



**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES**

**EFFECT OF BUSINESS PROCESS REENGINEERING ON ORGANIZATIONAL
PERFORMANCE: A CASE STUDY OF DOCUMENTS AUTHENTICATION
AND REGISTRATION
AGENCY IN ADDIS ABABA**

**BY
ZEMACH GELAN BIRATU**

**JUANARY, 2017
ADDIS ABABA ETHIOPIA**

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**A THESIS SUBMITTED TO ST.MARY'S UNIVERSITY SCHOOL OF
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**JUANARY, 2017
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DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Dr. Tesfaye Debela (PhD). All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institutions for the purpose of earning any degree.

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January, 2017

ENDORSEMENT

This thesis has been submitted to St. Mary's University School of Graduate for examination with my approval as a university advisor.

Advisor

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January, 2017

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LISTS OF ACRONYMS AND ABBREVIATIONS

ATM	Automatic Teller Machine
BPR	Business Process Re-engineering
DARA	Documents Authentication and Registration Agency
ECSC	Ethiopian Civil Service College
EMI	Ethiopian Management Institute
IT	Information Technology
MoCB	Minster of Capacity Building
MOTI	Ministry of Trade and Industry
PSIP	Performance and Service Delivery Improvement
POS	Point-of-Sale
PSS	Proportional Stratified Sampling
SDT	Service Delivery Time
SERVQUAL	Service quality
SERVPERF	Service performance

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Abstract

The purpose of this thesis is to gain an in depth understanding of exactly what BPR can play in Ethiopia development activities currently and how it becomes a good tool for improving performances of systems in the public as well as in the private sectors. Hence, the paper analyzes the relationship and significant changes in the performance of Documents Authentication and Registration Agency. The research discusses how BPR model was used to operationalize the improvement of service quality, and assesses the perception and attitude of employees to improve service quality that resulted from the comparison of perceptions with expectations. Qualitative data analysis has been utilized. The study used both primary and secondary data. Primary data were collected through questionnaire, unstructured interviews and personal observations. They were analyzed through descriptive statistics. Secondary data were also collected from published and unpublished documents and reports. The study has shown that DARA attempted to use Business Process Reengineering (BPR) approach to design new systems so as to improve its performance. The main achievement of BPR is that service delivery time has reduced dramatically as a result of the new work flow and change of employee attitude. The findings imply the requirements of improved organizational performance is adequate to categories the sector achievement and gap of BPR.

Key words: Business process reengineering (BPR), quality service and customer satisfaction.

CHAPTER ONE

1. BACKGROUND OF THE STUDY

1.1 Introduction

The concept of Business Process Reengineering is an American idea and began as a private sector technique to help organizations to fundamentally rethink how they do their work in order to dramatically improve customer service, cut operational cost and becomes world class competitors (Hammer and Champy, 1993). A key stimulus for reengineering has been the continuing development and deployment of sophisticated information systems and networks. BPR is the fundamental reconsideration and radical redesign of organizational process in order to achieve drastic improvement in current performance of cost, service and speed (Hammer 1990, Davenport, T and Short, J. 1990; Hammer and Champy, 1993). They argued that most of the work being done does not add any value for customers and this work should be removed, not accelerated through automation. Instead, organizations should reconsider their processes so as to maximize customer value, while minimizing the consumption of resources required for delivering their products or services. The focus of this study is to examine what exactly BPR is in the Ethiopian context. As soon as the current Ethiopian 1991, rigorous reforms in three fronts: economic, political and constitutional reforms.

The question was whether Ethiopia has a bureaucracy that is capable of carrying out those reforms or not. The government employed domestic and foreign consultants to study the capacity and effectiveness of the bureaucracy. According to Assefa (2009) Ethiopia's bureaucracy was characterized by: A very hierarchical structure with many none-value adding, works/positions/staff Nepotism, lack of Transparency and Accountability, Lack of leadership capacity, Input based and not output based i.e. output were not measured.

The government recognized that it was difficult to undertake reforms with this bureaucracy. Due to this inefficiency of the service, the consultants recommended the establishment of new institutions has paramount importance for the enhancement of the service. For instance the Ministry of Capacity Building was mandated with undertaking reforms in all public institutions

especially Education and the Civil Service. Overtime, it was believed that an important condition to undertake the reforms was to implement BPR. It was believed that BPR would help to solve the problems of hierarchical bureaucracy by eliminating many non-value adding works/positions, nepotism, etc.

BPR is currently under implementation in most public institutions of Ethiopia. The reason why the government made a change in the existing system was by the firm conviction of BPR to remove and redesign the old system by the modern one. Prior to the implementation of BPR many people had witnessed that most services delivered by the public institutions were characterized by its time consuming, high transportation cost, non-responsiveness to customer needs (many complaints, questions, comments, etc., from Customers but no response), stagnant (the world is changing but our public institutions are stagnant) and incompetent (not up to the needs of customers).

For that matter, the above listed issues were what most people noticed too, before the implementation of BPR in public institutions. As a free market economy principle, people have the right to demand any products or services from where they want (private or public firms).

As a principle public institutions are mandated to give efficient and effective service for the public. However, due to many economic or political reasons the public institutions of Ethiopia before the implementation of BPR were unable to give fast and sufficient services to their customers. These shortcomings are initiated the researcher to see in detail the impact of BPR in the performance of public institution of Ethiopia.

1.1. Background Information of the Agency

As of other countries of the world, the services of authentication, registration of juridical acts were introduced to Ethiopia by Italians during their occupation in 1936/37 which is long before the coming into force of the Ethiopian modern codes including the Civil Code which highly required the services indicated. Yet, the service was interrupted in 1945 due to the evacuation of the beginners from the country.

After the liberation, the power was given to Addis Ababa High Court which gave the service for sometimes. In 1970 Contract Unit, was established under the High Court to give the service. In 1976 the service was taken from the judiciary, i.e. the High Court and put under the Ministry of Justice under civil affairs department.

The Ministry was given the power to ensure, organize and supervise the activities of the public notary. In 1991 the Contract Unit under the Ministry got a new name Act and Documents Registration Department /ADRD/. In 1993 this division was put under Region 14 Justice Bureau by proclamation No. 41/1993. In 1994/1995 this division and advocates division were put back under the Judiciary under the Regional Supreme Court.

Since 1996 however the division was changed to agency and put under Addis Ababa City Government by the Governor of the City and got the name: Acts and Documents Registration Agency /ADRO/.

Since 2003 the Agency was organized by proclamation No. 334/2003 with the name Documents Authentication and Registration Agency /DARO/. According to this proclamation the Head of the Agency was assumed to be appointed by the City Government of Addis Ababa. This Agency was strictly given the power to provide service of notary on the Federal Jurisdiction /Addis Ababa and Dire Dawa City Administrations. However, since 15th day of February, 2016 the Agency was put under the Ministry Justice by proclamation No. 467/2005 with a new name Documents Authentication and Registration Agency, (DARA draft report, 2016).

Now days Agency has two main head offices (Addis Ababa and Dire Dawa) and thirteen branches and their respective head offices (in Addis Ababa City Administration).

From these the agency branches main head office of the agency (Addis Ababa) was selected in the study. Because of the volume transaction, location, number of customers and employees as well as varieties of service products they offer. Hence, head office with a large customer base and variety of service products. The highest proportion was taken from those agency main head agency with a large customer base and variety of servicing products.

Table 1.1. Name of the agency with respective services

No	Head agency and Agency	Service provide to customers
1	Lideta sub city head agency (mexico)	<ul style="list-style-type: none"> • To authenticate and register documents; • To administer oath and receive affidavits and register same; • To keep custody of specimen of signature and /or seal upon request by those concerned; • To ascertain the capacity, right and authority of persons who are about to sign or who have signed documents submitted for authentication; • To ascertain with respect to contracts made to transfer properties for which title certificates are issued under the law: • The right of the transferor to transfer the property; and • The property is not mortgaged or pledged or such property is not attached by court order. • Enter into Contract. • Own and Transfer Property.
2	Nifas silk lafto branch 1	
3	Addis ketema branch 2	
4	Yeka branch 3	
5	Arada branch 4	
6	Gulelle branch 5	
7	Kolfeqeraniwo branch 6	
8	Aqaqialiti branch 7	
9	Yordanose hotel branch 8	
10	Tera traffic light branch 9	
11	Lidata branch 10	
12	Semit branch 11	
13	Bole medahiniyalem branch 12	
14	Gojamberenda branch 13	
15	Dire Dada branch	

Source: (DARA 2016).

1.2. Statement of the Problem

BPR was initially launched as “Quick Win II” in 2001, as part of pilot studies and special programs on Performance and Service Delivery Improvement in selected ministries, agencies, and bureaus. BPR as key management tools, especially in those ministries and regional bureaus which directly interface with the private sector (Getachew and Common, 2006). At this stage, though there were some promising signs of the possibility of dramatically improving performance and service delivery of some organizations covered in the pilot study, to a larger extent, the BPR did not produce the expected dramatic improvements in most of the organizations.

Many organizations even use the term reengineering in order to undertake routine cost cutting measures such closing down non-profitable agency, reduce excess staff, change the organization structure etc. Other organizations are simply following the seemingly fashionable trend that other organizations are adopting without analyzing their internal and external business environments in order to justify a reengineering effort (Mayer & deWitte, 1998).

Since 2004 DARA implemented BPR as a pilot study for the first time and revised in 2006 (DARA, 2016). This study was to determine the extent to which documents authentication and registration agency (DARA) practices had successfully implemented BPR in their organization, and how BPR has brought dramatic changes on service quality and customer satisfaction. The study assesses and compares the changes on the quality of service delivering and employee and customer satisfaction as well based on split of time (before 2011 G.C and after the implementation of Business Process Re-engineering (BPR)) within the registration agency.

1.3. Research Questions

1. What is the significance of BPR in reducing the cost, and cycle-time of the documents authentication and registration agency core operations?
2. Does the agency achieve an improvement in service quality and customer satisfaction in connection with the implementation of the new service transformation /BPR?
3. Has BPR helped the agency to become innovative, diversify their services and become easily accessible to customers?
4. What are the critical success factors (attributes) of BPR in the documentation and authentication registration agency?

1.4. Objectives of the Study

The general objective of the study was to identify and ascertain what results were achieved by Documents Authentication and Registration agency of Addis Ababa through the implementation of BPR in the service process. Specific objectives of the study were:

- To evaluate the performance gains from BPR implementation in improving operational efficiency (in terms of service quality improvement, and cycle time and cost reduction) of the agency.
- To find out how the organization achieve an improvement in service quality and customer satisfaction in connection with the implementation of the new service transformation (BPR).
- To find out the extent in which BPR has achieved the expected performance gains and helped the agency to become innovative, diversify their products and services and become easily accessible to customers.
- To state the conditions of how BPR is implemented in sampled public institution.

1.5. Significance of the Study

This study focus on impact of business process reengineering which focuses on evaluating the performance gains from BPR implementation, ascertain how the organization achieve an improvement in service quality and finding out the extent in which BPR has achieved the expected performance. This information is expected to assist both the industry and the academia. The industry might use the findings of this study to solve its problems and better implement its BPR projects by minimizing risks. The results of the research project will also fill the gap in literature by identifying the critical success and failure factors of BPR implementation that can be replicated in other sectors, including the private sector.

By examining the BPR projects implemented in the documents authentication and registration agency, this study provides guidelines for a BPR project implementation in service giving institutions with a similar organizational context.

1.6. Scope and limitation of the Study

Delimitation of a research study explains how the scope of the study is focused on one particular area. The services sector in Ethiopia, especially and public organizations. However, this research was narrowed down to the DARA only because of the following main reason:

Even though, BPR was conducted in different public institutions and organizations. The researcher focus on BPR implementation was considered improving the service quality to the customers and bringing perception and attitudinal change up on the employees towards serving customers in DARA. It was thought by many government workers as a tool by the government to evacuate a large number of customers.

Duo to the time constraint, in this research the researcher was used qualitative research methods. Quantitative research involves gathering data such as numerical data, so that it can be examined in unbiased manner as much as possible. This type of research is more structured and is based on the measurement of quantity or amount (Creswell, 2009). Such advantages were missed in this research.

1.8 Organization of the study

The research paper is organized in to five chapters. Chapter one presents the background of the study, statement of the problem, research questions, and objectives of the study, significance of the study and scope and limitation of the study. Chapter two provides the literature review. Chapter three explains about the research study design which includes the methodology, sample size and sampling procedure, data sources and data collection method and data analysis method. Chapter four discusses analysis and findings of the study and chapter five will present the conclusion & recommendations on the basis of the research findings.

CHAPTER TWO

2. LITERATURE REVIEW

This chapter deals with the detailed theoretical and empirical concepts that the researcher believe they provide a good back ground to carry out the research work. Concepts like business process reengineering, quality service and customer satisfaction are the main focuses.

2.1. Theoretical Framework

Business Process Reengineering (BPR): It is argued by researchers that there is no commonly agreed single definition of Business Process reengineering (BPR). There are different competing definitions in their own right as to what business process reengineering mean. The following are some of the widely used definitions, from some of the pioneer writers and practitioners of Business process reengineering (BPR).

The book reengineering the Corporation: A Manifesto for Business Revolution by (Hammer and Champy 1993) is, however, widely referenced by most BPR researchers and is regarded as one of the starting points of BPR. The following is their definition of BPR:

Reengineering is the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service and speed (Hammer and Champy, 1993, p. 32).

Another BPR father, Davenport (1993), describes ‘business process redesign’ as the analysis and design of workflows and processes within and between organizations. Business activities should be viewed as more than a collection of individual or even functional tasks; they should be broken down into processes that can be designed for maximum effectiveness, in both manufacturing and service environment.

These definitions suggest that we should concentrate on processes rather than functions (or structures) as the focus of the redesign and management of business activity. Regardless of differences in definition of the BPR concept, Grover et al (1995) identified radical redesign of business processes, employs Information Technology as an enabler of new business processes,

attempts to achieve organizational level strategic outcomes and tends to be inter-functional in its efforts as common features of all BPR program:

In BPR, the process to be reengineered is the so-called business process. Davenport (1993) describes a business process as “simply a structured, measured set of activities designed to produce a specified output for a particular customer or market”. From these definitions, we can conclude that business processes start and end with customers, and the value of business processes is dependent upon customers. Processes have: customers internal /external, and cross organizational boundaries, that is, they occur across or between organizational subunits (Adebayo, 2009). One technique for identifying business processes in an organization is the value chain method proposed by Porter and Millar (1985). It should be noted that BPR is concerned with customer-orientation. Thus the outputs of business processes should not only achieve the company’s objectives, but also need to satisfy customers’ requirements.

2.1.1. Need for reengineering?

Before BPR emerged (and even today), it was widely accepted by industries and public enterprises that work should be broken down into its simplest (and most basic) tasks. This leads to the structure of enterprises becoming hierarchical or functional in order to manage such divided tasks. These hierarchical or functional structures were commonly used for a period of time. However, enterprises of these structures later encountered some problems, especially when the competitive environment changed beyond what could be recognized.

During the last two decades, many enterprises faced competition from the global business environment as well as the fact that the taste of customers was becoming complex. As Hammer (1990) argues, “in order to achieve significant benefits, it is not sufficient to computerize the old ways, but a fundamental redesign of the core business processes is necessary”. New organizational structures, which are more suitable to today’s environment in which enterprises can understand their current activities and find potential problems, are needed. Hence, BPR has become a management tool in which a business process is examined and redesigned to improve cost efficiency and service effectiveness (Abdolvand et al., 2008). It has been noticed that developments of inter-organizational relationships and significant increases in the business

integration have paid special attention to 'processes. Also, BPR has become more important for facilitating processes across the boundaries of organizations and for integrating back and forth agency processes (Faddel and Tanniru, 2005).

Generally the topic of BPR involves discovering how business processes currently operate, how to redesign these processes to eliminate wasted or redundant effort and improve efficiency, and how to implement the process changes in order to gain competitiveness. The aim of BPR, according to Sherwood-Smith (1994), is "seeking to devise new ways of organizing tasks, organizing people and redesigning IT systems so that the processes support the organization to realize its goals".

Each organization must determine itself when it is appropriate for it to reengineer. Reengineering should be done only if it can help in achieving an enhanced strategic position. Some strategic indicators that require reengineering include:

1. Realization that competitors was have advantage in cost, speed, flexibility, quality of service
2. New vision or strategy: a need to build operational capabilities.
3. Need to re-evaluate strategic options, enter new market or redefine services.
4. Core operating processes are based on outdated assumptions/technologies
5. Strategic business objectives seem unreasonable.
6. Change in market place in the form of: Loss of market share; new basis of competition/new competitors; new regulations; shorter product life cycles; new technologies in play.

So, if the company is at the cutting edge of an industry that has just undergone major changes, reengineering might not be appropriate. However, if the organization operates with old models instead of new technologies and approaches used by others, reengineering may be urgently needed. Even if technical performance is adequate, other improvements may be needed such as training, organizational change, leadership development etcetera. Also in such circumstances reengineering is required.

2.1.2. The Evolution of BPR

In today's ever-changing world, the only thing that doesn't change is 'change' itself. In a world increasingly driven by the three Cs (Customer, Competition and Change) companies are on the lookout for new solutions for their business problems (Hammer and Champy, 1993). Faced with intensified competition, ever changing customer requirements and increased new environmental regulations, business organizations need to make drastic changes for future success and economic survival by looking for new management approaches and techniques.

Since the 1990's and the late eighties, particularly the service industries have experienced unprecedented substantial changes (Heckel and Moormann, 2007). Consequently, organizations are forced to develop new customer-oriented processes and to redesign existing ones (Heckel and Moormann, 2007). Many studies have been done and showed that the business world has become aware of the potential of re-engineering in planning and designing processes and organizations based on the principles of business process re-engineering (Kuwaiti and Kay, 2000).

It has been commonly agreed that Business process re-engineering (BPR) first became known in the late 1980s and developed into one of the important management concepts discussed by organizations and by the mid-1990s attracted strategic management or seniormanagers (Rigby, 2001). The concept of BPR has attracted academic and industrial attention in the 1990s mainly as a result of two papers by (Hammer, M.1990).

Research studies have shown that BPR is still very much alive both in the private as well as in public organizations throughout the world (Macintosh, 2003).The contemporary definition of BPR, therefore, encompasses a continuum of approaches to process Transformation that may include both radical and incremental improvements, depending on the nature of the problem.

More recently, the concept of Business Process Management (BPM) has gained major attention in the corporate world and can be considered as a successor to the BPR wave of the 1990s, as it is evenly driven by a striving for process efficiency supported by information technology. Equivalently to the critique brought forward against BPR, it is now accused of focusing on technology and disregarding the people aspects of change (Davenport, 1990).

2.2. Review on Empirical Studies

2.2.1. BPR Critical Success and Failure Factors

The research conducted by Crowe et al. (2002) estimated the risk level of BPR efforts by investigating success and failure factors as cited in the work of Abdulvand et al. (2008). They grouped the success factors into four main groups and a total of 17 sub-factors. The main groups are “egalitarian leadership,” “working environment,” “top management commitment,” and “managerial support.” The failure factor is introduced just as “employee resistance,” which has four sub-factors. Guimaraes (1999), Motwani et al.(2005), and Terziovski et al. (2003) emphasized “change management,” and explained “information technology” as two most critical success factors.

Authors believe that critical success factors can be mapped into a positive readiness indicator, and the failure factor can be mapped into a readiness indicator. In fact, the hypothesis is: measuring critical success and failure factors can clarify readiness or un-readiness level in executing a BPR project. BPR has been addressed as a significant solution for radical improvement in the enterprises. However, the high-failure rate of BPR projects makes organizations consider all aspects of the project meticulously.

Many companies have implemented reengineering projects; some have achieved great success, and others have failed. BPR has been implemented by both service (Hall et al., 1993; Attaran and Wood, 1999; Shin and Jemella, 2002) and manufacturing companies (Hall et al., 1993) in the USA and Europe. While there are many published success stories, failure can only be deduced or found in published statistics and large studies (Hammer and Champy, 1993; Hall et al., 1993). While the practice of BPR was found to be successful in the US and Europe, it was not enthusiastically received by Scandinavian countries. The Scandinavian culture which emphasizes work place democracy and strong employee participation did not appreciate the top down approach used in BPR.

From the selected research findings above that were reported on reengineering implementations, one can conclude that, the improper choice of the reengineering process can lead to failure of

recognizing its global benefits. The process should have enough breadth and depth. A broadly defined process should include more activities so the improvement is more likely to extend throughout the entire business. The depth is measured by the change in six elements: role and responsibilities, measurements and incentives, organizational structure, information technology, shared values, and skills (Hall et al., 1993). Moreover, the suitability of the reengineering method to the organizational context is considered as of great significance. The studies were also recommended that, while process reengineering could benefit manufacturing and service firms, there should be a distinction in its implementation to suit the unique situation of the firm (Shin and Jemella, 2002).

According to the studies, “reengineering” success factors and positive outcomes were reported as: reduce cost; increase productivity; reduce time; improve quality; reduce business cycle; and decrease response time.

As we have seen above not all organizations could be successful and reap the result of the reengineering. Halachmi and Bovaird (1997) also found that a key factor influencing the results of BPR initiatives is the capacity of BPR in an organization. The BPR capacity in this context refers to the ability of the organization to undertake and survive such a radical initiative. The following elements were recommended and the presence of each constitutes a necessary condition for success in carrying out BPR: First, there should be a proper understanding of the requirements and implications of the BPR process; second, the ability to operationalize and implement the results of the BPR analysis; and third, a shared values to face the cultural challenge to the organization which is posed by BPR.

2.2.2. Measuring Operational Performance and BPR

Efficiency and effectiveness are the central terms used in assessing and measuring the performance of organizations (Mouzas, 2006). Performance, in both profit and non-profit organizations, can be defined as an appropriate combination of efficiency and effectiveness. However, there seems to be some inconsistency in the use of these terms in the existing literature on the subject matter.

Good performance measures generally include a mix of outcome, output, and efficiency measures. Outcome measures assess whether the process has actually achieved the intended results. Output measures examine the products and/or services produced by the process, such as the number of claims processed. Efficiency measures evaluate such things as the cost of the process and the time it takes to deliver the output of the process (a product or service) to the customer (Mouzas, 2006).

Business process efficiency is an important determinant to measure how well a process performs, that is, it represents the performance of a business process (Zaheer et al., 2008). Process efficiency can be improved by minimizing cost, reducing variability and improving cycle time. The cost indicator involves minimizing resources in terms of money, time, material and human resources (Tenner and Detoro, 2000). Past studies have extensively used organizational performance as a dependent variable (Jaworski and Kohli, 1993). Business performance refers to the extent to which an organization is able to achieve internal and external organizational objectives (Lin et al., 2008). Performance measurement is an essential part of organizational strategy in a highly competitive environment (Houldsworth and Machin, 2008).

Organizational performance can be measured using two approaches, judgmental and objective. These measures are widely used in the literature to measure organizational performance (Jaworski and Kohli, 1993). The judgmental approach to organizational performance measures the overall performance of organizations as assessed by organizational members and customers. The objective approach uses financial performance parameters, such as return on assets, market share and profitability (Jaworski and Kohli, 1993).

Performance has many dimensions, such as long-term performance, short-term performance, financial performance, non-financial performance. Bureaucracy and extensive layers, within management hierarchies, hinder business processes that impede innovation, quality and service (Keen, 1991; ZaheerMushtaq et al., 2008).

Cycle time is the time required to complete a customer-related activity or business process. It is the actual time to convert inputs into desired outputs (Harrington, 1991). Cycle time is composed of processing time and non-processing time. Processing time comprises activities that add value to a process by converting input to output and helps meeting the customer expectations.

Cycle time also depends on business value-added activities, such as controlling, monitoring, filing, invoicing, record keeping, recruiting and selling. These activities add little value to customers but are considered necessary for business processes. The researchers (e.g., Harrington, 1991) argue for BPR in improving the cycle time by eliminating non-processing time, streamlining processing time and optimizing the time spent on business value-added activities (Tenner and Detoro, 2000).

In the current understandings of performance, companies strive to redesign business processes to achieve simultaneous significant improvements in quality, cycle time, cost, service and productivity (Davenport, 1993b; Harrison and Pratt, 1993). Improving and shortening cycle time invariably depends on quality improvement by “doing it right the first time” (Harrison and Pratt, 1993). Stalk and Hout (1990) address cycle time as an important measure of strategic Performance. Time-based companies determine what the customer wants and then shape business operations and policies to provide the desired deliverables in the minimum possible time. Traditional companies invest to reduce cost, but time-based companies invest to reduce time.

The concept of processes is not new to business world. The novelty in the approach is its enabling technology, which allows information to be accessed and processed from multiple sources. With the use of information technology (IT), businesses can achieve process efficiency without compromising functional efficiency. Technology helps the whole organization to think in process terms and to allocate more activities automatically performed by machines without human interaction (Garvin, 1995). IT is an effective tool to manage business processes in public and private enterprises to provide efficient services and better quality (Leghari, 2003). IT changes ways of doing business. It serves as a strategic weapon to leverage business processes

and operations (Venkatraman, 1994). Performance evaluation (Chang, 2007) is generally carried out by comparison with subjective or quantitative standards. Indicators of the results of processes are termed lag indicators, while measures of process execution are termed lead indicators.

2.2.3. Elements of Reengineering in an Organization

From the work of Abolo (1997) and Thomas (1996) cited by Ezigbo (2003), the essential element of reengineering includes rethinking the theory of the business, challenging old assumptions and discharging old rules that are no longer applicable, breaking away from conventional wisdom and the constraints of organizational boundaries, and using information technology not to automatic outdated process but to redesign new ones. Externally focusing on customers and the generation of greater value for customers, and internally focusing on harnessing more of the potentials of people and applying it to those activities that identify and deliver values to customers were also considered as vital elements of reengineering.

2.2.4. BPR in the Service Sector

One of the primary goals of the public service industry is to always enhance processes that would improve customer service performance through the management approach of cost reduction, improve quality, speed, and customer satisfaction. Therefore, management scholars argue that organizations can become proactive in operation by adopting the business process reengineering (BPR) to achieve a remarkable improvement in organizational performance (Hammer, 1990; Davenport and Short, 1990).

Studies have shown that attempts are being made to transfer approaches that have proven effective in other industries, particularly manufacturing, to the service sector. One of these approaches is known as Business Process Reengineering (BPR).

BPR is a major management approach that can focus on doing things in a better way that is clearer and easier to achieve a radical improvement on quality, speed, customer service, and reduction in cost (Goll and Cordovano, 1993).

Allen (1994) argued that, the focus of reengineering is on the processes redesign, which relates to doing things better and clearer. One of the primary goals of the public service is to always enhance processes that would improve customer service performance through the management approach of cost reduction, improve quality, speed, and customer service satisfaction.

In Nigeria, public sector service 2008 report (as cited by Hasnan et al., 2011) revealed that Nigerian have successfully reengineered their operational service by the deployment of various electronic servicing channels including the globally secure chip and pin technology, point-of-sale (POS) and internet servicing.

The benefits of implementing BPR at Chase Manhattan organization (Shin and Jemella,2001) has been identified as: Accepting customer requests at any point or means of contact; eliminating multiple calls by customers, reducing call center volume; supporting the “One and Done” concept by automatically updating each service as requested by the customer and eliminating duplicate data entry and potential errors.

2.2.5. Reengineering (BPR) in Ethiopia

BPR was initially launched as “Quick Win II” in 2001, as part of pilot studies and special programs on Performance and Service Delivery Improvement (PSIP) in selected ministries, agencies, and bureaus. PSIP promoted BPR as a key management initiative, especially in those ministries and regional bureaus, which directly interface with the private sector (Getachew and Common, 2006). At this stage, though there were some promising signs of the possibility of dramatically improving performance and service delivery of some offices covered in the pilot study, to a larger extent, the BPR did not produce the expected dramatic improvements in most of the offices.

An exemplary success story is the case of Ministry of Trade and Industry (MOTI)’ licensing service where its cycle time was reduced from 8 days to 39 minutes (i.e., a 29,500% improvement) and the trade name registration service where the cycle time was reduced from 2 days to 34 minutes which was an 8,400% improvement (Getachew and Common, 2006).

Hence, BPR was reintroduced in 2007 with a retraining of officials and BPR teams, and assignment of BPR consultants from the Ethiopian Civil Service College (ECSC) and Ethiopian Management Institute (EMI). In addition to these, a national working manual for BPR and transformation to a process-centered organization was issued for the first time (MoCB, 2007).

During this phase, a more organized approach was applied, by involving the Ethiopian Management Institute and Ethiopian Civil Service College, as lead implementers and by establishing a central “Quality Assurance” team who made quality checks, monitored, recommended corrective actions and ensured uniformity of application as per the working manual.

Currently, BPR is being undertaken in almost all institutions of the federal government and major regions. The above mentioned account of the BPR status in the Ethiopian public sector organizations indicates that reengineering is being accepted as a key reform tool and is being pursued in all tiers of the government structure, including public enterprises. For such a massive endeavor to be successful, supporting the progress by a research program that can assess the missing links and recommend timely corrective actions and that can identify lessons of success stories and publicizes the secrets of their success is indispensable.

2.2.6. Steps involved in Business Process Reengineering

In order to carry out any kind of redesigning work, a series of prior steps such as the following have to be taken. The methods employed by consultants in the reengineering field are typically logical and sequential. In general, reengineering methods are designed to gain management commitment, select a cross-functional reengineering team, identify the processes to be reengineered, understand and redesign the chosen processes, and implement the new processes.

A specific methodology of BPR Life Cycle as discussed by Guha et al, (1993) and by Davenport and Short (1990) suggested a five-step approach to Business Process Reengineering. Developing the business vision and process objectives, identification of the processes to be redesigned, understanding and measuring the existing process, identifying information technology levels, and designing and building a prototype of a new process were specified as the way to new BPR.

Develop the business vision and process objectives: Business Process Reengineering is driving by a business vision which implies specific business objectives such as cost reduction, time reduction, output quality improvement, quality of work life.

Identify the processes to be redesigned: Most firm's use high-impacts approach which focuses and most important processes or those that conflict most with the business vision. A few firms use the exhaustive approach that attempts to identify all the processes within an organization and prioritize them in order to redesigned urgency.

Understand and measure the existing process: for avoiding the repeating of old mistake and for providing a baseline for future improvements.

Identity information technology (IT) levels: Awareness of IT capabilities can and should influence the process. This is because IT is a sine qua non to the business process reengineering. Regardless of the methods employed, most researchers and consultants who advocate reengineering agree that information technology is an essential enabler of organizational improvement. These technologies allow the principles advocated by Hammer and others to be realized. Even where it is not used as the basis for redesigning work processes, information technology can improve performance (Bashein, et al. 1994).

Design and build a prototype of a new process: the actual design should not be viewed as the end of the BPR process. Rather, it should be viewed as a prototype, aligning the BPR approach with a quick delivery of results and the involvement and satisfaction of customers.

2.2.7. The Organizational Shift from Tasks to Processes Thinking

According to Ackere, (1993), re-design concepts and tools can be applied successfully to full-scale business problems. Systems thinking, modeling and continuous time simulation can provide the framework for carrying the design process from mapping all the way through to redesign. The development of organizational management in the early 1990s sheds light on the context of process thinking as meant in this paper. Business Process Redesign, which was later superseded by the term Business Process Innovation (Davenport, 1993). Although a lot of different names are present, they all represent a movement that suggests organizations need to radically transform their current practice. Only then was they be able to cope with the high demands of the business environment Reengineering is making a systemic organizational change (a paradigm shift), it is not a fragmented change practices. In reengineering, it is not sufficient to redesign the process alone the ultimate result of reengineering is organizational transformation

and the feature of a new form of reengineering organization is best described when all the four elements of BPR have been implemented.

Hammer and Campy (1993) in their framework the Business System Diamond, mention that the top point on the diamond is the way the work gets done the company's business process; the second is its jobs and structures; the third, its management and measurement systems; and the fourth, its culture what its employee's value and believes.

Reengineering a company's business process ultimately changes practically everything about the company, because all the four aspects are linked together. Business re-engineering is necessary as a tool to sustain breakthrough in competitive advantage through innovative design and implementation of change in core business processes. This may involve changing the organizational structure, infrastructure, performance measure, reward system, style, values and behaviors.

2.2.8. Factors that Stimulate Organizational Change

There is a general consensus on the need of organizational change as well as on the fact, that there are lots of difficulties related to it. Change is not a simple process of implementing a new organizational structure and explaining its advantages compared to the old one; change can threaten the interests of groups within the organization. It can be desirable to one group and perceived as bad by another. Beyond that, an uncertainty about "what is going to happen" is often found, even if the result to strive for seems to look good (Lewin, 1958).

Kurt Lewin (1958) developed a three stage model to enable organizational change, based on the assumption that organizations are stable systems, which have to be disturbed before change can take place. This implies as well, that there is an explicate need and request for changes, expressed by organizational members. A contract, which means the establishment of a common image of the changes to be performed, has to be achieved and it is important to implement the changes by using procedures, training and evaluation.

The entire BPR approach is an attempt to cope with organizational change required by the dynamics in an organization environment. The above stated characteristics or planned change are valid for BPR as for any other approach to organizational change. Stating them in this context is an attempt to highlight the presumptions for planned change within organizations and to remind change agents of the fact that change, of any kind, is no self-purpose, but a delicate process which must be performed in respect of the prevailing specific circumstances and organization.

Based on the knowledge gaps identified in academic literature and issues identified (mainly as to whether BPR can be implemented alone and results in success in all sectors and industries) from the Business Process reengineering theory and practice, research context and relevant questions have been defined. Subsequently, a preliminary reading on selected aspects of the research context in the public sector in Ethiopia has been conducted, which has led to the formulation of the research scope, and more clear and precise research questions and sub-questions. Based on the research questions and research objectives that appear in chapter one as well as the literature review and conceptual framework in chapter two, the research gap is as follows: The Ethiopian public (government owned) institutions have been embarking on large-scale change projects since 2004 in which Business process re-engineering (BPR) is a central element. BPR was chosen by the government of Ethiopia as a reform tool to be used in the public sector following the national survey result which revealed the problems of hierarchical bureaucracy with many non-value adding works/staffs/positions, and nepotism. Furthermore, the study indicated that the services delivered by the public institutions were characterized by: Long time taking; costly (high transaction cost); incompetence (not up to the needs of customers); not responsive (many complaints, questions, comments etcetera from customers but no response); and not dynamic (the world is changing but our public institutions are stagnant).

Given the fact that the Ethiopian public sector warranted to instrument BPR throughout the sector, despite the benefits of BPR as well as the mixed successes achieved with BPR due to poor implementation generally in recent decades, and taking into account the risk and high costs associated with implementation failure, this study aimed to assess the BPR project effectiveness and identify the critical success factors, and consequently recommend ways of enhancing BPR

implementation in the documents registration and authentication agency in the context of an emerging economy. The literature has supported that Organizational performance can be measured using two approaches, judgmental and objective. These measures are widely used in the literature to measure organizational performance (Jaworski and Kohli, 1993). The judgmental approach to organizational performance measures the overall performance of organizations as assessed by organizational members and customers. Therefore, the judgmental approach and objective indicators of measuring the effect of BPR on the operational performance of the agency was found to be appropriate. In the following chapter, the researcher will discuss how the research problem was investigated scientifically.

2.3. Conceptual framework of the studies

As Childe et al. (1996) Observed that BPR has become accepted as a catch-all to cover areas described by terms which revealed their difference in emphasis. These included "Business Process Redesign(by Davenport and Short,1990)", which looks at the design of processes which are effectively supported by information technology; "Business Process Improvement (by Harrington,1991)" ,which is an incremental approach based upon the techniques of Total Quality Management; "Core Process Redesign(by Kaplan and Murdoch,1991)", McKinsey consultants' intervention programme; Hammer's "Business Process Reengineering(Hammer and Champy,1993)" which through its contentious and radical approach has become the most popular and used term and Business Process Management(by Duffy,1994), placing an emphasis on management structures based around processes and process managers.

It is, therefore, argued by researchers that there is no commonly agreed single definition of Business Process reengineering (BPR). There are different competing definitions in their own right as to what business process reengineering mean. The following are some of the widely used definitions, from some of the pioneer writers and practitioners of Business process reengineering (BPR).

2.3.1 Service Quality

According to Gronroos (1984), consumers evaluate (perceived) service quality by comparing expectations with experiences of the services received. This viewpoint is further supported by Lewis and Booms (1983) who argue that service quality is a measure of how well the service level delivered matches customer expectations on a consistent basis. The implication of their viewpoint is that delivering quality service means conforming to customer expectations on a consistent basis. Focus group interviews held by Parasuraman et al. (1985) further affirmed that service quality is derived from the comparison between a customer's expectations for service quality performance versus the actual perceived performance of service quality (perception minus expectations). Parasuraman et al. (1988, p. 17) also stated that "perceived service quality is viewed as the level of discrepancy between consumers' perceptions and expectations".

According to Parasuraman et al. (1985, 1988), service quality is an overall evaluation similar to attitude, the "expectancy disconfirmation" model is an appropriate operationalization of service quality, and service quality (as a form of attitude) results from the comparison of perceptions with expectations.

Cronin and Taylor (1992) developed a "performance-based" service quality measurement instrument called SERVPERF. This model is different from the previously discussed disconfirmation models. The model is based on the theory that service quality is a measure of customer attitude towards performance received. Their un-weighted performance-based SERVPERF instrument was a better method of measuring service quality. Their scale had a reliability rating from 0.88 to 0.96 (i.e., indicating a high degree of internal consistency), depending on the type of service industry. It also exhibited good convergent validity and good discriminate validity.

In this study the researcher evaluated the level of service quality after BPR implementation by comparing it to the Pre-BPR service quality level of the documents authentication and registration agency and its effect on overall customer satisfaction.

In order to be able to comparatively assess business process reengineering implementation success and/or failure as a "checklist" of ideal features and to gain a better understanding of the

project design and implementation. Models and frameworks have been proposed in literature for undertaking business reengineering (BPR) projects. It is noticed that some of these have very limited focus; while others are more generic, yet, mainly theoretical in nature. Moreover, most of these frameworks do not address, nor make use of the lessons learned from the critical success and failure factors of the financial sector practice. Moreover, the suitability of the reengineering method to the organizational context is of great significance. While process reengineering could benefit manufacturing and service firms, there should be a distinction in its implementation to suit the unique situation of the firm (Shin and Jemella, 2002). So, the framework combines general and process-based changes.

2.3.2 BPR Constructs and Models

There appears to be a popular consensus that BPR-led change involves three basic features: first, it is a planned and deliberate endeavor to achieve dramatic improvements in performance; second, it involves a radical departure from existing model(s) of practice and organization; and third, it is usually enabled through the application of information technology. Several models and frameworks have been proposed in the literature for undertaking business process reengineering (BPR) projects. It is noticed that some of these have very limited focus, while others are more generic, yet, mainly theoretical in nature. Moreover, most of these frameworks do not address, nor make use of the lessons learned from the critical success and failure factors of the service sector practice. Moreover, the suitability of the reengineering method to the organizational context is of great significance. While process reengineering could benefits manufacturing and service firms, there should be a distinction in its implementation to suit the unique situation of the firm (Shin and Jemella, 2002).

1.7. Summary

Approaches that have proven effective in other industries than the financial sector, particularly the manufacturing industry, have been adapted in the financial sector in different parts of the world. One of these approaches is known as Business Process Reengineering (BPR).

BPR is a major management approach that can focus on doing things in a better way that is clearer and easier to achieve a radical improvement on service quality, speed of service delivery, customer service, and reduction in cost. Business process reengineering (BPR) efforts have been reported successful in many firms.

However, on average, the failure rates worldwide are as high as 70%. Various reasons are given for the high failure rate, even though no consensus has been reached. A very critical statement to be noted is that “50 to 70 % efforts have failed and not that they will fail. There is a monumental difference between the two. We can track down failures to the common trivial mistakes that these corporations commit. Once these mistakes are identified and overcome, the successful completion of the BPR effort is very much possible.

The studies also have come up with the fact that BPR practice is not without a problem. A major problem one can see from the concept is that the radical or “clean sheet” approach advocated does not raise the issue that not many organizations can afford to “obliterate” their present infrastructure and implement a completely new one, nor can they afford to interrupt their business while core processes are reengineered.

The Ethiopian public (government owned) institutions including the public financial institutions have been embarking on large-scale change projects since 2004 in which Business process re-engineering (BPR) is a central element. BPR was chosen by the government of Ethiopia as a reform tool to be used in the public sector following the national survey result which revealed the problems of hierarchical bureaucracy with many non-value adding works/staffs/positions, and nepotism.

Furthermore, the study indicated that the services delivered by the public institutions were characterized by: Long time taking; costly (high transaction cost); incompetence (not up to the needs of customers); not responsive (many complaints, questions, comments etcetera from customers but no response); and not dynamic (the world is changing but our public institutions are stagnant). The judgmental approach to organizational performance measures the overall performance of organizations as assessed by organizational members and customers. Therefore, the judgmental approach and objective indicators of measuring the effect of BPR on the operational performance of the banks was found to be appropriate

Figure 2.1 BPR Operational performance model: a conceptual framework for BPR effect on performance (adopted from the works of Hammer and Champy (1993) and Abdulvand, et al. (2008))

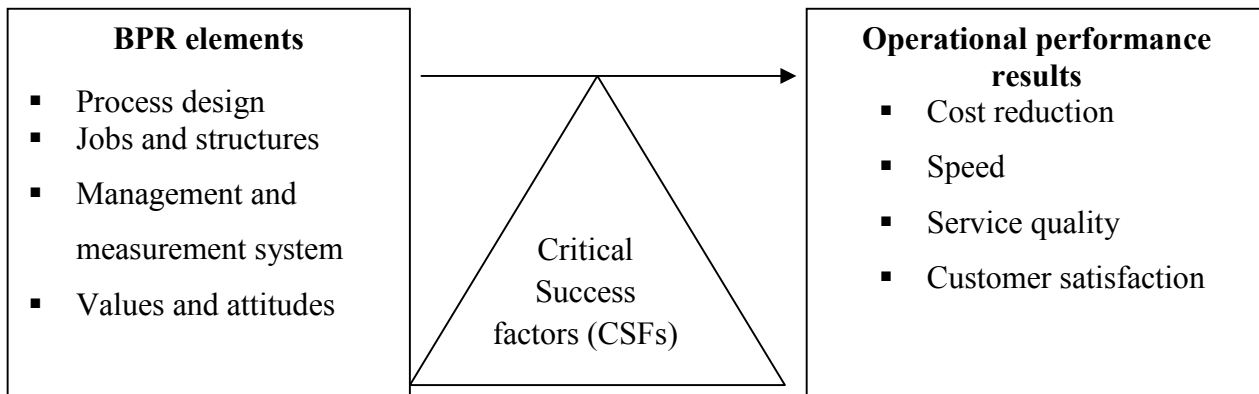


Figure 2.1. BPR Operational performance model

The framework on the effect of BPR on operational performance comprises three elements (Figure 2. 1). The model shows that according to the results of the literature review the following constructs appear to be particularly useful to conceptualize the role of BPR in operational performance.

CHAPTER THREE

3. RESEARCH DESIGN AND METHODOLOGY

3.1. Target population, Sample and Sampling Methods

To study the impact of BPR implementation, the study population constitutes the service providers (management team) and employs of the agency and the service-users (Customers). A sample is defined as any subset taken from the population (that is a sample is simply a subset of the population). In selecting the sample size, both random sampling and judgmental samplings were used. Based on (Kothari, 2004, p.178) formula the researcher wanted to estimate the sample size by employing normal distribution statistics method at 95% of level of confidence, and the acceptable error 'e' equals 5 , z for the 95% confidence is 1.96.

Yamane (1967) suggested another simplified formula for calculation of sample size from a population. According to him, for a 95% confidence level and p. = 0.5, size of the sample should be:

$$n = \frac{N}{1 + N(e)^2}$$

Where, N is the population size and e is the level of precision which is 0.01.

Accordingly, from the total staff (657 employees), 86 and from 25 management staff 20 of them were selected. From 3000 customers of the agency 96 were randomly selected and for the purposes of administering questionnaires, questionnaires were distributed to them. The following table 1 shows the required sample size that was use in the study.

Table 3.1 Sample size determination

Key Respondents	Population and Sample required	
	Population Size, N	Sample size, <i>n</i> for 95% confidence level:
Employee	657	86
Customers	3000	97
Managements	25	20
Total	3682	203

3.2. Research Design

In this chapter, the research design and methodology followed to answer the main research question and sub questions of the study are discussed in detail. The chapter outlines the research process and procedures, and also explains the type, approach and strategy applied in the research. Sample selection, specific methods of data collection, analysis, reliability and validity as well as ethical issues of the study was discussed.

BPR project implementation and performance gains in the case organization (DARA) in Addis Ababa were investigated thoroughly. Case studies typically combined data collection techniques such as observation and questionnaires were used. Appropriate single-case study that represents a critical case (meets all the necessary conditions for testing a theory) was also used. Therefore the researcher uses explanatory case study research design.

3.3. Research Approach

Qualitative research is a much more subjective form of research in which it is unstructured measurement technique that allows a wide range of possible responses (Kottler and Keller, 2006, p.107).

In this study, therefore, Qualitative approach was used where the collection and analysis of qualitative data using an interview schedule, in-depth interviews and personal observation as well as content analysis of the company documents.

3.4. Sources and Type Data Collected

The study used both primary and secondary data collected from primary and secondary sources. The primary sources of data involved the use of a semi-structured questionnaire (including both closed ended and open ended questions) that was designed by considering expert views on business process re-engineering and administered to customers, employees, and management group of the respective case agency.

The study further employed in-depth personal interviews (and used an interview schedule) to obtain additional information from key informants on the specific areas that the questionnaire instrument could not cover. Individual interviews with the key informants were made with core process owners as well as members of the reform team of the respective agency. Direct personal observation of the agency' operation was also done to look at the actual services provided to customers to measure the average waiting time of customers to get services. In addition, a review of BPR study documents and implementation plan of BPR of the respective agency was done by the researcher. All these methods of data collection are used to collect primary data for the study on the BPR status in the agency. To support the information collected from primary sources, secondary data were gathered from the company's financial statements, HR department, annual reports, journals, research books and other relevant publications.

3.5. Sampling Design

The study sample was composing of a heterogeneous group from the head office the agency, which included all the different stakeholders of the agency (i.e., customers, employees, BPR team members, and management). These different groups (stakeholders) were target for collecting empirical evidence about the effects of the BPR change programmed in the agency.

The researcher uses conceptual sampling depends on subjective judgment. Because probability method of sampling is a process where probabilities cannot be assigned to the units objectively, and hence it becomes difficult to determine the reliability of the sample results in terms of probability. In contrast to probability sampling techniques, there is no way of knowing the accuracy of a non-probabilistic sample estimate (Cochran, p18). So the researcher selects from each grade and randomly picked from each category. The sub sampling of respondents (i.e., customers, employees, and branch managers) from the selected agency under each category again was selected using judgmental sampling. The customer respondents were randomly pick from the agency list of customers and distributed by hand and collect from agency. All those customers were the client of the office before and after the implementation of BPR. The same approach was followed for the employees and management team of the agency.

3.6. Data Analysis

To analyze the impact of the BPR study implementation, there could be so many issues that have to be raised and discussed in connection with the re-engineering. However, to manage the study, the researcher preferred to discuss selected issues that have an influential impact on the outcome of the BPR implementation. In doing so, major issues were selected to analyze the following sections. These are: Employs satisfaction by BPR; Service quality and customer satisfaction and organization performance improvement.

Hence, both the recommended analysis stages, within-case and cross-case analyses, were carried out in analyzing the data through qualitative of the current research. In cross-case analysis, categorizing the case studies based on the type of agency was followed by searching for similarities and differences among these categories and adopting, as an analytic strategy, cross-case analysis.

Respondents were asked to indicate the extent to which they agreed or disagreed with the current service level of the agency branch by ticking on only one number option on the 5 point-scale for each of the items or statements, by comparing it to the pre-BPR implementation service quality level, on a table (where 5 = strongly agree; 4 = somewhat agree; 3 = neither agree nor disagree; 2 = somewhat disagree; and 1 = strongly completely).

For customer satisfaction, for example, they were asked to indicate the extent to which they were satisfied or dissatisfied with the agency services by ticking on only one number option (on the 5 point-scale) for each of the 10 items or statements (from highest (5) to lowest (1)), by comparing the current service level of this agency to the pre-BPR implementation service level (where 5 = very satisfied; 4 = somewhat satisfied; 3 = neutral; 2 = somewhat dissatisfied; and 1 = very dissatisfied).

The interpretation of this result would be that in general, customers were not satisfied with the current agency services which would imply that BPR implementation did not produce or is not producing the expected results, and therefore something should be done about it. On the other side the interpretation of this result would be that in general, customers were satisfied with the current agency services which would imply that BPR implementation did produce or is

producing the expected results, and then the critical success factors would be identified to give recommendations or policy implications.

Miles and Huberman (1994) proposed a three-phase qualitative data analysis methodology which can be applied to within and cross-case analyses of the qualitative data in multiple case study research of this type. This methodology involves the following phases: data reduction; data display, conclusion drawing and verification.

The data gathered from interviews was analyzed qualitatively. The data organized and presented to form meaning about the research questions and the appropriate recommendation is draw.

3.7. Validity and Reliability Issues

The validity of the qualitative data was, therefore, established by following the logic in which the questions were checked and rechecked against the objectives of the study both by the researcher and subject matter experts. In addition, the researcher improves the validity of the instruments by asking a variety of questions and each question was checked for its relevance to the study overall objective. Pre testing of the data collection instruments was also done to increase their validity.

In this study, the survey questionnaires (i.e., one for customers and another for employees) were developed by reviewing the literature in similar studies and their reliability and validity was tested using pilot studies. The context was checked by pilot testing (the questionnaires with a few respondents who are automatically excluded from the study sample to make sure that the set of indicators properly indicate the intended variables). Experts from the field of Business process reengineering were consulted to check the questionnaires and attest to their validity. The actual questionnaires were distributed incorporating feedbacks from the pilot studies.

3.8. Ethical Considerations

Research ethics refers to the way researchers treat both the participants and the information they provide with honesty and respect. For this study, therefore, the researcher did utmost effort to ensure anonymity and confidentiality through trust building and explanation of the importance of the study to the respondents. The discussions held between the researcher and the case agency helped to create a common understanding of the purpose of the research and how the information given would be managed, (Dawson, 2002).

3.9. Summary

This research followed the qualitative method using case study design. What is most fundamental to justify in this research study was the main research question, which required the use of qualitative data as the research was explanatory in nature and had to answer the how and why questions of the qualitative results. The sample design was multistage and targeted different respondent groups, customers, employees and management groups.

CHAPTER FOUR

4. Data analysis and presentation

4.2. Introduction

This chapter presents the major findings of the study. Arising from the data collected through the survey questionnaires, interviews and observation, the research results for DARA are analyzed, compared and presented in this chapter. The researcher conducted a preliminary pilot testing before the actual survey was administered to identify potential problems in the measurement instrument and to evaluate the preliminary validity and reliability of the questionnaire. The survey instrument was checked by having three senior staff of my organization and with (BPR teams) of the case agency. These experts gave their verbal and written feedback on the instrument. A common concern was on the format, wording and clarity of the questions. Based on their constructive feedback, some changes were made on the instrument, including the grouping of similar questions together under the same section and simplifying wordings are satisfactory.

4.3. Response Rate

The data for this study was collected from the customers, managers and non-managerial staff (i.e., employees) of the Documents Authentication and Registration Agency in Addis Ababa. The relevant questionnaires were filled in by researcher. Furthermore, an attempt was made to increase the response rate by reminding the customers and employee respondents of the survey through personal distributing extra questionnaires to them. The following table shows the results.

Table 4.1: Response Rate

Response	Customers	Employees	Management
Number of distributed questionnaire	97	86	20
Returned and usable Questionnaire	80	83	20
Usable response rate based on sample required	82%	96%	100%

Source: Developed for this purpose, July 2016

As a result of this effort, out of the 183 questionnaires distributed by hand delivery through the researcher to the respondents of the selected head office of the agency located in the Capital city, Addis Ababa, a total of 163 questionnaires were returned. This made a response rate of 89%.

This response rate is considered adequate considering that, according to Sekaran (2006), the response rate of 70% is acceptable for surveys.

4.4. Respondents' Background information

The frequency table of the demographic characteristics of all the respondents is shown in Appendix B of this document fully (please refer to this section). The following is extracted from the table to describe the key characteristics of the respondents in the following bar charts.

A. Sex:-According to Figure 4.1, the descriptive analysis indicates that majority of the respondents were male (63%) while female respondents were 37%. This means that the majority of respondents were male. (Stuff only)

Table 4.2: Sex of the respondents

Sex	Stuffs/Employees and managers/	
	Freq.	%
Male	65	63
Female	38	38
Total	103	100

B. Job title:-In terms of job title (current position of the respondents in the agency) of the employee and management respondents, 3.9% were holding the responsibility of branch managers and deputy branch managers, 63.3% special salary paid which are front makers. This shows that the respondents were from different job categories with higher customer contact positions and were knowledgeable and had first-hand information about the BPR effects.

Table 4.3: job title of stuff (respondents)

Job titles	Stuffs /Employees and Managers/	
	No	%
Front maker	54	52.43
Team leaders	6	5.82
Customer r/n officer	8	7.77
Managers	17	16.5
Gov't Delegates	3	2.91
Supportive stuff	10	9.71
Others	5	4.85
Total	103	100

C. Years of Work Experience:-In terms of years of work experience with the agency, Figure 4.3 indicates that, as employees, more than 92% of them had more than 5 years of work experience with the agency. This makes the responses of the respondents more valuable; as BPR had been implemented in 2009, the respondents knew the changes before and after the BPR implementation in the respective agency.

Table 4.4: work experiences' of the respondents

Length of experiences	Customers		Employees		Managers		Over all	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%
Up to 5 Years	6	7.5	5	6.02	3	15	14	7.1
6-10 years	15	18.75	15	18.07	4	20	34	18.8
11-15 years	11	13.75	14	16.86	3	15	28	15.9
16-20years	3	3.75	4	4.82	3	15	10	5.4
Above 20 years	45	56.25	45	54.21	7	35	97	52.8
Total	80	100	83	100	20	100	183	100

D. Age Group:-Figure 4.4 indicates that 84.3 % of the employee and managements respondents were between the ages of 20 and 40. Hence, these respondents represented the above average of the targeted members of the study population - who were within the young age groups of the people who were supposedly important instruments for effecting change.

Table: 4.5 Respondents age

Ageof respondents	Employees		Managers		Over all	
	Freq.	%	Freq.	%	Freq.	%
20 up to 30 Years	46	55.42	6	30	52	50
31-40 years	28	33.73	7	35	35	34.3
41-50 years	8	9.64	5	25	13	13
Above 50 years	1	1.20	2	10	3	2.7
Total	83	100	20	100	103	100

E. Education:-In terms of educational levels of staff, as shown in table 4.6, below 65.3% of employee and managements respondents had the first and second university degrees. This again helps one to consider that the respondent’s assessment would be fair and critical.

Table 4.6 Education Level of respondents

Educational level	Customers		Employees		Managers		Over all	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%
Up to grade 8 completed.	7	8.75	0	0	0	0	7	3.9
High School completed	9	11.25	2	2.41	0	0	11	6.1
Certificate	2	2.5	2	2.41	0	0	4	2.4
Diploma	27	33.75	13	15.7	0	0	40	21.5
Undergraduate Degree	22	27.5	50	60.24	13	65	102	56
Postgraduate Degree	10	12.5	13	15.7	6	30	16	8.7
P. HD. Degree	1	1.25	0	0	1	5	1	.6
Others	2	2.5	3	3.61	0	0	2	.7
Total	80	100	83	100	20	100	183	100

4.5. Response from Open Ended Questions

The respondents were asked to give their perceptions on the gains of BPR to the different customers of the agency.

4.5.1. Customer Perspectives on the Effects of BPR

The results in table 4.9 indicate from `the total 97 customers 80 customers which is 75% of them said successfully treated. This means that customers with a perception of a higher level of reliability and responsiveness with the agency are good enough. This implies that reliability and responsiveness service quality dimensions affect customer satisfaction positively. The implication of this finding is that when these service quality dimensions, which lead to overall service quality are improved upon in the agency when BPR is implemented, the level of customer satisfaction increases. Empirical studies evaluating validity of reliability and Responsiveness service quality scales clearly point to the superiority of the measurement of customer satisfactions level (Carrillat et al., (2007).

Table 4.7: Customer satisfaction level

Satisfaction Level	Reliability		Responsiveness		Total	%
	No	%	No	%		
Highly successful	50	62.31	48	58.46	98	64%
Successful	15	18.46	12	14.62	17	11%
Neutral	6	6.92	9	11.54	15	10%
Unsuccessful	6	6.92	7	8.46	13	8.5%
Highly unsuccessful	4	5.38	6	6.92	10	6.53%
Total	80	100%	80	100%	153	100%

Source: own analysis (2016)

From customers who had been with the agency before the BPR implementation (i.e., pre BPR) and after the BPR implementation (i.e., post BPR), an example of the statements that appeared in the measurement scale and were used to find out from customers whether the BPR implementation increased the level of their satisfaction with the agency' services or not was:

“I will stick with the agency because I am satisfied with all its services after BPR implementation.” Another example which was used to find out from employees whether BPR implementation increased the level of customer satisfaction with the agencies' services was: “Our customer's satisfaction level has increased following the implementation of BPR in the agency.

4.5.2. BPR benefits to Customers of the Agency

The respondents were requested to list the main benefits of BPR to the agency and the result depicted that BPR benefits the agency in improving customer satisfaction, providing quality services timely, making accessible branch networking service with a reasonable time. Also, BPR provide additional agency services through electronic means to utmost customer's satisfaction level. Furthermore, the result shows that BPR improves customers awareness and exercise of their right to get efficient service in addition to developing their confidence and trust in the agency services.

In relation to other stakeholders of the agency, BPR supports economic growth of the nation through expansion of branch networks, enhances sense of competition with other services giving organization for better services and products and support the government transformation plan.

4.5.3. Employee Perspective on BPR

The results in table 4.4 indicate from the total 83 employees which is 85.72% of them said the variables and question items focused on the BPR elements: Business process orientation, Jobs and structures introduced, the management and measurement system, values and beliefs and overall satisfactions were created after BPR implementation. The responses of employees were analyzed to find out whether the BPR elements were associated organizational performance indicators.

Table 4.8: Employees' opinion

No	Questions raised to employee in terms of:	Assessment of Employees' opinion									
		SA (5)		A (4)		N (3)		D (2)		Total	
		No	%	No	%	No	%	No	%	No	%
1	Business process design	46	55.3	24.4	29.4	10	11.8	3	3.5	83	100%
2	Jobs and structures	54	64.7	21	24.7	4	4.7	5	5.9	83	100%
3	Process Management and measurement system	50	60.0	20	23.5	5	5.9	9	10.6	83	100%
4	Values and beliefs	50	60	25	25	6	10	4	5	83	100%
5	Overall satisfaction	46	55.3	29	30.7	4	10	6	4	83	100%
Average		49	59.06	24	26.66	6	8.48	5	5.8	83	100%

Source: own analysis (2016)

The results in table 4.8 indicate that the variables (BPR elements), process orientation, Jobs and structure, and measurement and evaluation are associated with customer satisfaction, speed improvement, process cost reduction and service quality improvement.

The result of the respondents depicted that BPR benefits employees of the agency by empowering employees and increasing their job satisfaction and confidence through decision making process based on the data collected from the respondents shows that, overall satisfaction of employees due to BPR evaluated by moral and motivation, resource utilization and confidence

in their work was significant. More specifically, 85.72% of the employs were responded that they benefited from BPR and full fill their moral and motivation satisfaction whereas only 5.8% of them were not satisfied in this regards (Table 4.3.). In relation to the confidence they have due to BPR, 90%, 8.48% and only 5.8% of them were highly satisfied, satisfied and neutral respectively. Moreover, summary of the result indicated that BPR benefits employs through knowledge and skill update as well as enhanced learning and development. Employee motivation and inspiration increased due to the change. Better recognition and satisfaction from providing better service to customers.

4.5.3. BPR benefits to employees

The result of the respondents depicted that BPR benefits employees of the agency by empowering employees and increasing their job satisfaction and confidence through decision making process Based on the data collected from the respondents shows that, overall satisfaction of employs due to BPR evaluated by moral and motivation, resource utilization and confidence in their work was significant. More specifically, 55.3% of the employs were responded that they benefited from BPR and full fill their moral and motivation satisfaction whereas only 3.5% of them were not satisfied in this regards (Table 4.3). In relation to the confidence they have due to BPR, 60%, 23.5% and only 5.9% of them were highly satisfied, satisfied and neutral respectively. Moreover, summary of the result indicated that BPR benefits employs through knowledge and skill update as well as enhanced learning and development. Employee motivation and inspiration increased due to the change. Better recognition and satisfaction from providing better service to customers.

Table 4.9: Employes satisfaction by BPR

Overall satisfaction	Level of satisfaction								Total	
	Highly satisfied		Satisfied		Neutral		Not satisfied			
	No	%	No	%	No	%	No	%	No	%
Morale and motivation	47	55.3	25	29.4	10	11.8	3	3.5	85	100
Resource utilization	55	64.7	21	24.7	4	4.7	5	5.9	85	100
Confidence in their work	51	60.0	20	23.5	5	5.9	9	10.6	85	100

Source: own analysis (2016)

In conclusion, the process orientation (thinking) of employees and the newly designed jobs and structures as well as the newly introduced management and measurement system were associated with performance improvement of the agency following the BPR implementation. The process view and employee values and attitudes of the change had a significant contribution to enhancing organizational performance.

4.5.4. Organization’s Performance Improvement

The table below depicts that 33% of the employees have rated quality of service delivery below 75 %; majority of the employees (77.6%) have rated reduced cycle time above 75%; most of the employees 60% rated customer satisfaction above 75%; majority of the employees have rated behavioral & attitudinal change of the staff as above 75%. The summary of the result is in line with Hall, Rosenthal and Wade (1993).

Table 4.10: Employees’ ratings about organization performance improvement

Questions	Highly successful		successful		unsuccessful		Highly unsuccessful	
	No	%	No	%	No	%	No	%
Quality of service delivery	12	14.1	45	52.9	23	27.06	5	5.8824
Reduced cycle time	15	17.6	51	60	12	14.12	7	8.2353
Customers’ satisfaction	10	11.8	41	48.2	19	22.35	15	17.647
Behavioral & attitudinal change of the Staff	56	65.9	17	20	9	10.59	3	3.5294
Salary, incentive & reward system	10	12	35	41.2	26	30.59	14	16.471
Your job satisfaction	17	20	41	48.2	10	11.76	17	20

Source: own analysis (2016)

Respondents captured in the survey/interview reviewed that most of them or 40.6% rated successful implementation of BPR, 30.6% rated highly successful. This implies that more than 70% of the respondents were rated performance success of BPR was above successful and only 3.2% of were seen highly unsuccessful implementation of BPR. The findings suggest that DARA has to work more for highly successful in the implementation of BPR.

4.5.5. Management Perspectives on BPR

In addition to the open ended questions, interviews were also conducted with two higher level managers of the respective agency, who were also members of their respective agency' reform teams and participated during the design and implementation of BPR.

The result of the interview with change management managers of the respective agency depicted that the main objectives of BPR in their respective agency is to enhance the service excellence of the agency and service growth, increase quality of work, decrease customer service delivery time (SDT), implement one window shopping customer service, and deliver prompt customer service whenever requested by customers. Moreover, BPR enhance branch networks across the city and provide varieties of the agency services, meet customers touch points (expectations) via fulfilling customers' requirement.

BPR empower both front-line and back agency employees to: exercise their decision powers, become solution providers, handle customers' complaints; become creative and flexible while providing customers' services; reduce the cost of processing transactions; converts the functional based to process based organizational structure; provide all agency services on a timely basis.

This lists of the objectives set were almost the same for the entire agency due to the fact that public agency was initiated by the government of Ethiopia. One of the managers said: "The objectives and standards were not set just to improve or fix the current status (from existing) but to deliver the best service possible to customers through reforming the agency dramatically".

The interviewees were also asked to identify the achievements and challenges of BPR in their respective agency against the objectives set. The interview focused not only on what were the BPR results but also the reasons behind these achievements and/or challenges as perceived by the management group. (Crowe et al., 2002), In addition, groupware techniques significantly decrease the time required for performing the analysis phases of BPR (effective use of subordinates' idea). Involving employees and effective use of their idea, Collaborative working environment, top management commitment, use of information technology enable top management to achieve optimal process.

4.5.6. Cycle Time Reduction (Speed) and Process Cost Reduction

The interviewees said that, the objectives of BPR also included improving process efficiency. During the study phase of BPR (during the AS stage), the main problem of the agency were identified as high level of inefficiency in rendering services to customers. This was considered as the main area of focus and: ‘The main achievement of BPR is that service delivery time has reduced dramatically as a result of the new work flow and change of employee attitude’ One agency manager said that the service delivery time was excessively long and the related process cost was high before BPR implementation, and that by carefully reviewing and benchmarking both from local and international agency new stretched targets were set. Harrington, (1991) argue for BPR in improving the cycle time by eliminating non-processing time, streamlining processing time and optimizing the time spent on business value-added activities

The interviewee said that the target that was set before BPR implementation had been achieved and the results were possible mainly by using information communication technology. The interviewee from main agency said: “The use of information technology helped the agency to provide fast services to the customer through ATM service”

4.5.7. New Jobs and Structure and Employee Satisfaction

In general, the interviewees stated that the results were due to the focus given to the “employee learning and development”. They said: “BPR helped employees to become multi-skilled and empowered”. The new paradigm shift brought about as a result of BPR implementation helped to combine previously separated activities together and to be performed by generalists and not employees performing single tasks. This initiative helped employees to get job satisfaction and knowledge of a transaction from the beginning to the end. Another example which was used to find out from employees whether BPR implementation increased the level of customer satisfaction with the agency services was: “Our customer’s satisfaction level has increased following the implementation of BPR in the agency. “Without customer there isn’t success in the agency and these customers’ need to be satisfied”. In order to achieve the objective of enhancing customer satisfaction through quality service provision, the introduction of a single customer contact was one of the initiatives (the customer deals with one person). As Hammer (1990)

argues, “in order to achieve significant benefits, it is not sufficient to computerize the old ways, but a fundamental redesign of the core Business processes is necessary”. New organizational structures, which are more suitable to today’s environment in which enterprises can understand their current activities and find potential problems, are needed. Hence, BPR has become a management tool in which a business process is examined and redesigned to improve cost efficiency and service effectiveness (Abdolvand et al., 2008).

4.5.8. Approaches in BPR

The interviewees result explained that the introduction of a single customer contact person was a new approach for which an employee was empowered to make all the necessary decisions at that one point. Such a new approach, however, did not compromise control; rather, it was supported by the principle: “The 4 EYES Principle”. This principle helped the first contacted employee, at the front window to make decisions. If this case requires a higher level decision, another (one) person from the agency would help in checking the case and making a decision; that is the maker-checker approach. The other related achievement was further mentioned as the introduction of “One window shopping”. In this regard, Koontz and Weihrich (2008, p.152) indicated that “radical redesign results in radical downsizing with detrimental effects on the organizational improvement”.

Moreover, it was understood from the result of the collected data that this approach helped the agency to deliver any service to a customer at a single window. The work flow during pre-BPR was product based. It was highly specialized. After the implementation of BPR, the structure was organized in such a way that any type of service should be provided at any window.

The interviewees also added that previously (i.e., pre- BPR) an employee of the agency was concerned about his/her task only and did not know what was happening next door, but the new structure became process based and helped employees to follow up customers from the beginning to the end of a transaction. “Process based view not function based” These initiatives introduced as a result of BPR helped to improve the quality of services provided and to satisfy customers.

In general, management and employee respondents of the agency gave their opinions by identifying the main benefits of BPR implementation to their agency as follows: Increased customer - focused attitude and their satisfaction, decreased service delivery time (cycle time), increased operational performance, introducing of single contact point, decreased customer contact points and increased service quality. It creates radical change and improved working system of the agency. In addition, the summarized result of the interview showed that BPR minimized working procedures and cutting of non-value adding activities. Moreover, it contributed towards focusing on service efficiency and effectiveness, creation of public confidence and reliability, and decreased cost of operation. Most tasks of the agency become decentralized even to low level employees which its consequence reduced work hand-offs, inefficiency in service delivery and changed the working culture of management and employees.

4.5.9. Results of Observation

The third technique was personal observation of selected agency office in order to measure the speed of service delivery and convenience of the waiting places. The researcher measured the service delivery time of busy agency offices for five consecutive days, for half an hour in each branch, and found the following:

The services provided were carried out in the agency and the average service delivery time showed six minutes for head agency and nine minutes in average for agency office.

All windows were functional and customers were served at any of the windows. At the head agency “Queue machine” was installed and customers were served on a first come first served basis. This, however, was not the case at some branch.

When the data were combined for the agency, the results indicated that there is a significant association between organizational performance or BPR success and customer satisfaction except for employee resistance for change and government support; speed improvement or service delivery time except for the role and use of IT, management commitment and competence, employees resistance to change, government support and management style; and process cost reduction except in the cases of employee involvement and empowerment, management commitment and competence, employee resistance to change, working environment and management style.

4.6. Summary of the Results

In general, from the earlier discussion on the aspects of BPR from the customers, employees and managers perspectives, results have indicated that there are observable and tangible positive improvements in the agency' process efficiency due to BPR implementation. It has been indicated that BPR implementation brought about operation cost reduction, service quality improvement, cycle time reduction as well as customer satisfaction improvement significantly.

The role and use of IT, employees' participation and government support had a considerable effect on operation cost reduction. As witnessed by managers and employees, it has also been found that process orientation on the BPR, jobs and structuring, and management and evaluation had also a significant effect on process cost reduction. As witnessed by managers and employees, management style and introducing a new working culture were the main success factors of BPR implementation with respect to reducing cycle time and process orientation, jobs and structure and monitoring and evaluation. The improvement of service quality by BPR was basically assessed by using the perceptions of customers. According to employees, process orientation, jobs and structuring and management and evaluation are the critical success factors of quality improvement by BPR. The destination of BPR is basically customer satisfaction. As described by clients or customers of the agency, the critical success factors of customer satisfaction are reliability and responsiveness which are indicators of service quality improvement in the agency.

CHAPTER FIVE

5. CONCLUSION AND RECOMMENDATION

5.1. Summary of Findings

The study has shown that Documents Authentication and Registration Agency of Addis Ababa (DARA) attempted to use Business Process Reengineering (BPR) approach to design new systems so as to improve its performance. The main achievement of BPR in DARA is that service delivery time has reduced dramatically as a result of the new work flow and change of employee attitude. The findings imply the requirements of improved organizational performance is adequate to categories the sector achievement and gap of BPR.

5.2. Conclusion

This study was aimed at analyzing Impact of Business Process Reengineering on Organizational Performance: a case study of documents authentication and registration agency in Addis Ababa. The data were generated from both primary and secondary sources. The primary data were collected from customers, employees, BPR team members, and management using questionnaire. In finding the reliable impact of Business Process Reengineering on Organizational Performance it was tried to effectively assess all important and related issues and the findings of this study are summarized as follows.

Analysis of the Impact of Business Process Reengineering on Organizational Performance in the study area revealed that performance success of the BPR in documents authentication and registration agency in Addis Ababa was successful. Therefore, the organization has to work more of the BPR has to be highly successful.

The interviewees result depicted also that the new paradigm shift as a result of BPR helped the agency to deliver good quality services and to satisfy customers.

Getting staff motivated through reward system plays a crucial role in facilitating reengineering efforts. This study reveals that, about 40% of the employees' incentive and reward system was below 34% satisfaction. This implies that employees' incentive and reward system was not significantly changed due to the BPR implementation.

The findings of the study indicates that, BPR has effect not only on the organizational performance but also on all dimension of managers, employs and customers attitude, commitment and other that in turn contributes towards country development.

5.3. Recommendation

Based on the findings of the study the following recommendations are made for effective and efficient implementation of Business Process Reengineering of the Organization and benefit of service receivers.

Consequences of re-engineering often include employee empowerment, re-defined new job responsibilities, merger of responsibilities and creation of new positions. These consequence required appropriate change in incentive structure. In order to be successful in BPR, DARA needs to adjust the required incentives and reward system.

In order to fully address the impact of Business Process Reengineering of the Organization in the study area, additional research should be undertaken and thus the findings of this study should not be used as generalizations to the other organization implementing BPR as they have different organizational set up.

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Appendix I:
Questionnaire filled by Customers
UNIVERSITY OF SAINT MARRY
SCHOOL OF BUSINESS

QUESTIONNAIRE TO BE FILLED BY CUSTOMERS

Dear Respondent:

The undersigned is conducting a research study as a partial requirement for the Master Degree in Business administration at St. Marry University, School of Business. The study is aimed at examining the effect of business process reengineering (BPR) on the performance outcome of the Documents Authentication and Registration Agency. In this connection, the researcher is requesting for your kind cooperation to fill in this survey questionnaire and return it back to the data collector promptly. You are required to answer all questions because your opinion on this matter is most important.

May I assure you that your information was be kept anonymous and completely confidential and was be used only for academic purpose. Your kind cooperation is highly indebted.

With Thanks,

ZemachGelanBiratu

Researcher

ST. MARRY UNIVERSTY

Phone (cell phone) 0912 146114/0910610538

Email: zemachgelan03@gmail.com

Part I- Demographic characteristics (Tick whichever is applicable to you)

Gender: Male Female

You're current Educational Level

Up to grade 8 completed	High School completed	Certificate	Diploma	undergraduate Degree	Postgraduate Degree	PhD Degree	others

For how many year/s/ are you customer of this agency?

Below 1 year	5 years	6-10 years	11-15 years	16-20 years	above 20 years

Please indicate the extent to which you agree or disagree with the current service of the agency (branch) by ticking on only one number option for each of the 5 items or statements, by comparing it before and after 2003 E.C service quality level, on the table below. SA strongly agree; A agree; N neutral; D disagree; and SD strongly disagree).

Reliability		SA (5)	A (4)	N (3)	D (2)	SD (1)
1	Whenever I request for service, the agency's staff provide it to me as promised					
2	Whenever I experience problem, the employees handle it in constant manner					
3	Whenever I request for registration service, the agency's staff provides it very quickly					
4	Whenever I request for any service, I can get it from any of its agency (due to networked the agency)					
5	The agency always maintains my records correctly and finds it quickly					
6	Always the agency keeps me informed as to when service was be performed					
7	The time taken to get any service from the agency has become faster since 2003 E.C.					
8	Always the agency's employees are washing to solve customer problems					
9	The agency provides quality services quickly					
10	The behavior of all employees of the agency instills confidence in me when handling problems					
13	Employees of the agency have the knowledge to answer my questions related to the service operation					

14	Whenever I request for service, the agency's employees gives me individual attention					
15	The front line employees in the agency pass transactions at one window in a caring manner					
16	Single window service start after 2003 E.C.					
17	The front agency employees of the agency are customer centered					
18	The front line officers are happy to serve the customer at any time.					
19	The agency has opened convenient agency and became accessible from anywhere					
20	Materials and equipment associated with the service are visually appealing					
Satisfaction/ responsive/						
21	I was stick with the agency because I am satisfied with all its service after 2003 E.C.					
22	All costumers are equally being treated , I really intend to continue using this agency in the future					
23	I'm satisfied with new innovations and creativity made by the agency, since 2003 E.C.					
24	I encourage friends and colleagues to be served this agency in relation to kind of the service they provided.					
25	Currently, I tell to anyone about the new positive changes of the agency has made after the reform /2003 E.C./					

Appendix II:
Questionnaire filled by Employees
UNIVERSITY OF SAINT MARRY
SCHOOL OF BUSINESS

QUESTIONNAIRE TO BE FILLED BY EMPLOYEES

Dear Respondent:

The undersigned is conducting a research study as a partial requirement for the Master Degree in Business administration at St. Marry University, School of Business. The study is aimed at examining the effect of business process reengineering (BPR) on the performance outcome of the Documents Authentication and Registration Agency. In this connection, the researcher is requesting for your kind cooperation to fill in this survey questionnaire and return it back to the data collector promptly. You are required to answer all questions because your opinion on this matter is most important. May I assure you that your information was be kept anonymous and completely confidential and was be used only for academic purpose. Your kind cooperation is highly indebted

With Thanks,

ZemachGelanBiratu

Researcher

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Name of Respondent: -----

SECTION-I: Demographic Characteristics

- Gender Male Female
- What is your age? 20-30 Years 31-40 years, 41-50 years or Above 50 years
- Last Educational level attained Diploma Undergraduate degree Master Degree
 PhD degree Other-----
- How many years have you been with the agency? -----
- Your current position-----
- Your branch Name-----
- Branch Category/Department-----

SECTION I: Please indicate the extent to which you agree with the following statements on the 5 items.

Using the value from highest to lowest as: agree completely (AC); strongly agree (SA); agree (A); neutral (N); disagree and (D); strongly disagree (SD).

No	Business process design of the agency	SA(5)	A (4)	N(3)	D (2)	SD(1)
1	I understand the connection between the works I do and the mission and goals of the agency.					
2	The top management and senior line managers of the agency are committed to the design and implementation of BPR.					
3	Employees of the agency have participated in the design and implementation of the agency's BPR					
4	The business processes of the agency are sufficiently defined so that I know how the work is interrelated					
5	I feel that employees who were assigned to the BPR study team were from all functions of the agency					
6	The business process design of the agency has addressed the need of its customers					
Jobs and structures						
7	All employees of the agency were provided with sufficient training					

	on the new jobs requirements					
8	The placement criteria of employees for the new positions were fair and transparent.					
9	The appointment of staff for the new management positions was based on merit					
10	Employees are empowered and make decision at the service point, where the work is done, without delay.					
11	The new job design and assignment helped me to do complete tasks to serve a customer.					
Process Management and measurement system						
12	There is continuous evaluation of performance and taking feedback of customers and employees.					
13	Employee workload has decreased as a result of the new system implemented.					
14	The reward system has been adjusted to the employee's workload.					
15	There is Continuous assessment and feedback to measure the result of BPR that bring to the agency.					
16	Team sprit has developed as result of working on the new system.					
Values and beliefs						
17	Our team members care more about the quality of services and customer satisfaction.					
18	Employees of the agency have become customer oriented.					
29	The agency became a place to retain and attract talented employees					
20	Employees motivation has significantly improved after BPR implementation					
21	Employees attitude has shifted from functional based to process based orientation					
22	Employees of the agency believe that BPR is an important					

	reform tool					
Overall satisfaction						
23	Our customer's satisfaction level has increased after the implementation of BPR.					
24	The use of IT has increased after BPR implementation and helped me to deliver better services to customers more quickly.					
25	BPR has brought a major change in the work culture of employees					
26	Customers complaints has reduced as a result of BPR					
27	Time taken to complete a service has improved after BPR implementation					
28	Our agency became easily access able to customers due to opening of new agency (that networked).					
29	Employee morale and motivation has improved now than pre-BPR situation.					
30	I feel the agency's service quality has improved after BPR implementation.					
31	Resource utilization became efficient as a result BPR					
32	Our agency becomes less bureaucratic as result of BPR					
33	I am now satisfied with my job due to the implementation of this management tool.					
34	The single window service is the best arrangement for efficiency and effectiveness of our service.					

35. After implementation of BPR, How do you rate organizational performance?

No	Questions	V. Good	Good	Satisfactory	Unsatisfactory
1	The change in improving quality of service delivery				
2.	The change in reduced cycle time				
3.	The change in customer's satisfaction				
4.	Behavioral & attitudinal change of the Staff				

5.	Salary, incentive & reward system				
6.	Your job satisfaction				
7.	The impact of BPR implementation in changing/ improving the organization?				

SECTION II: OVERALL ASSESSMENT

1. In your opinion, what are the main benefits (gains) of BPR at your agency?

To the Organization: -----

To Customers:- -----

To Employees:- -----

2. In your opinion, what are the main problems in the design and implementation of BPR at your agency-----?

BPR Effort and overall success at your agency level on a scale of 1 to 5, please rate the overall performance success of the BPR project implemented at your agency (process/sub process/branch) and its expected benefits.

No	5	4	3	2	1
01	Highly successful	Successful	Neutral	Unsuccessful	Highly unsuccessful

Appendix III:
Interviews questions with senior managers
UNIVERSITY OF SAINT MARRY
SCHOOL OF BUSINESS

Interviews questions with senior management

SECTION-I: Demographic characteristics (please give us your personal and organizational information)

- Gender (please tick) Male Female
- Age (in years)? 20-30, 31-40, 41-50 Above 50
- Your highest Educational level attained :
 Diploma Undergraduate Degree Master Degree PhD Other
- Job Experience (in years) in the agency
- Your current position-----
- Your agency Name-----
- Branch Category/Department-----

SECTION II: BPR Experience

1. Your role in BPR design and/or implementation-----
2. Date of the Launch of the first BPR study at your agency -----
3. How long did the BPR study and pilot testing take (before its full scale implementation)?
4. Do you think it took longer period than expected? Yes No

If your answer is “yes”, which factors of the following do you consider were the main reasons for the delay in the implementation of the BPR project in your agency? (Please rank them in order from 1st, 2nd...etc.)

5. Magnitude and extent of the business process changes of the agency-----
6. Inexperience in BPR implementation-----
7. Lack of proper knowledge of BPR-----
8. Unexpected resignation of some reform team members-----
9. Unexpected problems faced during the BPR project-----
10. Resistance to change by the staff-----

11. Others, (please specify) -----

12. Which of the following are the business drivers causing your agency for undertaking business process reengineering (BPR)? (Please rank them in order from 1st, 2nd..., etc.)

a. Proactively anticipating of a wider liberalization of the financial regulation in the country-----

b. Pressure from existing customers for better and new services-----

Government pressure for reform-----

Others (please specify) -----

13. What are the main objectives of the BPR project at your agency?

a. To reduce cycle time (time taken to complete a task) -----

b. To Improve quality of customer services-----

c. To become widely accessible by opening new outlets -----

e. To improve existing services-----

f. To improve working system/process of the agency through restructuring-----

g. To enhance customer satisfaction-----

h. To enhance employee learning and development-----

i. To change working culture of employees and management-----

j. Others (please specify) -----

14. In what time period do you expect your BPR project fully achieve its intended results (objectives)?

Less than 1 year	1 to 2 years	2 to 3 years	3 to 4 years	No time limit



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This is to certify that



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Provision of notary services through authentication and registration of documents

Through an audit, documented in a report, it was verified that the management system fulfills the requirements of the following standard:

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Certificate registration no.	497754 QMD8
Valid from	2016-01-26
Valid until	2016-12-12
Date of certification	2015-01-28



DQS GmbH

G. Blochschmidt

Götz Blochschmidt
Managing Director

Accredited Body: DQS GmbH, August-Schanz-Strasse 21, 60433 Frankfurt am Main





**Annex to Certificate
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Michael Drechsel
Michael Drechsel
President of IQNet

G. Blochschmidt
Götz Blochschmidt
Managing Director of DQS GmbH



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