can best enhance an organization’s position by supporting a business-thrust strategy which should be clear and detailed”. The degree of alignment between the BPR strategy and the IT infrastructure strategy is indicated by including the identification of information resource needs in the BPR strategy. Empirical studies have been conducted on BPR resources and organizational performance.

Among the studies are Ahadi (2004) which employed BPR critical success factors to survey 72 companies in automotive and electronics industry in Iran to determine the effect of BPR resources on organizational performance. It adopted the hierarchical regression techniques in data analyses and that resources, top management support, change management, centralization of decision making and formalization of procedures have positive associations with BPR success.

In another study, Ahmad *et al.* (2007) conducted a case study of three private higher education institutions in Malaysia to investigate the critical success factors in higher education that drive Business process reengineering and found that deployment of adequate resources and BPR teams with knowledge and skill on IT/IS, change management and project management contribute to BPR project success.

In a similar vein, Albadviet *al.* (2007) used a face-to-face paper-based survey design to assess the impact of IT and BPR on performance using 200 managers of car manufacturing firms in Iran

and posited that the type of IT diffused and the extent of business process change has a strong and positive effect on perceived organizational performance. In a longitudinal study, Devaraj and Kohli (2000) noted that radical change to enable organization's IT and IS requires organizations to have both financial capacity. They employed a case study of eight (8) hospitals in US to examine the effect of financial resources on the success of Business Process Reengineering. With the size and type of BPR expenditure as the explanatory variables of Business process reengineering, and impact measures as the proxy for organizational performance. The study found that combined effect of process change and IT investment has strong and positive effect on performance.

Do Carmoet *al.* (2005) carried out a survey among 192 hospital administrators in US to determine hospital BPR success. The study considered the functional and BPR project management knowledge and skill of the BPR team, and the top management's commitment and support as important measurement indicators, alongside investment in IT. The dependent variables of the study include cross-functionality of the project team, BPR methodology, IT and leadership. The study found a positive relationship between level of BPR personnel knowledge and skill and improved service quality, reduction in cost, reduction in cycle time, profitability and customer and staff satisfaction.

In Nigeria, Ogboet *al.* (2015) looked at business process reengineering and the performance of commercial banks in north central Nigeria. A sample size of 501 was drawn from a population of 7977 in 12 selected commercial banks in middle-belt, Nigeria. Survey design method was used and data were collected using questionnaire and structured interview. The analysis of data interpretation yielded the following findings: Speed enhanced the profitability of commercial banks in north central Nigeria to a great extent; there was a significant positive relationship between corporate restructuring and competitive advantage; appropriate level of process knowledge and effective process reorientation were the critical success factors for a successful business process reengineering exercise in the banking sector in north central Nigeria.

In conclusion, banks that are adopting business process re-engineering have different success level. Individual organization's success depends on established balance between organization structure and organization's environment. The BPR factors comprising Change Management, Less bureaucratic structure (flatter structure), Management Commitment, Process Redesign, and

infrastructure (IT) were regressed against organizational performance. The study employed descriptive research design. Data were obtained using 18 item Likert-scale type questionnaire structured into Strongly agree (SA), Agree (A), Neutral (N), Disagree (D), and Strongly Disagree (SD). The data were analyzed using Principal Component Analysis and Multiple Regression Analysis. The result of the analysis revealed that there was a significant relationship between BPR factors (change management, process redesign, management commitment, and IT infrastructure) and overall organizational performance of the selected Courier Service Organizations. Based on the finding, the study concluded that BPR is a vital model for improvement in firms' operational performance and achievement of long term growth and competitive advantage.

Anchored on Business Action theory, Orogbu et al. (2015) sought to find out the extent to which work process innovation influences employee retention and then examined the level of relationship between process redesign and employee satisfaction. The study adopted a descriptive survey design on a sample size of one hundred and twelve (112) persons from the population of 887 using random sampling and complete enumeration method. Pearson's product moment correlation and test were used to test the significance of the coefficient of correlation at 0.05 levels of significance. The results show that process redesign has positive relationship with employee satisfaction, and work process innovation influences employee retention. The study thus concludes that well-structured work process activities enhance organizational performance. The data were obtained through 650 self-administered copies of questionnaire to a randomly selected senior and management staff of eight (8) re-engineered Oil and Gas Companies in Nigeria.

Using the framework from Khong and Richardson (2003) factors manifesting from operational performance and organizational performance were regressed on the Critical Success Factors (CSFs) manifesting successful BPR. Findings revealed that successful BPR positively affected both performance measures in the Nigerian oil and gas companies.

In Nigeria, Adeyemi and Aremu (2008) examined the impact of reengineering on organizational performance. The study specifically tried to uncover how business process reengineering can help banks to effect innovative and strategic changes in the banking industry in Nigeria.

The data for the study were obtained using questionnaire administered on 80 bank staff and analyzed through simple percentage analysis and regression analysis. The regression result shows that BPR can significantly explain about 89% of the variability in the success of organizational performance. The results further revealed that the business reengineering process, service quality, and innovative and strategic change majorly determine the success of the organizational performance. Ringimet *al.* (2012) employed the hierarchical regression analysis to scrutinize the impact of IT capabilities as the moderator on the relationship between BPR factors and organizational performance in Nigerian banks. The *Asian Business Research Journal, 2018*, study found that IT capability moderated the relationship between BPR factors such as change management, customer focus, management commitment and overall organizational performance of bank.

The empirical review so far has shown that studies on BPR resources and firm performance nexus are dearth in both developed and developing economies. The available empirical evidences showed that a BPR resource improves firm performance. Specifically, available studies in Nigeria also agreed that BPR and related innovative business improvement brings about enhanced performance (Adeyemi and Aremu, 2008; Ringimet *al.*, 2012; Ogboet *al.*, 2015; Orogbuet *al.*, 2015).

However, no known study in Nigeria identified the possible resources involved in BPR process and their effects on organizational performance. The brewing sector being one of the technologically trending industries will benefit from this study. Validating the empirical and theoretical postulations in Nigerian would provide the policy makers and managers of firms with the management tools to meeting the current competitiveness of the business world. Therefore, the core research gap which the present study wants to fill is to validate the theoretical studies and empirical findings using the Nigerian brewing firms.

Resource Base View (RBV), BPR and Public Sector Organization Performance

The RBV is one of the major perspectives in strategic management and attributes superior organizational performance to internal resources (that is, static resources, capabilities and competencies/knowledge, which is heterogeneously distributed across organizations) (Wernerfelt 1984; Barney 1991, 1995, 2001; Peteraf 1993; Teece, Pisano and Shuen 1997).

The RBV has also become influential and useful theory in IS to investigate the link between IS resources and organizational performance (Wade and Hulland, 2004). As opposed to the externally focused perspective, which relates organizational strategy to competitive positioning and environmental factors, the RBV seeks to relate the sources of superior performance to efficient and effective use of idiosyncratic internal organizational resources (Barney 2001). A critical defining feature of RBV is its efficiency-based explanation of performance variation, as RBV attributes sources of strategic advantage to resources having intrinsically different levels of efficiency (Peteraf and Barney 2003). RBV argues that resources have the characteristics to deliver services or produce goods more economically (with less cost) and/or to better meet customer wants (that is, providing more value for same cost). In so doing, ‘organizations with superior resources can deliver greater value to their stakeholder(s) for a given cost (or can deliver the same benefit levels for a lower cost)’ (Peteraf and Barney 2003, p. 311). In the RBV, resources are defined as ‘tangible and intangible assets a firm uses to choose and implement its strategies’ (Barney 2001, p. 54). However, not all resources are equally important in generating strategic advantage or creating organizational value. To have a differential performance effect among organizations, such internal resources need to have strategic importance and, therefore, shall qualify for some essential attributes.

In RBV, these essential resource attributes are valuable, rare, inimitable and non-substitutable (VRIN) (Barney 1991; Wade and Hulland 2004). Valuable resources refer to the resources capacity to make a difference in performance and create sustainable value for an organization. Rarity refers to scarcity of the resource; that is, the heterogeneously distributed nature of the resource across organizations and should it is possessed by few organizations. Further, besides being rare, the resource should have the potential for generating superior advantage/value for an organization. The attribute inimitable refers to the degree of difficulty with which the resource can be imitated or copied by others.

Finally, to be a strategic resource, the resource needs to be something that cannot easily be substituted (or acquired from the factor market). Said differently, to be strategic, the way the resource is organized demands a high level of competency and sophistication. Apart from those essential resource attributes, RBV has not attempted to list resources deemed to have strategic advantage across all contexts; a resource’s potential to generate strategic advantage is dependent upon the context in which it is applied (Barney 2001). In spite of the above commonly accepted

resource attributes of the RBV, there exist different conceptualizations of resources; for example, in terms of competencies (Lado Boyd and Wright 1992; Lado and Wilson 1994), capabilities (Wernerfelt 1984); dynamic capability (Teece, Pisano and Shuen 1997) and assets (Wade and Hulland 2004). For the purpose of this study, we use the resources and competencies classifications of the RBV (Lado, Boyd and Wright 1992; Wade and Hulland 2004). Resources in this case refer to what Wade and Hulland (2004) define as ‘assets’ and Lado, Boyd and Wright (1992) define as ‘input-based competencies’. Competencies, on the other hand, refer to what Lado, Boyd and Wright (1992) define as ‘managerial and transformational competencies’ and Wade and Hulland (2004) define as ‘complementary competences’. Wade and Hulland (2004, p. 109) define assets as all useful tangible and intangible resources that an organization possesses to deploy during the process of production and delivery of goods and services. This definition of assets is similar to Lado, Boyd and Wright’s (1992) definition of ‘input-based competencies’. According to Wade and Hulland (2004), assets can include IT infrastructure, IS systems and human resources. Input-based competencies refer to the physical, financial and human input resources that allow for the creation and delivery of goods and/or services that are valued by stakeholders (Lado, Boyd and Wright 1992).

RBV can be applied with two different focuses. The first is on value creation and efficiency; that is, how to use and develop resources for creating value (Peteraf and 102 Barney 2003). As indicated in the literature review in Chapter 3, particularly under the resource perspective, BPR is a resource intensive undertaking. The availability of an adequate level of resources is one of the critical success factors for BPR (Willcocks 2002; Ahadi 2004).

Further, in relation to public sector organization performance, Boyne (2003) identified resource availability as one of the major factors that determine the capacity and quality of public service delivery. The developing economy context, in which resources are relatively scarcer, also implies that resource availability and organizational capability to mobilize and deploy resources will account for variation in public sector organization performance in that context. As a result, Ostadia et al. (2009) identified resources as desired organizational capabilities that potentially determine organizational readiness to undertake a successful BPR.

Some of these resource capabilities include the physical resources, capital, human resource expertise and skill required during the pre-BPR and BPR implementation phases of a BPR project. In the context of BPR, this implies that how an organization uses its stock of human, managerial and

technological resources to transform its business process, human resources, and organizational structure and work systems, and IS will influence the extent of improvement in the organization's processes and overall performance. The changes introduced to the business process, structure and information systems themselves become assets of greater worth (enhanced assets) (Wade and Hulland 2004). Thus, while the resource base of an organization can influence BPR implementation success (Willcocks 2002; Ahadi 2004), BPR, in turn, can also be used as a resource building and renewing mechanism that can affect how effectively and efficiently an organization fulfils its mandate and stated mission (Peteraf and Barney 2003; Dzhumalieva and Helfert 2008). In particular, in public sectors of developing economies, BPR-relevant resources, such as knowledgeable and skilled BPR change agents including the top management, technological resources, and even financial resources necessary for BPR-associated investments and expenses, are arguably valuable, rare and heterogeneously distributed; thus influencing BPR implementation success.

The second focus of RBV is on profit and inimitableness (that is, competitive advantage and sustainable competitive advantage). In this focus, the dependent variable is superior earning capacity (that is, profit as measured using, for example, ROI, ROA, ROR) and 103 competitive advantage (Peteraf and Barney 2003; Ray, Barney and Muhanna 2004). In relation to public organisations, profit orientation is not a major driving factor because the goal of public organisations is the effective and efficient fulfilment of the organisation's mandate and mission, rather than the appropriation of profit per se (Hansen 2007). In particular, the public sector context of a developing economy does not lend itself to market-based competition. Therefore, the focus of RBV in theorizing the BPR–public sector organization performance linkage is more on understanding the way in which valuable, rare and heterogeneously available organizational assets deployed to the BPR help public sector organizations achieve their mandated and stated mission. This can be analyzed in two ways.

First, the effect of organizational assets on BPR output and outcome can be analyzed. For a public sector organization, possession of valuable and rare resources can result in improved and sustainable performance (Boyne 2003; Dzhumalieva and Helfert 2008). Second, the effect of the BPR outcome and output can be analyzed. This measure represents the impact of the enhanced organizational-idiosyncratic assets upon organizational performance; that is, the BPR impact. This is consistent with the argument that business processes, which are the focus of BPR, are

sources of organizational performance (Porter 1991, p. 108; Ray, Barney and Muhanna 2004, p. 26). Particularly in the developing economy context, a successful BPR output and outcome represent a valuable and heterogeneously available organizational resource (innovation) and can potentially explain performance differences across organizations. This is because public service delivery is the primary function of organizational business processes, and one which public stakeholders value highly. Besides resources, organizational competencies are also important determinants of performance. Wade and Hulland (2004) indicate the importance of skills, systems and technologies necessary to sustain and further enhance the organizational values created by BPR over the long term. The findings from the exploratory study identified a set of skills, systems and technologies necessary to sustain the outcome of the BPR and further enhance its organizational impact. In RBV, from the complementary competences perspective, this set of organization-idiosyncratic skills, systems and 104 technologies is internally developed and not readily available from the factor market. This is discussed in more detail in the following sub-section.

Organizational Competencies, BPR and Public Organization Performance

According to Lado, Boyd and Wright (1992) conceptualize competencies as a bundle of distinctive resources and capabilities embedded in an organization's structure, technology, processes and interpersonal (and intergroup) relationships. Competencies also include those abilities, knowledge, and skills and experiences internally developed and nurtured for producing outcomes (Teece, Pisano and Shuen 1997).

Competencies are internally developed because of the deployment of combinations of individual resources in unique ways and through specific organizational routines/processes and as such cannot be bought (Teece, Pisano and Shuen 1997). Lado, Boyd and Wright (1992) identify four interrelated sources of competencies: input-based, managerial, transformational and output-based. Input-based competencies refer to the physical resources, organizational capital resources and human resources that allow the organizational transformational process to create and deliver goods and/or services that are valued by stakeholders (Lado, Boyd and Wright 1992).

Managerial competencies refer to the distinctive capabilities of organizational leaders to design a strategic vision, communicate that vision, create a supportive system and environment, and empower and mobilize employees to realize the vision. Transformational competencies refer to capabilities that allow organizations to be innovative and rapidly adapt to changing

circumstances both within and outside the organization. Such capabilities include innovation, organization culture and organizational learning, which permit organizations to use combinations of resources, methods, systems and processes to deliver products and/or services valued by customers. Output-based competencies refer to visible outputs (for example, products and services) and invisible outputs such as customer loyalty and organizational reputation (Lado, Boyd and Wright 1992).

Lado, Boyd and Wright's (1992) classification of competencies into those four categories is relevant for the current research, as it provides a guide to theories the set of necessary post-BPR skills, systems and technologies already identified as relevant by the exploratory pilot study. The managerial competencies subsume those post-BPR skills, management systems and technologies that top management devise and apply to link the BPR with the organizational strategy; to measure and manage processes and employee performance; and to empower employee's post-BPR. The transformational competencies comprise those post-BPR skills, systems and technologies related to technological and process innovation. Input competencies and output competencies are represented by the BPR resource and performance constructs, respectively.

2.3. Empirical Literature

Several research studies have identified various important benefits the BPR systems bring to organizations. O'Leary (2000) stated that a BPR system integrates the majority of the business processes and allows access to the data in real time. Furthermore, BPR improves the performance level of a supply chain by helping to reduce cycle times (Gardiner et al., 2002). There are also some intangible benefits that an organization may enjoy by implementing an BPR system including, better customer satisfaction, improved vendor performance, increased flexibility, reduced quality costs, improved resource utility, improved information accuracy and improved decision-making capability (Siriginidi, 2000).

Sharma (2006) posits that business process reengineering implies transformed processes that together form a component of a larger system aimed at enabling organization to empower themselves with contemporary technologies, business solution and innovations. The most important factor for implementing BPR is the enabling role of Information Technology (Zigiaris, 2000). In a logical sense, businesses are organized around departments. This creates physical barriers in the communication of the various departments. For instance, where the warehouse is in another location, it will not be possible for a cross-functional team to communicate efficiently.

Thus, accounting and production departments will experience delays in communicating thereby either making the customer to move from one department to another or have to wait until his transaction is communicated. With an automation of the business process, one department can communicate another so early without bothering the customer. This creates a one-stop service. Employees can easily operate as a team using intranets/extranets, workflow and groupware applications, eliminating distances. Business Process Reengineering makes it possible that employees can work together even though they are located in different places. According to Rigby (2015), business process reengineering involves reductions of organizational layers and elimination of un-productive activities and the first activity includes a redesign of functional organizations into cross-functional teams, and the use of technology to improve data dissemination and decision making. Given the discontinuous nature of Business Process Reengineering (that is, a project at a point in time), there is need for a continuous improvement extension of the project that allows the Business Process Reengineering undertaking to take advantage of both the discontinuous radical and the continuous incremental process improvement undertakings (Weerakkodyet al., 2011).

Additionally, according to Zigiari (2000) as soon as an organization has undergone a complete Business Process Reengineering, the outcomes expected of the organization, will include the following, several jobs are combined into one; decision-making becomes part of the job of employees (employee empowerment); steps in the processes are performed in a natural order, and several jobs get done simultaneously; processes have multiple version which enables the economies of scale that result from mass production, yet allows customization of products and services; work is performed where it makes the most sense; controls and checks and other non-value-added work are minimized; reconciliation is minimized by cutting back the number of external contact points and by creating business alliances; a single point of contact is provided to customers, and a hybrid centralized/decentralized operation is used. Efficiency and effectiveness are the key terms for measuring the organizational performance (Mouzias, 2006).

Kassahun (2012) asserts that effectiveness is the achieved outcomes in relation to strategic goals/objectives and customer requirement; while efficiency connotes how economically the organization's resources are utilized by an activity such as a business process that produces a given output or delivers a given service. Organizational effectiveness and efficiency can be measured by financial and non-financial indicators. This study considered that the non-financial

performance indicators such as customer satisfaction, market share, learning and innovation, customer service management, market research, customer relationship management, new service/product introduction, product/service quality, flexibility, operational performance, speed, process improvement and service/product delivery (Ringimet al., 2012). Non-financial measures cover both the value that is delivered to the customer which may involve time, quality, performance and service, and the outcomes that arise as a result of this value proposition, such as customer satisfaction and market share. The following table summarized potential benefits of BPR system adoption in terms of technological, operational, strategic, managerial and organizational perspective which is adopted from (Shang and Sedona, 2002).

2.4. Conceptual Framework

A conceptual framework represents the researcher's synthesis of literature on how to explain a phenomenon; it maps out the actions required in the course of the study given his previous knowledge of other researchers' point of view and his observations on the subject of research (Swaen, 2015). In other words, the conceptual framework is the researcher understandings of how the particular variables in his study connect with each other and it identifies the variables required in the research investigation (Regoniel, 2015). A conceptual framework is used to illustrate what you expect to find through your research, including how the variables you are considering might relate to each other. An organizations performance is dependent on independent variables. In conceptual framework when any of the independent variables fail, then there is a higher chance that the dependent variables will also fail (Swaen, 2015). The research model is represented in figure 1 below. In the conceptual framework, the independent variables which are the key attributes organizations Performance are BPR operational benefit of, BPR Managerial benefit, BPR strategic and BPR IT infrastructural Benefit.

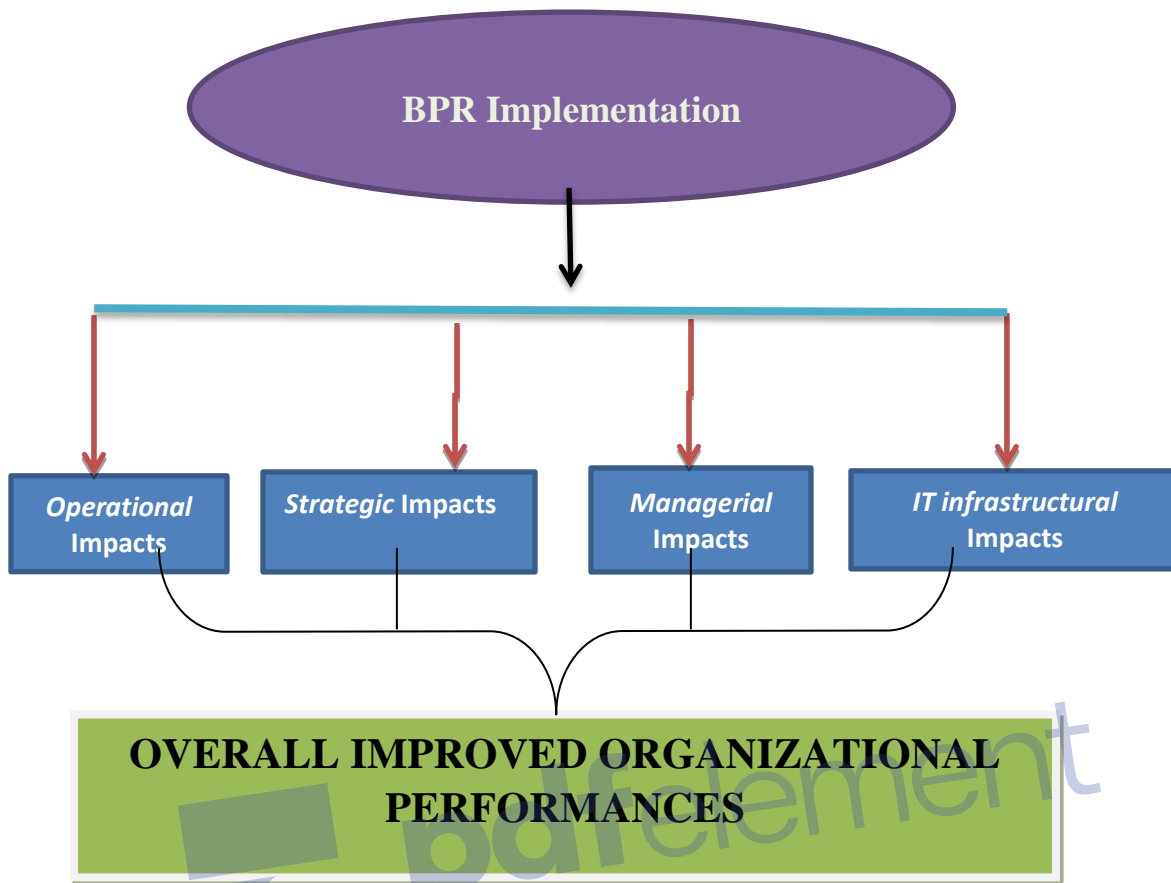


Figure 1 Conceptual framework of the study

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter details the methodology that was used in conducting the research study. This chapter presents the research design and methodology. The section focuses on the population of the study, sampling techniques, source of data, data collection techniques, data analysis methods, and ethical considerations for the study.

3.2. Research Design

Research design is the scheme, outline or plan that is used to generate answers to research problems. According to Sekaran and Roger (2011), research design is a master plan that specifies the methods and procedures for collecting and analyzing the needed information. In additions, according to Kothari (2007), descriptive survey research design is a type of research used to obtain data that can help to determine specific characteristics of a group and involves asking questions in the form of a questionnaire of a large group of individuals either by mail, by telephone or in person. The study adopted *descriptive research design* in examining the Impact of BPR implementations on organizations Performance in the case of Oromia Pastoral Area Coordination Commission.

3.3. Source of Data and Data Collection Techniques

3.3.1. Source of Data

The study used a primary and secondary source of data. A primary source of data would be gathered from respondents through a closed ended questionnaire to get respondents perception towards Impact of BPR implementations on organizations Performance in Oromia Pastoral Area Coordination Commission.

3.3.2. Data Collection techniques

According to Mugenda and Mugenda (2003) primary data is where the researcher collects first hand data through the use of instruments such as surveys, experiments, case studies and questionnaires and secondary data is information collected by someone else for some other purpose. As a research input secondary data, which collected from books, magazines and the

internet that involves; looking into already done materials and Documents such as strategic plan of the organization, annual and semi-annual progress reports of the organization before and after the implementation on the BPR were used. In this study, the data was collected from the respondents after approval of the research instruments by the study team. While collecting the data, the researcher distributed the questionnaires to the respondents through face to face and email communications after clarifying the research objective for each respondent.

3.4. Target Population & Sampling Methods

3.4.1. Target Population of the Study

The target population for a survey is the entire set of units for which the survey data are to be used to make inferences, thus, the target population defines those units for which the findings of the survey are meant to generalize (Paul, 2008). The populations of the study are: all staffs working in the organizations including: managerial, experts and support staffs who are currently working in Oromia Pastoral Area Coordination Commission.

Table 1 Target Population of the study

Target Population of the Study			
No	Categories	Frequency	percentage
1	Managerial	19	11%
2	Expert	139	82%
3	Support staff	12	7%
Total		170	100%

3.4.2. Sampling Methods

Sampling is a process or technique of choosing a sub-group from a population to participate in the study; it is the process of selecting a number of individuals for a study in such a way that the individuals selected represent the large group from which they were selected (Ogula, 2005). In this study, the researcher employed *census sampling methodology* to get vital information's from all organizations staffs since the target populations of the study were under different managements and responsibilities.

3.5. Method of Data Analysis & Presentation

According to Shamoo and Resnik (2003), data analysis is the process of systematically applying statistical and or logical techniques to describe and illustrate, condense and recap and evaluate data. The study was generating both qualitative and quantitative data. The researcher scrutinized the returned questionnaires for completeness and consistent answers. This step entailed closed checking of the questionnaire items in order to identify the ones which had been left blank or incomplete and the legibility and any items wrongly responded to. After the closed checking of returned data, data was then classified according to the items in the questionnaire parts. Descriptive statistics and content analysis was used to analyze the collected data. Raw data were then coded to SPSS version 21 software and analyzed using descriptive such as the percentages, means, standard deviations and regression model. The researcher adopted the methods since this technique was efficient and gave straight formal analysis. At the last, data analysis result was presented by use of frequencies and percentages and the result of the study were presented in the tabulation.

3.5.1. Validity of the Research Instruments

According to Creswell (2003 as cited by Njenga 2014), Validity is the quality of a data gathering instrument that enables it to measure what it is supposed to measure. Validity is about the usefulness of the data and not the instrument. Validity expresses the degree to which a measurement measures what it purports to measure. In this study, the content validity of the instruments was reviewed by the research supervisor and other research experts.

3.5.2. Reliability of Research Instruments

According to Bolarinwa (2015), reliability is concerned with the question of whether the results of a study are reliable. Reliability of the survey questionnaire is measured by Cronbach's alpha, which is a good measure of internal consistency of the latent variable, and acceptable values are normally above 0.70. However, we can accept values near to 0.60 (Hair, et al., 2006), especially if the factor have only few items. While a value above 0.6 is sufficient, while a value above 0.7 is considered ideal (George and Mallery 2003). Cronbach alpha coefficient of this test data was 0.729, implying that the data is sufficiently internally consistent for further statistical analysis. SPSS software version 21.0 was used to conduct statistical analysis of the data using descriptive and ordinary least squares regression model to test each items and the Cronbach Alpha test

implies that the instrument's internal consistency is 77% which is above 60% and the acceptable percentage.

Table 2 Reliability test (Source: SPSS V21)

Description	No of Items	Cronbach's Alpha Based on standardized Items
BPR Operation	5	0.85
BPR Managerial	4	0.77
BPR's Strategic	7	0.72
BPR IT infrastructural	12	0.79
Total	23	0.76

3.6. Pilot Testing

Pilot testing involves having a group of end users try the instruments prior to its full deployment in order to get feedback on its performance (Reijmersdal, 2015). According to Montus (2015), Pilot testing (a session or two before the real test) helps fine-tune usability studies, leading to more reliable results. It provides an opportunity to validate the wording of the tasks, understand the time necessary for the session, and, if all goes well, may even supply an additional data point for your study. In this study, for quality purpose and to ensure whether the research instrument is according to the object of the study, the questionnaires (instrument) will be reviewed by the research Advisor and then tested on a small sample of respondents with similar characteristics as the study respondents. Mugenda and Mugenda (2003) suggest that the piloting sample should represent 10% of study sample depending on the study sample size. A pilot study was conducted on Pastoral Area Coordination Commission head office staffs consists of 20 staff members. The feedbacks obtained were: some questions needed to be modified; some questions were repeated having the same meaning, grammar issue and using of simple words to ease understanding of the questions and the feedbacks back were then noted and they are questionnaires modified and adjusted according to the feedback and comments from pilot testing participants.

3.7. Ethical Considerations

According to Walton (2017) Research that involves human subjects or participants raises unique and complex ethical, legal, social and political issues. In this study, before the commencement of the study, the researcher sought permission from the relevant authorities including Oromia Pastoral Area Coordination Commission Authority and a letter of introduction was sought from Jimma University, School of post graduate studies and the researcher adopted four ethical issues which considered during the study: voluntary participation, informed consent, confidentiality and anonymity and communicating results.



CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND PRESENTATION

4.1. Questionnaire Return Rate

In this study, the researcher collected data from 150 respondents with regard to the Impact of BPR implementations on the organizational Performance in the case of Oromia Pastoral Area Coordination Commission. According to Mugenda and Mugenda (1999), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. From the study, 150 out of 170 targeted respondents filled in and returned the questionnaire contributing to 88 %. This response rate was very good and representative. The questionnaires that were not returned are due to respondents not being available to fill the questioners and due to partially unfilled paper.

Table 3 Response Rate of the study

No	Response	Frequency	Percentage
1	Responded	150	88
2	Non responded	20	12
Total		170	100

4.2. Demographic Characteristics of the Respondents

The study targeted on all staff working the organizations including; Directors, coordinators, experts, secretaries, drivers, HRM and all team leaders. Demographic characteristics of these respondents were investigated in the first section of the questionnaire and analyzed in terms of Gender, Age, highest academic qualifications (education), position held in the organization and work experience in the sector.

4.2.1. Gender of the respondents

The study sought to determine the gender distribution of the respondents in order to establish if there is gender disparity of the respondents. From the findings, it's indicated that 77 % were male and 23% were female.

4.2.2. Age of the respondents

This section sought to determine the ages of the respondents; the findings are shown in the table below. From the findings, it was noted that most respondents (43%) were between the ages of 41-50, (37%) 31-40 years old; while 8 % and 12 of respondents were between 21-30 years and above 51 years respectively.

4.2.3. Education Level of the Respondents

The study also determined the highest level of academic qualification that the respondents held and the findings of the result, indicated that most (62%) of the respondents were undergraduate, 21% were postgraduates (masters holders) while (16%) had diploma as their highest level of education and the rest 1% of the respondents were certificate holders. This depicted that most of the respondents were well knowledgeable to understand and able to respond to the questionnaire according to the study objectives.

4.2.4. Position/Section of the Respondents

The study also requested the responders to indicate the section they are working currently in their organization. From the findings, most (81 %) of the respondents were working as Expert, 11% were working as Managerial, 8% were serving as Support staff.

4.2.5. Years of service

The study sought to illustrates working experience of the respondents in their respective organization. From the findings, 48 % had worked for a period of 5-7 years, 44% had worked for a above 8 years, 7 % of the respondents had worked in the organization for a period of above 2-4 years, while the rest (1%) had served in the organization for above under 2 years. This implies that most of the respondents of this study had worked for more than 5 years within the organization and they are familiar enough with the topic of the study.

Table 4 Demographic Characteristics of the Respondents

Variables	Category	Frequency	Percent
Gender Disparity	Female	34	23
	Male	116	77

Age Disparity	21-30	12	8
	31-40	56	37
	41-50	64	43
	Above 51 Years	18	12
Education Levels of the Respondents	Post-graduates	31	21%
	Under-graduates	93	62%
	Diploma	24	16%
	Certificate	2	1%
Position/Section of the Respondents	Managerial	16	11%
	Expert	122	81%
	Support staff	12	8%
Years of service	Under 2 Years	1	1%
	2-4 Years	11	7%
	5-7 Years	72	48%
	Above 8 Years	66	44%

4.3. Summary of Descriptive Analysis.

The central tendencies measurement of those organizational factors were rated as; High mean score stands for high level of agreement; whereas low mean score indicates high level of disagreement. This study is therefore used the criteria designed by Best (1977:174), i.e. score between 1.00 -1. 80 mean lowest, 1.81-2.61 mean low, 2.62-3.41 mean average, 3.42-4.21 mean good (High), 4.22-5.00 mean very good (Highest) agreement or satisfaction level. The standard deviation, on the other hand, presents the degree of dispersion of responses from the mean score.

4.4. Impacts of BPR in Oromia Pastoral Area Coordination Commission

4.4.1. Business Process Re-engineering (BPR) Operations

The study sought to explore the Operational advantages Oromia Pastoral Area coordination commission was gaining from implementation of BPR. The study findings confirmed that BPR is highly supporting Oromia Pastoral area coordination commission with regard to reduction of operational cost (cost reduction) in company as shared by mean score 3.98%. In additions, the study finding confirmed that, BPR implementations in the organizations led the organizations to the improvement of data management process, continuous improvement of daily activities and led to the data management Improvement at the highest level as depicted by mean score of 3.92%, 3.86% and 3.87 % respectively. At the last, the study confirmed that BPR is helpful in the organizations as there is improvement of customers' services at medium level as depicted by mean score of 3.52%. Table 7 shows the findings of Operational benefits of BPR implantations in Oromia Pastoral Area Coordination.

Table 5 Business Process Re-engineering (BPR) Operations

No	BPR Operational Impacts	Mean	Std. Deviation
1	The implementation of BPR led to reductions operational cost (cost reduction) in company	3.98	0.74
2	The implementation of BPR improve the services delivery in company	3.92	0.53
3	The implementation of BPR led to continuous improvement in company	3.86	0.63
4	The implementation of BPR led to the Improvement of data management in the company	3.87	0.66
5	The implementation of BPR led to improvement of customers' services in company	3.52	0.77
<i>Over all mean</i>		3.84	0.54

4.4.2. BPR Managerial Impacts

In addition the study sought to explore the managerial benefits of BPR system implementation in Oromia Pastoral Area Coordination Commission. The study findings explored BPR implantations in the organizations highly improved resource management process as depicted by a mean score of 3.93%. The study finding also confirmed that BPR implementations in the organizations extremely improved decision making process, improved employee performance measurement mechanism, improved staff evaluation mechanism and staff monitoring and

controlling system in the organizations in addition to minimizing the time consumed in report preparations and report generating as depicted by mean score of 3.90%, 3.72% and 3.85% respectively. Table 8 shows the finding of the study on managerial impacts of BPR implantations in the organizations.

Table 6 Summery of BPR Managerial impacts

No	BPR Managerial Impacts	N	Mean	Std. Deviation
1	BPR improved resource management process in Oromia Pastoral Area Coordination Commission	150	3.93	0.5
2	BPR improved decision making process in Oromia Pastoral Area Coordination Commission	150	3.90	0.5
3	BPR improved performance control system in Oromia Pastoral Area Coordination Commission	150	3.72	0.7
4	BPR reduced report preparations and generating times. reports for top management	150	3.85	0.5
Overall mean		150	3.85	0.56

4.4.3. BPR Strategic Impacts

The study sought to identify the Strategic benefits and impacts Oromia Pastoral area Coordination Commission was gaining from BPR implementation. The study finding confirmed that BPR implementation was highly useful in supporting business alliances in the company at the as represented by a mean score of 3.90%. In addition the study finding confirmed that the organizations was gaining effective resource management which leads the company to growth and developments including improvements of business innovation in the organizations as confirmed by a mean score of 3.88%, 3.87% and 3.72% respectively. Table 9 shows the finding of strategic impacts and benefits the organizations was gaining from of BPR.

Table 7 Summery of BPR Strategic Impacts

S/N	BPR's Strategic Impacts	No	Mean	Std. Deviation
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1	BPR system is useful in supporting current and future business growth plan in the company	150	3.88	0.48
2	BPR system is useful in supporting business alliances in the company	150	3.91	0.58
3	BPR system is useful in supporting business innovation in the company	150	3.70	0.56
4	BPR system is useful in supporting resource management in the company	150	3.89	0.38
5	BPR system is useful in supporting product differentiation in the company	150	3.43	0.70
6	BPR system is useful in supporting external linkages in the company	150	3.58	0.61
7	BPR system is useful to enable the company to worldwide expansion	150	3.72	0.62
<i>Over all mean</i>			3.73	0.35

4.4.4. BPR IT infrastructural Impacts

Moreover, the study sought to explore the IT infrastructural impacts and benefits Oromia Pastoral area Coordination Commission was gaining and the improvements emerged with regard to information technology (IT) after Implementations BPR in the organizations and the study finding confirmed that computerized human resource management (personnel) system, computerized performance measurement, computerized planning and reporting system, website development to publish basic organizational information including electronic forms and contact information, including publishing information about services of the organization (including service catalogue, description, regulation/procedure) are the most principal technology benefits obtained after BPR Implementations in the organizations as represented by mean score of 4.09%, 3.99%, 3.8%, 3.7%, 3.63% and 3.61% respectively. Additionally, the findings also confirmed that overall use of information technology in the organization after Implementations of BPR was optimized in the organizations as depicted by mean score of 4.0%. Table 10 shows the finding of BPR IT infrastructural impacts in Oromia Pastoral area Coordination Commission.

Table 8 Summery of BPR IT infrastructural impacts

No	BPR IT infrastructural impacts	N	Mean	Std. Deviation
1	Electronic communication media such as email, intranet for internal communications were emerged	150	2.8	1.1
2	Electronic communication media such as email, electronic data interchange, extranet, internet as formal external communication	150	3.4	0.9
3	Teleconferencing technologies was emerged	150	2.5	0.6
4	Website for publishing basic organizational information including electronic forms and contact information	150	3.8	0.4
5	Website for publishing information about services of the organization (including service catalogue, description, regulation/procedure etc.)	150	3.8	1.3
6	Automated workflow & document flow system	150	2.8	1.3
7	Shared IT infrastructure such as data center (databases), help desk, and network infrastructure	150	3.6	1.1
8	Computerized procurement system	150	3.2	1.1
9	Computerized budget and expenditure system	150	2.8	0.4
10	Computerized human resource management (personnel) system	150	4.0	0.7
11	Integrated enterprise system	150	3.8	0.8
12	Document management / archival system	150	2.8	1.3

13	Computerized performance measurement and reporting system	150	4.0	0.7
14	Computerized process management,	150	3.4	0.9
15	monitoring, and reporting system	150	3.2	1.1
16	Online delivery of services	150	3.6	0.5
17	Queue management system	150	3.5	0.4
18	Over all use of information technology by your organization	150	4.0	1.2
Over all mean			3.39	0.88

4.4.5. Employee Support in Change Work Process and Strategies

The study also requested the respondents to examine employee's desires to support BPR strategies and implementations in the organizations. The findings of the study shows that, the major and basic employees support in the organizations during BPR strategies design and implementations are; employees participation in redesign of existing business processes and practices, employees personal need and self-motivations to upgrade their personal skills, equal employee participating on different training to cope with new ways of doing business at organization, motivations and willingness of organizations support to enhance personal skills and teamwork as represented by mean score of 4.10%, 4.00%, 3.95% and 3.91%, and 3.83% respectively.

Table 10 Summery of Employs support for change work process

No	Employs support for change work process	N	Mean	Std. Deviat ion
1	Redesigning the existing business processes and practices at organization help me to achieve significant growth in my area of work, so I support the project	150	3.33	0.50

2	I am been involved in the design of new processes hence I support the re-engineering projects	150	3.30	0.50
3	Redesign the existing business processes and practices at organization help me to improve overall performance of the organizations through transformed processes so I support the project	150	4.10	0.40
4	There was a collaborative working environment is recognition given to me when there are changes at organization so I support the change	150	3.30	0.50
5	My input to bring changes to organization has been considered hence I support the changes	150	3.43	0.80
6	All of us work together, so we believe in each other's ability to make use of changes in our work processes for a success	150	3.83	0.60
7	I am not afraid of losing my job so I support every change that organization will bring	150	3.44	0.80
8	I need to upgrade my skills so I support radical changes that organization brings	150	4.00	0.40
9	Employees are equally train to cope with new ways of doing business at organization so I support every change that comes	150	3.95	0.40
10	The organization working environment are good and hence I support dramatic changes that organization brings	150	3.60	0.00
11	Changes that organization brings to the organization enhances my performance so I support any new policies that are brought on board	150	3.91	0.40

<i>Over all mean</i>	3.65	0.48
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4.4.6. BPR Implementation Problems and Challenges

The study also sought to identify BPR implementation problems and major challenges of BPR implementation in the organizations. The study findings identified that the most principal problems and challenges observed during BPR implementation in the organizations are: top-management's tendency to play more political role than managing the BPR implementation, lack of top-management (leadership) commitment, employees' resistance to change (worrying of losing their job after the change), disruptions of normal operations while implementing BPR, BPR team members' discontinuity and BPR team members' autonomy problem (lack of authority) as represented by mean score of 4.14%, 4.07 % , 4.05%, 4.03%, 4.00 and 3.93%, respectively. Similarly, the study finding confirmed that failure to implement pre developed BPR design, civil service culture (attitude of lifelong employment), management resistance to change (are anxious about losing their authority after the change), leadership discontinuity, lack of a thorough public sector BPR methodology, the complexity of the BPR initiative and skepticism among employees as the major problems and challenges as depicted by a mean score of 3.71%, 3.71%, 3.64%, 3.64%, 3.64%, 3.64%, 3.57%, 3.36%, and 3.29% respectively.

Table 11 Summary of BPR implementation problems& challenges

S/N	BPR, implementation problems	NO	Mean	Std. Devi ation
1	Difficulty in changing the existing laws and regulations	150	3.29	0.47
2	Monopolistic nature of the service (i.e. absence of competitive environment)	150	3.29	0.47
3	Employees' resistance to change (are worried about losing their job after the change)	150	4.00	0.55
4	Skepticism among employees about the results of the BPR	150	3.36	0.50

5	The civil service culture (attitude of lifelong employment)	150	3.64	0.74
6	Management resistance to change (are anxious about losing their authority after the change)	150	3.64	0.63
7	Leadership discontinuity	150	3.64	0.63
8	Top-management's tendency to play more political role than managing the BPR implementation	150	4.14	0.36
9	Resignation of key personnel	150	3.71	0.61
10	The complexity of the BPR initiative	150	3.57	0.65
11	Failure to implement as per the design	150	3.71	0.61
12	Concurrent execution of too many reforms	150	3.93	0.62
13	Lack of a thorough public sector BPR methodology	150	3.64	0.63
14	Disruptions to normal operations while implementing BPR	150	4.00	0.55
15	BPR team members' discontinuity	150	4.00	0.39
16	BPR team members' autonomy problem (lack of authority)	150	3.93	0.62
17	Lack of top-management (leadership) commitment	150	4.07	0.47
18	Overall BPR implementation problems	150	3.93	0.62
<i>Over all mean</i>			3.75	0.56

4.4.6 Top BPR impacts on Oromia Pastoral Area Coordination Commission

The results of the study indicated that 'cost reduction' was ranked first with a mean score of 3.99 and a standard deviation of 0.55, improved resource management process was ranked second with a mean score of 3.94 and a standard deviation of 0.61; 'reduce and improve the production cycling' was ranked third with a mean score of 3.93 and a standard deviation of 0.41; 'improved

decision making 'and 'facilitates learning and broadens employee skill' were both ranked fourth with a mean of 3.91 and a standard deviation of 0.52 and 0.43,' facilitates learning and broadens employee skill' was ranked fifth with a mean of 3.91 and a standard deviation of 0.43; 'useful in supporting resource management 'was ranked sixth , with a mean of 3.89 and a standard deviation of 0.38;'Improvement of data quality' and 'supporting current and future business growth plan 'were both ranked seventh with a mean of 3.88 and a standard deviation of 0.48 and 0.52; continuous improvement 'was ranked eighth with a mean of 3.87 and a standard deviation of 0.55;'reduced time taken during generating reports for top management 'was ranked ninth with a mean of 3.86 and a standard deviation of 0.50;'supporting business organizational change' was ranked tenth with a mean of 3.84 and a standard deviation of 0.40;'increasing change and culture with a common vision' was ranked eleventh ,with a mean of 3.77 and a standard deviation of 0.55 ;'improved performance control system 'and 'useful to enable the company to worldwide expansion' were both ranked twelfth with a mean of 3.72 and a standard deviation of 0.65 and 0.62;' supporting business innovation and strengthening employee Empowerment' were both ranked thirteenth with a mean of 3.70 and a standard deviation of 0.56 and 0.50 ;'system increased business Flexibility' and 'helpful in company standardization' were both ranked fourteenth with a mean of 3.69 and a standard deviation of 0.6 as the benefits of BPR implementation in Oromia Pastoral Area Coordination Commission.

4.5. Inferential Statistics Result and Explanation

This section exhibits an extensive data analysis and the results of the statistical tests. The researcher used inferential statistics to determine the validity of the data on the different tests of importance for normality, autocorrelation, and multi collinearity. The data were classified according to each variable into a group of questions. Finally, the study analyzed the correlation between variables and their effect by Pearson correlation and multiple regressions, hypothesis were tested as well as the model fitness

4.5.2. Correlation between the variable

The Pearson Product-Moment Correlation Coefficient is a statistics that indicates the degree to which two variables are related to one another. The sign of a correlation coefficient (+ or -) indicates the direction of the relationship between -1.00 and +1.00. Variables may be positively or negatively correlated. A positive correlation indicates a direct positive relationship between two variables. A negative correlation, on the other hand, indicates an inverse, negative

relationship between two variables (Nerhn, 2016). As a result, the hypotheses have been determined based on the following summarized correlation results. Accordingly, BPR Implementations have sound impacts on organizations performance while BPR strategic impacts, BPR IT impacts and BPR operational impacts have substantial influences on organizations performance at a correlation result of 0.64, 0.53, and 0.48 respectively. On the other hand, BPR management impact has a moderate association with organization performance at correlation result of 0.386.

Table 9 Correlation analysis

Correlations					
		BPR Operational	BPR Managerial	BPR Strategic	BPR IT Infrastructure
BPR Operational	Pearson Correlation	1	.052	.455*	.408*
	Sig. (2-tailed)		.000	.000	.000
	N	150	150	150	150
BPR Managerial	Pearson Correlation	.490	1	.040	.386
	Sig. (2-tailed)	.000	.000	.000	.000
	N	150	150	150	150
BPR Strategic	Pearson Correlation	.455*	.040	1	.654**
	Sig. (2-tailed)	.026	.000	.000	.000
	N	150	150	150	150
BPR IT Infrastructure	Pearson Correlation	.408*	.386	.654**	0.53**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	150	150	150	150

** . Correlation is significant at the 0.01 level (2-tailed).

4.5.1. Examining several assumptions prior to running multiple regression

In conducting the multiple regression analysis, several' main assumptions were considered and examined in order to ensure that the multiple regression analysis was appropriate (Hair et al., 2006). The study proposed below assumptions to be examined.

Test for normality, linearity & outliers

Test for existence of outliers -The first assumptions tested was existence of outliers (extreme high or low value of data's). As Field (2005), noted Outliers can influence the values of the

estimated regression coefficients so, it should be removed before running the regression analysis. Multivariate outliers can be detected by using, Cook's distance as recommended by (Hair et al., 2006). In order to check normality weather, the residuals or error terms were normally distributed or not & linearity, a graph is plotted using SPSS regression graph. The below graph shows the assumption of linearity and normality is accepted, moreover most of the data were in homogenized pattern. Thus, no outliers were detected.

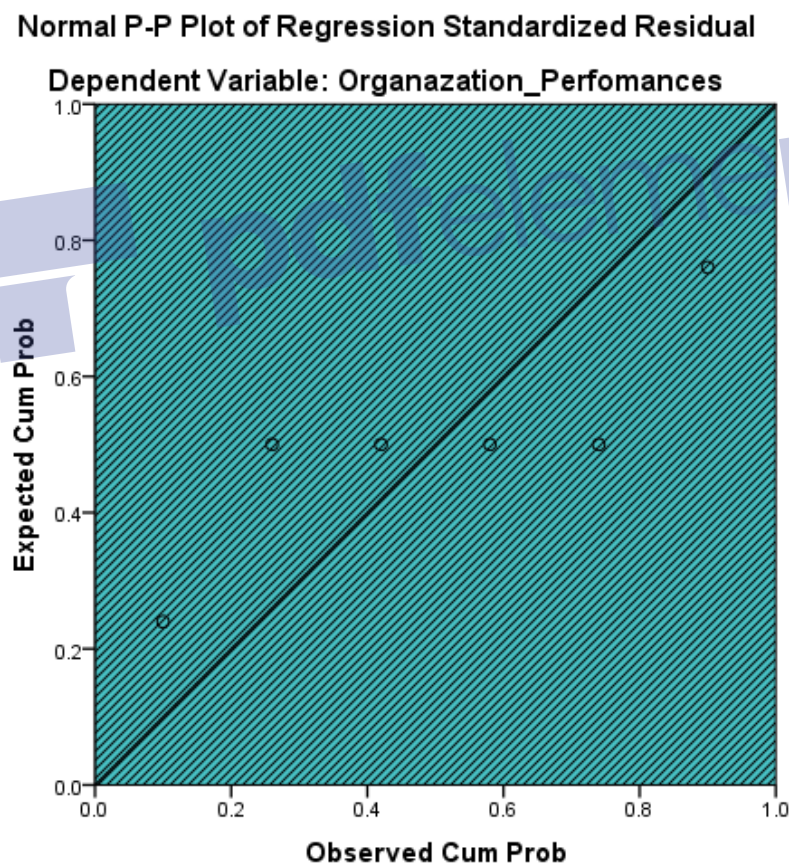


Figure 4.1 Shows Normal probability plot standardized residuals

Test for Multicollinearity

As suggested by suggested by Hair et al. (2006), to test existence of multicollinearity or weather the independent variables are correlated each other need to see tolerance and VIF Values, When VIF (Variance Inflation Factor) is simply the reciprocal of tolerance. Therefore, when VIF is higher than 10, there is high multi co-linearity and instability of the B and Beta coefficients.

VIF indicators range from 1 to ∞ and signal the extent of non-orthogonality among the predictors; i.e., the higher the VIF score for a predictor, the more it is correlated with other predictors. All values were in the range of 3.39 and 3.89, well below the cut-off value of 10. Hence, multi-co linearity is not a threat to the substantive conclusions of this study and the B and Beta coefficients are stable.

Test for Autocorrelation

Regression analysis is a systematic method that can be used to investigate the effect of one or more predictor variables on dependent variable. Consequently, it helps us to make statements about how one or more independent variables will predict the value of a dependent variable. As we see from table 12 the result $F= 87.12$ which is greater than 1 and $P<0.01$ we can conclude that BPR implementations in the organizations and all combinations all independent variables (BPR strategic impacts, BPR IT impacts and BPR operational impacts and BPR management impacts) have positive impacts on organizations performance.

Table 10AnovaTable

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	120.56	4	30.110	87.120	.010 ^b
	Residual	119.91	312	.339		
	Total	240.46	316			
a. Dependent Variable: Organizations performance						
b. Predictors: (Constant), Operational, managerial, strategic and IT Impacts						

Additional, the Beta analysis confirmed that, operational impacts related factors (Beta=0.432) makes the strongest dependent variable in which the results revealed that, a one unit increase or

positive change in Managerial impacts related factors would lead to a 0.432 unit increase the level of organization performance. In additions, strategic and IT infrastructure affects with a beta value of 0.46 and 0.55 respectively.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.288	.688		.419	.680
Operational impacts	.072	.231	.032	.309	.761
1 Managerial impacts	.404	.217	.432	1.859	.079
Strategic impacts	.062	.208	.046	.300	.768
IT impacts	.317	.114	.055	2.774	.012

a. Dependent Variable: organization performance

CHAPTER FIVE

SUMMARY OF MAJOR FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the study, discusses the findings of the study and presents conclusions, recommendations and suggestions for further research.

5.2.1 BPR Operational Impacts

The finding shows that BPR improves the communication within the enterprise and also enhances the quality of internal management in addition to operational cost reductions; minimizing the deficiencies of a business by initiating a long-term plan and enabling for improvement in efficiency, capability and effectiveness of the organization in Oromia pastoral area coordination commission.

5.2.1 BPR Managerial Impacts

From the findings, BPR was highly supporting the company mainly through improving resource management process, improving decision making process, improving performance control system in Oromia pastoral area coordination commission. The finding also showed that BPR provides an insight of business analysis to management which can help in future decision making

as it presents a better picture of the strengths and weaknesses of the business and business's ability to adapt and respond towards the changes in external environment in Oromia pastoral area coordination commission.

5.2.3. BPR strategic Impacts

From the finding BPR system was highly supporting the company mainly through supporting current and future business growth plan, supporting business innovation, supporting resource management, useful to enable the organizations developments and supporting product differentiation and the finding is supported by Hulland (2004) states BPR implementation is very Important in strategic development of the company.

5.2.4. BPT IT Infrastructural Impacts

From the finding BPR, the study confirmed that BPR was highly supporting Oromia Pastoral Area Coordination Commission mainly through increasing business flexibility, increasing IT infrastructure capability, decreasing IT cost, Improving data quality and Increasing Technologies and innovations in the company.

5.3 Conclusions

This study examined the major impact of BPR the case of Oromia pastoral area coordination commission. To conduct this study both primary and secondary data were used. The study used census sampling and interviewed a total of 150 respondents for primary data collections. On the basis of the study findings, BPR is benefiting Oromia pastoral area coordination commission through improved resource management process, reduce, improved decision making ,facilitates learning and broadens employee skill, supporting resource management, Improving data quality, supporting current and future business growth plan, improving and reducing time consumed during report generating, supporting business organizational and change, increasing change and culture with a common vision, improving performance control system, supporting business innovation, strengthening employee empowerment, increasing business flexibility and helpful in company standardization. Additionally, the findings shows that BPR systems was benefiting the organizations by providing better integration of working environment, more automation and more flexibility in operations and information access.

5.4. Recommendations

According to the results and findings of this study, the principal challenges and issues in BPR are top-management's tendency to play more political role than managing the BPR implementation, lack of top-management (leadership) commitment, Employees' resistance to change (worrying of losing their job after the change), Disruptions of normal operations while implementing BPR, BPR team members' discontinuity and BPR team members' autonomy problem (lack of authority). Hence, all BPR stake holders and managers should work hand in hand to minimize the challenges of BPR in their organizations and restrict the problems to make their organizations more effective, efficient, profitable and productive in all dimensions

5.5. Suggestions for future Studies

The researcher encourages future researchers and scholars who need to study in depth about the Impact of BPR implementations on the organizational Performance in Ethiopia. Under listed points are the major study areas to maximize the positive Impact of BPR implementations on the organizational and employee performances.

- ✚ Accessing the major economic and social impact BPR implementations on the organizational and employee performances.
- ✚ Accessing the top manager's knowledge and skills on applying BPR strategies in the organizations.

APPENDIX 1

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APPENDIX 2
QUESTIONNAIRES
Jimma University, Jimma,
MBA Program, Department Of Management,
College Of Business and Economics

Survey Questionnaire

This questionnaire seeks to collect data on impact of BPR on organizational performance, the case of Oromia Pastoral Area Development Coordination Commission (OPaDCC). The data collected will be used for academic purpose only and confidentiality is assured. Please answer the question by ticking the appropriate boxes or providing your answers where necessary. Thank you

TO BE COMPLETED BY EMPLOYEES OF OPaDCC

Demography of Respondent

1. Position_____

2. Gender:

Male []

Female []

3. Age

Under 20 years [] 21-30 years [] 31-40 years [] 41-50 years [] 51years and above []

4. Marital status:

Single [] Married [] Divorced []

5. Highest Educational Level:

PhD [] Masters Degree [] First Degree [] Diploma [] Certificate []

Others specify

6. How long have you been working with OPaDCC

Under 2 years [] 2-4 years [] 5-7 years [] 8 years and above []

The set of questions under this section are intended to assess Impacts of BPR in Oromia Pastoral Area Coordination Commission might have deployed before it embarked on and/or during the implementation of BPR and a the set of questions under this section are intended to assess the operational benefit, managerial benefit, strategic befit and IT infrastructure benefit OPaDCC was gaining from BPR. Please rate the extent of budgetary allocation that OPaDCC has made for the following BPR related activities. Use a scale of 1-5, where 1- strongly disagree, 2-disagree, 3- neutral, 4- agree, 5- strongly agree

1. Operational related impacts

In your level of agreement to the statement below relating in relating BPR Operational impacts to Use a scale of 1-5, where 1- strongly disagree, 2-disagree, 3- neutral, 4- agree, 5- strongly agree

No	BPR Operational Impacts	SD (1)	DA (2)	N (3)	A (4)	SA (5)
1	The implementation of BPR led to reductions operational cost (cost reduction) in company					
2	The implementation of BPR improve the services delivery in company					
3	The implementation of BPR led to continuous improvement in company					
4	The implementation of BPR led to the Improvement of data management in the company					

5	The implementation of BPR led to improvement of customers' services in company					
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2. Managerial related impacts

In your level of agreement to the statement below relating in relating BPR managerial impacts to Use a scale of 1-5, where 1- strongly disagree, 2-disagree, 3- neutral, 4- agree, 5- strongly agree

No	BPR Managerial Impacts	SD (1)	DA (2)	N (3)	A (4)	S A (5)
1	BPR improved resource management process in Oromia Pastoral Area Coordination Commission					
2	BPR improved decision making process in Oromia Pastoral Area Coordination Commission					
3	BPR improved performance control system in Oromia Pastoral Area Coordination Commission					
4	BPR reduced report preparations and generating times.					

3. Strategic related impacts

In your level of agreement to the statement below relating in relating BPR strategic impacts to Use a scale of 1-5, where 1- strongly disagree, 2-disagree, 3- neutral, 4- agree, 5- strongly agree

No	BPR Managerial Impacts	SD (1)	DA (2)	N (3)	A (4)	S A
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)		(5)
1	BPR system is useful in supporting current and future business growth plan in the company					
2	BPR system is useful in supporting business alliances in the company					
3	BPR system is useful in supporting business innovation in the company					
4	BPR system is useful in supporting resource management in the company					
5	BPR system is useful in supporting product differentiation in the company					
6	BPR system is useful in supporting external linkages in the company					
7	BPR system is useful to enable the company to worldwide expansion					

4. BPR IT related Impacts

In your level of agreement to the statement below relating in relating BPR IT related Impacts, use a scale of 1-5, where 1- strongly disagree, 2-disagree, 3- neutral, 4- agree, 5- strongly agree

o	BPR IT related Impacts	SD (1)	DA (2)	N (3)	A (4)	SA (5)
1	Electronic communication media such as email, intranet for internal communications were emerged					

2	Electronic communication media such as email, electronic data interchange, extranet, internet as formal external communication					
3	Teleconferencing technologies was emerged					
4	Website for publishing basic organizational information including electronic forms and contact information					
5	Website for publishing information about services of the organization (including service catalogue, description, regulation/procedure etc.)					
6	Automated workflow & document flow system					
7	Shared IT infrastructure such as data center (databases), help desk, and network infrastructure					
8	Computerized procurement system					
9	Computerized budget and expenditure system					
10	Computerized human resource management (personnel) system					
11	Integrated enterprise system					
12	Document management / archival system					
13	Computerized performance measurement and reporting system					
14	Computerized process management,					
15	monitoring, and reporting system					

16	Online delivery of services					
17	Queue management system					
18	Over all use of information technology by your organization					

5. Employee Support in Change Work Process and Strategies

In your level of agreement to the statement below relating in to employee Support in Change Work Process and Strategies, use a scale of 1-5, where 1- strongly disagree, 2-disagree, 3- neutral, 4- agree, 5- strongly agree

S/N	Employs support for change work process	SD (1)	DA (2)	N (3)	A (4)	SA (5)
1	Redesigning the existing business processes and practices at organization help me to achieve significant growth in my area of work, so I support the project					
2	I am been involved in the design of new processes hence I support the re-engineering projects					
3	Redesign the existing business processes and practices at organization help me to improve overall performance of the organizations through transformed processes so I support the project					
4	There was a collaborative working environment is recognition given to me when there are changes at organization so I support the change					
5	My input to bring changes to organization has been considered					

	hence I support the changes					
6	All of us work together, so we believe in each other's ability to make use of changes in our work processes for a success					
7	I am not afraid of losing my job so I support every change that organization will bring					
8	I need to upgrade my skills so I support radical changes that organization brings					
9	Employees are equally train to cope with new ways of doing business at organization so I support every change that comes					
10	The organization working environment are good and hence I support dramatic changes that organization brings					
11	Changes that organization brings to the organization enhances my performance so I support any new policies that are brought on board					

1.6. BPR implementation problems and challenges

In your level of agreement to the statement below relating in to BPR implementation problems and challenges Process and Strategies, use a scale of 1-5, where 1- strongly disagree, 2-disagree, 3- neutral, 4- agree, 5- strongly agree

S/N	BPR, implementation problems	SD (1)	DA (2)	N (3)	A (4)	SA (5)
1	Difficulty in changing the existing laws and regulations					
2	Monopolistic nature of the service (i.e. absence of competitive environment)					

3	Employees' resistance to change (are worried about losing their job after the change)					
4	Skepticism among employees about the results of the BPR					
5	The civil service culture (attitude of lifelong employment)					
6	Management resistance to change (are anxious about losing their authority after the change)					
7	Leadership discontinuity					
8	Top-management's tendency to play more political role than managing the BPR implementation					
9	Resignation of key personnel					
10	The complexity of the BPR initiative					
11	Failure to implement as per the design					
12	Concurrent execution of too many reforms					
13	Lack of a thorough public sector BPR methodology					
14	Disruptions to normal operations while implementing BPR					
15	BPR team members' discontinuity					
16	BPR team members' autonomy problem (lack of authority)					
17	Lack of top-management (leadership) commitment					
18	Overall BPR implementation problems					

Comments and Suggestions

What type of work processes changes has OPaDCC put in place to enhance employee performance?

.....
.....

What impact does change in work processes have on employees' performance at OPaDCC?

.....
.....

What is the level of employees desires to support work processes changes that OPaDCC has introduced to enhance their performance?

.....
.....

What challenges confront OPaDCC in their work changes efforts as far as employees are concerned and strategies to circumvent these challenges?

.....
.....

What recommendation s would you give to the improvement of work processes at OPaDCC?

.....
.....

Thank you for your precious time!!!

