

**Addis Ababa University**  
**School of Graduate Studies, Masters of Public Administration (MPA)**  
**Faculty of Business and Economics, Department of Public**  
**Administration and Development Management**

**Achievements and Challenges in the Implementation of Business**  
**Process Reengineering at Addis Ababa General Post Office**

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## ACRONYMS

- BPR** - Business Process Reengineering
- GPO** - General Post Office
- IT** - Information Technology
- EC** - Ethiopian Calendar
- PSCAP** - Public Sector Capacity Building Program
- TQM** - Total Quality Management
- BSC** - Balanced Score Card
- 3Cs** - Customers, Competition and Change
- CSR** - Civil Service Reform
- EY** - Ethiopian Year

## ***Abstract***

*This research is conducted with the objective of assessing the challenges, problems and achievements of BPR as a public Administration and Management tool to enhance the service delivery of public institutions as exemplified by the Ethiopia postal service with specific reference to the Addis Ababa General Post Office. The study employed descriptive survey method. The analysis of the findings revealed that BPR implementation enhances the service delivery in terms of delivering quality service, flexibility and responsiveness and delivering customer satisfaction in GPO. However, lack of awareness, training, motivation, leadership and technological inputs have hampered the change. To overcome these challenges and problems, the research has come up with recommendation where the organization should organize awareness creation and consensus building meetings with employees especially those who are most affected and disappointed by the change; providing work related continuous and rigorous training and orientation to both the employees and the management; the organization must provide training and career enhancement as well as counseling and outplacement assistance for those who are most affected by the placement, the leadership should monitor progress against the standards and make regular communication of progress and success in achieving the targets, the entire team, the leadership, the management and the employees should get together to review the progress against the objectives and the standard, continuous monitoring and evaluation must be regularly conducted and communicated to all concerned units and individuals for further improvement and growth. The organization should also undertake recruitment and procurement in order to overcome the shortage of manpower and equipments and facilities respectively.*

## CHAPTER ONE

### The problem and its approach

#### 1.1. Background of the study

The Government of Ethiopia has embarked on a long-term strategy of “*state transformation*” characterized by bold attempts to implement multiple reforms in various governmental institutions. The six PSCAP component areas are: The Civil Service Reform, District Level Decentralization Program, Justice System Reform Program, Tax System Reform Program, Urban Management Capacity Building Program and Information and Communications Technology Program. (Meheret et al 2002:9)

The Civil Service Reform is one of those multiple reforms to enhance the civil service institutions service delivery performance. Civil service reform is now underway in almost all governmental institutions as a priority of capacity building of the nation. As stated by Seyoum (2008:15) the government has been undertaking Civil Service Reform Program since 1997 that is a large national initiative to improve the performance of the civil service institutions in terms of managing financial and human resource, identify and deliver service to the citizens, setting strategic priorities and monitor performance on policy, performance implementation and establishing ethics standards that are necessary to ensure integrity in government. To achieve these aims the reform work has been undertaken in five major components of civil service system: Expenditure Management and Control; Human Resource Management; Top management systems; Service Delivery and Ethics. The goal of the CSR is directed to bring institutional transformation in the major areas of achieving organizational mission and fit the purpose for which it is established, responsive organizational structure, committed proactive leadership, favorable perception by the public and its customers, clear legal mandate, efficient and effective utilization of resource and capable of measuring results.

BPR is one of the tools of implementing the paradigms and principles laid down by the five sub-programs of the reform program (Tesfaye 2007:266). It is one of the critical tools selected and being implemented in governmental institutions to achieve some of these objectives. Nonetheless, it is important to understand that BPR is not the only initiative undertaken but many other initiatives have also been contributing to the government's recent decision to improve efficiency in management such as Strategic Planning, Quick wins in Service Delivery Improvement, Business Process Improvement, and Result Oriented Performance Appraisal System.

As stated by Costantinos ( 2008:1) Ethiopia is undergoing business process reengineering, also known as BPR, Business Process Redesign, Business Transformation, or Business Process Change Management, as a management approach aiming at improvements by means of elevating efficiency and effectiveness of the processes that exist within and across organizations. The key to BPR is for organizations to look at their business processes from a "clean slate" perspective and determine how they can best construct these processes to improve how they conduct business. Thus, major reengineering efforts are now being underway across the government institutions of Ethiopia. In line with this, the Government has planned to bring fundamental changes in civil service organizations through BPR.

Bezabih (2008:10) in his opening speech in the First Annual Symposium on BPR, Business Process Reengineering Challenges and Opportunities in Ethiopia remarks that;

*In 2005 (EY 1998) BPR exercises were piloted in six federal institutions, and BPR has since been introduced more widely. Its particular purpose has been to improve their systems and to remove unnecessary bottlenecks and impediments to service efficiency that are present in existing processes.*

After the public institutions began implementing BPR, various stories of success as well as failure have been heard through different channels of communications. Therefore, the researcher in this study attempts to identify the major challenges and problems in the implementations of BPR and forward recommendations to overcome the problems by taking one of the public institutions, the Ethiopian postal service with specific reference to the Addis Ababa General Postal Office as case study.

## 1.2. Statement of the problem

Generally, Business Process Reengineering helps a company to stay on top or transform an organization on the verge of bankruptcy into an effective competitor. BPR is meant for performance improvement of the existing system of organizational system of organizational structure and control so that organizations will be abreast with the technology and current innovations. (Hammer, 1993:24)

Linden (1994:56) argued that if BPR is properly implemented, the organizations could achieve radical changes in performance as measured by cost, cycle time, service and quality. It boosts competitiveness in the operations network through simpler and more productive processes.

On the contrary, if the implementation of business process reengineering is failed and misguided then all efforts will remain fruitless exercise, which could lead to wastage of resources.

Countless organizations have taken initiatives and undertaking Business Process Reengineering and registered significant changes in reducing cycle time, cutting operational cost, increasing customer satisfactions and becoming competent enough to the changing business environment. Seyoume (2008:15)

Accordingly, some constraints had been attended while practicing BPR. BPR was found to be short of profound employee awareness and a lesser amount of managers' involvement and ownership and long overdue for refinement, faced inadequate training of employee to fully integrate with the system, overlook the top down involvement and managers commitment.

In the work of King (1994) cited by Yogesh (1998:65) the biggest obstacles that reengineering faces are: Lack of sustained management commitment and leadership; Unrealistic scope and expectations and Resistance to Change. Thus, the main challenges can be lack of cooperation from the staff, insufficient staff training and development, lack of budget in acquisition of the technology and research and lack of manpower.

Therefore, lack of organizational readiness for change, problems related to creating culture for change, lack of organizational readiness for change, organizational resistance, and problems in

communication, problems related to commitment, support, and leadership are some of the challenges and problems in practicing BPR.

Yogesh (1998:86) also outline the positive preconditions for BPR success as: Senior Management Commitment and Sponsorship; Realistic Expectations; Empowered and collaborative workers; Strategic context of growth and expansion; Shared vision; Sound Management practices; appropriate people participating full-Time ; and Sufficient Budget.

Therefore, in this study the researcher assesses the major challenges, problems and achievements facing the implementation processes of the Ethiopian Postal Service with specific reference to the Addis Ababa General post office. More specifically, the study has been designed to address the following research questions:

- What was the employees' attitude and perception towards BPR before and after its implementation?
- How much is the level of the employees' understanding of the conceptual framework of BPR and well equipped with the principles, objectives and benefits of BPR before its implementation?
- How much is the level of the stakeholders' commitment towards the implementation of BPR and to make continuous assessment and evaluation?
- Are the resources (budget, manpower, facilities & equipment) adequate for the smooth implementation of BPR?
- What challenges have the organization encountered in the process of BPR implementation?
- What are the achievements and positive outcomes so far after BPR implementation in enhancing the service delivery?

### **1.3 Objectives of the study**

The general objective of the study is to assess the challenges, problems and achievements in the process of BPR implementation as a public administration and management tool to enhance the effectiveness and efficiency of public institutions as exemplified by the Addis Ababa General Post office. More specifically the study has been designed to achieve the following specific objectives:

- To evaluate the employees' attitude and perception towards BPR before and after its implementation
- To evaluate the employees' understanding of the conceptual framework of BPR and the adequacy of the training before employees placement
- To evaluate the level of commitment of employees, management and the leadership in implementing BPR
- To evaluate the sufficient availability of resources (budget, equipments and facilities and manpower)
- To identify major constraints and problems faced during the process of BPR implementation
- To point out the achievements in terms of performance improvement in contemporary measurements of performance such as service, cost, quality and cost
- To give possible recommendation to deal with the problems and challenges

### **1.4 Significance of the study**

The study has the following contributions:

- Since the study is made with specific references to the Addis Ababa General Post Office, the researcher believes that the research result helps as an input for the organization to understand the challenges, problems and achievements in the implementation of BPR and to take remedies on the problems and challenges.

- As source of knowledge for future references by people who have interest to gain insight about BPR implementation challenges, problems and achievements
- It can be used as indicator for higher officials and policy makers to the problems and challenges in the process of BPR implementation
- The BPR challenges, problems and achievements can be taken as a lesson for the other alike public institutions
- It may be used as starting point for detail and further studies

## 1.5 Scope of the study

Even though BPR is being conducted in different public institutions and organizations, the researcher focuses in Ethiopian Postal Service with specific reference to the Addis Ababa General Post Office. The researcher selects the Ethiopian Postal Service as a study area because the Ethiopian Postal Service is one of the frontline runners in implementing BPR. Besides to this, it is by the recommendation of the team leaders in the Ministry of Capacity Building who are currently overseeing the implementation status of the public institutions and organization under The Ministry of Transport and Communication. The Ethiopian Postal Office has 19 zones throughout the country, because of time and resource constraints and to make the study manageable the researcher limits the study in the Addis Ababa Zone General Post Office, excluding the *Arada* postal zone and branches of Addis Ababa zone. Besides to this, to assess the performance improvement the researcher selects the EMS service because EMS is a major postal service and consists of the other major postal services such as letter and parcel. Besides to this, nowadays the EMS service faces fierce competition from private covers and the customers have different alternatives and redesigning its business process is absolutely essential. Finally, BPR is a broad concept that embodies several issues that cannot be exhaustively covered by this research as a result the researcher limits the domain of the study only some aspects of the implementation phase of BPR.

## **1.6 Methodology of the research**

This section discusses the research design, data collection sources, instruments and sampling design procedures. To investigate the existing challenges and problems that affect the implementation of BPR and to collect vital information about the achievements and prospects in the processes of BPR implementation the study employs descriptive survey method. The researcher selects descriptive survey method because the researcher in this research is interested to investigate and describe the challenges and the achievements in terms of performance improvement.

To obtain sufficient data about the challenges and achievements of BPR from different sources the researcher has used both primary and secondary data sources. The major techniques used to gather data from primary sources are structured questionnaires and interview. Three types of questionnaires were prepared and distributed to the respondents. The first and the second type of questionnaire were distributed to the employees and team leaders respectively to gather pertinent data about BPR challenges and achievements and the third type questionnaires were distributed to major EMS institutional clients who have frequent and direct business contact with GPO to gather data about major achievements of BPR in terms of performance improvement. To validate the data collected from the questionnaires, an interview was conducted with the General Manager of the Ethiopian Postal Service focusing on the general issues on the major challenges and achievements of BPR. In addition different published and unpublished documents like books, journals, internet sources, documents and research findings are reviewed to substantiate the findings of the research.

Out of the total 265 employees, 80 employees were selected as a sample using simple random sampling. In line with this effort, out of the total 41 team leaders and process owners, all of them have been selected. In the mean time, the researcher selects purposefully the EMS service and out of the registered 85 major intuitional clients of EMS who have direct and frequent business contact with GPO, 50 percent (42) of them have been selected using simple random sampling.

## **1.7. Methods of data analysis and interpretation**

After the data are organized and presented, it is then analyzed to form meaning about the research questions and draw appropriate recommendation. Because of the nature of the issue

under investigation, the researcher used qualitative and quantitative description to present the data gathered from different sources. The researcher used qualitative approach to analyze the opinions, feelings and perceptions of the respondents regarding the implementation process of BPR. In addition, quantitative approaches using tables and percentages also used to analyze the data and present the findings.

### **1.8. Limitation of the study**

On the process of the study, the researcher faces some limitations that makes the researcher to be more specific on certain issues particularly some part of the implementation phase because to investigate more it requires more time but the time is not sufficient for in-depth study of all the core processes areas and all zonal postal services throughout the country. Furthermore, during the course of the research, the researcher lacks skills in using sophisticated statistical packages for data coding and analysis process which might affect the accuracy of the research outcomes.

### **1.9. Organization of the paper**

The paper is organized into four chapters. The first chapter contains the problem and its approach which includes background of the study, statement of the problem, research questions, and objectives of the study, significance of the study, scope of the study, methodology of the study and organization of the paper. The second part is the review of the related literature that is appropriate to the subject matter of the study. The third part contains data presentation, discussion and analysis based on the empirical study collected from questionnaire and interview. Finally, an attempt is made to give some conclusions and recommendations.

## CHAPTER TWO

### Review of Related Literature

#### 2.1. Origin of the Reengineering revolution

BPR has originated during the early 1990's as an approach mainly developed by practitioners. It gained prominence in the work of writers such as Hammer (1990), Davenport and Short (1990), Hammer and Champy (1993), and Harrington (1991). This topic is currently topical and ubiquitous in many organizational, management and information technology literatures. Business process reengineering is also known as BPR, Business Process Redesign, Business Transformation, or Business Process Change Management. (Belete et al 2007:10)

In 1990, Michael Hammer, a former professor of computer science at the Massachusetts Institute of Technology, published an article in the Harvard Business Review, in which he claimed that the major challenge for managers is to obliterate non-value adding work, rather than using technology for automating it. This statement implicitly accused managers of having focused on the wrong issues, namely that technology in general, and more specifically information technology, has been used primarily for automating existing processes rather than using it as an enabler for making non-value adding work obsolete. <http://en.wikipedia.org>

According to Hammer most of the work being done does not add any value for customers, and this work should be removed, not accelerated through automation of the existing process. Instead, companies should reconsider their processes in order to maximize customer value, while minimizing the consumption of resources required for delivering their product or service.

A similar idea was advocated by Thomas H. Davenport and J. Short in 1990, in a paper published in the *Sloan Management Review* the same year as Hammer published his paper. This idea, to review a company's business processes without bias, was rapidly adopted by a huge number of firms, which were striving for renewed competitiveness, which they had lost due to the market entrance of foreign competitors, their inability to satisfy customer needs, and their insufficient cost structure. Even well-established management thinkers, such as Peter Drucker

and Tom Peters, were accepting and advocating BPR as a new tool for achieving success in a dynamic world. <http://en.wikipedia.org>

Thus both Davenport and Short strongly believe that reviewing a company's business processes without bias for renewed competitiveness and satisfying the customers' need is essential.

During the following years, a fast growing number of publications, books as well as journal articles, were dedicated to BPR, and many consulting firms embarked on this trend and developed BPR methods. However, the critics were fast to claim that BPR was a way to dehumanize the work place, increase managerial control, and to justify downsizing, that is major reductions of the work force, and a rebirth of Taylorism under a different label. (<http://en.wikipedia.org>)

With the publication of critiques in 1995 and 1996 by some of the early BPR proponents, coupled with abuses and misuses of the concept by others, the reengineering fervor in the U.S. began to wane. Since then, considering business processes as a starting point for business analysis and redesign has become a widely accepted approach and is a standard part of the change methodology portfolio, but is typically performed in a less radical way as originally proposed. More recently, the concept of Business Process Management has gained major attention in the corporate world that 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. (<http://en.wikipedia.org>)

## **2.2. Definition of Business Process Reengineering**

Many authors in the field of Business process reengineering define Business process reengineering in different ways. To see and understand Business Process Reengineering from different perspectives some of the definitions are presented.

*BPR* is described by Hammer and Campy (1993:12) as 'the fundamental re-thinking and radical re-design of business process to achieve dramatic improvements in critical, contemporary measures of performance such as cost, quality, service and speed'. From this definition, we can deduct the four pillars of BPR: Fundamental, Radical, Dramatic, and Processes.

*Fundamental*: when we say fundamental, it is a fresh start, clean sheet, challenging the status quo concentrating on “What should be” unlearn all rules, assumptions, principles and techniques that underpin the way organization is organized.

*Radical*: reengineering is not about improving what already exists rather it is about going through the root of things, throw away the old and restart the new one. Establishing the organization from nothing and scratch.

*Dramatic*: reengineering is not making marginal improvements to your business. It is not making things better, it is all about making quantum leap in performance that is cost, speed, quality and service, achieving break through.

*Processes*: a group of inter related tasks or activities that together create value for the customer and a collection of activities that creates value to the customers that are the very heart of every enterprise, they are the means by which companies create value create value for their customers.

Davenport and short (1990:19) defined Business process as:

*A set of logically related tasks performed to achieve a defined business outcome. It is a structured, measured set of activities designed to produce a specified output for a particular customer or market. Improving business processes is important for businesses to stay ahead of competition in today's marketplace. Companies have been forced to improve their business processes because customers are demanding better products and services.*

Hammer and Champy (1993:42) in the book ‘Re-engineering the Corporation’ they advocated that old systems be discarded and replaced with new, more innovative and effective processes. BPR demands lateral thinking that extends beyond the current boundaries in order to achieve a more effective organization. Rather than organizing a firm into functional specialties (like production, accounting, marketing, etc.) and to look at the tasks that each function performs, Hammer and Campy recommend that we should look at complete processes. From materials acquisition, towards production, towards marketing and distribution, one should rebuild the firm into a series of processes to create value for the customers.

Another definition of BPR by Davenport (1990:20) as '*a method of driving a business vision entailing specific business objectives such as cost reductions, time cut, output quality improvements*'

What we can understand from the above definition is the main objective of BPR is avoiding non-value added tasks (process) and enhancing the service delivery in terms of cycle time, cost reduction, quality and service.

From the work of Davenport (1993) cited by Sidikat and Mukaila (2008:19) BPR as:

*A radical scrutiny, questioning, redefinition and redesign of business processes with the aim of eliminating all activities not central to the process goals ... and automating all activities not requiring human judgmental input, or facilitating that judgment at reduced cost.*

From this definition, one can understand that BPR focuses on the most important processes and attempts to identify all the processes within an organization and then seeks to prioritize them in order of redesigning urgency.

Linda (1994:p.xiii) defined BPR as:

*Challenging the fundamental assumptions on which bureaucracies are built and radically redesign these organizations around desired outcomes rather than functions or departments. In the process, it forces us to develop new ways of thinking and of seeing the world.*

Sethi and Duffy (2004:58) also defined BPR as:

*Reorganization of business activities that result from questioning the status quo. It seeks to fulfill specific objectives and can lead to breakthrough improvement. It is often associated with significant cultural changes.*

What we can understand from the above two definitions is BPR refers to challenging the status quo and questioning the fundamental assumptions on which the organization was established and achieving breakthrough performance.

'BPR is a management approach aiming at improvements by means of elevating efficiency and effectiveness of the business process that exist within and across organizations.'

<http://en.wikipedia.org>.

In the work of Sidikat and Mukaila (2003:342), the reengineering concept involves four dimensions that are stated below:

*Innovative Rethinking*: This is a process that is itself utterly dependent on creativity, inspiration and old-fashioned luck. They argue that this paradox is apparent not only real, most of what happens in successful innovations are not the happy occurrences of a blinding flash of insight but rather, the careful implementation of unspectacular but systematic management discipline.

*Process Function*: describes process functions as a collection of activities that take one or more kinds of input and creates an output that is of value to the customer. Typical process of this includes ordering of organizational structure, manufacturing, production, development, delivery and invoicing.

*Radical change*: In radical change, a key business process is the transformation of organizational element; it is essential to an organization survival. Change leads to new ideas, technology, innovation and improvement. Therefore, it is important that organizations recognize the need for change and learns to manage the process effectively.

*Organizational Development and Performance*: It takes a look at the firm's level of efficiency and way to improve its current activity level in order to meet up to standards and survive the competitive pressure.

Despite there are differences among the definitions given to Business Process Reengineering, we can learn that BPR is the means by which an organization can achieve radical change in performance as measured by cost reduction, cycle time, service, and quality, and by the application of a variety of tools and techniques that focus on the business as a set of related customer-oriented core business process rather than a set of organizational functions.

The key to BPR for organizations is to look at their business processes from a "clean sheet" perspective and determine how they can best construct these processes to improve the performance of the business operation. BPR combines a strategy of promoting business

innovation with a strategy of making major improvements to business processes so that a company can become a much stronger and more successful competitor in the marketplace.

BPR plays a vital role in improving the service delivery systems of organizations and ensures that the services meet up the needs of most important customers. It also leads to a high level of competition. In due course, it is of assistance to develop the public services to ensure and broaden outcome-related targets that the government sets for key improvements across all organizations under its charge of duties.

### **2.3 What Business process Reengineering is not**

According to Hammer & Stanton (1993:42), reengineering does not concern the following elements.

*Reengineering is not Automation/computerization:* - this means first reengineer the process and then automate it. Reengineering does not refer the automation and computerization of work. This implies reengineering precedes automation and computerization of work. After reengineering the process computerization and automation is possible.

Thus, information technology should be used primarily as an enabler for the new process rather than for automating and accelerating the existing processes. We can automate the redesigned process in order to speed up the process.

*Reengineering is not Downsizing:* It means the objectives of BPR is not reducing costs by getting rid of people and jobs to improve short-term financial results. However, Reengineering reduce costs by eliminating non value-adding activities, steps, hand offs and rules and procedures. Reengineering is about re-thinking work from the ground up in order to eliminate non-value adding work not jobs or people. It rather empowers people. Thus, the very objective of BPR is not downsizing and firing out employees.

*Reengineering is not Outsourcing:* It has objective of reducing cost and may arise from the intention of an organization to be effective and productive by utilizing the outsiders' potentials. Somehow, BPR will have an effect to in sourcing where it wants to be better by capacitating the performance of its staff.

*Reengineering is not restructuring and reorganizing:* This is not moving boxes around organizational charts. Reengineering is centered on how work is done so restructuring could

come as a by-product. This implies reengineering is all about radical and fundamental change of the business process.

*Reengineering is not Total Quality Management:* It is true that quality programs and reengineering shares a number of common themes. They both recognize the importance of processes and start with the needs of the customer. However, the two program fundamentally different. Quality program work within the framework of the organization's existing processes to make them better and it is incremental improvement to process performance. Reengineering is breakthroughs, not enhancing existing process but discarding them and replacing them with entirely new ones.

*Reengineering is not Business Process Improvement* -It involves less dramatic and immediate departure from traditional practices in the organization. It focuses on incremental improvement and adheres to work units or operational aspects that verses process based thinking.

*Reengineering is not another fad, short leaved management panacea-* reengineering appeared as a manifesto for business revolution bringing dramatic cost saving, high profit, and increased customer satisfaction and superior performance in quality. It is virtually a tangible and efficacious tool for achieving impressive and dramatic results in business arena. It is not launched merely because of many private companies success. It is neither a fashion nor an art; it has its own inherent driver (real pain and desired destination) to carry out it in the context of every organization. It is not as such the only management tool but when compared with others, its magnitude of change responding to the contemporary business environment is found better.

## **2.4. Reasons for Business Process Reengineering**

As stated by Hammer & Champy (1993:45) the driving forces behind reengineering were characterized by three forces usually called 3Cs. These are customers, competition and change. Customers have become much more sophisticated and demanding better services. They have a much greater range of alternatives .They are much more knowledgeable about their own needs and they are exerting ever greater pressure on their suppliers. Competition, which at one time was local and relatively genteel, becomes global. Moreover, the pace of change is dazzling.

Hammer & Champy (1993), in their book reengineering the corporation identified three kinds of companies that undertake reengineering:

*Companies that find themselves in deep trouble:* If a company's costs are an order of magnitude higher than the competitors, if its customer service is so weak that customers openly complain against it, if its product failure rate is high the company clearly needs Business Process Reengineering.

*Companies that are not yet in trouble but whose management has the foresight to see trouble coming:* For the time being, financial results may appear satisfactory, but looming in the distance are storm clouds new competitors, changing customer requirements or characteristics, an altered regulatory or economic environment that threaten to sweep away the foundations of the company's success. These companies have the vision to begin reengineering in advance of running into adversity.

*Company undertaking reengineering are those that are in peak condition:* They have no discernible difficulties, either now or on the horizon, but their managements are ambitious and aggressive.

## **2.5 Importance of Business Process Reengineering**

According to Hammer and Champy (1993:48) they pointed out that if Business Process Reengineering is properly conceived and implemented, it is obvious that the company or the organization can secure maximum benefit.

This view has been also supported in the work of Linden (1994:56) argued that there are enormous advantages, which can be obtained through the proper implementation of BPR and with the availability of suitable working atmosphere like technological facilities and shift of attitude. Some of the benefits of BPR are that reengineering organizations can achieve radical changes in performance as measured by cost, cycle time, service and quality. It boosts competitiveness in the operations network through simpler, leaner and more productive processes.. Reengineering helps organizations to make noticeable changes in the Price and quality of their response to customer needs radically, fundamentally and with continuous improvement on performances.

The significance of reengineering is that it can create a better way of satisfying your customer's needs. Business process reengineering is important to increase efficiency, effectiveness and productivity of the work force particularly in terms of cost, quality, quantity and speed. The

concept provokes cross-functional activities. This implies that there is transfer of knowledge from one sector to another sector. It is not confined to a specific department.

BPR is time, cost, quality and quantity conscious activities, which help to maximize productivity. It is not targeting to have improvement and some kind of incremental changes but try to come up with fundamental thinking and fundamental transformation. Hence, this definitely leads to internalizing the dynamism nature of BPR. BPR by default minimizes and avoids duplication of efforts. Nevertheless, by implementing the right, pertinent and accurate decisions which latter maximizes the benefits of the organization.

To conclude, BPR is an important prerequisite to increase the potential capabilities of institutions and individuals within the provision of efficient public services along with combating the malpractices and poor efficiencies. In addition, it can lead towards the attainment of development goals that government set to reduce poverty and pull the country towards the middle-income countries. Such fundamental trends of changes serve as catalysts for well again positive changes and raise the standards of accountability and productivity in the country. Even if BPR has a number of benefits and advantage, like any other management theory, it has been criticized by many scholars and writers.

## **2.6 Critics of Business Process Reengineering**

Even though Reengineering has a lot of importance and benefit, it has earned a bad reputation because such projects have often resulted in massive layoffs. This reputation is not altogether unwarranted, since companies have often downsized under the banner of reengineering. Further, reengineering has not always lived up to its expectations. The main reasons seem to be that: Reengineering assumes that the factor that limits an organization's performance is the ineffectiveness of its processes (which may or may not be true) and offers no means of validating that assumption. Reengineering assumes the need to start the process of performance improvement with a "clean slate," that is totally disregarding the status quo.

Other criticism brought forward against the BPR concept include it never changed management thinking, actually the largest causes of failure in an organization: lack of management support for the initiative and thus poor acceptance in the organization; exaggerated expectations regarding the potential benefits from a BPR initiative and consequently failure to achieve the expected results; underestimation of the resistance to change within the organization. Implementation of

generic so-called best-practice processes that do not fit specific company needs; over trust in technology solutions and performing BPR as a one-off project with limited strategy alignment and long-term perspective. Poor project management. <http://en.wikipedia.org>

## **2.7. Basic characteristics of Business Process Reengineering**

The following are the characteristics of BPR as stated by Seyoume (2008: 20)

*Several jobs combined in to one* - jobs are integrated into a whole and service as the single point of contact for the customers. This is because those interrelated tasks and jobs that create value for the customers should come together and combined.

*Worker makes decisions*: Employees are autonomous, authorized for implementing and making decisions of work they are performing. This statement also supported by Belete et al (2007:61) employees and process teams should be empowered and autonomous. They are responsible for the result of the process. They should have full authority to make act and decide on responsibility provided to them. Thus, empowerment is absolutely essential to the workers to make decision and to be responsive to the need of the customer. That is decision-making should be part and parcel of the work process.

*The steps in the process are performed in a natural order*: In reengineering processes, work is sequenced in terms of what needs to follow what. *Process has multiple versions*: To meet the demands of today's environment, organizations need multiple versions of the same process, each one turned to the requirements of different situations. Thus the same process should have multiple ways to address the requirements of the over changing demands of the environment.

*Work is performed where it makes the most sense (value adding)*: Shifting of work across organization boundaries to minimize delays, cut cost. *Checks and controls are reduced*: Reengineered processes use checks and controls to the extent that the processes make economic sense. *Reconciling is minimized*: Cutting back the number of external contact points that a process has with a view to reduce the chance of inconsistency. *A case manager provides a single point of contact*: A case manager should act as customer service representatives and should have access to all the process information systems to be responsive to the needs and problems of customers. *Highbred, centralized, decentralized operations are prevalent*: in a given process, centralized and decentralized operations can be used to seek advantage from both.

Decentralization ensures each work team independently acts, whereas centralization operates in a way that all operating units share.

## **2.8 Implications of Business Process Reengineering**

Seyoum (2008:21-22) states the most decisive implications of BPR in the following manner:

*Work unit change:* from functional departments to process teams. Once business processes are structured, process teams work together to perform an entire process. The shift from functional concept to business process orientation should be the guiding principles of the process teams during reengineering. *Jobs change:* from simple tasks to multidimensional work. Process teams are collectively responsible for results, here everything each team member is imbued with an appreciation for the job. *People's role change: from control to empowered.* In reengineering process, teams are empowered to make the decisions required to get job done. *Focus of performance measures and compensation:* shifts from activity to result. Employees' performances are measured in terms of the value created or result produced. *Advancement criteria changes;* from performance to ability reengineering demands that employees perform for the satisfaction of their organizations customer, not for their supervisors. *Values change* from supervisors to coaches. Managers should act as facilitators, as enablers, problem solver to help employees perform duties that add values to the customers. *Organizational structures change:* from hierarchical to flat. Performance is organized around processes and the process teams that operate them. The power to control is vested in the people performing. *Executives change* from score keepers to leaders. Executives are required to act as leaders who can influence, inspire, and motivate others to reform value added work.

To sum up executives, organizational structures, values, and advancement criteria, focus of performance measures and compensation, job preparation, people's role, jobs and work unit change are some of the implications of BPR.

## **2.9 Principles of Business Process Reengineering**

Principles are beliefs that govern the development and implementation of any system in an organization. In any situation, principles are taking into account the specific situation and background of the organization. With this in mind, from the work of Abolo (1997), Thomas (1996), Sidikat and Mukaila (2003) cited by Ezigbo (2008:83), the essential element or

principles of reengineering include the following: 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. Using information technology not to automatic outdated process but to redesign new ones. Externally focus on customers and the generation of greater value for customers. Internally focus on harnessing more of the potentials of people and applying it to those activities that identify and deliver values to customers. Encourages training and development by building creative work environment. Think and execute as much activity as possible horizontally, concentrating on flows and processes through the organization.

Linda (1994:42) also states the seven 'Key Re-Engineering Design Principles' in the following manner. *Organize around outcomes (customers, products, processes), not functions. Substitute parallel for sequential processes. Bring downstream information upstream. Capture information once, at the source. Provide a single point of contact for customers and suppliers whenever possible. Ensure a continuous flow of the "main sequence" (those activities that directly add value to the customer). Identify value, adding and none, value, adding steps. Eliminate or separate every non value, adding step, so that the main sequence flows smoothly and quickly. Use a triage approach to sort out complex and risky cases from the routine ones. Do not pave cow paths; first reengineer, then automate.*

## **2.10 Business Process Reengineering and Total Quality Management**

The contrast between BPR and TQM is provided by Davenport (1993:12) as Total Quality Management and BPR share a cross-functional relationship. Quality specialists tend to focus on incremental change and gradual improvement of processes, while proponents of reengineering often seek radical redesign and drastic improvement of processes. Quality management often referred to as TQM or continuous improvement, means programs and initiatives, which emphasize incremental improvement in work processes, and outputs over an open-ended period of time. In contrast, reengineering, also known as business process redesign or process innovation, refers to prudent initiatives intended to achieve radically redesigned and improved work processes in a specific time frame. In contrast to continuous improvement, BPR relies on a different school of thought. The extreme difference between continuous process improvement

and business process reengineering lies in where you start from and also the magnitude and rate of resulting changes.

In course of time, many derivatives of radical, breakthrough improvement and continuous improvement have emerged to address the difficulties of implementing major changes in corporations. Leadership is really important for effective BPR deployment, and successful leaders use leadership styles to suit the particular situation and perform their tasks, giving due importance to both people and work. Alternatively, a new and less costly process, which implements the function of the current process, can be developed to replace the present one. The role of executive leadership or top management in business process reengineering cannot be disregarded. The management should also take care to provide adequate funding, set new standards as well as encourage others to be open to innovative approaches.

Many reengineering projects fail to be completed or do not achieve bottom-line business results. For this reason alone, business process reengineering 'success factors' has become an important area of study. Success factors are a collection of lessons learnt from previous projects. It is useful to think of your team structure in three levels: stakeholders, core team, and extended team. The stakeholders are key business leaders ultimately accountable for the success of the project. Their role is to provide high-level guidance to the team, help remove barriers, and provide funding. The core team is the group responsible for the design and implementation of the solution. Your extended team includes other people in the organization contributing to the project on an as-needed basis. These extended-team members include subject-matter experts. A well-rounded team includes a mix of people and skills. Such a team may include individuals who thoroughly understand the current process, who actively use the process and also work closely with customers, technical experts, and consultants, if necessary. However, the main criterion is that the entire team should work together for the project to succeed. <http://www.omnex.com>

Table 2: comparison between TQM and BPR

<b>Point of distinction</b>	<b>Improvement/TQM</b>	<b>Innovation/BPR</b>
Level of Change	Incremental	Radical
Starting Point	Existing Process	Clean Slate
Frequency of Change	One-time/Continuous	One-time
Time Required	Short	Long
Participation	Bottom-UP	Top-Down
Typical Scope	Narrow, within functions	broad, cross-functional
Risk	Moderate	High
Primary Enabler	Statistical Control	Information Technology

Source :( TQM) versus (BPR) From Davenport (1993: 11)

## **2.11 Business Process - Reengineering and information technology**

As described by Hammer there is relationship between Business Process Reengineering and Information Technology .Hammer (1990:56) considers Information Technology as the key factor in BPR for organization that wants to witness a “radical change” in its operation. He prescribes the use of IT to challenge the assumption inherent in the work processes that have existed since long before the advent of modern computer and communications technology. He argues that at the heart of reengineering is the notion of discontinuous thinking or recognizing

and breaking away from the outdated rules and fundamental assumptions underlying operations. These rules of work design are based on assumptions about technology, people and organizational goals that no longer hold.

Davenport and Short (1990:19) further explained that Business Process Reengineering requires taking a broader view of both Information Technology and business activity and of the relationships between them. IT should be viewed as more than an automating or mechanizing force; to fundamentally reshape the way business is done. Information technology and Business Process Reengineering have recursive relationship. IT capabilities should support business processes and business should be in terms of the capabilities IT can provide.

Davenport and Short (1990:28) refer to this broadened, recursive view of IT and BPR as the new industrial engineering business process represent a new approach to coordination across the firm, IT promises and its ultimate impact is to be the most powerful tool for reducing cost of coordination.

### **2.12 Phases of Business Process Reengineering**

In the work of Davenport and Short (1990) cited by Costantinos (2008:1) prescribe a five-step approach to Business Process Reengineering. These are: (i) *Develop the business vision and process objectives*: The BPR method is driven by a business vision which implies specific business objectives such as cost reduction, time reduction, output quality improvement. (ii) *Identify the business processes to be redesigned*: most firms use the 'high-impact' approach, which focuses on the most important processes, or those that conflict most with the business vision. A lesser number of firms use the 'exhaustive approach' that attempts to identify all the processes within an organization and then prioritize them in order of redesign urgency. (iii) *Understand and measure the existing processes*: to avoid the repeating of old mistakes and to provide a baseline for future improvements. (iv) *Identify IT levers*: awareness of IT capabilities can and should influence BPR. (v) *Design and build a prototype of the new process*: the actual design should not be viewed as the end of the BPR process. Rather, it should be viewed as a prototype, with successive iterations. The metaphor of prototype aligns the Business Process Reengineering approach with quick delivery of results, and the involvement and satisfaction of customers.

### **2.12.1 Planning the Reengineering project**

In this phase, leadership commitment is the primary issue. This implies, in the process of institutional transformation, the primary issue that comes first is the leadership. This is because of the fact that reengineering is about organizational transformation and system change, which follow the top down change operation in which top leadership is required right from the beginning. This is mainly because BPR is all about transformation and system change, which requires top down relationship. Thus, strong, committed and executive leader is a critical resource for the successful transformation of the organizational system.

Moreover, according to Hammer and Stanton (1993:68) successful leaders can be characterized by strong commitment for change and desire for change. On top of this, the leader must consider the organizational change as his personal agenda and actively involved in all matters by understanding the pain of the organization. Besides the leaders should have a combination of patience and impatience. This implies that the inability to live with the already existing system and promptly taking action and say no for the status quo.

On the other hand, the patience of the leader can be manifested in the form of not losing moral strength for obstacles and setbacks. In general, a leader is expected to be visionary who have the capacity to change the working environment and changing the mind set and attitude of the people and encourage them to participate in all sphere of organizational activities. Furthermore, at the planning stage there is identification of business processes, which is the most challenging and complex activities in the reengineering effort. It starts from the mission of the organization that determines its very existence.

In line with this, the organization can define its processes and classifying those businesses processes into core and support processes. After identification of business processes, choosing the processes to be reengineered based on criteria like the strength of the problem, the importance of the issue and the impact of the process directly on the interest of the customers. Then after there is assignment of process owners and reengineering team for the process.

### 2.12.1.1 Governance structure for reengineering project

Hammer & Champy (1993), in their book *Reengineering the corporation* emphasizes the following roles emerge, either distinctly or in various combinations, during the implementation of reengineering. To create conducive environment by embracing more change agents in the reengineering effort, the leader organizes a governance structure for the project consisting of:

- The Reengineering Leader,
- Process owner,
- Reengineering Team,
- Reengineering Czar and
- Steering Team (optional).

#### *The Leader*

A reengineering leader is a senior executive who authorizes and motivates the overall reengineering effort. The leader is the primary or key ingredient for reengineering to happen. This is so because reengineering succeeds when driven from the top most level of an organization (Hammer and Stanton, 1995). Therefore, the active engagement and commitment of top management is critical for the reengineering to happen. Without top-down leadership, reengineering failure is a foregone conclusion. Undertaking reengineering in this situation is a deceptive exercise and a fatal mistake. The likely attempt by other bodies (teams), in absence of the top level leadership is a fatal exercise hence no reengineering will actually happen.

The tools that the leader uses are so essential in discharging his/her responsibilities and achieve the revolution required. These tools include: Signal, explicit communications; symbol, personal behavior; and system, measurements and rewards (Hammer and Stanton, 1995).

*Signals:* are the explicit messages that the leader sends to the organization about reengineering. That is communicating about the reengineering program: what it means; why we are doing it; how we are going to do it; what it will take etc. Communication is not a one-time task or limited to only to the unfreezing phase, it should be undertaken continuously. Constant repetition of reengineering message is essential to make people understand it and being part of it. It is

important to note here that communication must be simple. The basic concepts must be conveyed clearly and concretely. It must be dramatic and exciting and of course has to be able to show the urgency of the project.

*Symbols* are actions that the leader performs to reinforce the content of the signals, to demonstrate that he lives with his words. The leader's acts as important symbolic activities are demonstrated through assigning the company's best and brightest to reengineering teams; and rejecting design proposals that promise only incremental improvement; removing managers who block the reengineering efforts. The leader must display the depth of his personal commitment to the effort by having contact with the team, coaching and advising; by authorizing them to break the rule and publicly honoring those who have become creative. The reengineering leader has to prove to the organization that he/she is serious about the transformation and change is inevitable.

### *Process owner*

A Process owner is one responsible for reengineering a specific process. The owner should be a senior-level manager, who carries prestige and reputation, credibility, and clout (power/influence) within the organization. As leader's job is to make reengineering happen in the large, process owner's job is to make it happen in small, at the individual process level. An owner along with leader assembles a reengineering team. A process owner motivates, inspire, and advices the team. Process owner acts as the team's spokesman and liaison. Moreover, he works with other process owners to ensure that the processes are compatible and integrated. The process owner's job will not end when the reengineering project is completed. He/she stays with the project throughout the design and implementation phases. In process - oriented organization, it is process, not function that will form the bases of organizational structure. Therefore, every process will continue to need an owner; processes would have owners.

## *Reengineering Team /Design Teams*

Reengineering teams are the second key ingredients next to the leader in making reengineering happen. Each process team in charge of one process at a time does the actual work of reengineering. Each member works as a team not as group and the size of the teams could be between five to ten people. They are experts that others have trust in them and act as key agent for conveying the others in the organization. Reengineering work is not a part-time assignment rather a full time work. Hence, organizations should assign team members 100% to the project, do not stretch them with other assignment and commitments. This is one of the powerful signals for the organization for committing reengineering. The teams prepare high level maps of the current processes and identify the overall cycle time and satisfaction or frustration of the customers. They reinvent the business processes by producing breakthrough changes through breaking assumptions using whacko ideas, benchmarking etc. The teams are composed of insiders and outsiders. Insiders are people currently working inside the process undergoing reengineering. These should be the best and the brightest, the company's rising stars. They are people who have full knowledge of the process undergoing reengineering and have credibility with the workers. Outsiders' also known as disruptive elements for they give a different perspective are people outside the process undergoing reengineering. These people could be within the organization or outside -the--organization. It is good to look at outsiders from departments of such as: engineering, information systems, and marketing.

An organization that does not have the right people for outsiders, must go outside the company, and use consulting firms. Experiences show that teams that consist of only insiders are likely to produce only incremental improvement, as they might be biased and confused with the existing system and tend to recreate what already exists. They remain within the frame of the existing process. As they are in the system, they are already familiarized and accustomed with it and do not break it. But outsiders will bring different ideas, can make waves in the team, they tend to take risks. A reengineering team has no official head but a captain/first among equals/ usually nominated by the group members. However, the process owner is their client. The members should remain on the team at least through implementation of the first field pilot site.

### *Reengineering Czar /Chief of staff/*

The reengineering leader needs strong staff support to realize the reengineering effort. Of the people who give support to the leader, the Reengineering Czar is one and if necessary could be a group of people. He/she plays a pivotal role in the overall reengineering project. The czar who serves as the leader's chief of staff for the reengineering has two distinct functions. One is just supporting each individual process owner and reengineering team by obtaining and allocating resources and giving technical advice to process owners and teams. The other is playing a crucial role in coordinating the all ongoing reengineering activities by helping select high-quality people for the reengineering team, keeping a watchful eye on process owners to keep them on track, moderating discussions among process owners, helping how teams can coordinate their works/if there is a need for/, anticipating the infrastructural needs and meeting them before hand. However, sometimes the Czar is seen becoming a problem by becoming too controlling person forgetting that the leader and process owner are in charge. Thus, organizations must guard against these possibilities.

### *Steering Committee / Team*

The steering team consists of senior managers and process owners chaired by the reengineering leader. It is a policy-making body that articulates and develops the organization's overall reengineering strategy, and monitors the progress. The steering team decides on which business process should be reengineered first and the required resources. The team also deals with the problems that are beyond the process owners and reengineering teams. What is more, it hears and resolves conflicts that could arise among process owners.

#### **2.12.2. Understanding the current Business Process**

As Belete et al (2007:74) clearly explained, once the process has been identified and selected in Phase 1, the next is to understand these processes adequately before proceeding to redesign it.

Thus, in understanding the current business process, the reengineering teams may go through describing the business process, studying what the process produces and why process is producing such results. Therefore, when describing the business process, the reengineering team should be able to show where the process begins and ends, specifying its input and output, describe the sub- process, mapping the process and showing the interfaces of different processes.

The customer needs, identifying the customer real problems and how the process has been serving them and identifying the government and Stakeholders requirement strategy and policies that set for customer's development needs and good governance program should be clearly defined.

Moreover , this phase also incorporates the development of high level performance baseline of the whole process based on cycle time of technology development, the lead time of procurement, cost quality and service level depending on the available data.

Now that it is known which process to reengineer, it need to take a look at *why* currently perform the process the way it does. *Understand* is a key word here. It may not need to scrutinize every detail of how it is performing the process -- this effort has the potential to go on indefinitely, sometimes referred to as *analysis paralysis*, which can weaken the momentum needed to carry the project all the way to implementation. What it needs to do is *understand* the underlying reasons why the existing process is carried out the way it is, so that it can question those assumptions during reengineering sessions later on. When we have the new process objectives clearly defined (in *Phase 3*), it can measure the existing process in terms of the new objectives to see where it is and how far it has to go. Modeling the current process is an important part of this phase. It not only helps to better understand the existing process, but also helps with planning the migration from the old to the new process and executing the physical transformation of personnel, organizational structures, information requirements, and how technology is used. Information that should be included in the models are process inputs (such as task times, data requirements, resources, demand, etc.) and process outputs (such as data outputs, cost, throughput, cycle time, bottlenecks, etc.). Understanding how and why the current processes use information is also important. Do staff members have access to essential information? Are some business areas wasting time and effort by creating duplicate information when it can be shared across organizational boundaries? Why is technology used to support some tasks and not others?

How effective are the current interfaces? Are they easy to use, or are they counterintuitive and thus inhibit the *effectiveness* of current tasks? In what way does the existing process take advantage of technology, and in what way has technology imposed artificial restrictions? It needs to end up with an estimate of the current cost, robustness, and functional value of each technology and information systems currently being used.

**2.12.3 Business Process Reengineering redesign**

Davenport (1993:55) has explained organizational design as the effort of human actors, which has contributed for the success, and failure of an organization, depending up on how well it is executed. Managers that let organizations be designed haphazardly, without conscious thought are likely to see problems develop soon. So designing requires critical thinking and decision making power. It is also the most creative part of reengineering process. It requires imagination, inductive thinking. In doing a process, the reengineering team abandons or unlearns already existing organizational performance systems and tries to thrive with the new transformational change management tool.

As explained by Belete et al (2007:74) redesigning requires suspending the already existing rules, procedures and values that do not have the power to add value for the process. In the redesigning process, Bench marking is given much emphasis, which is the act of systematically defining and implementing the best systems, processes, procedures and practices that accelerate the rate of improvement by providing a real models and realizing improvement goals. Therefore, the very purpose of bench making is to adapt best practice so as to satisfy customer needs and expectations and to achieve a superior process and possible stretch objectives. This helps to forecast tomorrow's solution for today's problem. The major steps in the Bench marking are: decide what to bench mark; identify performance indicators and document your current performance by analyzing the whole process from start to end, analyze customer needs, Identify key cost drivers and other factors influencing performance and measuring cost, time, quantity and quality of the process; identify potential Bench marking partners that are best in performance and select one or more partners and collect data.

#### 2.12.4 Business Process reengineering implementation

Now it is ready to transform the organization. It has to be communicated, strategize, analyzed, reengineered, and blueprinted the ideas for the new process. This is where all of the previous efforts are combined into an actual business system something that can be seen and feel and use to enable the organization to meet the market demands of today and tomorrow. The first step in transforming the organization is to develop a plan for migrating to the new process. It needs a path to get from where the organization is today, to where the organization wants to be. Migration strategies include: a full cutover to the new process, a phased approach, a pilot project, or creating an entirely new business unit. An important point to consider is the integration of the new process with other processes. If only one process is reengineered, then it must interact with the other existing processes. If multiple processes are slated for reengineering, then the new process must not only integrate with existing processes, but also with the newly reengineered processes that will come on line in the near future; therefore, the implementation of the new process must be flexible enough to be easily modified later on. Successful transformation depends on consciously managing behavioral as well as structural change, with both sensitivity to employee attitudes and perceptions, and a tough minded concern for results. BPR Implementation requires the *reorganization, retraining, and retooling* of business systems to support the reengineered process. The new process will probably require a new organization, different in structure, skills, and culture. The new management structure should result in the *control* paradigm being changed to the *facilitation* paradigm. The new process team structure should result in the *managed* paradigm being changed to the *empowered* paradigm. Once the new structures are established, it should map tasks in the process to functional skill levels, and ultimately to workers.

Transforming the workforce will require an array of activities. It begins with an assessment of the current skills or capabilities of the workforce to include soft skills, operational skills, and technical skills. This inventory may require personal evaluations (including areas of interest), peer evaluations, and supervisor evaluations. Feedback should be provided to all personnel to ensure accuracy of current skills and interests for all staff. Armed with the new process skill requirements and a current skills inventory, the gaps can be assessed. Is the new process feasible with the current skill set? Which are the areas to focus on to enhance personnel skills to meet the

requirements of the new process? An education curriculum needs to be established to get all employees educated on the business and, most important, on how their jobs relate to the customer.

An educational pyramid is an effective way to transfer knowledge of team building, self mastery, and subject matter knowledge. Systems training are essential to understanding the use of new information systems and how to take advantage of their capabilities. Process training may be needed to help employees think beyond a linear process to a more holistic interdependent process. Facilitation training for management is critical to develop their abilities to listen, allow mistakes, handle disputes among process experts, and transition to a *coach/facilitator* role. Education may be necessary for Total Quality Management (TQM), Statistical Process Control (SPC), or Continuous Process Improvement (CPI) if these mechanisms are designed into the new processes. Finally, a structured on-the-job training (OJT) program is instrumental in providing

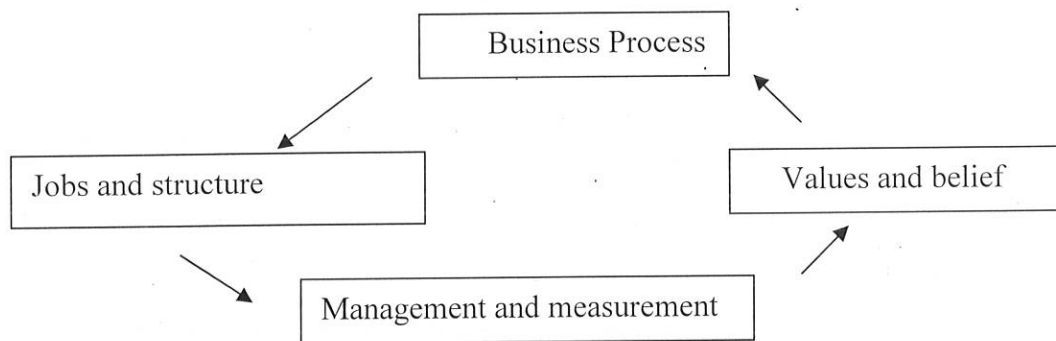
As with any dramatic change, people will have personal difficulties, to varying degrees, with the paradigm shift that has taken place. Almost all new process implementations are surrounded by confusion, frustration, and sometimes panic. The best transition strategy is one that minimizes, as much as possible, the interference caused to the overall environment. Attempts should be made to keep the new process chaos to a controlled level, to maintain the focus of the reengineering team and the faith of the employees. Transforming information systems to support the new process may involve retooling the hardware, software, and information needs for the new process. One approach to this transition could be a *controlled introduction*. The method would ensure that each part of the system is operational for a segment of the business before going on to the next module to implement. Although the risk may be low while the bugs in the new system are ironed out, it may be difficult to integrate the hybrid old/new systems in a step-wise manner. The *flash cut* approach is where the entire system is developed in parallel to the existing system, and a complete transition occurs all at once. This may put the organization at a higher risk if the systems do not function properly at first, but it is the more common approach due to the "all-or-nothing" nature of BPR. Most reengineered processes function in an entirely different manner than existing processes; thus, a stepwise introduction would, most likely, not be fully functional

until all steps were introduced anyway. An important reason to justify the flash cut approach is that the reengineering benefits can be realized much sooner than with a controlled introduction. Transitioning the information used to support the old process to become useful in the new process involves reducing some requirements while expanding others. Usually 30 to 40% of the old information of the old information can be discarded because it was administrative data needed to tie the old disjointed, linear processes together. On the other hand, the old systems may have poor data integrity, incorrect data, or insufficient data to support the new business needs. In these cases the data must be expanded to fill the gaps in the existing data and supply the new information requirements of the reengineered process. The information blueprints help manage the development of the new information systems. The thoughts of management experts, the experiences of management consulting firms, and the research conducted by academicians have resulted in the methods and procedures outlined in this document. In order to establish the *dramatic change*, it requires to have *dramatically* increase chances of successful BPR. The phases and activities described here must be considered, as a minimum, when attempting to *successfully* plan and perform Business Process Reengineering. [www.ies.aust.com](http://www.ies.aust.com)

Implementation phase involves two major activities. One is the redesigned process (the new processes) which is going to be tested and implemented and the other is alignments: Structure, management and measurement system, values and belief and information technologies and transformed and aligned so that the new process will furnish the required result of values. In pursuing implementation in the new business, process and building process centered organization there are certain steps to be followed. Well prepared plan is a guide line for the proper implementation and realization of the implementation process. Here it requires two crucial points i.e. action plan supported by communication plan and the change management strategy and manual is also helpful as a guideline.

As stated by Belete et al (2007:76) multi dimensional skilled individual or groups of people are assigned to perform the process from start to finish. Performers in the process are placed based on the process organized. Now the goal is to establish process centered management, which means organizational units are organized on organization's core business processes.

The business process Diamond shows a simplified descriptive feature of a reengineered organization.



*Source:* Business process Diamond (Hammer and Champy, 1993)

## 2.13 Challenges of Business Process Reengineering

Yogesh (1998:67) outline the negative preconditions relating to the organization include: unsound financial condition; too many projects under way; fear and lack of optimism.

Some of the biggest obstacles faced by reengineering are lack of sustained management commitment and leadership, unrealistic scope and expectations, and resistance to change.

<http://www.omnex.com>.

Even though Seyoum (2008:25) explained the challenges in each phases of BPR, the following implementation challenges are notified for this purpose. Lack of preparation of action plan that include commutation plan and change management strategies not ensuring the partition or wall is rejected and functional boundaries are dissolved, not incorporating feedback from employees, customers and stakeholders to the new process design.

In the work of King (1994) cited by Yogesh (1998:67) views that the biggest obstacles that reengineering faces are:

### *Lack of Committed and Strong Leadership*

Commitment and leadership in the upper echelons of management are often cited as the most important factors of a successful BPR project .Leadership has to be effective, strong, visible and

creative in thinking and understanding in order to provide a clear vision of the future. This vision must be clearly communicated to a wide range of employees who then become involved and motivated rather than directly guided. Commitment to and support for the change must constantly be secured from senior management throughout a BPR project. Sufficient authority and knowledge, and proper communication with all parts in the change process, are important in dealing with organizational resistance during BPR implementation.

#### *Lack of Training and Education*

Lack of understanding of BPR, lack of appropriate training for those affected by BPR and lack of training before placement to the new system are some of the problems with related to training and education. As stated by Belete et al (2007: 61) "since new process demands multi dimensional skill to perform the process from start to finish, and employees must start with sufficient training before assigning to the new process". This implies the nature of the work shifting from simple task to multi dimensional job, it, therefore, requires multi dimensional skill, which is acquired through sufficient training and capacity building.

Need for change management is not realized, lack of determination, courage, skills of management for radical changes, Demand for change exceeds the capacity to absorb, lack of cross-functional co-operation; Line managers are not receptive for change.

#### *Organizational resistance*

As stated by Yogesh (1998:67) resistance to change, fear, lack of optimism, and skepticism about BPR results, worries about job security, fear of job loss, fear of loss of control and position, middle management impermeability, lack of adequate planning for resistance to change are some of the problems related to organizational resistance.

### *Problems in Communication*

Inadequate communication of need to change, hiding uncertainties in communication, Poor communication between BPR teams and other personnel are some of the problems related to communication. (Yogesh 1998:67)

### *Problems Related to Commitment, Support, and Leadership*

As stated by Yogesh (1998:67) lack of sustained management commitment and leadership, lack of top management attention and support, lack of support from line managers are some of the problems with regard to commitment and support. He concludes that the ultimate success of BPR depends on the people who do it and on how well they can be motivated to be creative.

## **2.14 Achievement and success factors of Business Process Reengineering**

Yogesh (1998:67) outline the positive preconditions for BPR success as: Senior Management Commitment and Sponsorship; Realistic Expectations; Empowered and Collaborative Workers; Strategic Context of Growth and Expansion; Shared Vision; Sound Management Practices; Appropriate People Participating full-Time ; and Sufficient Budget. He also identifies negative preconditions related to BPR as The Wrong Sponsor; a "Do It to Me" Attitude; Cost-Cutting Focus; and, Narrow Technical Focus. He also further stated the following elements are the success factors of BPR:

### *Effective Communication*

Effective communication is considered a major key to successful BPR-related change efforts. Communication is needed throughout the change process at all levels and for all audiences, even with those not involved directly in the re-engineering project. Effective communication between stakeholders inside and outside the organization is necessary to market a BPR Program and to ensure patience and understanding of the structural and cultural changes needed as well as the organization's competitive situation. Communication should take place frequently and in both directions between those in charge of the change initiatives and those affected by them.

Communication should be open, honest, and clear, especially when discussing sensitive issues related to change such as personnel reductions.

### *Empowerment*

As BPR results in decisions being pushed down to lower levels, empowerment of both individuals and teams becomes a critical factor for successful BPR efforts, since it establishes a culture in which staff at all levels feel more responsible and accountable and it promotes a self-management and collaborative teamwork culture. Empowerment entails that staff are given the chance to participate in the redesign process. When empowered, employees are able to set their goals and monitor their own performance as well as identify and solve problems that affect their work, thus they are supporting the BPR efforts.

### *Human Involvement*

In re-engineering, all people must be openly and actively involved and should be consulted at all stages on the process and its leaders. This includes line managers, process owners, those involved in human resources, and workers. The culture of experimentation is an essential part of a successfully reengineered organization and, therefore, people involved or affected by BPR must be prepared to endure errors and mistakes while re-engineering is taking place.

### *Committed and Strong Leadership*

Commitment and leadership in the upper echelons of management are often cited as the most important factors of a successful BPR project. Leadership has to be effective, strong, visible and creative in thinking and understanding in order to provide a clear vision of the future. This vision must be clearly communicated to a wide range of employees who then become involved and motivated rather than directly guided. Commitment to and support for the change must constantly be secured from senior management throughout a BPR project. Sufficient authority and knowledge, and proper communication with all parts in the change process, are important in dealing with organizational resistance during BPR implementation.

### *Effective BPR Teams*

Cross-functional BPR teams are a critical component of successful BPR implementation. Teams should be adequately composed. Team members should be experienced in variety of techniques. Teams should be made up of people from both inside and outside the organization. The determinants of an effective BPR team are as follows: competency of team members, their credibility within the organization and their creativity, team empowerment, motivation, effective team (Leadership) the training of members in process mapping and brainstorming techniques, proper organization of the team, complementary skills among team members, adequate size, interchangeable accountability, clarity of work approach, and specificity of goals.

#### *Adequate Resources*

Adequate resources and sufficient budget allocated properly are important for a successful BPR project. Availability of sufficient budget for acquisition of equipments, facilities and technologies is absolutely essential for successful BPR implementation. In addition to the availability of budget, equipment and manpower requirement also an important element for the success of BPR.

#### *Effective use of Consultants*

Several authors suggest that an effective use of consultants is useful in ensuring successful implementation of BPR. Consultants can bring to the organization specialized skills, experience, and know-how that the organization needs and it is both time-consuming and expensive for it to build internally. They can also provide a firm wide view, encourage unity between members, and are usually neutral. Success of consultants in BPR is determined by their level of experience in implementing similar projects in other organizations, as well as their ability to direct the re-engineering efforts to areas of substantial benefits to the organization.

## CHAPTER THREE

### Data Presentation and Analysis

This chapter presents the analysis and findings from questionnaires, interview and secondary data. Thus the profiles of the respondents, the employee's perception and attitude towards BPR, understanding of the conceptual framework of BPR, adequacy of training, stakeholders commitment to implement and sustain BPR, continuous assessment and progress review, availability of sufficient resources, employees' placement and transfer, empowerment & team work among employees, and performance improvement as a result of BPR are analyzed.

Questionnaires were prepared and distributed to the employees, team leaders and EMS clients of who have frequent business contacts GPO. Hence, 80, 41 and 42 questionnaires were distributed to employees, team leaders and clients respectively. From the total number of 80 questionnaire distributed to the employees, 96.25 Percent (77) of the questionnaire were collected from the employees while 3.75 Percent (3) of the questionnaires were unreturned. Out of 41 questionnaires distributed to the team leaders and process owners, all of the questionnaires were returned. From the total number of 42 questionnaires distributed to the clients, all of the questionnaires were returned. To validate the data collected from the questionnaire, an interview was conducted with the General Manager of the Ethiopian Postal Service and secondary data was collected and analyzed.

#### **3.1 Responses by employees and team leaders**

Employees have decisive role and are the most important elements in the implementation of BPR. Accordingly, team leaders and process owners are also the most important elements in the implementation of BPR.

##### **3.1.1 Analyzing personal profile of the respondents**

This section analyzes the respondent's sex, age, educational background and work experience of the respondent.

Table2. Demographic characteristics and work experience of the respondents

No	Item	Respondents			
		Employees		Team leaders	
		No	%	No	%
1.	Sex				
	a) Male	44	57.14	29	70.73
	b) Female	33	42.85	12	29.26
	Total	77	100	41	100
2.	Age group				
	a) 20-30	34	44.15	6	14.63
	b) 31-40	16	20.77	20	48.78
	c) 41-50	22	28.57	12	29.26
	d) 51-60	5	6.49	3	7.31
	Total	77	100	41	100
3.	Educational background				
	a) PhD	-	-	-	-
	b) MA/MSc	-	-	1	2.43
	c) BA/BSc	25	32.46	38	92.68
	d) Diploma	35	45.45	1	2.43
	e) Certificate	17	-	-	-
	Total	77	100	41	100
4.	Work experience				
	a) 0-3	24	31.16	4	9.75
	b) 3-6	13	16.88	5	12.19
	c) 6-9	11	14.28	10	24.39
	d) 9 and above	29	37.66	22	
	Total	77	100	41	100

As shown in table 2 No.1 out of the 77 respondents, 57.14 percent (44) of the respondents are Male and 42.85 percent (33) of the respondents are Female. Thus, majority of the respondents are Male.

When we see the age category of the respondents in table 2No.2 out of 77 respondents 44.15 percent (34) of the respondents are at the age category of 20-30, 20.77 percent (16) are at the age of 31-40, 28.57 percent (22) are at the age category of 41-50, and 6.49 percent (5) are at the age category of 51-60. Thus majority of the respondents are above 20 years.

As far as the educational background of the respondents in table 3No.3 out of 77 respondents, 22.07 percent (17) of the respondents are Certificate holders, 45.45 percent (35) of the respondents are Diploma holders and 32.46 percent (25) are Degree holders. Thus, majority of the respondents are Degree holders. Hence, the qualifications of the respondents have an impact on the quality of the response and on the respondents' knowledge of the BPR implementation.

When we see the respondents experience in table 3 No.4 out of 77 respondents, 31.16% (24) of the respondents have work experience of 0-3, 16.88 percent (13) have work experience of 3-6 years, 14.28 percent (11) of the respondents have work experience of 6-9, and the remaining 37.66 percent (29) have work experience of 9-12. This implies majority of the respondents have work experience of more than 3 years and they are in a position to identify the challenges, problems and achievements in BPR implementation since the implementation of BPR in GPO was in 2000 EC.

As can be clearly seen from the above table 3No1 out of the 41 respondents, 70.73 percent (29) of the respondents are male and 29.26 percent (12) of the respondents are Female. Thus, majority of the respondents are Male.

When we see the age category of the respondents in table 3No.2 out of the 41 respondents 14.63 percent (6) of the respondents are at the age category of 20-30, 48.78 percent (20) are at the age of 31-40, 29.26 percent (12) are at the age category of 41-50, and 3percent (7.31) are at the age category of 50-60. This implies majority of the respondents are at the age category of 31-40 years.

As far as the educational background of the respondents in table 3No.3, 2.43 percent (1) of the respondents are Diploma holders, majority of the respondents 92.68 percent (38) are Degree holders and 2.43 percent (1) of the respondent is Masters holders. Hence, the qualifications of the respondents have an impact on the quality of the response and on respondents' knowledge of the BPR implementation.

When we see the respondents experience in table 3No.4, 9.75 percent (4) of the respondents have work experience of 0-3 years, 12.19 percent (5) have work experience of 3-6 years, 24.39 percent (10) of the respondents have work experience of 6-9 years, 19.51 percent (8) have work experience of 9-12 years and the remaining 34.14 percent (14) of the respondents have work experience of above 12 years. This implies majority of the respondents have an experience of more than 3 years and they are in a position to give their views on the challenge, problems and achievements in BPR implementation since the implementation of BPR in GPO is on 2000 EC.

### **3.1.2 Employee's attitude and perception before and after BPR**

Table3. Employee's attitude and perception before and after BPR

No	Questions	Strongly disagree		Disagree		Agree		Strongly agree	
		No	%	No	%	No	%	No	%
1.	Having positive attitude and perception towards BPR before its implementation								
1.1	Employees	7	9.09	38	49.35	30	38.96	2	2.59
2.	Having positive attitude and perception towards BPR after its implementation								
2.1	Employees	9	11.68	17	22.07	25	32.46	21	27.27

As we refer from table 3No.1.1 out of 77 respondents, 9.09 percent (7) of the respondents strongly disagree with regard to having positive attitude and perceptions towards BPR before its implementation. While 49.35 percent (38) of the respondents disagree with related to having positive attitude and perceptions towards BPR before its implementation, 38.96 percent (30) of the respondents agree that they had positive attitude and perception towards BPR, 2.59 percent (2) of the respondents strongly agree that they had positive attitude and perception towards BPR before implementation. Thus, majority of the employees (49.35percent) had negative attitude and perception towards the BPR before its implementation. This seems results from fear of downsizing, misunderstanding of the concept of BPR by politicizing it in the wrong direction and lack of sufficient training about the change. Since the model is new for our country, there was a lot of confusion and frustrations among the employees. They perceived BPR as a threat to their job and life. As many literature shows resistance to change, fear, lack of optimism, and skepticism about BPR results, worries about job security, fear of job loss are some of the factors associated with the pre BPR implementation which resulted in negative attitude towards the change.

In table 3No.2.1, out of 77 respondents, 11.68 percent (9) of the respondents strongly disagree concerning with having positive attitude and perception towards BPR after its implementation. 22.07 percent (17) of the respondents disagree with related to having positive attitude and perception towards BPR after its implementation. While 32.46 percent (25) of the respondents agree in relation to having positive attitude and perception towards BPR after its implementation. The remaining 27.27 percent (21) of the respondents strongly agree with related to having positive attitude and perception towards BPR after implementation. Even though majority of the respondents (32.46 percent) have changed their attitude and perception towards BPR after its implementation, still 11.68 percent and 22.07 percent of the respondents strongly disagree and disagree respectively towards BPR after implementation. This implies that there are also employees who have negative attitude and perceptions towards BPR. These seems resulted from disappointment and dissatisfaction by the placement and transfer of the employees' and lack of sufficient training.

### 3.1.3 Understanding of the conceptual framework of BPR and training

Table4. Training and awareness of the employees towards BPR

No	Questions	Responses							
		Strongly disagree		Disagree		Agree		Strongly agree	
		No	%	No	%	No	%	No	%
3.	Having sufficient awareness about BPR's principles, benefit and objectives before its implementation								
3.1	Employees	27	35.06	25	32.46	16	20.77	8	10.38
4.	Sufficient training was given for employees that enable them to understand the principles, benefits and objectives of BPR before its implementation								
4.1	Employees	5	6.49	49	63.63	15	19.48	8	10.38
5	Sufficient training was given for managers in different level that enable them to understand the conceptual framework of BPR before its implementation								
5.2	Team leaders	6	14.63	17	41.46	10	24.39	8	19.51
6.	Sufficient training was given before employees are assigned to the new system (before placement) that enable them to properly discharge their responsibilities								
6.1	Employees	33	42.85	29	37.66	11	14.28	4	5.19

7.	Sufficient training was given for managers in different level before assigned to the new system (before placement) that enable them to properly discharge their responsibilities								
7.2	Team leaders	13	31.70	21	51.21	7	17.0 1	-	-

When we look at the employees' awareness and understanding of BPR before its implementation in table 4 No.3.1, out of 77 respondents, 35.06 percent (27) of the respondents strongly disagree with regard to having sufficient knowledge and understanding of BPR before its implementation. On the other hand, 32.46 percent (16) of the respondents disagree with regard to having awareness and understanding of BPR. While 20.77 percent (8) of the respondents agree that they had basic and sufficient information about BPR before implementation, the remaining 10.38 % (8) of the respondents strongly agree that they had basic and sufficient information about BPR before implementation. Before the implementation of any change project, the employees should have to have sufficient knowledge and awareness about the change but majority of (35.06 percent) the employees do not have sufficient knowledge and awareness about BPR before its implementation.

The survey result, which is presented in table 4 No. 4.1 that shows that out of 77 respondents, 6.49 percent (5) of the respondents strongly disagree about the adequacy of the training that was provided to the employees before implementation of BPR. While 63.63 percent (49) of the respondents disagree by the adequacy of the training that was provided to the employees before implementation of BPR. 19.48 percent (15) of the respondents agree by the adequacy of the training provided to the employees and 10.38 percent (8) of the respondents strongly agree by the adequacy of the training provided to the employees. Thus majority of (63.63 percent) the respondents agree that the training that was provided to the employees before the implementation

of BPR was not sufficient and this result in the misunderstanding of the objective, benefit and the principle of BPR which results in lack of cooperation and resistance to change.

When we see the team leaders and process owners response in table 4No 5.2 whether the training that was provided for each level of managers (team leaders and process owners) before the implementation of BPR, out of 41 respondents 14.63 percent (6) of the respondents strongly disagree about the adequacy of the training that was provided to each level of managers before its implementation. While 41.46 percent (14) of the respondents disagree by the adequacy of the training that was provided to each level of the managers. 24.39 percent (10) of the respondents agree by the adequacy of the training that was provided to the managers (team leaders and process owners).19.51 percent (8) of the respondents strongly agree by the adequacy of the training that was provided to the team leaders and process owners. Majority of the respondents (41.46 percent) believe that the training that was provided to the team leaders and process owners was not sufficient.

Many researchers consider training and education to be an important component of successful BPR implementation. Organization that undertakes reengineering projects may have to provide the necessary training to the employees. However, both the employees and team leaders agree that the training that was provided to the employees and team leaders was not sufficient and this result in misunderstanding of the objective, benefit and the principle of BPR which results in lack of cooperation and resistance to change.

When we see in table 4 No 5.1 about the adequacy of the training that was provided to the employees before the placement to the new system out of 77 respondents 42.85 percent (33) of the respondents strongly disagree by the adequacy of the training provided to the employees before placement to the new system. While 37.66 percent (29) of the respondent disagree by the adequacy of the training provided to the employees before placement to the new system. 14.28 percent (11) of the respondents agree by the adequacy of the training provided to the employees before placement to the new system.5.19 percent (4) of the respondents strongly agrees by the adequacy of the training provided to the employees before placement to the new system. Thus, majority of the respondents (42.85 percent) strongly agree that the training that was provided to the employees before the placement to the new system was not sufficient. Training and

development is crucial to BPR success and the organization could find ways to do it so that productivity will be improved and sustainability of the change will be confirmed.

When we see the adequacy of the training that was provide to the team leaders and process owners that enable them to fit with the new process in table 4No 7.2 out of 41 respondents, 31.70 percent (13) of the respondents strongly disagree by the adequacy of the training. While 51.21 percent (21) of the respondent disagree by the adequacy of the training provided to the team leaders and process owners. The remaining 17.01 percent (7) of the respondents agree by the adequacy of the training. From this finding we can conclude that majority of the respondents (51.21 percent) believe that the training that was provide to the team leaders before the placement to the new process and system was not enough to make the team leaders to fit with the new process The researcher also asked the General Manager of the Ethiopian Postal Service whether the training that was provided to the employees and the team leaders sufficient before placing them to the new system. He said that even if training was provided to the employees and the team leader and process owners, still problems related to training are still there.

Since new process demands multi dimensional skill to perform the process from start to finish, employees and team leaders must start with sufficient training before assigning to the new process. This implies the nature of the work shifting from simple task to multi dimensional job, it, therefore, requires multi dimensional skill, which is acquired through sufficient training. However, majority of the respondents agree that the training that was provided before the placement to the new system was not sufficient this obviously have an impact on the managers' performance in different level in their decision making competency and employees' performance.

### 3.1.4 Stakeholders' commitment in the implementation of BPR

Table5. Stakeholders' commitment and support

No	Questions	Responses							
		Strongly disagree		Disagree		Agree		Strongly agree	
		No	%	No	%	No	%	No	%
8	Leadership has strong commitment, support and follow up during the implementation of BPR in your organization								
8.1	Employees	22	28.57	24	31.6	19	24.67	7	9.09
8.2	Team leaders	10	24.39	21	51.21	5	12.19	3	7.31
9.	Sufficient Leadership communication effort in communicating the objectives, principles and benefits of BPR to the employees before its implementation								
9.1	Employees	22	28.57	26	33.76	18	23.37	8	10.38
9.2	Team leaders	4	9.75	19	46.34	10	24.39	8	19.51
10.	Employees have strong support and commitment during implementation BPR.								
10.1	Employees	6	7.79	37	48.05	26	33.76	8	10.38
11.	The management in different level have strong support and commitment to the implementation of BPR in your organization								
11.1	Team leaders	3	7.31	9	21.95	17	41.46	12	29.26
12	Organization has readiness and commitment to make continuous assessment of the								

	change (BPR)								
12.1	Employees	20	25.9 7	24	31.16	23	29.87	10	12.98
12.2	Team leaders	4	9.75	17	41.46	16	39.02	4	9.75

For the question presented to the employees in table 5No 8.1 with related to the leadership's support and commitment during the implementation of BPR, 28.57 % percent (22) of the respondents strongly disagree to the idea that the leadership has commitment and support to bring fundamental change. While 31.16 percent (24) of the respondent disagree to the idea that the leadership has commitment and support during the implementation of BPR, 24.67% (19) of the respondents agree to the idea that the leadership has commitment and support during the implementation of BPR. The remaining 9.09 percent (7) of the respondents strongly agree to the idea that the leadership has commitment and support during the implementation of BPR. The majority of the respondents (31.16 percent) agree that the leadership commitment and support was not sufficient during the implementation of BPR.

When we look at the response of the team leaders about the leadership's support and commitment during the implementation of BPR in table 5No 8.2, 24.39 percent (10) of the respondents strongly disagree with regard to the leadership's support and commitment during the implementation of BPR. While 51.21 percent (21) of the respondents disagree by the leaderships' commitment and follow up during the implementation of BPR. While 12.19 percent (5) of the respondents agree that the leadership is committed to bring fundamental change during the implementation of BPR. The remaining 7.31 percent (3) of the respondents strongly agree with related to the leadership's support and commitment to bring fundamental change during the implementation of BPR. Therefore, majority of the respondents (51.21percent) believe that the current leadership's commitment as compared to the previous one is encouraging and more improvement is needed on the part of the current leadership especially in sustaining the already started change. The researcher also asked the General Manager of the Ethiopian Postal Service about the leaderships' commitment and support during the implementation of BPR. He replied that 'As we know that this leadership is new and currently we are doing a lot of things in sustaining and implementing the change and to take corrective measures despite problems are existing' As Hammer and Stanton

(1993:26) explain, strong, committed, executive leadership is absolutely essential for reengineering process. Such transformation can successfully achieve when only led by the organization leader. In the process of reengineering the primary issue that comes first is the leadership. This is because of the fact that reengineering is about organizational transformation and system change, which follow the top down change operation in which top leadership is required right from the beginning. However, majority of the respondents agree that the leadership commitment and strong support was not sufficient to bring fundamental change and to sustain the already started change.

For the question presented to the employees in table 5No.9.1. 28.57 percent (22) of the respondents strongly disagree by the leadership communication effort in communicating the objective, principles and benefits of BPR to the employees and according to these respondents the leadership especially the previous one engaged in frustrating the employees rather than playing its role of communicating the BPR's principle, objective and benefit to the employees. While 33.76 percent (26) of the respondents disagree by the leadership's communication effort during the implementation of BPR. Whereas 23.37 percent (18) of the respondents agree by the leadership's communication effort during the implementation of BPR. While the rest 10.38 percent (8) of the respondents strongly agree by the communication efforts of the leadership during the implementation of BPR. Thus majority of (33.76 percent) the respondents agree that the leadership role in communicating its objective, principles and benefits of the change was not sufficient and this results in misunderstanding of the concept, frustration of the change and lack cooperation on the part of the employees.

When we come to the team leaders' response about the leadership's effort in communicating the BPR's objective, principles and benefits to the employees before its implementation in table 5 No 9.2 out of 41 respondents, about 9.75 percent (4) of the respondents strongly disagree in relation to the adequacy of the leadership's role in communicating the objective and benefits to the employees. Majority of the respondents 46.34 percent (19) disagree by the adequacy of the leadership's key role in disseminating the principle, objective and benefits of BPR to the employees. While 24.39 percent (10) of the respondents agree that the leadership communication effort was sufficient. The remaining 19.51 percent (8) of the respondents strongly agree that the leadership sufficiently communicates about the change to the employees of the organization. Thus

majority of (46.42 percent) of the respondents believe that the leadership effort in communicating the BPR's principle, objective and benefit to the employees before and during the implementation of BPR was not sufficient. According to many of these respondents, though different meetings, workshops and seminars were conducted by the leadership, it was not sufficient and ample to properly convince and to make aware the employees which leads to resistance to the change.

Effective communication is considered a major key to successful BPR related change efforts. Communication is needed throughout the change process at all levels and for all audiences, even with those not involved directly in the reengineering project. Effective communication between stakeholders inside and outside the organization is necessary. To alleviate misconceptions and to ensure that the benefits and implementation of PMS are well understood organizations should, communicate contentiously until all employees are aware of and become part of the implementation process. Thus the leadership has indispensable role in playing its communication role in this regard. Nevertheless, majority of the respondents agree that the leadership role in communicating its objective, principles and benefit of the change was not sufficient and this results in misunderstanding of the concept and frustration of the change, which results in lack cooperation on the part of the employees.

In table 5No.10.1 out of the total 77 respondents, 7.79 percent (6) of the respondents strongly disagree by the employees' commitment and support to the reengineering efforts of the organization during the process of implementation. 48.05 percent (37) of the respondents disagree by the employees' commitment and support towards the implementation of BPR during the process of implementation. About 33.76 percent (26) of the respondents agree by the employee's commitment and supports to the change during the implementation of BPR. Whereas 10.38 percent (8) of the respondents strongly agree that the employees has support and commitment to bring fundamental change and to implement BPR in their organization. Thus, the majorities of the respondents (48.05 percent) disagree by the employees' commitment and support towards the implementation of BPR. In reengineering all people must be openly and actively involved and should be committed at all stages on the process. This includes line managers, process owners and workers. This implies one of the most important elements for organizational transformation and change is employee's strong support and commitment. However, majority of the respondents

(48.05 percent) of the respondents disagree about the employees' commitment and strong support towards the implementation of BPR. This seems arise from lack sufficient information and training about the change on the part of the employees.

In table 5 No. 11.1 out of 41 respondents, 7.31 (3) of the respondents strongly disagree with regard to the management's strong support and commitment towards the implementation of BPR. 21.95 percent (9) of the respondents disagree with regard to the management's strong support and commitment towards the implementation of BPR, 41.4 percent (17) of the respondents agree that the management in different level are highly committed towards the implementation of the change; while 29 percent (12) of the respondents strongly agree that the management have strong support and commitment to bring fundamental change and to implement BPR in their organization. In reengineering all management must be openly and actively involved and should be committed at all stages on the process this includes line managers and process owners. The above data presentation shows majorities (41.4 percent) of the respondents agree that the Management in different level are committed and provide support to the implementation of BPR. BPR should involve all staff to ensure ownership of the system and enhance commitment of individuals to facilitate the implementation process. Moreover commitment of staff will enhance organizational capacity by minimizing inefficient and ineffective processes. Managers are required to ensure that there is a shared understanding of vision, mission, values, and strategic objectives or the organization. In addition the BPR should obtain the necessary commitment from all staff, which will determine the degree of its success.

When we see the employees' response about the organization's readiness and commitment to make continuous assessment of the change in table 5 No 12.1 out of 77 respondents 25.97 percent (20) of the respondents strongly disagree by the organization's commitment and readiness to make continuous assessment. While 31.16 percent (24) of the respondents disagree by their organization's commitment and readiness to make continuous assessment of the change, 29.87 percent (23) of the respondents agree by their organization's commitment and readiness to make continuous assessment of the change and 12.98 percent (10) of the respondents strongly agree over the organization's readiness and strong commitment to make continuous assessment. Even though the organization assesses the change, majority of 31.16 percent (24) respondents agree that the

organization's readiness and commitment to make continuous assessment and follow up is not sufficient and as needed.

When we see the team leader and process owners' response with regard to the organization's readiness and strong commitment to make continuous assessment in table 5No12.2 out of 41 respondents, 9.75 percent (4) of the respondents strongly disagree over the organization commitment and readiness to make continuous assessment. While 41.46 (17) of the respondents disagree by their organization's commitment and readiness to make continuous assessment of the change. 39.02 percent (16) of the respondents agree by the organizations effort to make continuous assessment. 9.75 percent (4) of the respondents strongly agree by the organization's readiness and strong commitments to make continuous assessment. From the above data analysis, majority (41.46 percent) of the respondents agree that the organization readiness and commitment is not sufficient. This implies improvement is needed to closely monitor and assess the change from time to time since BPR is not one time task. BPR is not a one time activity but it needs continuous review to ensure its effectiveness and actions should be taken as required to improve the system

### **3.1.5 Availability of sufficient resources for BPR implementation**

Table 6 - Budget, manpower, facilities and equipment

No	Questions	Responses							
		Strongly disagree		Disagree		Agree		Strongly agree	
		No	%	No	%	No	%	No	%
13.	All the necessary budget, equipment and facilities fulfilled sufficiently to discharge properly your responsibilities after BPR implementation								
13.1	Employees	31	40.25	7	9.09	27	35.06	12	15.58
13.2	Team leaders	5	12.19	24	58.53	11	26.82	1	2.43

14.	Sufficient man power assigned in each process areas before the BPR implementation								
14.1	Employees	38	49.35	22	50.64	12	15.58	5	6.49
14.2	Team leaders	5	12.19	23	56.09	10	24.3	3	7.31

As can be clearly seen in table 6No.13.1 the employees' response about the availability of sufficient budget, facilities, and equipments, out of the total respondents 40.25 percent (31) of the respondents strongly disagree by the sufficient availability of the equipments, budget, and facilities. Whereas 9.09 percent (7) of the respondents disagree by the sufficient availability of the equipments, budget and facilities, 35.06 percent (27) of the respondents agree by the sufficient availability of the equipments, budget, and facilities. The remaining 15.58 percent (12) of the respondents strongly agree by the sufficient availability of the equipments, budget, and facilities. Thus majority of the employees strongly disagree (40.25percent) by the sufficient availability of the equipments, budget and facilities.

When the team leaders asked about the availability of sufficient budget, facilities, and equipments in table 6No.13.2, out of 41 respondents, 12.19 percent (5) strongly disagree that the necessary budget, equipment, and facilities are fulfilled after BPR. 58.53 percent (24) of the respondents disagree over the sufficient availability of the equipments, budget and facilities. 26.82 percent (11) of the respondents agree over the availability of the necessary resources to properly implement BPR. The rest of the respondents 2.43 percent (1) strongly agree over the fulfilment of the necessary equipments, facilities and budget. Majority of the respondents (58.53%) disagree by the sufficient availability of the necessary equipments, budget, and facilities. To validate the data the researcher has tried to also ask the same question to the General Manager of Ethiopian Postal Office and he also admitted the inadequacy of the resources necessary for implementation of BPR and to address this problem the organization is currently planning to undertake procurement despite the organization resource is limited. A sound BPR implementation program must be availed with adequate resources like equipments, facilities; budget and all other tools required performing the task up to standard.

The employees also asked whether sufficient number of employees were assigned in each process areas in table 6 No.14.1 out of 77 respondents 49.35 percent (38) of the respondents strongly disagree that sufficient number of employees were assigned in each process areas.50.64 percent (22) of the respondents disagree that sufficient number of employees were assigned in each process areas.15.58 percent (12) of the respondents agree that sufficient number of employees were assigned in each process areas. The remaining 6.49 percent (5) of the respondents strongly agree that sufficient numbers of employees are assigned in each process areas.Thus about 50 percent of the respondents agree that sufficient numbers of employees are not assigned in each process areas.

When we look at the responses of the team leaders with regard to the sufficient availability of manpower in each process areas in table 6 No.14.2 out of 28 respondents, 12.19 percent (5) of the respondents strongly disagree with related to the availability of sufficient manpower in each process areas; 56.09 percent (23) of the respondents disagree with regard to the availability of sufficient manpower in each process areas. 24.3 percent (10) of the respondents agree that sufficient manpower in each process areas is available; 7.31 percent (3) of the respondents strongly agree that sufficient manpower is available in each process areas. Thus, majority of (56.09 percent) of the respondents disagree by the sufficient placement and availability of manpower in each process areas. The above findings are validated and supported by the following secondary data.

Table 7: Human resource requirement as per the BPR study (1998 EC)

Process areas	Total No of employees requirement as per the initial BPR study	Vacant position	Actual
Letter	176	10	166
EMS	27	10	17
Financial	16	6	10
Marketing	14	5	9
Parcel	27	5	22

Source: The office of the Ethiopian postal service (1998 EC)

As can be seen from the above table 7 there is gap between the initial BPR study human resource requirement (1998 EC) and the actual number of employees in each process areas. This shows there is still gap between the initial BPR study human resource requirement and the actual number of employees in each process areas.

Table 8: Human resource requirement for core processes after recalibration (2000 EC)

Process areas	Total No of employees requirement as per the recalibration	Vacant position	Actual
Letter	176	32	144
EMS	27	8	19
Financial	16	6	10
Marketing	14	4	10
Parcel	27	7	20

Source: The office of the Ethiopian postal service (1998 EC)

Again, when we see the recalibrated human resource requirement (2000 EC) in table 8 and the actual number of employees, there is still gap between the recalibrated human resource requirement and the actual manpower available in each process areas. However, both the primary and the secondary data revealed that sufficient manpower is not assigned and placed as per the requirement of the BPR study in each process areas.

Even though the necessary facilities, equipment, and budget should be available for the smooth implementation of BPR, from the above data analysis the necessary equipments, budget, and equipments are not adequately fulfilled. Adequate resources and availability of sufficient budget for acquisition of equipments, facilities and technologies is absolutely essential for successful BPR implementation. Besides, to the availability of budget and facilities, manpower requirement also an important element for the success of BPR project.

### 3.1.6 Employee placement and transfer

Table 9 - Employees Placement and transfer

No	Questions	Responses							
		Strongly disagree		Disagree		Agree		Strongly agree	
		No	%	No	%	No	%	No	%
15.	Employee transfer and placement was fair and free from politics, personal attachment friendship and revenge								
15.1	Employees	3	3.89	37	48.05	33	42.85	4	5.19
15.2	Team leaders	2	4.87	13	31.70	21	51.21	5	12.19
16.	Employees' placement and transfer had continuity as per the BPR study								
16.1	Employees	39	50.64	4	5.19	31	40.25	3	3.89
16.2	Team leaders	4	9.75	17	41.46	16	39.02	4	9.75
17.	There was a turnover of employees in GPO during the process of placement and transfer of employees								
17.1	Employees	5	6.49	8	10.38	36	50.6	28	36.36
17.2	Team leaders	5	12.19	7	17.07	26	63.41	3	7.31
18.	BPR results in massive lay off and downsizing in your organization								
18.1	Employees	59	76.62	9	11.68	8	10.38	1	1.29
18.2	Team leaders	20	48.78	19	46.34	2	4.87	-	-
19.	BPR was highly politicised and those who involved actively in the transfer and placement were considered as the supporters & members of the ruling party.								
19.1	Employees	16	20.77	8	10.38	32	41.55	21	27.27
19.2	Team leaders	2	4.87	4	9.75	24	58.53	11	26.82

The employee placement and transfer is an important element in the implementation phase of BPR. When we see in table 9 No.15.1 the responses of the employees about the employee placement and transfer, out of 77 respondents, 3.89 percent (3) and 48.05 percent (37) strongly agree and disagree respectively by the free and fairness of the placement and transfer of the employees from any political, personal attachments and revenge. According to these respondents, the placement and transfer of the employees was not free from revenge, politics and friendship. While 42.05 percent (33) and 5.19 percent (4) of the respondents agree and strongly agree respectively that the placement and transfer was fair and free. According to these respondents the placement and transfer was as per the study and those who are demoted and transferred had low educational qualification and ethics. Thus, majority of the team leaders agree that the placement and transfer of employees was fair and free from any revenge, friendship and politics. It was as per the BPR study and the placement and transfer criteria.

When we see the responses of the team leaders in table 9 No.15.2 out of 41 respondents, 4.87 percent (2) of the respondents strongly disagree over the free and fairness of the placement and transfer. According to these respondents, the placement was not free from revenge, politics and friendship. 31.70 percent (13) of the respondents disagree that the placement and transfer was not fair, free, and not conducted as per the study and experience of the employees was not considered. 51.21 percent (21) of the respondents agree that the placement and transfer is as per the BPR study and criteria. The remaining 12.19 percent (5) strongly agree that the placement and transfer of employees was fair and free. According to the finding, about 53.57 percent of the respondents agree that the placement and transfer of the employees was as per the criteria and the BPR study and fair and free from any revenge, politics and friendship and any personal attachments.

When we see the employees response about the continuity of the placement and transfer in table 9 No.16.1 out of the total respondents, 50.64 percent (39) of the respondents strongly disagree that the placement and transfer has not continuity. 5.19 percent (4) of the respondents disagree that the placement and transfer has not continuity. 40.25 percent (31) of the respondents agree that the process of placement and transfer has continuity. The remaining 3.89 percent (3) of the respondents strongly agree that the placement and transfer has continuity as per the placement and transfer criteria. Hence, 50.64 percent of the respondents strongly disagree that the placement and transfer has not continuity. It has been recalibrated by the new management.

When we come to the responses of the team leaders about the continuity of the placement and transfer in table 9No16.2 out of 41 respondents, 9.75 percent (4) of the respondents strongly disagree by the continuity of the placement and transfer of employees as per the BPR study. 41.46 percent (17) of the respondents disagree by the continuity of the placement and transfer of employees as per the BPR study. 39.02 percent (16) of the respondents agree by the continuity of the placement and transfer as per the BPR study. 9.75 percent (4) of the respondents strongly agree that the placement and transfer has continuity as per the BPR study. As far as the continuity of the placement and transfer of the employees most of the respondents disagree that the placement and transfer as per the study has not continuity and it has been somewhat changed by the new management.

As far as the employee turnover during the placement and transfer process is concerned in table 9 No.17.1 out of 77 respondents, 6.49 percent (5) of the respondents strongly disagree by the existence of turnover during the process of placement and transfer. While 10.38 percent (8) of the respondents disagree by the existence of turnover. 50.6 percent (36) of the respondent agree by the existence of turnover. 36.36 percent (28) of the respondents strongly disagree about the existence of frequent turn over. Thus majority of the respondents agree (50.6 percent) that there were turnover of employees during the process of placement and transfer of employees. According to majority of employees, because they were not happy by the placement and transfer of employees.

In table 9 No.17.2 out of 41 respondents, 12.19 percent (5) of the respondents strongly disagree with regard to the turnover of the employees during the placement and transfer of employees. 17.07 percent (7) of the respondents disagree with regard to the turnover of the employees during the placement and transfer of employees. 63.41 percent (26) of the respondent agree with regard to the turnover of the employees during the placement and transfer of employees. 7.31 percent (3) of the respondents strongly disagree with regard to the turnover of the employees during the placement and transfer of employees. As far as the turnover of the employees, majority of the respondents (63.41 percent) of the respondents agree that there was turnovers.of employees but not frequent who are disappointed by the placement and transfer during BPR implementation.

In table 9No.18.1.out of 77 respondents, 21.76.62 percent (59) of the respondents strongly disagree that BPR does not result in massive lay off and downsizing in GPO. While 11.68 percent (9) of the respondents disagrees by the idea BPR result in massive lay off and downsizing. 10.38 percent (8)

of the respondents agree by the idea BPR does not result in massive lay off and downsizing. The remaining 1.29 percent (1) of the respondent strongly agree that BPR by the idea BPR result in massive lay off and downsizing. Thus according to majority of (21.76.62 percent) of the respondents BPR does not result in massive lay off and downsizing of employees in GPO.

In table 9 No.18.2 out of the total 41 respondents, 48.78 percent (20) of the respondents strongly disagree that BPR does not result in mass lay off and downsizing of employees in GPO. While 46.34 percent (19) of the respondents disagree that BPR does not result in mass lay off and downsizing in their organization. 4.87percent (2) of the respondent agrees that BPR result s in massive lay off and downsizing. From the above finding, majority of the respondents 48.78 % of the respondents strongly disagree that BPR in GPO does not result in mass lay off and downsizing of employees.

Thus both the employees and team leaders agree that BPR in GPO does not result in massive lay off and downsizing of employees because the very objective of BPR is not downsizing and firing out employees. The objective of BPR is not reducing costs by getting rid of people and jobs to improve short-term financial results. However, BPR reduce costs by eliminating non value-adding activities, steps, hand offs and rules and procedures. Reengineering is about re-thinking work from the ground up in order to eliminate non-value adding work not jobs or people. It rather empowers people.

In table 9 No.19.1 out of 77 respondents, 20.77 percent (16) of the respondents strongly disagree by the idea BPR was highly politicized and those who involved actively are the members and supporters of the ruling party.while10.38 percent (8) of the respondents disagree by the idea that BPR was highly politicized and those who involved actively the members and supporters of the ruling party.41.55 percent (32) of the respondent agree that BPR was highly politicized and those who were involved actively were the supporters and members of the ruling party. The remaining 27.27 percent (21) of the respondent strongly agree that BPR was highly politicized and those who were involved actively were considered as the members and supporters of the ruling party. Thus majority of (41.55 percent) the respondents agree that BPR was highly politicized and those who were involved actively were considered as the members and supporters of the ruling party.

In table 9 No.19.2 out of 41 respondents 4.87 percent (2) of the respondents strongly disagree that BPR was not politicized and are actively involved were consider as supporters and members of the

ruling party. 4 percent (9.75) of the respondents disagree that BPR was not politicized are actively involved were consider as supporters and members of the ruling party .However, majority of the respondents 58.53 percent (24) of the respondent agree that it was highly politicized and those who are actively involved were consider as supporters and members of the ruling party. The rest of the respondents 26.82 percent (8) of the respondents strongly agree that BPR was actually highly politicized are actively involved were consider as supporters and members of the ruling party.

From the above analysis, many of the respondents agree that BPR was highly politicized and those who are actively involved were considered as the supporters and members of the ruling party and this results in a challenge for the smooth implementation of the change particularly during the process of placement and transfer of employees.

### 3.1.7 Team work and empowerment

Table10. Teamwork and empowerment

No	Questions	Responses							
		Strongly disagree		Disagree		Agree		Strongly Agree	
		No	%	No	%	No	%	No	%
20	Employees have sufficient empowerment to discharge their responsibilities after BPR implementation								
20.1	Employees	-	-	17	60.71	9	32.14	2	7.14
21.	Team work among the employees is encouraging after BPR implementation								
21.1	Employees	10	12.98	18	23.37	28	36.36	20	25.97

In Table 10 No. 17, whether the employees have sufficient decision-making authority and empowerment. While 60.71 percent (17) of the respondents disagree that decision making authority and empowerment has not been granted sufficiently to the employees after BPR implementation. 32.14 percent (9) the respondents agree that sufficient authority and empowerment has been granted to properly discharge their responsibility after BPR. Whereas 7.14 percent (2) of the respondents strongly agree that decision-making authority and empowerment has been sufficiently offered after BPR. Though the provision of decision-making authority and empowerment has been encouraging, still majority of the respondents disagree (60.71 percent) that decision making authority and empowerment has not been sufficiently granted to the employees to properly discharge their responsibility.

As BPR results in decision making being pushed down to lower levels, empowerment of both individuals and teams becomes a critical factor for successful BPR efforts, since it establishes a culture in which staff at all levels feel more responsible and accountable and it promotes a self management and collaborative team work culture. When empowered employees are able to set their goals and monitor their own performance as well as identify and solve problems that affect their work, they are supporting the BPR efforts.

Out of the total number of respondents in table 10 No 21.1 out of the total number of 12.98 percent (10) of the respondents strongly disagree by the idea that the employee's team work encouraging after BPR. 23.37 percent (18) of the respondents disagree by the idea that the employee's team work encouraging after BPR. 36.36 percent (28) of the respondents agree by the idea that the employee's teamwork encouraging after BPR and 25.97 percent (20) of the respondents strongly agree by the idea that the employee's team work encouraging after BPR. Thus, majority of the respondents agree that employees' teamwork is encouraging after BPR, which is an important factor for the process centered organization.

### **3.2 Responses by clients**

#### **3.2.1 Analyzing personal profile of the Respondents**

This section analyzes the respondent's educational background and years of contact with GPO

Table 11- Educational level

Education	No of respondents	Percent (%)
Certificate	7	16.66
Diploma	23	54.76
BA/BSc	18	42.85
MA/MSc and above	-	-
Total	42	100

As far as the educational background of the respondents in table 11, out of 42 respondents, 7 percent (16.66) of the respondents are Certificate holders, 54.76 percent (23) of the respondents are Diploma holders and 42.85 percent (18) are Degree holders. Thus, majority of the respondents are Diploma holders. Hence, the qualifications of the respondents have an impact on the quality of the response and on the respondents' knowledge of the BPR implementation.

Table 12 –Types of organization

<b>Organizations/institutions</b>	<b>No of respondents</b>	<b>Percent (%)</b>
Government institutions	10	23.80
International institutions	12	28.57
Private institutions	19	45.23
Others	1	2.38
Total	42	100

When we see the types of institutions and organizations in table 12, out of 42 respondents 23.80 percent (10) of the respondents are government institutions and organizations, 28.57 percent (12) are international organizations and institutions. 45.23 percent (19) and the remaining are other institutions and organizations like churches. Thus, majority of the organizations are private institutions and organizations.

Table 13- Years of contact with GPO

Years of contact	No of respondents	Percent (%)
1-2	3	7.14
3-5	24	57.14
6 and above	15	35.71
Total	42	100

When we see the respondents years of contact and business in table 13, out of 42 respondents, 7.14 percent (3) of the respondents have business and contact of 1-3, 57.14 percent (24) have direct business contact with GPO 3-5 years, and the rest of the respondents 35.71 percent (15) of the respondents have more than 6 years direct business contact with the EMS services of GPO. This implies majority of the respondents have more than 3 years of direct business contact with the GPO EMS service and they are in a position to assess the improvements of the service delivery after BPR implementation. Since the implementation of BPR in GPO was in 2000 EC.

### 3.2.2 Awareness about BPR

Table 14: Awareness about BPR before implementation

Questions	Responses					
	Yes		No		No opinion	
	No	%	No	%	No	%
1. Did you have any information that GPO undertakes BPR to improve its services?	36	85.71	4	9.52	-	-

In table 14, the clients were asked about whether they had sufficient information about BPR before implementation. Out of 42 respondents, 85.71 percent (36) of the respondents had basic

information about BPR before implementation. While 7.14 percent (3) of the respondent did not have sufficient information about GPO's BPR. Thus, majority of the respondents have basic and sufficient information that GPO undertakes BPR.

### 3.2.3 Improvement in the speed of the service delivery

Table 15: improvement on speed of service delivery and cycle time

Questions	Responses					
	Yes		No		I don't know	
	No	%	No	%	No	%
1. Have you seen improvement on the speed of the service delivery and reduction in cycle time after BPR implementation?	29	69.04	11	26.19	2	4.76

In table 15 out of 42 respondents, 85.71 percent (36) replied that there is improvement in speed of service delivery and reduction of service time. While 7.14 percent (3) of the respondent believes that they did not see improvement in speed of service delivery and cycle time after the implementation of BPR in GPO's BPR. Thus according to majority of the respondents there is improvement in the speed and reduction in cycle time after BPR implementation.

### 3.2.4 Improvement in the quality of the service delivery

Table 16: improvement on the quality of the service delivery after BPR

Questions	Responses					
	Yes		No		I don't know	
	No	%	No	%	No	%
2. Have you seen improvement in the quality of the service delivery after BPR?	32	76.19	10	23.80	-	-

As it is shown in table 16 out of the total 42 respondents, 76.19 percent (32) of the respondents believe that there is improvement in the quality of the service delivery. While 23.80 percent (10) of the respondents do not see major improvement in the quality of the service delivery after BPR.

Thus according to majority of the respondents there is improvement in the quality of the service delivery after BPR implementation.

### 3.2.5 Improvement in the cost of the service

Table 17: improvements on the cost of the service delivery

Questions	Responses					
	Yes		No		I don't know	
	No	%	No	%	No	%
3. Have you observed improvements in the cost of the service?	19	45.23	23	54.76	-	-

As it is shown in table 17 out of 42 respondents, 54.76 percent (23) of the respondents did not observed improvement in reduction in cost of service delivery. As 45.23 percent (19) of the respondents believe they have observed improvement in reduction in cost of service delivery, thus, according to majority of the respondents there is no change in the cost of the service after BPR implementation.

### 3.2.6 Flexibility and responsive of the service delivery

Table 18: The service delivery is customer friendly, flexible and responsive

Questions	Responses					
	Yes		No		I don't know	
	No	%	No	%	No	%
4. Do you believe that the service delivery is customer friendly, flexible and responsive?	35	83.33	7	16.66	-	-

As it is shown in table 18 out of 42 respondents, 83.33 percent (35) of the respondents believe that the service delivery is customer friendly, flexible and responsive. While 16.66 percent (7) of the respondents believe service delivery is not customer friendly, flexible and responsive.

Thus according to majority (83.33 percent) of the respondents the service delivery is customer friendly, flexible and responsive after BPR implementation.

## CHAPTER FOUR

### Summary of Findings, Conclusions and Recommendations

The summary of the findings are presented to put the major findings of the study. Besides to this the general conclusion of the entire paper is given to encapsulate the whole idea. Lastly recommendations have been forwarded to tackle the problems and challenges.

#### 4.1. Summary of the Findings

Based on the theoretical framework and through the analysis and interpretation of the data obtained from different sources, the researcher has come up with the following findings.

- ❖ The employees had negative attitude and perception towards the reengineering process of the GPO before its implementation. Some of the reasons are lack of awareness about BPR's principle, benefit and objective, fear of downsizing and losing of their job, lack of confidence on the reengineering team and misunderstanding of the concept of BPR were some of the reasons.
- ❖ Even though employees have started to change their attitude and perception towards BPR after its implementation, there are also many employees who are having negative attitude towards BPR. This is because they are disappointed by the placement and transfer of employees. They consider the placement and transfer of employees as unfair and unjust.
- ❖ Lack of awareness on the part of the employees over the conceptual framework of BPR before its implementation and this had a profound effect on the implementation of BPR and this seems to have resulted from inadequate training to the employees before its implementation. There was no strong awareness creation program and preparation for the implementation of BPR. Employees did not well understand the benefit and objectives of BPR before its implementation. They were simply in the state of frustration of the change before the implementation of BPR.
- ❖ The training that was given to both the employees and the management was not adequate and this result in the misunderstanding of the very essence and objectives of BPR and lack of cooperation and resistance to change which finally results a challenge in the implementation of BPR in GPO especially during the process of placement and transfer of employees.

- ❖ The finding shows the training that was provided to both the employees and team leaders before the placement to the new system was not enough to make the employees and team leaders fit with the new system.
- ❖ The leadership's role in communicating its objective, principles and benefit was not sufficient during the implementation process and this result in misunderstanding of the concept and fear and frustration of the change, which results in lack of cooperation on the part of the employees during the implementation of BPR. Even if different meetings, workshops and seminars were conducted by the ex leadership, it was not adequate to properly communicate its objective and benefits to the employees.
- ❖ In reengineering all people including line managers, process owners and workers must be openly and actively involved and should be consulted at all stages on the process. Nonetheless, the finding shows the employees comment and feedback has not been sufficiently considered and incorporated before the implementation of BPR.
- ❖ As BPR results in decisions being pushed down to lower level, empowerment of employees become a critical factor for successful BPR effort. Nevertheless, decision-making authority and empowerment has not been sufficiently granted to the team leaders and the employees to properly discharge their responsibility.
- ❖ There were turnover of employees during the process of placement and transfer of employees. The reason for the turnover of the employees during the process of placement was that the employees were not happy and disappointed by the placement and transfer of employees. They believe that the placement and transfer of employees as unjust and unfair and it was not free from personal attachments and friendship.
- ❖ As the finding shows, the necessary budget, equipment, facilities, and manpower were not adequately fulfilled and available in each process, areas as per the BPR study to properly and successfully implement BPR.
- ❖ Even though the organization assesses and monitor the change after the implementation of BPR, the organization's readiness and commitment to make continuous assessment and follow up is not sufficient and as needed. As a result of lack of follow up and continuous assessment, some of the process's BPR have been failed especially in some of the support processes.

- ❖ Despite the redesigned processes, need clear manual that helps individuals performing the new processes as a guideline for their action, the work manual is not clear and still the previous manuals are in action.
- ❖ The leadership commitment is among the factors that contributed towards the success in implementing BPR. Nevertheless, the finding shows both the leadership commitment and strong support during the implementation of BPR was not as needed.
- ❖ The survey revealed that improvements have been achieved on quality of service , speed of service delivery, employees' attitude and perception, and improvement on team coordination, organizational and management has been observed.

## 4.2. Conclusions

The main objective of the study is to assess the challenges and achievements during and after the implementation of BPR as a public administration and management tool to enhance the service delivery of public institutions as exemplified by the Addis Ababa General Post Office. In order to address the objectives of the research and the research questions, the necessary methodology has been employed. On the basis of the theoretical framework and the findings of the study, the researcher has come up with the conclusions from the research.

From the findings of the research, it is possible to conclude the major challenges and achievements in the implementation of BPR. Based on the findings of the study, customers' satisfaction and improved quality of service as well as change in reduction of cost, cycle time and teamwork among the employees are the new thinking and achievements, which was brought by BPR. The findings also revealed that BPR implementation enhances the service delivery in terms of delivering quality service, flexibility and responsiveness and delivering customer satisfaction and reduction of cycle time in GPO. Besides, to this, it is possible to know that after the implementation of BPR, the rate of change in behavioral & attitudinal change is also encouraging.

Although strategic thinking and positive attitude towards BPR has been enhanced, GPO has long way to go to ensure participation and involvement of the staff to make certain sense of ownership and to gain commitment of staff to fulfill the desired objective of BPR. Due to lack of adequate knowledge and awareness as perceived by employees has not yet succeeded in clearing the culture of fear and frustration, which is a serious constraining factor in the implementation of BPR. There was no strong awareness creation program and preparation for the implementation of BPR. Employees did not well understand the benefit and objectives of BPR before its implementation as they were simply in the state of frustration of the change before the implementation of BPR. However, if due attention is given this could easily be improved through time as they well understand the purposes of BPR. Serious and closer attention has not been paid from the organization for training and development to build employee capacity to fill the skill gap and develop knowledge and confidence. The commitment level of leadership, which is not encouraging to own, and implement BPR could face serious challenges that must be a concern to

the responsible body. Besides, lack of cooperation from the staff, insufficient staff training and development, lack of budget in acquisition of the technology and research, lack of equipments and facilities, insufficient number of man power in each process areas as per the BPR study, resistance to change, frequent turnover of employees during the process of placement and transfer, insufficient organizational commitment and readiness to make continuous assessment and progress review of the change, insufficient integration of information technology into the job were some of the challenges and problems.

## **. Recommendations**

the basis of the findings and the conclusions of the research, the following points are recommended.

BPR is most effective when everyone understands the need for change, and works together to tear down old business systems and build new ones. Thus, the organization should organize awareness creation and consensus building meetings with employees, especially those who are most affected and disappointed by the change. They should also fill the gap between the employees and the management. In line with this, the organization should also provide continuous training and awareness raising programs.

Clear, effective and convincing communication is essential to the success of every change project to enable the change to be understood by everyone and acceptable by those who are most affected by or involved in any changes. Therefore, the organization management should organize continuous consensus building meetings with the employees especially with related to the placement and transfer of employees. The leader and the process owners with their team should prepare communication plan and ensure effective and continuous communication among the employees.

Providing work related continuous and rigorous training and orientation to both the employees and the management for successful implementation of the new system and 'to correct defects and incompetency in decision-making on the part of the management to enhance the employees' performance. Both the employees and team leaders should know what they should do and how they should do through training before placing them to the new system. Continuous training and coaching will assist to enhance employee skills, cause cultural change, and improve relations, communications and team building.

The organization must provide training and career enhancement as well as counseling and outplacement assistance for those who are most affected and demoralize by the placement and transfer of employees through education and training programs.

Any successful change starts from the leadership and management. The leadership should be committed to bring the desired result. The leadership should monitor progress against the standards and make regular communication of progress and success in achieving the targets.

- i. The entire team: leadership, the management and the employees should get together to review the progress against the objectives and should contribute their fair share for the sustainability of the change.
- ii. Placement and transfer should be free from politics, revenge and personal attachment and friendship. In line to these efforts, the organization should recalibrate the placement and transfer of employees to correct defects and mistakes during the process of placement and transfer. The organization should also organize and establish a committee of complain who handle the placement and transfer of the employees and to listen the employees who are highly affected by the placement and transfer and to recalibrate the defects.
- iii. Continuous monitoring and evaluation must be regularly conducted and communicated to all concerned units and individuals for further improvement and growth. This requires responsible body which closely follows up the change. The organization should organize and strengthen the monitoring and evaluation team (reform team) with qualified and able persons to conduct continuous research and continuous assessment of the change to bring the desired result. In line with this, the organization should also invite external researchers and consultants to assist the organizations endeavor of assessment of the change. The organization should closely monitor and assess the change from time to time since BPR is not one time task.

The organization should also undertake recruitment of employees in order to overcome the shortage of man power in each process areas after the implementation of BPR. It is also possible to tackle the manpower shortage by transferring contract employees to permanent employees.

Employees are expected to produce the required work result. If so, they should be empowered with accountability to properly discharge their responsibilities to enhance their commitment and sense of ownership. As BPR results in decisions being pushed down to lower level, empowerment of employees becomes a critical factor for successful BPR effort. Hence, the company should empower its employee to successfully implement BPR.

The organization must prepare clear implementing guideline (manual) and substitute the old one that helps the new processes to be precisely implemented. The organization should prepare and distribute work manuals for each process areas and providing sufficient authority and empowerment for employees.

- ii. Though the organization capacity is limited, the organization should allocate sufficient budget to fulfill the necessary equipments and facilities for the smooth implementation of the change.
- iii. To make the implementation fruitful and to avoid complains and disappointments, the organization should work hand to hand with the employees and the management. The organization should incorporate the employees' comments and feed backs in each steps in reengineering process of the organization.
- iv. Finally but not least, in order to assure the sustainability of the already started change, the organization should immediately go to the implementation of the measurement and reward system (BSC ) since staff motivation through reward system plays a crucial role in facilitating reengineering efforts.

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**Appendix:** Questionnaire to be completed by employees

## QUESTIONNAIRE

Masters of Public Administration, School of Post graduate Studies,

Department of Public Administration and Development Management, Faculty of Business and Economics, Addis Ababa University

**Dir sir /madam**

At present time the A.A General Post Office has fully implemented Business process reengineering. The purpose of this questionnaire is to collect pertinent data for a research project entitled *achievements and challenges; implementation BPR at Addis Ababa General Post Office*. It is purely an academic research being conducted for the partial fulfillment of Masters of Public Administration (MPA) by a graduating student from A.A University. The questionnaire is an instrument for collecting data on the BPR implementation achievements and challenges in bringing institutional transformation. Findings of the research are intended to seek ways of solving or overcoming these challenges and improving the implementation of BPR to the level best.

Therefore, please respond to each question according to the instructions. Your response and participation is very important. You are kindly requested to respond frankly and attentively .your name is not required .You are assured that your identity and information will be kept confidential.

I appreciate in advance if you could help me expedite the data collection by completing and returning the questionnaire as soon as possible. Your cooperation and consideration in this matter is highly appreciated.

*Thank you in advance,*

1. Sex  Male  Female

2. Age  20-30  31-40  41-50  51-60

3. Education

Certificate  Diploma  BA/BASC  MSc/MA

4. Work experience

3-6 years  6-9 years  9-12years  above 12 years

Please tick mark on No.1 if you strongly disagree, No.2 if you disagree; No.3 if you agree and No.4 if you strongly agree.

No	Survey Questions	1	2	3	4
<b>Perception and attitude before and after BPR</b>					
5.	Having positive attitude and perception towards BPR before its implementation				
6.	Having positive attitude and perception towards BPR after its implementation				
<b>Understanding of the conceptual frame work of BPR and training</b>					
7.	Having sufficient awareness about the conceptual frame work of BPR before its implementation				
8.	Sufficient training was given for employees that enable them to understand the principles, benefits and objectives of BPR before its implementation.				
9.	Sufficient training was given before employees were assigned to the new system (before placement) and to properly discharge their responsibilities				

**Stakeholders commitment**

<b>Stakeholders commitment</b>					
	<i>Leadership commitment and strong support</i>				
10.	Leadership has strong commitment, support and follow up to bring fundamental change and to the sustainability of the change in your organization				
11.	Leadership had Sufficient communication effort in communicating the objectives, principles and benefits of BPR to the employees before its implementation				
	<i>Employee's commitment and strong support</i>				
12.	Employees have strong support, cooperation and commitment for implementation and sustainability BPR				
	<i>Organization's readiness and commitment to make continuous assessment</i>				
13.	Organization has readiness and commitment to make continuous assessment of the change (BPR)				
<b>Budget, manpower, facilities &amp; equipment</b>					
14.	Sufficient Budget has been allotted and available to BPR implementation.				
11.	All the necessary equipments and facilities sufficiently fulfilled to discharge properly your responsibilities after BPR implementation				
15.	Sufficient man power assigned in each process areas before the BPR implementation				

<b>Employee placement and transfer</b>				
16.	Employees transfer and placement was fair and free from politics, personal attachment, friendship and revenge.			
17.	Employees' placement and transfer had continuity as per the BPR study			
18.	There were turnover of employees in GPO during the process of placement and transfer of employees			
19.	BPR results in massive lay off and downsizing in your organization.			
20.	BPR was highly politicised & considered as the duties of the politically appointed bosses & those who involved actively in the placement and transfer of employees were considered as the supporters & members of the ruling party.			
<b>Team work and empowerment</b>				
21.	Employees have sufficient empowerment to discharge their responsibilities after BPR implementation			
22.	Employee's team work is encouraging after BPR implementation			

23. What were the challenges and problems during and after the implementation of BPR?

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24. What is to be done to tackle and solve these challenges and problems?

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25. Generally if you have additional comment please state below

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## QUESTIONNAIRE

Masters of Public Administration, School of Post graduate Studies,

Department of Public Administration and Development Management, Faculty of Business and Economics, Addis Ababa University

### Dir sir /madam

At present time the A.A General Post Office has fully implemented Business process reengineering. The purpose of this questionnaire is to collect pertinent data for a research project entitled *achievements and challenges in the implementation BPR at Addis Ababa General Post Office*. It is purely an academic research being conducted for the partial fulfillment of Masters of Public Administration (MPA) by a graduating student from A.A University. The questionnaire is an instrument for collecting data on the BPR implementation achievements and challenges in bringing institutional transformation. Findings of the research are intended to seek ways of solving or overcoming these challenges and improving the implementation of BPR to the level best.

Therefore, please respond to each question according to the instructions. Your response and participation is very important. You are kindly requested to respond frankly and attentively .your name is not required You are assured that your identity and information will be kept confidential.

I appreciate in advance if you could help me expedite the data collection by completing and returning the questionnaire as soon as possible. Your cooperation and consideration in this matter is highly appreciated.

*Thank you in advance,*

1. Sex  Male  Female

2. Age  20-30  31-40  41-50  51-60

3. Education

Certificate  Diploma  BA/BASC  MSc/MA

4. Work experience

3-6 years  6-9 years  9-12years  above 12 years

Please tick mark on No.1 if you strongly disagree, No.2 if you disagree; No.3 if you agree and No.4 if you strongly agree.

No	Survey Questions	1	2	3	4
<b>Understanding of the conceptual frame work and training</b>					
5.	Sufficient training was given for employees that enable them to understand the conceptual framework of BPR before its implementation.				
6.	Sufficient training was given before the team leaders and process owners are assigned to the new system (before placement) and to properly discharge their responsibilities				
<b>Stakeholders' commitment in the implementation of BPR</b>					
<b>Leadership commitment and strong support</b>					
7.	Leadership had strong commitment, support and follow up to bring fundamental change and to the sustainability of the change in your organization				
8.	Leadership had Sufficient communication effort in communicating the objectives, principles and benefits of BPR to the employees before its implementation				
<b>Management commitment and strong support</b>					
9.	The management have strong support and commitment for BPR implementation				
10.	Employees comment and feedback was sufficiently incorporated and considered in the implementation of BPR.				

	<b>Organization's readiness and commitment to make continuous assessment</b>				
11.	Organization has readiness and commitment to make continuous assessment and follow up of the change (BPR)				
<b>Budget, manpower, facilities &amp; equipment</b>					
12.	All the necessary Budget, equipment and facilities fulfilled sufficiently to discharge properly your responsibilities in your process areas after BPR implementation				
13.	Sufficient man power assigned in each process areas before the BPR implementation				

**Employee placement and transfer**

14	Employees transfer and placement was fair and free from politics, personal attachment, friendship and revenge.				
15	Employees' placement and transfer had continuity as per the BPR study				
16.	There were frequent turnover of employees in GPO during the process of placement and transfer of employees				
17	BPR results in mass lay off and downsizing in your organization.				
18.	BPR was highly politicised & considered as the duties of the politically appointed bosses & those who involved actively in the placement and transfer committee were considered as the supporters & members of the ruling party.				
19.	Management has sufficient decision making authority & empowerment to discharge their responsibilities after BPR implementation				
20.	Employee's team work is encouraging after BPR implementation				

21. What were the challenges and problems during and after the implementation of BPR?

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22. What is to be done to tackle and solve these challenges and problems?

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**Appendix:** Questionnaire to be filled by clients

Masters of Public Administration, School of Post graduate Studies,  
Department of Public Administration and Development Management, Faculty of Business and  
Economics, Addis Ababa University

## QUESTIONNAIRES

**Dir sir /madam**

At present time the A.A General Post Office has fully implemented Business process reengineering. The purpose of this questionnaire is to collect pertinent data for a research project entitled *achievements and challenges in the implementation of BPR at the Addis Ababa General Post Office*. It is purely an academic research being conducted for the partial fulfillment of Masters of Public Administration (MPA) by a graduating student from A.A University. The questionnaire is an instrument for collecting data on the BPR implementation, achievement and challenges in bringing institutional transformation. Findings of the research are intended to seek ways of solving or overcoming these challenges and improving the implementation of BPR to the level best.

Therefore, please respond to each question according to the instructions. Your response and participation is very important. You are kindly requested to respond frankly and attentively .your name is not required .you are assured that your identity and information will be kept confidential. I appreciate in advance if you could help me expedite the data collection by completing and returning the questionnaire as soon as possible. Your cooperation and consideration in this matter is highly appreciated.

Thank you in advance,

## Respondents' background information

Please put (V) mark in the box of your answer

### 1. Sex

Male

Female

### 2. Education

Certificate

Diploma

BA/BSc

MSc/MA

### 4. Institution /organization

Governmental organization/institutions

International organizations/institutions

NGOs

Private organizations/institutions

Others

### 5. Years of contact with Addis Ababa General Post Office

1-3

7-9

4-6

above 9 years

### 6. Did you have information that GPO undertakes BPR and improvements of its services?

Yes

No

No opinion

### 7. Have you see improvement on the speed of the service delivery and reduction in cycle time after BPR implementation?

Yes

No

No opinion

### 8. Have you see improvement on the quality of the service delivery after BPR?

Yes

No

No opinion

### 9. Do you think that the service delivery is customer friendly, flexible and responsive?

Yes

No

No opinion

10. Have you observe improvements on the cost of the service delivery after BPR?

Yes

No

No opinion

11. Do think that the service time is suitable for clients after BPR?

Yes

No

No opinion

12. If you have comment on the service delivery please state below

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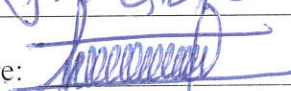
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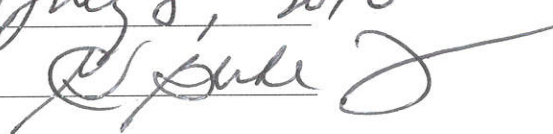
## DECLARATION

I, the undersigned, declared that this thesis is my original work and it has not been presented for a degree in any other university, and that all the sources of materials used for the thesis have been duly acknowledged.

### Declared by:

Name: Yared Ayete  
Date: June 20/10  
Signature: 

### Confirmed by advisor:

Name: BI Costantinos  
Date: July 8, 2010  
Signature: 

Place and date of submission \_\_\_\_\_