
Basic Dimensions of BPR and Its Success:
Case Study in Adama City Administration

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DECLARATION

I, Adem Kemal declare that this work entitled “*Basic Dimensions of BPR and its Success: the Case of Adama City Administration Prospective Graduates of 2007 E.C*”, is my own original work and that all sources of materials used for the study have been duly acknowledged. This study has not been submitted for any degree in this University or any other University. It is offered for the partial fulfillment of the degree of Masters of Business Administration as an original work and was not submitted earlier to any degree either at this University or any other University.

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This thesis has been submitted under my guidance.

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ABBREVIATIONS/ACRONYMS

OCSGGB - Oromiya Civil Service and Good Governance Bureau

ACA -Adama City Administration

CSGGO- Civil service and Good Governance Office

BPR-Business Process Re-Engineering

PGA- Performance Goal Attainment

FRTCM- Factors related to change Management

FRTMC-factors related to management commitment

SPSS- Statistical Package for Social Sciences

FRTOS-Factors Related to organizational Structure

FRTCPE- Factors Related to continuous performance evaluation

FRTITC- Factors Related to Information Communication technology

Abstract

Adama City Administration started implementation of Business Processing Re-engineering (BPR) to improve public satisfaction on service since 2008. Consequently, this research evaluated success of BPR and contributions of dimensions; effective change management style, management commitment, organizational structure, use of ICT infrastructure and continuous performance evaluation have in the success of BPR. Using both quantitative and qualitative techniques descriptive research is designed. Questionnaires distributed to 144 respondents selected from four offices by stratified random sampling. To analyze data descriptive statistics and inferential multiple regression model was used. This study finding revealed that, overall offices average BPR success level is 56%. Furthermore, Organizational Structure, management commitment, change management style, using ICT as enabler and continuous performance evaluation are respectively among influencing factors in descending order which can affect for 60.8% of variance in BPR success. From this it is recommended that all concerned parties have to their unlimited commitments that maximize organizational performance and customers' satisfaction. Further they have to give due attentions on these dimensions accordingly that ensure likelihood of BPPR to success and to attain goal of BPR implementation.

Key words, Basic Dimensions, BPR success

Chapter One

5. Introduction

1.1 Background of the Study

In organizations, including public services, there is a struggle to meet the tough and new competitive standards of speed, quality, efficiency and increased productivity in order to become more competitive, and flexible to meet the desired standard (Lindet, 1994). Therefore, BPR bring harmony of works and expected result has to bring tangible result with intended goal. Hammer (1990), stated many organizations have reported dramatic benefits gained from the successful implementation of BPR; However, not all organizations achieve desired results. Successful implementation of BPR projects will benefit organizations by increasing its productivity through reduced process time and cost, improved quality, and greater customer satisfaction (Carr, & Johansson, 1995).

Since 2004, Ethiopia has endorsed BPR for strengthening Performance of Civil Service organizations in Federal and Regional government institutions (Debela, 2009). Hence, Oromia Regional Government has introduced this reform program in public service sectors in 2008. In city administrations, where many services are given in fragmented departments, priority is given due to high public disappointment in contrast to increasing need for development as shown in document (OCSGGB, 2013). Adama City Administration has implemented BPR in different 18 sector offices. Specifically, Researcher attention is to offices: Revenue Office, Water supply and sewerage office, CSGGO, and Building officer.

Even though, there are observable service improvements in many sectors, to evaluate performance level of BPR implementation, is the first concern of researcher and thereby the researcher identify dimensions with strength of their contribution in the achievement level of current performance. Because, some challenges and faults are being viewed such as; existence of customer dissatisfaction, process completions time is lagging, continuously evaluate and empowering the change is limited, no motivation and participation for employee, and use of ICT is poor (OSCGGB 2013). Hussein (2013) provides key factors for successes are: effective change management, organizational structure, organization commitment and leadership, ongoing continuous improvement and adequate ICT infrastructure.

As of Matt (2008) sustainable development is dependent on effectiveness of public sector management and it should meet needs with best use of resources. Accordingly, there has been an effort to implement BPR across the region and city administration in sector offices the last recent years, though people served in different public sectors, nobody is still immune for complain. Moreover, different private and governmental reports assure there is still in lack of good governance and responsiveness. The problem is that why the situations is going serious in paradox to BPR implementation. Therefore, it is background of these problems that drives the researcher to evaluate BPR success. Moreover it is very instrumental to evaluate strength of dimensions that affect BPR success to get to the bottom of the problem. Since BPR is continuous process with every stage of recalibration similar faults must not be repeated.

1.2 Statement of the Problem

Business Process Re-Engineering (BPR) has been considered as a technique that help organizations fundamentally rethink how they work in order to dramatically improve customer service and to give quick responses (Debela, 2009). Adama City has launched BPR projects in different sector offices to increase its effectiveness in service delivery and to cop up with timely better demanding developments (OCSGGB, 2013). Even if a lot has been done to implement BPR in different sector offices, OCSGGB identified that, inefficiencies of service delivery is one of the major challenges which resulted for the absence of good governance, with the same token different various documents are giving witness that the inefficiency on service delivery still exist after BPR has been implemented, which seems to put the BPR success in doubt. Hence it is important to examine BPR success level and factors contributing to ward success of BPR in case of Adama.

To ensure the expected success of BPR setting organizational performance evaluation, it is important to establish organizational goals, monitor progress toward goals, make adjustments for the goals (Zairi & Sinclair, 1995). Moreover, factors that play an important role for successful achievement of organizational goals have to be identified because; BPR does not guarantee profits unless properly worked out on these factors (Habib, 2013).

Even if there are so many researches on BPR issues there are limited studies that critically analyze the basic dimensions and their strength that significantly affect BPR success. Hence, this research has evaluated the success level of BPR implementation in four offices in terms of goals achievement. On the top of that, the research finds out five important factors that has significant contribution for success of the BPR project and evaluated the strength of their impact in the achievement. Accordingly, these factors are; change management styles, management commitment, organizational structure, use of ICT, and continuous performance evaluation.

1.3 Research Questions

This research answers the following basic Questions.

- a) Does the implementation of BPR achieve the desired results?
- b) What the association between BPR success and its basic dimensions?
- c) To what extent does each basic dimension contribute to its effectiveness?

1.4 Objective of the Study

The general objective of this study is to evaluate attainment of planned performance goal of BPR and to identify the contribution of factors for the achieved performance.

The research drives to achieve the following specific objectives:

1. To evaluate attainment of planned performance goals of BPR implementation.
2. To examine the association between BPR success and its basic dimensions.
3. To evaluate implication of each basic dimensions in the success of BPR.

1.5 Significances of the Study

The results of this research benefit several stakeholders:

The organizations assessed know their success of BPR; hence identify factors contributing the program. This helps in taking actions to maintain positive performance and to improve pessimistic activities that could jeopardize the attainment of organizational objectives. Further, Stake holders and society as a whole can be benefited if the organizations can improve their performance and make effective resource utilization with transparent responsive system. Other researchers who wish to make a study on the same or related title, organization or both could use it as a springboard.

1.6 Limitations of the Study

This research due to several shortcomings may have the following limitations:

In order to evaluate secondary data, availability enough of compiled data, may limit on the scope of generalizations. Due to time span after BPR project is launched in sector offices and turnovers of managers and employees the real and accurate information may not be remembered.

1.7 Delimitations of the Study

In this study, only four offices of city administrations; Revenue office, Water supply and sewerage offices, Building office and CSGGO are selected because of their wide scope of services and number of customers; therefore, the generalization is limited to these offices. Due to focusing to dimensions of affecting BPR success, other factors such as; organizational resistance, egalitarian leadership and BPR model fitness were not considered.

1.8 Definitions of Operational Terms

BPR success- Davenport, (1993) defines Business Process as a set of logically related tasks performed to achieve a defined business outcome. According to Birch (2000), a performance measure or performance indicator is composed of a number and a unit of measure. The number gives us a magnitude (how much) and the unit gives the number a meaning (what). Performance measures are always tied to a goal or an objective. Company performance is the ultimate measure and dependent variable for studies assessing the overall benefits from substantial reengineering projects. Therefore, BPR success in this research was execution of the project attainment with respect to planned goal attainment.

Basic dimensions are factors which, if addressed, would significantly improve or hinder project implementation chances (Pinto and Slevin, 1987).

Chapter Two

6. Literature Review

2.1 Basic Concepts and Definitions of BPR

According to Hammer and Champy (1993) “BPR is the fundamental rethinking and radical redesign of business processes and the analysis and design of workflows to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service, and speed to achieve substantial gains in the overall organizational performance. Business Process Davenport & Short (1990) define business process as a set of logically related tasks performed to achieve a defined business outcome. Process is a structured, measured set of activities designed to produce a specified output for a particular customer or market. It implies a strong emphasis on how work is done within an organization (Davenport 1993).

From the above definition it is clear that BPR is just a change management approach to re-create the organization working situation with quality service. The new method of work is different from the past and the impact is also positive with effectiveness, efficiency, and further it will change office structure, organizational culture, and competency and inculcate new outlook for employees. Generally looking to BPR concept consists of four basics concepts (Hammer & Champy, 1993).

A. The first concept is fundamental. It is the first step prior to reengineering. To understand the fundamental operations and to think why the old rules and assumptions people must ask about their organizations and how they operate.

B. Secondly, it is radical design. This means getting to the root of things, not making superficial changes, but throwing away the old. Radical redesign means disregarding all existing structures and procedures, and inventing completely new ways of accomplishing work. Reengineering is about business reinvention, begins with no assumptions and takes nothing for granted.

C. The third concept is dramatic. Dramatic change is the overall of organizational structures, management systems, employee responsibilities and performance measurements, incentive systems, skill development, and the use of information technology. Re-engineering is not about making marginal or incremental improvements, but about achieving performance improvements.

D. Fourth Concept is processes. Process is the most important concept in reengineering. A process is a collection of activities that takes one or more kinds of input and creates an output that is of value to the customer.

According to (Carr and Johansson 1995) BPR is a two-pronged effort. One portion of the BPR undertakes what is termed as technical, which involves the identifications of Processes throughout the business. These are: the core business processes that drive the company value, the subsequent reengineering of one or more of those processes in order to tighten connections with customers, streamline operations and eliminate wasteful, none value-added steps in the identified processes.

The other portion of BPR is referred to as behavioral. This component involves the identification of changes in the way people work throughout the organization that will have to take place in order for the technical aspect of BPR to be successful, and the subsequent management of those changes. BPR can and should be used to extend the gains in employee empowerment and teamwork created under any Total Quality Management (TQM) effort. TQM efforts are sometimes limited not only because they seek incremental rather than radical improvement, but because they then make those improvements within the old-fashioned functional framework (Carr and Johansson 1995).

2.2 Models and Characters of BPR

The development of BPR models and frameworks has been greatly influenced by the evolution of BPR itself. Many BPR proponents argue that there are two approaches to BPR that is in-house and outside models (Eftekhari & Akhavan, 2013). The first one called In House Model involves, In House approach, existing processes are critically examined and worked through to find new processes that produce stepped improvements in outcome.

The second called Out House Model approach relies on the desired outcome required and investigates the best process design for achieving pre-identified outcomes. In this approach, the perception is that looking too closely at existing processes may unduly influence how a new and better set of processes may be designed. It requires a fundamental rethink of how a service is delivered and a design of brand new processes on a 'clean slate'.

BPR models are used for managing and monitoring business processes In addition to communication and analysis. Therefore, organizations would prefer to have a BPR model that will lead them to successful process reengineering rather than adding a new liability to their business. Considering that there are sufficient problem situations where more than one type of organizational change might surface, the general recommendation is that BPR should be integrated with a holistic perspective using multiple methods to address the dynamic interactions between different types of organizational change (Cao, et al., 2001).

2.3 Stages of BPR

Most reengineering methodologies share common elements, but simple differences can have a significant impact on the success or failure of a project as described by S. Zigiari (2000) explained as follows:

A BPR project consists of specific steps aiming to a successful outcome. The necessary steps in a rapid re-engineering methodology are the following as they presented in figure1.

Steps One - preparation and coordination of the project.

Objectives: To establish a strong management support, to explain to the members of the BPR implementation team the implementation details of the project and their role in the successful outcome in the BPR effort. To measure the performance characteristics of the current processes based on measurable factors such as average cycle time, delays, number of mistakes or number of customer complaints, to diagnose and identify problematic areas in the current processes.

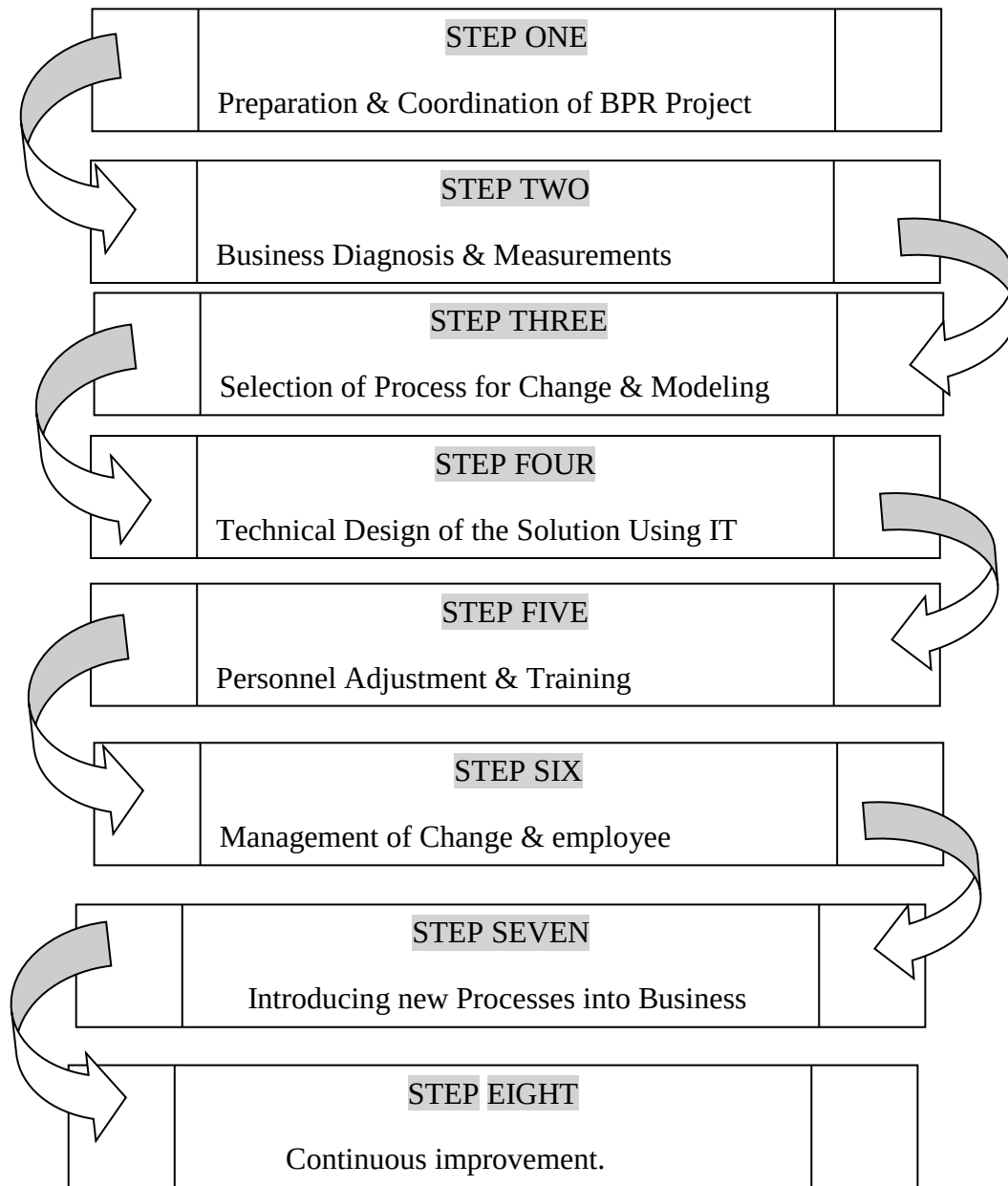


Figure.1 showing steps of BPR ...source (Zygiaris, 2000).

Step Two - Business diagnosis & measurements

Objectives: To diagnose & identify problematic areas in the current processes, to measure the performance characteristics of the current processes based on measurable factors such as average cycle time, delays, number of mistakes or number of customer complaints.

Step Three - Selection of processes for change and modeling.

Objectives: To identify the strategic processes that are feasible to change, to redesign and model the selected processes, Redesign processes based on the characteristics that serve the organizational goals, Simulate the processes in running environment using the process management tool, Model the new process using the diagramming tool of the process management tool.

Step Four- Technical design of the solution.

Objectives: To automate modeled business processes (step 2) using networks and workflow tools, to redesign and model the selected processes.

Step Five - Personnel adjustment & training.

Objectives: To train personnel in the new ways of working using IT in the redesigned processes, to redesign and model the selected processes.

Step Six- Management of change & employee empowerment.

Objectives: To establish a positive attitude for the change between employees, to minimize the resistance to change between employees by empowering their position based on performance appraisal and bonus systems.

Step Seven- Introduction of new processes into business operations.

Objectives: To set the time and date of operating under the new processes, emphasizing the fact that working under the old processes is not an acceptable practice.

Step Eight- Continuous improvement.

Objectives: To capitalize from the BPR project and develop internal experts for other BPR projects.

2.4 Implementation Stages of BPR

Mostly, at BPR Implementation stage, it is supposed that there is a clearly defined re-engineering or process redesign blue print, perhaps; the blue print may contain all the necessary information to carry out the re-engineering effort (Hammer and Champy, 1993). In the course of BPR, from start to end the efforts pertaining awareness creation, training, communication to all concerned and resource mobilization including IT and other infrastructure is indispensable. Because they are tools that can be used dissolve the resistance of employees against the implementation of BPR. For example, Champy (1995) organizations' still requires taking into account during the implementation of BPR to convince the employee awareness about the change, personnel adjustment and training, change management plan whether the change is compatible with the human resource decisions.

Implementation of BPR requires fundamental organizational transformations. Furey, (1993) BPR can bring critical performance improvements, but its proper implementation is difficult and complex hence the success and failure factors should be critically assessed. Davenport (1993) stated that a successful change leader has a realistic and positive expectation about the outcome. The implementation process must be checked against several success or failure factors like setting comprehensive implementation plan, addressing change management issues and measuring the attainment of desired results so as to ensure successful implementation, as well as to avoid implementation pitfalls (Hammer, & Stanton, 1995). The failure to embrace these changes and enrichments in the operation of aspects of a firm fails the entire purpose of BPR. Al-Mashari and Zairi (1999) propounded that the organization's culture influences the organization's ability to adopt to change.

2.5 Effects of Basic Dimensions on Effectiveness of BPR Projects

Despite the significant growth of BPR concept not all organization embarking on BPR project achieves their intended result. Hammer and Champy, (1993) estimate that as many as 70 % do not achieve the dramatic results they seek. From different literature, it is possible to consider five common factors that help for BPR to attain expected goal; project change management system, management's support and leadership, organizational structure and IT aspects. Other reasons for

BPR failures are communication gap, lack of top management attention and employees resists as they consider failure too risky and resulting in bankruptcy, lack of coordination among groups, and lack of continuous performance evaluation (Bashein, 1994, Champy, & Grover *et. al.*, 1993).

Organizations planning to undertake BPR must take into consideration the success factors of BPR to ensure that their reengineering related change are comprehensive, well implemented, and have minimum chance of failure (Champy, 1995). According to Russell, (1998) For success or failure of BPR evaluation the points to be measured are; achievement of the expected outcome, looking at the attainment of stretch objectives, un planned benefit attained and cost incurred by the process and reduced by the implementation. As Linden, (1994) After Business process reengineering is dramatic change that represents the overhaul of organizational structures, management systems, employee support and performance measurements, incentive systems, skills development, and the use of information technology should be measured to evaluate the overall success or failed.

2.5.1 Factors related to change management style

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 into working practice and to deal effectively with resistance. This includes to bring motivation, communications in malty-channels, shifting power and accountability to as lower level empowerment, involve personal from every level and encourage participation, educate and provide training for employees about the change taking place, organizational culture is an important attribute in change management so common goals may play an important, and positive perception towards the change process.

Reviewing current change management performance, measurement gauges the current level of performance against the desired future performance level to clearly forecast where to achieve (Zairi & Sinclair, 1995). 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. In this view before implementing changes communicating and sharing vision with all human factors of the

organization and creating a sense of dissatisfaction to existing situation may empower to better out come during BPR implementation. This shows Managing the change process is an integral element of successful BPR implementation. In cases where BPR resulted in company downsizing, misunderstanding of objective, less attention to human factors, results in sinking moral, and distrust of management (Cascio, 1993).

Organizational culture provides unwritten and often unspoken guidelines for how to get along in the organization. For instance, Introducing employee empowerment to hierarchical organizations would be seen with skepticism, and it would not be accepted by either managers or employees. Since, organization culture cannot be changed in a short period of time therefore its characteristics should be seen as predecessors for success of business process project. These shows some cultural characteristics in organizations provide suitable conditions for the success of a BPR project and it needs wise concourse management style (Bandara, Alibabaei & Ahmad *et.al*, 2009).

2.5.2 Factors related to management commitment.

In reengineering leader is a senior executive who authorizes and motivates the overall reengineering effort. Corporate executives cannot be change leaders until they have committed to change themselves (Davenport. 1993). As management, can communicate through all levels of the organization during a BPR effort, it will have a significant bearing on the success of the plan (Carr & Johansson, 1995). Hammer and Champy (1993) mentioned obstacles in leadership as reason for most of the failures in business process changes. Kassie (2011) indicated the necessity to managers have sufficient knowledge about BPR projects and realistic expectation of its results. This factor includes; commitment from top management and transformational leadership having strong will to bring and manage change, and risk management skills.

According to Nicole and Charles (2013) Leadership in BPR needs; open and sincere communication of what tasks need to be done, whilst building trust and understanding, developing individuals and cooperation help to align individual needs with organization needs. Staying involved can be regarded as ‘walking the talk,’ and it is the behavior that separates the real leaders from the figureheads.

Since top executives have so many responsibilities, it would be easier if their job in leading change was over once they had articulated a vision and instilled it in the top managers, who would disseminate it throughout the organization. Their active involvement may include steering committees or participating on it, presiding over ceremonies where employees are rewarded for their adherence to the new behavior, continuing to communicate in large and small forums, and visibly adopting the new behaviors being asked of everyone in the organization, such as participative management, focusing on processes and making fact-based decisions (Oakland 1993).

Chamberlin's (2010) used two examples in his review of BPR failure.

(a) The reengineering leader must be a senior executive who is passionate about reengineering and has a strong commitment to it. Passion and commitment are insufficient, as the leader must have authority to implement the changes needed to support major process redesign. If this element is missing in the leader, then the leader must be educated to understand the complexities of reengineering and why the dynamic leadership is so important.

(b) Leaders attempt to reengineer without fully understanding what reengineering is, and where it is headed. As a result BPR efforts may be abandoned in midstream. So change is needed to evolve and move the company to where someone envisions it to be. However, commitment to this change effort is of vital importance for the success of change. Leaders need to convince their leadership team and the leadership team needs to convince their staff. Once the convincing stage has been bought, leaders at all levels need to live and demonstrate the change to avoid being part of the statistics.

High power of senior management can make an effective start and lead implementation. Leadership in a Business process management success context can be further characterized with three other sub constructs. Means for achieving success have been mentioned under each sub construct: Senior management should actively participate in setting the vision of business process management initiatives and support the implementation team by assigning key managers and employees to it that shows management commitment and follow the decisions for employee, establish stability of management during project implementation. Management team should

share their viewpoints and expectations with the implementation team and consider feedback from the organization (Bandara, Alibabaei & Ahmad *et.al*, 2009).

2.5.6 Factors related to organizational structure

BPR creates new processes that define jobs and responsibilities across the existing organizational functions. 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). When attention given to organizational structure, it have the power to enforce and strength effectiveness of BPR. The new posts created after BPR implementation does not motivate if tasks are not properly redesigned (Ziad, 2010).

As Habib (2013) described Organizational structure including; adequate job integration approach (organizational structure that is also known as HR infrastructure of an organization should be adjusted as per need of BPR to support the radical change), to support BPR firm needs to develop cross functional and effective team (that is skillful, experienced, competent and credible), and proper definition of job (i.e. job description, specification) and distribution of responsibilities. Yet another factor which is related to BPR project management is a very basic and fundamental factor for success and sub factors in this category includes; creating a link of BPR strategy with organizational (corporate) strategy and effective planning for project management.

Wu and Du,(2010) cited in (Amensis, G. 2013) BPR project in addition, to implement new processes successfully, new organizational structures, jobs definition and responsibility allocations, and infrastructures adjustments are required. Succumbing to the pressure, to produce quick results, many managers who implemented BPR tend to ignore the massive change in organizational structure, have misused and alienated middle managers and lower level employee, and hindered the necessary modernization of their plants (Cascio, 1993).

2.5.7 Factors related to ICT infrastructure

Branchiate (1996) make the point that factors related to ICT infrastructure have considered as a functions competency and effective use of software tools that contribute to the success of BPR. This is because, ICT can increase effectiveness, speed of service, even after implementation of BPR it have power to cost minimize and save resource. It has been further discussed that the best use of IT would be in applying IT capabilities to make business processes more effective, rather than just to automate the processes (Hammer 1990). Different roles for IT in business process management projects have been mentioned; an enabler of the business process change, a facilitator during the designing phase and an implementer in the deployment phase (Al-Mashari and Zairi 2000).

Care must also be taken when applying IT, as it can have a considerable negative effect in business process improvement and be an obstacle for success of the business processes projects (Al-Mashari and Zairi 2000). Information Technology is explained further by the sub-constructs below related means for achieving success: IT would be used for providing the information about current and future organization capabilities. Make it clear that the purposes of using IT are not just mere automation of the current processes. There must be a centralized IT tools and database that used for providing an avenue of fast and accurate access to the information and decrease the delay in information transmission.

Employees should feel that the IT tools help them in their work. The transitional adoption between new IT tools and existing IT tools that are used in organization should be considered. IT constraints should not be considered as an obstacle for innovation and creativity in designing new processes. New processes should be designed based on the interaction between information technology and organizational processes (paying attention to the socio technical procedures).

Use IT Capabilities appropriately should be used for: Data collects from current situations and analyzing the data, technical modeling and simulating the changes, evaluating the current processes' performance, monitoring tasks and project controlling during implementation, providing electronic documents in order to ease decision making, improving the communication in the organization, sharing the information in the organization, evaluating employees' performance.

In fragmented tasks to divisions departments and even at different offices, the challenge is to develop new and more appropriate learning environments then: the demands of new approach to course design and IT which cannot successfully be achieved without establishing new business processes. Lacks of integration, insufficient IT infrastructure, lack of capabilities for database management are among factors (Davenport, 1993). And further describe failure to deliver the right information system application time and loss of human expertise, lack of documentation or others. Here it's known that IT is BPR enabler and to implement it as much as possible with the organizations capacity can help for better performance (Hussein 20013).

2.5.5 Factors related to Continues Performance evaluation

Performance management provides a systematic link between organizational strategy, resources, and processes. It is a comprehensive management process framing the continuous improvement journey, by ensuring that everyone understands where the organization is and where it needs to go to meet stakeholder needs.

However, Measures that don't add value or that confuses users are worse than no measures at all. A bad measure is one that is uncontrollable at the level held responsible for its achievement. When people are held accountable for things they cannot change, they become de-motivated, often rejecting the whole measurement process as they rationalize their ongoing performance problems.

Measurement is at the heart of the organizational process. A firm's values, strategies, and progress are all reflected in what it chooses to measure and how those measures are used to influence behavior. Jeston and Nelis (2006) explain global market and its rapid pace of change have increased the demand on measurement systems in modern corporations. Hence, command and control style function (previously served by performance measurement systems) has been transformed into a need to predict and prepare the organization to meet the next challenge and to create the next opportunity. Finally the emphasis of process management should be value and service to the customer is replacing traditional vertical and functional structures.

As Hammer & Champy (1993) to achieve dramatic improvements in BPR critical measures of performance such as cost, quality, service and speed is required. The performance management system must satisfy the following important objectives: measure performance against key customer requirements, make strategic objectives clear, focus on core processes, focus on critical variables, signal where performance is headed, identify which critical factors require attention, and provide an unambiguous basis for assessing and rewarding performance.

According to Nicole and Charles (2013) new performance measurements can be seriously considered, the design team must thoroughly understand the business and the marketplace. The following elements are potential sources of information for critical success factors that are the foundation of an integrated business performance model: a) vision and mission statements; b) strategic objectives; C) customer requirements; and d) compensation and reward systems.

Performance management applies to organizations as well as individuals and includes recurring activities to establish organizational goals, monitor progress toward the goals, and make adjustments to achieve those goals more effectively and efficiently. Setting performance measures are necessary to indicate the levels of achievements (Zairi & Sinclair, 1995). There have been different types of performance measurements techniques. Among these self-assessment, statistical process control, work flow based monitoring and balanced scorecard approaches can be mentioned.

Balanced scorecard approaches use a number of financial and non-financial indicators on a regular basis which has a framework with four perspectives. This performance measuring and monitoring tool is used for the purpose of strategic performance reporting to link strategy with performance measures to present different perspectives (Kaplan R S & Norton D P, 1996). Determining if the new process is achieving the desired results using performance measurement and continuously improving is vital for the success of BPR.

From the above literatures it is possible to develop dimensions that need attention during implementation of BPR project to ensure the chance to attain planned goal. Therefore the following framework is developed by the researcher as attainment of performance goal can be influenced by five factors as shown below.



Figure 2 Frame Work of Dimensions for success of BPR

Chapter Three

7. Research Methodology

The researcher used both quantitative and qualitative methods from primary and secondary sources. From total 18 office implementing BPR, Four offices are purposively selected for their wide scope with many customers. For selection of sample both probabilistic stratified sampling and non probabilistic techniques were used. Using Israel formula (2012) sample size was selected based on proportionate stratified random sampling. Descriptive research is developed to show influence of basic factors in BPR implementations specially multiple regressions was used to combine factors and their effect to each other.

3.1 Sampling Method

Proportional stratified technique is used for selecting respondents for proper representation to each stratum and its statistical efficiency is generally higher (Singh 2006). From total 326 populations, respondents are selected using both probabilistic and non-probabilistic methods. Target population concerns employees working in reengineered work process and those working related to these processes; hence the parameter holds 260 respondents among which 158 are selected. For this study, the desired confidence level is assumed to be 95% and the maximum variability in the population is assumed to be 0.05.

3.2 Sample Size

According to information of city administration among 28 offices in Adama 18 offices have implemented BPR. To asses these large sample by descriptive research; it is suggested that one should select 10%-20% of the accessible population for the sample, thus 4 offices 22%, selected (Singh 2006). Purposive sampling used to select these offices: Revenue office, Water supply and Sewerage office, CSGGO are serving relatively many customers, having wide span of control, and the researcher's convenience are the reasons for selection.

According to Israel (2012), the simplified formula to calculate the sample size is computed as equation1, similarly, the sample size using proportion allocation in equation 2 and summarized in table 1 below.

$$n = \frac{N}{1 + N(e)^2} \dots\dots \text{Equation 1} \quad \text{and} \quad n_h = N_h \frac{n}{N} \dots\dots\dots \text{Equation 2}$$

Where, n = sample size N = population size e = level of precision is 0.05 n_h = the sample size of office h . N_h = total sample of office h $h = 1, 2, 3 \& 4$ (are the four offices respectively).

Table.2 Study Population and Target Sample Size

No	Offices	Population	Sample frame	Sample size	%
1	Revenue Authority	174	130	79	50
2	Water Supply and sewerage	78	65	39	24.7
4	CSGGO	34	30	19	11.4
5	Buildings Officer	40	35	21	13.3
	Total	326	260	158	

3.3 Data Collection Instrument

Data collection was by mix of semi-structured and close-ended questionnaires related to BPR success and its significant factors. These were self prepared in English that reflect the objectives of the study. The questionnaire was adapted from (Dele and Oladepo 2014) by the researcher. The questionnaire has two sections. The first section is comprised objectives of the research and background of the respondents. The second part consists of items that can measure the six variables, dependent variable and five independent variables that affect BPR success in the study. The dependent variable is BPR success and five independent variables are; change management style, management commitment, organizational structure, ICT infrastructure and continuous performance evaluation.

Under each factors there are nine to ten items that helps to measure the response to ward each 62 questions. From these questions nine questions are under items to evaluate BPR implementation level each with 5 likert scales. For all five independent variables there are five open ended questions that used to collect detail and extra information related to these factors effect on success of BPR. The other 48 questions are 5 likert scale questions about independent variables. Each 5 likert scales have value from 5 = strongly disagree, 4 =Agree, 3= Not Sure, 2 = Dis-Agree and 1 = Strongly Dis-Agree. The questionnaires type was preferred due to its advantage

to collect the primary data accurately in depth with flexible focused information and wider range with minimum cost (Singh 2006).

3.4 Data Collection Procedures

The processes for each primary data collection techniques were accomplished as stated below. First, questionnaires develop in English language and then translated into the local language (Afan Oromo) for simplicity and clarification to the respondents and the enumerators. The translation was with experts to help respondents understand and no to change the meaning of basic questionnaires. Sample respondents' were classified and arranged into two groups to collect the data. Two enumerators divided to four selected offices and the data collection process was conducted with the close supervision of the researcher.

Secondary data sources were collected from internal sources and external sources. An internal source, CSGGO, reinforces to harmonize findings with stretch objectives and manuals and procedures. Hence, plans and manuals, standards, and data collected for BPR implementation stages were used. The external source was from printed books, reports, journals and related documents for its contribution to use previous knowledge and to interpreted data collected.

3.5 Reliability and Validity

Pilot testing was conducted on a total of 30 participants (20 male and 10 female) employee were randomly selected from offices which were not included in the main study. In this case employees were told how to give response to the questionnaire that provided them and some vague questions, which forwarded by the employees, had been made clear during the pilot distribution.

The instruments which assessed in the pilot try out generally constructed to measure the perception towards BPR success and factors that affect the performance, the relationship between perceptions and demographic variables and where there was different between demographic variables and perceptions of BPR implementation and factors affecting BPR success. The instruments were piloted to check the clarity of the items and the internal consistency of the instruments. To check the internal consistency of the items of the questionnaire, Cronbach-Alpha was calculated. Accordingly the alpha coefficient for perceptions

towards BPR success and factors that affect the performance items were found and summarized in the table 2 below.

The researcher adopted questionnaires (Dele and Oladepo, 2014) and the scale was validated. The questionnaire initially prepared in English was translated to Afan-Oromo because people in the study area could not speak English language. After the questioners translated to Afan-Oromo, validity for the correct translation was checked by five experts from CSGGO and Water supply and sewerage office and adjustments were made where necessary.

The clarity of the items was further checked by three experts from good governance officer regarding appropriateness of the items and appropriateness of the descriptions for employees. In instruments, relevant descriptions were given for the words or expression which was suspected to be difficult for the respondents.

Table. 2 Showing Result of Reliability Test Summery

No	Descriptions of Factors related to BPR success	No of items	Cronbach's α
1	Factors Related To BPR Goals Achievement	9	0.936
2	Factors Related To Change Management	9	0.925
3	Factors Related To Management commitment	8	0.794
4	Factors Related To Organizational Structure	9	0.89
5	Factors Related to ICT Infrastructure	9	0.945
6	Factors Related To Continuous Performance Evaluation	8	0.943

3.6 Data Processing Procedure

The collected data was organized in a way that it is ready and easy for analysis to achieve accurate result of this study. Processing implies editing, coding, classification and tabulation of collected data so that it is amenable to analysis. Preparation of codebook is include defining and labeling each variable which will be analyzed by using SPSS Software version 20, assigning numbers for each response and recording in the computer file.

The collected raw data were edited to detect errors and omissions and to correct these when possible. During data classification arranging in groups on the basis of common characteristics such as sex, experience, and education level consider attributes simultaneously, and divide the data into a number of class –intervals. These may help to asses either employee are new for change, education level they have, these result was. Finally summarizing raw data and displaying the same in compact form for further analysis by tabulation.

3.7 Ethical Consideration of the Research

Before starting to conduct the study, permission were assured from the selected study offices management bodies. Ethical consideration was taken into account so that the concern integrity consents and other human elements of the respondent's personality respect. Essentially, respondents were enlightened to know the purpose of the study prior to responding to the question. The selected study participants were requested kindly permission whether they agree or not. Any information regarding this research were confidentially protected and not to exposed to anyone and even they were told not to write their name and the result will be presented for the gross response of the whole.

Chapter Four

Results and Discussion

4.1 Demographic set of the Respondents

From total 158 employees from four offices questionnaires are randomly distributed only 144 questioners get back and 14 are missed. These 144 questionnaires responded in above proportion and this shows that all offices relative to their proportion of sample has participated. That mean hope fully the survey has acceded the chance to collect wide information from employees with response rate of 91.1%.

Table. 3 Respondents Age group and Offices

Selected Offices	Age Group of Respondents					Total	%
	18-25	26-32	33-38	39-45	above 45		
Revenue	7	39	21	7	0	74	51.40%
Water Supply	4	20	10	2	0	36	25%
CSGGO	0	4	1	3	8	16	11.10%
Building Office	5	7	5	1	0	18	12.50%
Total	16	70	37	13	8	144	100%

Source: Captured for the respondents of the study

From these groups of respondent demography 59.7% of the respondents is age of less than 33 years. Again except in CSGG office, in other three offices more than half of the respondents are in this age group Which means more than half of the respondent young employees which can actively participate and accept is changes and a time that they did not implanted bureaucratic thinking. These may help the research by minimizing employee side resistance to accept the change.

Table 4 Respondents Gender and Education Level

Offices	Gender			Education Level of Respondents		
	Male	Female	Total	level	Frequency	Percent
REVENUE	59	15	74	Diploma	12	8.3
WATER SUPPLY	33	3	36	1 st Degree	127	88.2
CSGGO	13	3	16	Masters Degree	3	2.1
BUILDING	14	4	18	PhD	2	1.4
Total	119	25	144	Total	144	100

Source: Captured for the respondents of the study

From Respondents demographic descriptive data 144 employee selected randomly from four offices 119 are male and 25 are females. A questioner evaluating BPR success in their respective office with 9 question were measured by 5likert scales. The result can be summarized as follows;

Table 5. Demographic factors response on BPR Implementations

Descriptions		Agree		Not Sure		Dis-Agree		Total	
		Frequency	%	Frequency	%	Frequency	%	frequency	%
Gender	Male	83	69.7	22	18.5	14	11.8	119	100
	Female	20	80	4	16	1	4	25	100
Education level	Diploma	9	75	2	16.7	1	8.3	12	100
	1st Degree	91	71.7	23	18.1	13	10.2	127	100
	Masters	2	66.7	0	0	1	33.3	3	100
	Others	1	50	1	50	0	0	2	100

From 119 male respondents 69.7% agree on BPR success goal achievement and 30.3% either not agree or disagree. From Female 25 respondents 80% agree and 20% not sure or disagree for the performance goal of BPR achievements.

From the respondents in education group, Diploma and below level from 12 respondents 75% agree and 25% either disagree or not sure

From 127 degree level respondents 71.7% Agree and 28.3% respond to either not sure or disagree for BPR goal achievement.

From masters level 3 respondents 66.7% disagree and 33.3% respond to refuse for BPR goals achievement.

From 2 PhD respondents 50% agree and 50% not sure for BPR goal achievement questions.

Table 6.Total length of Work Experience

	Frequency	Percent	Cumulative Percent
1 to 4 years	49	34.0	34.0
5 to 10 Years	48	33.3	67.4
11 to 15 years	17	11.8	79.2
15 years and above	30	20.8	100.0
Total	144	100.0	

Source: Captured for the respondents of the study

Table 5 shown 66% of the respondents has work experience of above 4 years. Hence qualification and work experience have positive impact on the quality of the response and understanding of the subject. This implies majority of respondents may responded in this study was an experienced worker that means to understand the changes (BPR success) and factors that affect the success of the change after and before BPR implementation. This information to help the researcher's to get accurate information about current status of BPR.

4.2 Success of BPR Implementations

Goal attainment of BPR project is assessed by factors that give signals from four selected offices from ACA. These questions are developed to look the accomplishment of BPR implementation success level. This shows that even though they do have relatively different execution, they do have long way in the future to attain their goals. Even if the implementation of BPR started before 2015-2009 six years the attainment is slow. If the result declined due to length of time BSC has implemented in every offices that means it is expected with continuous improvement and achievement. Another way round the finding shows that the good beginning of BPR has stacked and good beginning had not reinforced due to different factors that may hinder or mitigate the factors.

Factor show goal achievement of BPR

1. Office formulates goals that focus on output by adding values in every activity.
2. There is a record of customers' complaints and transactions for future reference.
3. Optimal utilizing of resources reduces operating budget with increasing productivity.
4. Organizational performance rises with customer expectation.
5. BPR project has created a culture for continuous performance improvement
6. BPR has built effective teams that share skill and information willingly.
7. BPR implementation has increased customer satisfaction.
8. There is effective utilization of proper technology for BPR project success
9. Staffs attitudinal outlook has changed focus from bureaucracy centered to customer focus

Table 7 Summary of four offices BPR Success for in frequency and percentages

Offices	Response		Factors that shows BPR goals achievements								
			F1	F2	F3	F4	F5	F6	F7	F8	F9
Revenue	Agree	Frequency %	49 66.2	50 67.6	51 68.9	48 64.9	52 70.3	35 47.3	48 64.9	51 68.9	47 63.5
	NS	Frequency %	9 12.2	15 20.3	9 12.2	15 20.3	12 16.2	21 28.4	12 16.2	6 8.1	6 8.1
	D. Agree	Frequency %	16 21.6	9 12.2	14 18.9	11 14.9	10 13.5	18 24.3	14 18.9	17 23	21 28.4
Water Supply	Agree	Frequency %	21 58.3	16 44.4	17 47.2	20 55.6	20 55.6	15 41.7	15 41.7	20 55.6	20 55.6
	NS	Frequency %	3 8.3	5 13.9	6 16.7	6 16.6	6 16.6	11 30.6	7 19.4	4 11.1	2 5.6
	D. Agree	Frequency %	12 33.3	15 41.7	13 36.1	10 27.8	10 27.8	10 27.7	14 38.9	12 33.3	14 38.9
CSGG	Agree	Frequency %	8 50	10 62.5	8 50	9 56.3	10 62.5	9 56.2	7 66.7	8 50	11 68.8
	Ns	Frequency %	3 18.8	5 31.3	2 12.5	0 0	5 31.2	5 31.3	4 11.1	0 0	3 18.8
	D. Agree	Frequency %	5 31.3	1 6.3	6 37.5	7 43.7	1 6.3	2 12.5	5 22.2	8 50	2 12.4
Building	Agree	F %	10 55.6	7 38.9	10 55.6	9 50	9 50	7 38.9	12 43.8	11 61.1	11 61.1
	NS	Frequency %	1 5.6	3 16.7	3 16.7	5 27.8	1 5.6	6 33.3	2 25	4 22.2	2 11.1
	D. Agree	Frequency %	7 38.9	8 44.4	5 27.8	4 22.2	8 44.4	5 27.8	4 31.2	3 16.7	5 27.8
Total Four Offices	Agree	Frequency %	88 57.5	83 53.4	86 55.4	86 56.7	91 59.6	66 46	82 54.2	90 58.9	89 62.2
	NS	Frequency %	16 11.2	28 20.5	20 14.5	26 16.2	24 17.4	43 30.9	25 17.9	14 10.4	13 10.9
	D. Agree	Frequency %	40 31.3	33 26.1	38 30.1	32 27.1	29 23	35 23.1	37 27.9	40 30.7	42 26.9

Source: Captured for the respondents of the study

From the survey of four offices totally 144 respondents participated the following findings can be explained as follows;

4.2.1 Formulation of goals that focus on output by adding values in every activity

Respondents that Agree (Strongly Agree + Agree) on formulation of goals that focus on output by adding values in every activity are 55.6% in Building office, 50% in CSGGO, 58.3% in Water supply and 66.2 % in Revenue offices. This shows all four offices had goals that add value on their output in relatively different level. Again from all 144 respondents 57.5%, 11.2% and 31.3% responds to agree, Not Sure and disagree respectively, respectively for similar question about formulation of goals that add value. This shows 42.5% or 56 employees either do not know or do not agree for the formulation of Goals that add value to output. The findings of the survey shows the presence of performance goals that focus on adding value to the output is moderate. Further the quantitative response of some respondents strengthen indicating the goals written on planning document and it is not came to the mind and daily activities of the organizational staffs.

The primary objective of BPR is to make business organizations more competitive by improving quality, reducing costs and shortening product development cycles (GROVER, 1993). As part of its business case for implementing the new process, the organizations should have established specific goals for the reengineered process. These goals shall include intermediate goals to be met at various stages during the implementation phase because it helps organizations showing a progress improvement in this stage. To consider the set goal has an impact on organizational performance, the value added activities outshines the output. Other factors like; communications, performance evaluations, organizational structures, leadership commitments and even the change itself are needed to attain some goals and objectives. If these is not considered in the plan or not communicated with employee it is difficult to expect something new from ordinary business. According to Amensis (2014) if some factors that affect success is not changed during BPR implementation it hurts the success of the organization and the achievement of the objective is fruitless. Hence the change process is better to emphasize the value-added element for every activity, recognizing time as a competitive weapon, focusing on end results and challenging the old ways and supporting proposed new ways, and setting aggressive goals for the new process.

4.2.2 Presence of record of customers' complaints and transactions

On the question if record of customers' complaints and transactions are properly organized, 53.4%, 20.5% and 26.1% respectively agree, Not Sure and Disagree. When considered with relative offices 67.6% and 32.5% from Revenue office, 44.4% and 55.6% from water supply office, 62.5% and 37.5% from CSGGO and 38.9% and 61.1% from Building Office respectively responded to agree and to disagree or not sure. This shows on average the customer complaints and transaction handling is performed to moderate extent. But when the offices separately seen water supply and building offices are handling below, moderate. Again from qualitative open ended questionnaires it is observed that customer complaints, file and documents are abused due to not presence of well-equipped and controllable data handling further the argument showed the comment boxes, and comment books do not placed on time and frequently where customers can easily use it and the comments given have not been seen and analyzed properly by concerned body. The collected comments do not use for the next round because they were lost after read once.

In this regards, (Hammer and Champy, 1993) signified the essence of encouraging staffs to use and properly handle performance data. And also it is essential to assess performance level and work for higher level of performance so as to achieve what is expected from BPR projects. Managers shall use performance information to continually improve work processes, identify and set additional improvement goals, as needed. The new process needs to be customer friendly and ensures customer satisfaction in terms of responsiveness to complaints, customers' reception, service quality, timeliness, cost, one-one stop-shopping, etc.).

4.2.3 Optimal utilizing of resources with increasing productivity

Optimal utilizing of resources reduces operating budget with increasing productivity.

From total respondents 55.4%, 14.5%, and 30.1% argues for agree, not sure and disagree respectively. Still which shows the overall effective resources utilization is loosely moderate. When comparing with offices effective resource utilization of BPR by increasing productivity, those agree are 68.9% from revenue, 47.2% from water, 50% from CSGGO and 55.6% from Building office and the remaining are those responded either not sure or disagree. Here again water supply is below moderate and CSGGO loosely utilizing resources effectively.

From open ended questionnaires respondent agree that the resource is relatively being utilized relative to the past but there are still things that can be saved or that is able to serve more. The reason they pointed out was; leadership carelessness, expecting for extra benefits for resource they saved, poor controlling of materials and the paradox of losing to save. Literatures also showed resource utilization is among the BPR critical measures of performance such as cost, quality, service and speed (Hammer & Champy 1993). To get the result pertaining awareness creation, and resource mobilization including IT and other infrastructure is indispensable, because they are tools that can be used dissolve the resistance of employees against the implementation of BPR Champy (1995).

4.2.4 Organizational performance rises with customer expectation

Organizational performance rises with customer expectation. The finding of the survey also gave implication either organizational performance rises with customer expectations. From four offices selected for this assessment 50%, 43.7%, 44.4%, 35.1% argue to either disagree or not sure for increment of organizational performance as customers expectations from Building, CSGGO, water supply and Revenue offices respectively. Hence the result shows the improvement of offices services with customer expectation is moderate but the building office is loosely moderate. The gross result for survey implies 56.7% responded to Agree, 16.2% not sure and 27.1% disagree for described item, which is still with moderate result. Moreover the open ended questions responded with implication that had BPR well implemented as the plan, the organization can bring dramatic result beyond customers' expectation.

4.2.5 BPR project has created a culture for continuous performance improvement

To evaluate if BPR project has created a culture for continuous performance improvement the finding still shows 59.6%, 17.4%, 23.0% from the total sample to Agree, not sure and to disagree for the idea. This still shows moderate finding BPR has created moderate culture for continuous performance improvement is created. In the perspectives of offices creation of continuous performance improvement by BPR implementation, 70.3% from Revenue, 55.6% from Water supply, 62.5% from CSGGO and 50% from Building office respectively to Agree. In these aspects, the findings imply that there have been slits in identifying performance gaps, and in working for customer

r satisfactions in terms of responsiveness to complaints, customers' reception, service quality, timeliness, cost, one-stop shopping, etc.

Zygiaris, (2000) showed in his stages 8 of BPR implementation is continuous improvement. At these stage each individuals try to work hard, learn from the past and add value to service of the customer. In order to implant continuous improvement in organization culture of experimentation is an essential part of a successfully re-engineered and, therefore, people involved or affected by BPR must be prepared to endure errors and mistakes while re-engineering is taking place (Cascio, 1993). Further creating a means of computation and motivational factor are helpful tools to steady firm with change and improvements (Nicole and Charles 2013).

4.2.6 BPR has built effective teams that share skill and information willingly

The survey finding has shown BPR has not built effective teams in overall sample that share skill and information willingly. Because the 23.1% disagree, 30.9% not sure and only 46% agree for the formation of effective team due to BPR project introduction. Analyzing the impact of BPR effective team creation from four offices respondents agree to 38.9%, 56.2%, 41.7% and 47.3% from Building office, CSGGO, Water supply office and Revenue Office respectively. These finding shows poor teams that may share information are created even though BPR is introduced in these offices. From open ended responses of the questioners one person argued, despite the fact that good trail was at beginning of implementation, the teams going back to normal committee.

Employee productivity increases when they work together in a team. But these will be signified if involved employees understand their roles and responsibility clearly in the team. The responsibility should include decision making authority, mobilize resources and stimulate enthusiasm (Bandara, Alibabaei & Ahmad *et.al*, 2009). Again (Aulosis 2014) added for BPR project to succeed improvement in working culture within organization has positive significant impact. According to Nicole and Charles (2013) Leadership in BPR have to create open and sincere communication between staffs, whilst building trust and understanding, developing individuals and cooperation help to align individual needs with organization needs.

This shows that having effective team is crucial for BPR success and it is the task of the managers in order to create and facilitate conducive environment by giving clear mandate and align individual need with organizational need.

4.2.7 BPR implementation has increased customer satisfaction

The finding of customer satisfaction in response to BPR implementation for selected offices is 64.9% and 35.1% in Revenue office, 41.7% and 58.3% in Water supply office, 66.7% and 33.3% in CSGGO and 43.8 and 56.2 for Building office to agree and either for not sure or to disagree respectively was responded. This result is moderate for Revenue office and for office of CSGGO. For the rest two offices the BPR implementation has brought below moderate customer satisfaction. In the view of response from all samples the result shows moderate result with 54.2% agree and 17.9% not sure and 27.9% disagrees for the increment of customer satisfaction with BPR.

4.2.8 There is effective utilization of proper technology for BPR project success

Regarding effective utilization of proper ICT infrastructure for BPR project success, from all respondents 58.9% agree and 41.1% either not sure or disagree. This finding shows still moderate achievements. In respective offices, Revenue, Water supply, CSGGO and Building offices the result is; 68.9% and 31.1%, 55.56% and 44.4%, 50% and 50% and 61.1% and 38.9% respectively to agree and either not sure or disagree. Which implies Revenue office has good utilization of ICT and the others have moderate result for use of ICT for BPR success? Again the finding from open ended questions also supports the utilization of ICT for BPR is limited because, the leaders understanding about ICT, Budget constraint, ability and skill gaps and problems due to limitation of infrastructure coverage.

Today's organizations rely on ICT in order to be productive and efficient. This goal can only be effectively achieved through a system that facilitates information analysis, sharing, storage, dissemination, retrieval and analysis. Moreover, researchers argue that effective use of modern technologies, software tools to assist in BPR efforts is crucial to BPR success (Carr and Johansson, 1995). Properly implementing IT can improve the competitive position of organizations. But inappropriately implementing IT may create barriers to responding to the rapidly changing business environment. It has been further discussed that the best use of IT should go with the capabilities of employees and sufficient budget and resources have to be allocated to make business processes more effective (Hammer 1990).

4.2.9 Staffs changed focus from bureaucracy to customer

For question that evaluate either attitude of staffs changed from bureaucracy to customer focus Revenue offices responded 63.5% to agree and 8.1% not sure and 28.4% disagree, for Water supply 55.6% agree, 5.6% not sure and 38.9% disagree, for CSGGO 68.8% agree, 18.8% not sure and 12.4% disagree and Building Office 61.1% respond to agree, 11.1% not sure and 27.8% responded to disagree. The cumulative result shows staffs attitude changed to moderate extent by BPR, showing 62.2% agree, 10.9% not sure, and 26.9% responded to disagree.

Generally among the selected offices the Revenue of has achieved 64.7% of performance goal of BPR. For office of Water Supply and sewerage the finding shows the performance of BPR is 50.6%. The third office is CSGGO which achieved 55.6% of its performance goal due to BPR implementation. The fourth office achieved 53.1% of its performance goal is Building Office.

4.3 Factors Contributing to Success Level of BPR

Multiple regressions Model is prepared to evaluate factors contribution for the achievement of BPR success level shown above. For a model developed to evaluate the factors contributed toward achievement of BPR success in selected offices, the researcher developed mixed qualitative and quantitative questionnaires that have five basic variables that may affect the implementation of BPR. These five independent variables are change management style, leadership commitment, organizational structure, use of ICT infrastructure and presence of continuous performance evaluation system.

In all five predictor variables the researcher prepared 43 questions with 5-likert scale and 5 open ended questions that may help to collect further related factors that affect the implementation stage. Moreover for dependent variable, evaluate success level of BPR, 9 questions with 5-likert scale are distributed. Using the response of the questions data summarized and prepared for analysis using SPSS software V.20 using entered method. By multiple regression of the mean value of dependent to mean values of each independent variable the model is developed.

Multiple Regressions has the following model

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_k X_k + \epsilon_0$$

Where β_0 is the intercept, β_i are slope parameters, ϵ_0 is the unobserved error

Y is the dependant variable and $x_1 \dots x_k$ are the independent variables

When the above model adapted to the variables of the research it will be shown like

$$(BPR\ PGA) = \beta_0 + \beta_1(CM) + \beta_2(MC) + \beta_3(OS) + \beta_4(ICT) + \beta_5(CPE) + \epsilon_0$$

Where BPRPGA -BPR success Goal Attainment CM -Change Management Style

MC -Management Commitment OS -Organizational Structure

ICT -Information Communication Technology CPE -Continuous Performance Evaluation ϵ_0 are constants noise of error and β_0 = Intercept Coefficient.

A Standard multiple regression analysis was conducted to evaluate how well 5 basic independent factors (CM, MC, OS, ICT, and CPE) collected from 4 offices average scores predicted BPR implementations using SPSS Stepwise method because the researcher intended to look for determinant variables.

The correlation of each independent variable with dependent variable, the correlation between each independent variable was evaluated using Pearson correlation test, sig. (1 tailed test) and Normal test. The result for each table on the appendix shows each independent variable has direct relation with the dependent variable.

Table 8 Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.780 ^a	.608	.594	.56361

a. Predictors: (Constant), 5. Factors Related To Continuous Performance Evaluation, 4. Factors Related to ICT Infrastructure, 1. Factors Related To Change Management, 3. Factors Related To Organizational Structure, 2. Factors Related To Management commitment

b. Dependent Variable: 6. Factors Related To BPR Goals Achievement

The above table of Model summery it is clear that the considered five dimensions have 0.78 correlation coefficient which shows, they do have 78% relation with the dependent variable of BPR goal achievements. On the other hand these dimensions can influence BPR success up to 60.8%, because they do have 0.608 R-Square. Therefore, the model fitness is shown by R-square and the other left 0.392 is affected by other factors other than dimensions included in the model.

Table 8. Regression and Coefficients of BPR factors at 95% confidence level

Model	Un-standardized Coefficients		Standardized Coefficients	t	Sig.	Co linearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	-.213	.201		-1.062	.290		
1. FRTCM	.163	.067	.163	2.415	.017	.623	1.604
2. FRTMC	.241	.070	.252	3.457	.001	.533	1.876
3. FRTOS	.313	.083	.271	3.745	.000	.543	1.841
4. FRTICT	.154	.062	.164	2.481	.014	.651	1.536
5. FRTCPE	.148	.059	.161	2.505	.013	.689	1.452

a. Dependent Variable: 6. Factors Related To BPR Goals Achievement

From table of Regression coefficient on the table above Beta of un-standardized coefficients is the coefficient for five determinant variables that affects BPR success. These beta values shows slope of coefficients, which represent the degree at which independent variables contribute or influence the dependent variable. Again, the table shows significance level of each independent variable. Effect or contributions of factors are discussed in the following paragraphs.

Remark: when the researcher interprets the beta value of a particular factor, other factors is assumed unchanged. For instance: If leadership commitment is changing, all other BPR factors remain same (ceteris paribus). This assumption works for the remaining BPR factors too. Further For the multiple regressions tests and diagnosis of ANOVA F-test, Multi-collinearity, linearity, Normality and the diagram of scattered plot is shown in the appendix.

4.3.1 Factors Related to Organizational Structure (FRTOS)

The coefficient of organizational structure is 0.313. This shows organizational structure and BPR success has direct relation positive relation. This means for every increase/decrease in one unit of organizational structure BPR success increase/decrease by 0.313 units. At 95% confidence interval since ($p < .05$) at 5% significant level the data gives sufficient evidence to conclude that organizational structure is useful in predicting BPR success level. Hence, the more units of organizational structure related activities unfit to the working condition BPR success declines by 0.313. This finding assures organizational structure is among factors that can influence BPR success.

From literatures organizational structure, have the power to enforce and strength effectiveness of BPR (Ziad, 2010). Again Wu and Du,(2010) cited in (Amensis, G. 2013) also added to implement new processes successfully, new organizational structures, jobs definition and responsibility allocations, and infrastructures adjustments are required. many managers who implemented BPR tend to ignore the massive change in organizational structure, have misused and alienated middle managers and lower level employee, and hindered effectiveness of BPR (Cascio, 1993). Habib 2013 also showed among the basic reason for failure of BPR project is presence and effectively using organizational structure. Dele, & Oladepo, (2014) also reported there is direct significant relation with 0.37 coefficient for FRTOS The presences of good organizational structure can enforce to the success of and availability or mismatch of organizational structure can hider effectiveness or become the reason for BPR project. These shows the finding is line with the previous studies.

4.3.2 Factor related to management commitment (FRTMC)

The coefficient of determination for influence of management commitment on BPR success is 0.241. These shows management commitment and BPR success have direct relation. Moreover the significance level $0.01 < 0.05$ which is at 95% confidence, it can be concluded for each increase or decrease in unit of management commitment, BPR success increase or decrease by 0.241 units. This confirms in selected four ACA offices, management commitment is among the factors that help for the achievement of BPR success. If management in the offices is not committed for the project and carelessly follow the implementation the performance of BPR decreases , because management commitment is among factors that can influence BPR success.

Accordingly the father of BPR Hammer and Champy (1993) mentioned obstacles in leadership as reason for most of the failures in business process changes. Corporate executives cannot be changing the organizations until they have committed to change themselves (Davenport, 1993). Hence if leaderships are not committed and sell themselves to the expected difference of project BPR cannot attain performance goal. These means if management commitment is absent or declining and so does BPR success.

On the other side, as management commute and communicate through all levels of the organization during a BPR effort, it will have a significant bearing on the success of the plan (Carr & Johansson, 1995). Leadership in BPR needs; open and sincere communication of what tasks need to be done, whilst building trust and understanding, developing individuals and cooperation help to align individual needs with organization needs Nicole and Charles (2013). The reason behind need of leadership commitment is that using its power managers can plan, control, support, guide, and give decision for resource mobilization that enhance the success for performance. Again on the study (Kassie 2013) leadership commitment had negative relation with BPR success. This result is still in-line with the above conclusion in that if BPR managers have no related knowledge and understanding with commitment, being busy and running here and there could not contribute for success.

4.3.3 Factor related to continuous performance evaluation (FRTCPE)

The finding of the survey from regression analysis shows 0.148 as a coefficient for the determinant variable of continuous performance evaluations. Hence the implication is that BPR success can directly affected by continuous performance evaluation. The extent of their effect is, for every unit increment or decrements in continuous performance evaluations, BPR success can increase or decrease by 0.148. These can be concluded in 95% confidence level since the significance level $0.013 < 0.05$, the continuous performance evaluation is significantly predicted of affect BPR success. This idea supports that continuous performance evaluation is among significant factors that can affect performance of BPR.

As Hammer & Champy (1993) to achieve dramatic improvements in BPR critical measures of performance such as cost, quality, service and speed is required. Performance management applies to organizations as well as individuals and includes recurring activities to establish organizational goals, monitor progress toward the goals, and make adjustments to achieve those goals more effectively and efficiently which is increment in the performance of BPR. According Zairi & Sinclair, (1995) performance measurement and continuously improving is vital for the success of BPR. Design executing appropriate measures for processes has significant effect on BPR project success (Bandara, Alibabaei & Ahmad *et.al*, 2009). These imply performance evaluation and project success has direct relation.

From open ended questionnaires response inconsistent and poor performance evaluation must be resolved to bring positive meaning for evaluation. Again absence of reward systems is among factors that de-motivate employee enthusiasm. The other point raised in this regard is even if there is evaluation plan it only happens only if some push is behind. As respondent argues if performance evaluation, it will help employee to improve its gaps and increase productivity. These all arguments also support the relation between performance and presence of measurements.

4.3.4 Factors related to Information communication technology (FRTICT)

The relation between ICT and BPR is direct with coefficient of 0.154 for ICT. Therefore for increase/decrease in unit of ICT, BPR success can increase/decrease by 0.154. Considering the significance level of $0.014 < 0.05$, which confirm 95% confidence ICT can influence BPR success. This means creating sufficient information communication infrastructures can improve BPR success by 0.154 units, and if ICT is not properly used with BPR implementation BPR success can decline. From these finding it is sure that ICT is among factors significantly affecting BPR success.

According to related literatures, when applying ICT care should be taken, if it is costly, or do not go with employee capability as it can have a considerable negative effect in BPR improvement and be an obstacle for success of the business processes projects (Al-Mashari and Zairi 2000). Lacks of integration, insufficient IT infrastructure, lack of capabilities for database management are among factors (Davenport, 1993). These shows if ICT do not mach with organizational infrastructure, or employee did not understand why to use ICT or the more fault in ICT service the more failure it can bring on BPR success. As Hussein (2013) BPR enabler, implement it as much as possible with the organizations capacity. Still Hammer (1990) argues best use of ICT can help for better performance of BPR. Therefore, ICT has significant double way impact on BPR success.

4.3.5 Factors related to change management style (FRTCM)

On the last the coefficient of change management is 0.163. The interpretation is, change management and BPR have direct relationship such that for every units of increment/decrement in change management there is direct effect on BPR success to increase or decrease by a unit of 0.163. The significance is $0.017 < 0.05$, showing the conclusion can be given in 95% confidence. Again this finding also conclude change management, the fifth independent factor also significantly can influence BPR success.

BPR requires the coordination of people, processes and technology but it can only be achieved with clear vision and values. Top management sometimes is rigid in this regard and fails to bring harmony and integration in the key components that push to BPR failure (Habib 2013). Again Linden, (1994) also argues BPR is dramatic change that represents the management systems, if management is cooperative, pro active, flexible etc the result success and if not the result is failure, which goes with the above finding. On the top of that Carr (1993) states that, change management, which involves all human and social-related changes and cultural adjustment techniques is required to facilitate the insertion of newly designed processes into working practice and to deal effectively with resistance. This shows Managing the change process is an integral element of successful BPR implementation. In cases where BPR resulted in company downsizing, misunderstanding of objective, less attention to human factors, results in sinking moral, and distrust of management , BPR will stuck (Cascio, 1993).

Chapter 5

5. Conclusions and Recommendations

5.1 Conclusion

BPR is considered as a tool for change and a means for effectiveness for organizational performances. Hence, based on data collected from four ACA offices the research has got finding and concluded the following.

- The achievement of BPR success for the four offices was on average 56%, which is moderate achievement, even though limited differences observed between each offices performance. Inspite of moderate performance for the offices, it seems loosely moderate achievement, since considerably 44% of the performance goal did not achieved.
- Based on developed multiple regressions models ACA selected four offices, all the five dimensions totally have 60.8% variance on the BPR goals attainment.
- Again from the findings of regression coefficient and significance level all the five dimensions can significantly influence BPR success at 95% level of confidence. These factors are Change management style, Management commitment, Organizational structure, ICT infrastructure and Continuous performance evaluation.
- From the coefficient table, the strength of each factors to affect BPR success are; organizational structure coefficient = 0.313, management commitment coefficient = 0.241, change management style coefficient =0.163, using ICT as an enabler coefficient 0.154 and continuous performance evaluation coefficient = 0.148 respectively have relatively from maximum to minimum of effect on BPR success level.

5.2 Recommendations

From the conclusions of the study, the researcher has provided the following recommendations.

- Despite of the BPR achievements, the ACA, CSGG, Revenue, Water Supply and Building office heads, managements, employees, stakeholders have to give their unlimited commitments to attain the maximum level of performance that ensures customers satisfaction.

- From the conclusion of the survey each dimensions have statistical significance to influence BPR success level, thus managers, BPR teams, process owners, stake holders and further concerned bodies of the project for selected offices are strongly urged to give due attention for these dimensions impact during BPR implementation in order to attain planned goals.
- Considering the strength of influence for each dimension contributing for BPR success it is imperative to officials and concerned bodies use accordingly for better achievements.
- The conclusion confirmed that the dimensions can only influence BPR success up to 60.8%, hence other researcher recommended to work more comprehensive investigation on factor that affect performance like impacts in different demographic factors on BPR success in case of ACA.

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Appendix 1

Questionnaire for Adama city administration Public Service Employees

General Directions

Dear Respondent, My name is Adem Kemal. I am attending MBA program at Adama Science and Technology University. This questionnaire is developed to gather information to examine the BPR success and its contributing factors for success on Public Service Employees. The research will be based on data collected from public service Employees of Civil service and good governance office, revenue office, trade office and Building officer and Water and Sanitation office in Adama City Administrations. The purpose of this study is to examine the degree of success and failure factors and their impact on BPR success level.

Hence, the researcher cordially requests you to provide your true and genuine feelings in each question, which will take about **20-30** minutes of your time, but needs careful attention to correctly address them. All your responses will be kept confidential and the results will be reported in an aggregated form. While dealing with this questionnaire, you don't have to write your name, use "x" mark where needs be and for additional opinion use the space provided. For all of the efforts and collaborations thank you in advance.

PART ONE; Demographic Information

1. Respondents' Background Information /Demographic Characteristics/

Dear Respondents, here are some items referring to your background information or demographic characteristics. For some of the items, you are required to write the necessary information on the blank spaces provided. For the questions in the form of choices, you are kindly requested to indicate your responses by put (X) mark in front of the alternative you thought as an answer

Part I

1.1. To which office do you belong

- ☐ Civil service and good governance ☐ Building Officer ☐ Revenue Authority
☐ Trade and Market Development ☐ Water Supply and Sewerage

1.2. Sex: A. ☐ Male B. ☐ Female

1.3 Age Group

- ☐ 18-25 ☐ 25-32 ☐ 33-38 ☐ 39-45 ☐ 45 and above

1.3. Educational Level

☐Certificate ☐Diploma ☐BA/ BSC/ BEd. ☐Masters Degree

☐PhD ☐Other (Specify)-----

1.4. Your current position in the organization

☐Expert ☐Team leader ☐Process owner (Department Head)

☐Vice Head of a sector ☐Head of a sector ☐Other (Specify)_____

1.5 What is your total length of work experience?

☐1 – 4 years ☐5 -10 years ☐11 -15 years ☐15+ years

1.6 For how long have you been in current position?

☐1 – 4 years ☐5 -10 years ☐11 -15 ☐15+ years

PART TWO; Research Questions

Directions; The following questions are developed to explore BPR success and its Contributing Factors on Public Service Employees in Adama city Administration offices. You are kindly requested to read each question carefully and react according to direction given for each item. Indicate whether you agree or disagree with the statements below by ticking in the spaces provided in the following table.

☐SA= strongly Agree ☐A= Agree ☐NS=not sure ☐D= Disagree ☐SD= Strongly Disagree

Table 1: The Measure of CSFs of BPR

A	Change Management Systems Related Issues					
No	Description of change Management Factors Related to BPR	SA	A	NS	DA	SD
A1	Change management plan align tasks that facilitate cultural changes in your organization.					
A2	There is a review of motivations systems to ensure successful introduction of new Processes.					
A3	There is adequate training and capacity development for staff regarding the need for BPR concepts.					

A4	Staffs are able to monitor their own performance in relation to their targets in your office.					
A5	Stakeholders and staffs in your office have effectively contributed for BPR success.					
A6	Our staffs conform to the newly established culture and work processes due to the introduction of BPR.					
A7	Effective communication to ensure understanding of cultural changes that expected outcome to its employee.					
A8	Staffs have enjoyed participating in BPR implementation.					
A9	Your organization has prepared formats for customer suggestion to identify the level of customer's satisfaction.					
A10	Please describe if there is basic issues related to change management style that may affect performance but not listed above					
B	<u>Management Commitment and Leadership Related to BPR</u>					
No	Descriptions of Management commitment linked to BPR	SA	A	NS	DA	SD
B1	Top management is committed to ensure all staffs in that office share the achieving dramatic improvement.					
B2	Leadership is effective in providing a clear vision.					
B3	Management can effectively anticipate for risks associated with BPR project implementations.					
B4	Top management frequently communicates with project team and users about the core business process (key issue).					
B5	Top management set strategic plans in pursuit of customer satisfaction through various BPR project.					

B6	Top management consider BPR as a way to improve service.					
B7	Managers place confidence between supervisors and their subordinates by setting realistic expectation for BPR success.					
B8	Top managers propagated BPR Project progress in your office to strength chance for successes.					
B9	Please describe if there is basic issues related to change management style that may affect performance but not listed above					
C	<u>Organizational Structure Related Issues</u>					
No	Variable Description of Factors	SA	A	NS	DA	SD
C1	New organizational structures are created to determine BPR teams composition for process effectiveness.					
C2	Managers, middle managers and lower workers arranged and work in harmony.					
C3	Job descriptions resulting from BPR implementation are well integrated in your offices.					
C4	An effective structure is put in place to harmonize with BPR.					
C5	The BPR teams are cross-functional with sufficient skills.					
C6	BPR team members are experienced in many processes.					
C7	Your office emphasis on human element management effectiveness					
C8	Staffs and team members have get enough training on BPR.					
C9	The new structure helped for effectiveness of organizational performance.					

C10	Please describe if there is basic issues related to change management style that may affect performance but not listed above					
D	<u>ICT Infrastructure Related to BPR</u>					
No	Variable Description of Factors	SA	A	NS	DA	SD
D1	Staffs in your office have understood the purposes of using ICT for the effectiveness of BPR project.					
D2	There is adequate investment in ICT infrastructure to support BPR projects.					
D3	ICT infrastructure is able to accommodate the radical shift in technology.					
D4	There is alignment of ICT infrastructure with BPR process strategy in the Organization.					
D5	Using ICT has made good communication within employee and with stakeholders.					
D6	There is effective integration of organizational information systems (i.e. data base, data integration and communication networking).					
D7	There is adoption of information systems that uses the latest technology to enhance organizational performance.					
D8	There is a good understanding of IT capabilities within the implementation in your office.					
D9	The transitional adoption between new ICT tools and existing ICT tools that are used in organization has well considered.					
D10	Please describe if there is basic issues related to change management style that may affect					

	t performance but not listed above				
E	<u>Continuous Performance Evaluation Related to BPR</u>				
No	Variable Description of Factors	SA	A	NS	DA SD
E1	Managers revise strategic objectives based on process analysis.				
E2	Performance measures have considered benefit to all employees, management, customers and stakeholders.				
E3	The BPR measurement tools can effectively measure execution for better improvement.				
E4	Your office has stretched objectives in measurable terms (cost, quality, and timeliness).				
E5	Your office has stated its output goals in quantitative measurable terms.				
E6	In your office reports at employee or manager level reported in correct figure.				
E7	Suitable data on the defined measures are provided to monitor the progress toward the goal.				
E8	Top managers and staffs are using measurement tools that can assess the new process' performance.				
E9	Please describe if there is basic issues related to change management style that may affect performance but not listed above				
F	<u>Achievement of BPR Project Performance Goals</u>				
No	Description of Factors showing BPR success goals	SA	A	NS	DA SD
F1	Your office formulates practical goals that focus on output by emphasizing the value-adding element in every activity.				

F2	There is a record of customers' complaints and transactions for future reference.					
F3	Optimally utilizing the resources leading to reduction in operating budget with increasing productivity.					
F4	Organizational performance rises with customer expectation.					
F5	BPR project has created a culture for continuous performance improvement in your office.					
F6	BPR has built effective teams that share skill and information willingly.					
F7	BPR implementation has increased customer satisfaction (eg, improving service quality, accountability and transparency.)					
F8	There is effective utilization of proper technology for BPR project success in your office.					
F9	Staffs attitudinal outlook has changed its focus from bureaucracy centered to customer focus change.					

Scale: (Agree + strongly agree) =Agree, NS= Not Sure, (strongly disagree +Disagree =Dis Agree

Thank you for your cooperation

Appendix 2

Correlations

		Correlations					
		6.FRTBPRPG A	1.FRTC M	2.FRTM C	3.FRTO S	4.FRTICT	5.FRTCPE
Pearson Correlat ion	6.FRTBPRPGA	1.000	.570	.646	.651	.550	.533
	1.FRTCM	.570	1.000	.553	.488	.421	.409
	2.FRTMC	.646	.553	1.000	.553	.437	.511
	3.FRTOS	.651	.488	.553	1.000	.553	.439
	4.FRTICT	.550	.421	.437	.553	1.000	.354
	5.FRTCPE	.533	.409	.511	.439	.354	1.000

Sig. (1-tailed)	6.FRTBPRPGA	.	.000	.000	.000	.000	.000
	1.FRTCM	.000	.	.000	.000	.000	.000
	2.FRTMC	.000	.000	.	.000	.000	.000
	3.FRTOS	.000	.000	.000	.	.000	.000
	4.FRTICT	.000	.000	.000	.000	.	.000
N	5.FRCPE	.000	.000	.000	.000	.000	.
	6.FRTBPRPGA	144	144	144	144	144	144
	1.FRTCM	144	144	144	144	144	144
	2.FRMC	144	144	144	144	144	144
	3.FRTOS	144	144	144	144	144	144
	4.FRTICT	144	144	144	144	144	144
	5.FRTCPE	144	144	144	144	144	144

Appendix 3

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	68.037	5	13.607	42.838	.000 ^b
Residual	43.836	138	.318		
Total	111.873	143			

a. Dependent Variable: Factors Related To BPR success Goals Achievement

b. Predictors: (Constant), 5. Factors Related To Continuous Performance Evaluation, 4. Factors Related to ICT Infrastructure, 1. Factors Related To Change Management, 3. Factors Related To Organizational Structure, 2. Factors Related To Management commitment

Appendix 4

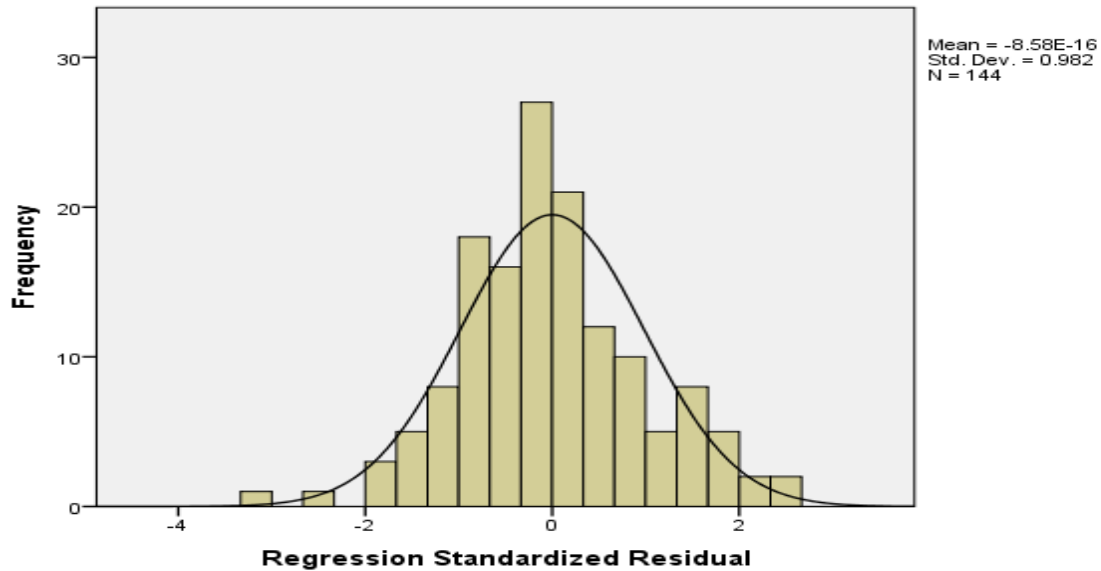
Co linearity Diagnostics^a

Model	Dimension	Eigen value	Condition Index	Variance Proportions					
				(Constant)	1.FRTCM	2.FRTMC	3.FRTOS	4.FRTICT	5.FRTCPE
1	1	5.743	1.000	.00	.00	.00	.00	.00	.00
	2	.070	9.033	.01	.02	.08	.02	.52	.31
	3	.062	9.629	.09	.53	.09	.00	.01	.33
	4	.052	10.542	.54	.09	.17	.01	.25	.08
	5	.044	11.412	.06	.37	.54	.05	.08	.26
	6	.029	14.119	.29	.00	.12	.92	.14	.00

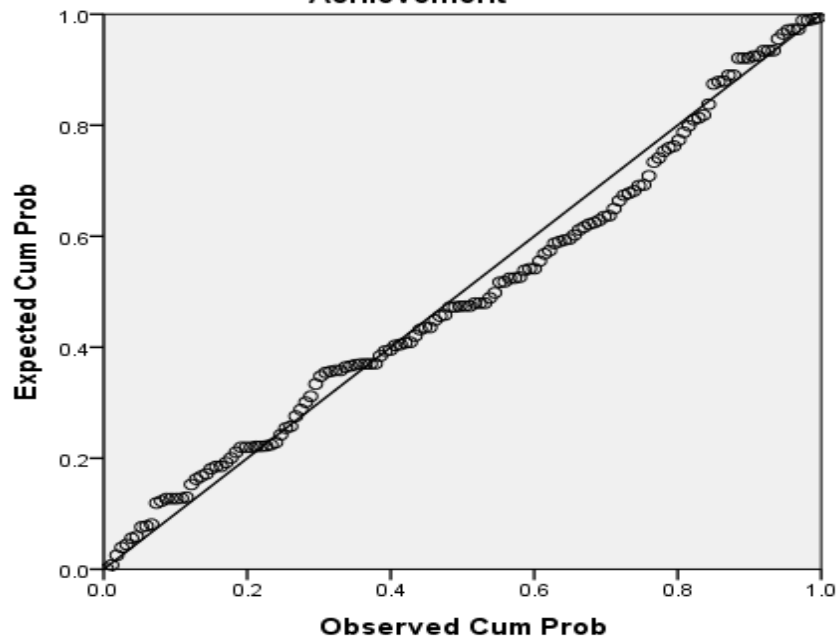
a. Dependent Variable: 6.Discription Of Factors Related To BPR success Goals Achievement

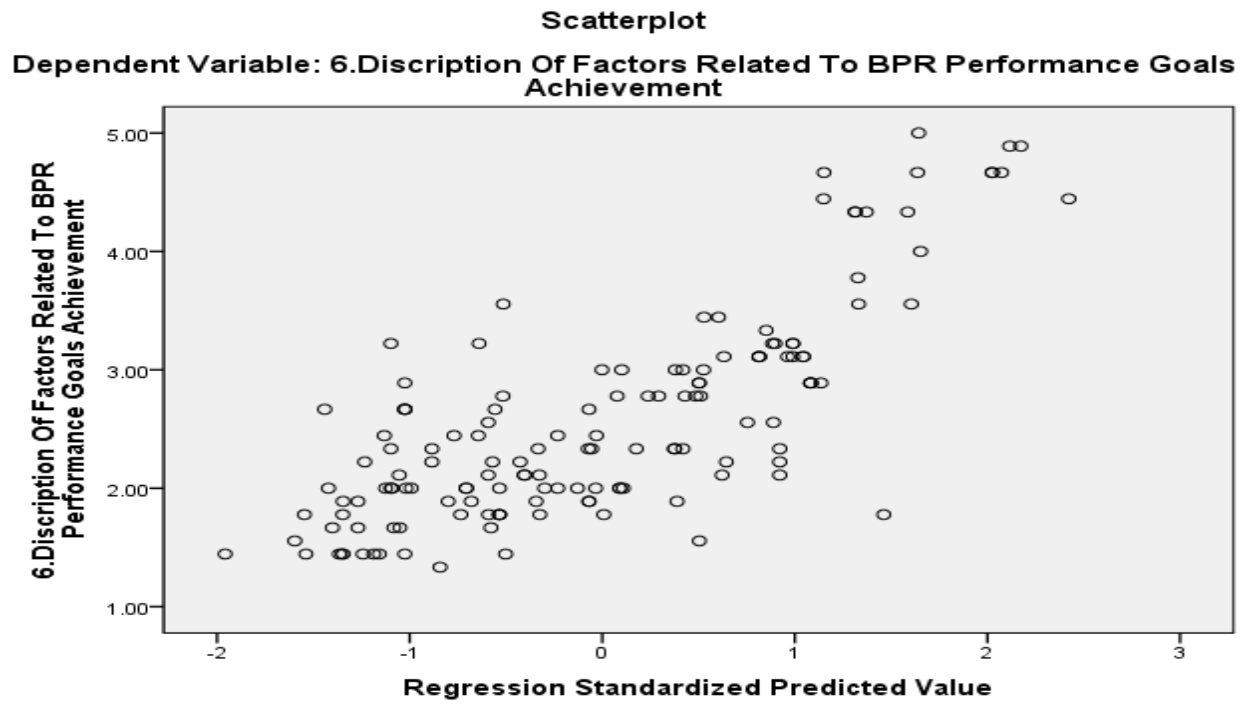
Appendix 5

Histogram
Dependent Variable: 6.Description Of Factors Related To BPR Performance Goals Achievement



Normal P-P Plot of Regression Standardized Residual
Dependent Variable: 6.Description Of Factors Related To BPR Performance Goals Achievement





Appendix 6 Reliability test Results

N of Items=

TMCBPRIS Reliability Statistics change Management
Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
CMPATFCCIO		23.275	.919	.882
MSESSIONP	24.4333	26.737	.736	.901
TATCDFSARNFBPR	24.5333	27.499	.519	.918
SATMTOPIRTTIYO	24.3667	23.275	.919	.882
SHSIYOOECFBPR	23.9667	34.240	-.165	.943
OSCNWCWPDIOBPR	24.3667	23.275	.919	.882
ECTEUCCEOTE	24.4333	26.737	.736	.901
SEPIBPRI	24.3667	23.275	.919	.882

N of Items= 9

Cronbach's Alpha= .925

1

24.3667

Reliability Statistics Management & Leadership commitment

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
YOPCSILOCS	23.80417	21.277	.138	.808
ENBOMMN	23.83333	17.868	.893	.722
TCEASOSADI	23.60417	20.240	.153	.822
LEPCV	23.93750	15.347	.733	.714
MEARABPRPI	23.67083	15.730	.815	.703
TMSCPPSUBB	23.99750	16.120	-.609	.808
Cronbach's Alpha = .794				

Reliability Statistics Organizational Structure Related to BPR

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
JDRBPRIIO	28.6519	24.338	.562	.884
AESPIPTHWBPR	28.4852	21.289	.848	.857
TBPRTCWFSS	28.0852	30.666	-.068	.911
BPRTMEMP	28.4852	21.289	.848	.857
YOHEME	28.5519	23.799	.764	.867
STMTOBPR	28.4852	21.289	.848	.857
TNSEOP	28.0852	30.666	-.068	.911
VDICTI	28.4667	23.085	.956	.853
ICTFEBPR	28.3185	23.676	.787	.865

N of Items= 9

Cronbach's Alpha =.890

Reliability Statistics of ICT Infrastructure

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
TAICTISBPR	27.7792	35.384	.764	.946
ICTIARST	27.6458	36.874	.850	.941
TAOICTIWBPRPS	27.9458	36.820	.710	.948
UICTMGCEWS	27.8458	36.858	.851	.941
TEIOIS	27.4458	37.376	.803	.943
TAOICTISBPR UICTMGCEWS TEIOIS ICTIARST TAOICTIWBPRPS	Cronbach's Alpha = 27.8392	36.895	.900	.948

ous Performance Evaluation

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
MRSOBOA	28.1593	34.670	.799	.950
PMCBEMCS	28.0259	36.312	.875	.946
TBPRMEMEBI	28.1593	34.670	.799	.950
YOSOMTCQT	28.2259	36.498	.854	.947
YOSOGQMT	28.3259	37.364	.626	.959
IEMREMLRCF	28.2259	36.498	.854	.947
SDDMPMPTG	27.8259	36.948	.813	.949
TMSMANPP	27.9593	36.487	.869	.946
TMSUSMCMS	28.1000	36.369	.942	.943

N of Items= 8

Cronbach's Alpha= .943

Reliability Statistics BPR success goals

Item-Total Statistics

	Scale Mean if Item Deleted	Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
YOFPGFEEVAE	28.2667	33.995	.944	.916
TRCCTFR	27.8667	47.223	-.145	.958
OURLROBIP	28.2667	33.995	.944	.916
OPRWCE	28.1000	38.714	.713	.931
BPRPCCCPIO	28.2667	33.995	.944	.916
BBBETSSIW BRRRBSRR 9	28.1333 Cronbach's Alpha=	38.257 39.965	.758 .944	.929 .916