

ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

The Effect of Business Process Management on Organizational Performance: In The Case of Safaricom Ethiopia.

By: Yeneneh Anwar

ADVISOR: Demeke Chimdessa (PhD)

A Thesis Submitted to Addis Ababa University, College of Business and Economics in partial fulfillment for the requirement of the Degree of Master of Science Management (General).

June 9, 2026

Addis Ababa, Ethiopia

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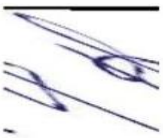
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I hereby declare that this M**SC** Thesis is my original work and has not been presented for a degree in any other university, and all sources of material used for this thesis has been duly acknowledged.

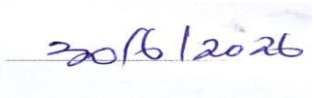
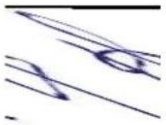
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List of Acronyms and Abbreviations

BSC = Balanced Scorecard

ERP = Enterprise Resource Planning

ICT = Information and Communication Technology

IT = Information Technology

KRA = Kenya Revenue Authority

MIS = Management Information Systems

PMS = Performance Measurement System

PMM = Performance Measurement and Management

ROA = Return on Asset

ROE = Return on Equity

SPSS = Statistical Package for the Social Sciences

SD = Standard Deviation

VIF = Variance Inflation Factor

P-value = Probability value (used in statistical significance testing)

Abstract

The main aim of this study was to examine the effect of BPM on the overall effectiveness of the organization in question, Safaricom Ethiopia. Explanatory research design was utilized together with the use of quantitative methodology. Questionnaire method of collecting data was employed, in which case random sampling was utilized and questionnaires were sent to selected respondents. In analyzing the data obtained, statistical methods such as correlation and multiple linear regression analysis were employed using SPSS software version 25.According to the findings from the study, it was discovered that strategic alignment and employee involvement have statistical significance when it comes to affecting the organization's overall effectiveness. Both of these variables were discovered to have a positive effect on organizational effectiveness. This is because, with regard to employee involvement, the increase in training and development activities of the employees resulted in improved behaviors and attitudes towards their work. Furthermore, it was realized that there exists positive relationship between strategic alignment and the performance of the entire organization. Management efforts geared towards encouraging innovation and changing the organization positively empowered employees such that they could positively affect the organization. The result highlights the significance of strategic planning and employee involvement in enhancing organizational effectiveness. Therefore, organizational leaders should ensure they employ strategies aimed at enhancing employee involvement, making effective use of IT, and aligning business processes with strategic plans in order to enhance organizational effectiveness through BPM.

Key Words: Organizational Performance, Business Process Management.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In today's world of doing business, Business Process Management (BPM) has received considerable attention from academics and professionals. One of the main reasons for the growing interest in BPM in today's business environment is the desire to improve organizational performance. Modern companies are no longer seen as just departments with functions working together; organizations are seen as an integrated entity made up of a number of business processes. Therefore, BPM has become very important in today's organizations since business processes are assets that need to be invested in, monitored, and developed as they change. Moreover, BPM becomes especially important due to the need of constantly renewing themselves in intelligent, quick, and sustainable ways regarding performance in today's organizations (Van der Aalst & Hofstede, 2003).

BPM can be described as one of the newer concepts in the field of management. The basic premise of BPM understands existing processes and operations, streamlining them to reduce wastage, improve efficiency, and introducing any other changes that result in better performance in general. BPM is based on the integration of process management structures and information technology to facilitate process improvement, as it is the process management itself that helps to achieve optimal organizational value (Trkman, 2010). Additionally, Singh (2012) pointed out significant positive results that BPM practices could provide in reducing costs, improving quality and speed, and increasing efficiency. Thanks to its visual nature, BPM allows organizations to view their business operations and identify any wastage in terms of processes that take much time while causing avoidable costs.

An additional advantage of BPM is improved information availability that leads to a better understanding of business directions, smoother decision-making, and finally reduced processing time. These factors lead to improved financial performance of organizations (Nelis, 2006). BPM provides organizations with a means of structuring and managing activities in order to improve performance and achieve a competitive advantage. Though BPM is widely seen as contributing to organizational performance, the available research proves this connection inadequately (Kung, 2007).

Organizational performance is defined as the ability of organizations to attain their goals. In

today's complex environment, organizational performance can be seen as the ability of organizations to pursue their objectives in conditions of constant changes (BetterUp, n.d.). The topic of organizational performance is crucial for many reasons. First of all, organizational performance directly impacts organizations' ability to create value for their customers. Secondly, organizational performance greatly affects organizational reputation. It is in organizational interests to have good reputations, as they are strongly correlated with performance (Lange, 2011). Finally, to achieve high organizational performance, employees must collaborate and effectively exchange information as well as share their knowledge to use it in practice and thus improve processes and reach a higher level of performance. Therefore, coordination between employees, information technology, and planning processes is crucial for maintaining organizational performance.

The following pillars of Business Process Management were selected by the researcher as the dimensions of the independent variable for the purposes of this study: employee involvement, information technology, and strategic alignment. Organizational performance, which will be treated as the dependent variable, is operationalized through such indicators as ROA, ROE, profitability, and service quality. According to the BPM model by Rosemann and Brocke (2010), the most commonly used dimensions in BPM are information technology, process improvement, employee involvement, and strategic alignment. Since these dimensions seemed to be appropriate in terms of addressing the research objectives, three of them – employee involvement, information technology, and strategic alignment were selected by the researcher.

Only a few studies have examined the research problem in question. Among them were the works by Trkman (2010), Macharia, Iravo, Ondabu, and Ombui (2015), Muasa (2009), Balogun (2016), Kamau (2015), Hernaus et al. (2012), and Kirubi (2014). The rationale for conducting this research lies in the fact that previous research mainly focused on identifying and analyzing the concepts and components of Business Process Management and studying their potential effects on various dimensions of organizational performance. Also, none of the existing studies attempted to assess the effect of BPM on organizational performance in the context of Safaricom Ethiopia. Therefore, the aim of the researcher was to examine how Business Process Management affects organizational performance in the case of Safaricom Ethiopia.

1.2 Background of the Organization

Ethiopia's telecommunications sector is about to undergo significant changes after its decision to liberalize the sector and encourage competition. The reforms will be driven by the need to improve

the quality of service provision, increase coverage, boost efficiency, and foster technological development. As part of the liberalization reforms in Ethiopia's telecommunications industry, the government will invite foreign international telecommunications operators to operate in the country alongside existing ones. As a result of these reforms, Safaricom Ethiopia is to start operating in the country. Having obtained the national license, Safaricom led consortium will enter the market of telecommunications services in Ethiopia. Safaricom Ethiopia will operate according to the regulations of the Ethiopian Communications Authority and will be responsible for providing mobile voice, data, and digital services (Safaricom Ethiopia, 2022).

With the aim of delivering reliable, innovative, and customer-centric services, Safaricom Ethiopia is set to begin its operation on the Ethiopian market. The organization will offer advanced network infrastructure and innovative mobile services according to international standards. Due to huge investments in the implementation of a network, digital technologies, and service innovations, Safaricom Ethiopia will try to provide affordable connectivity for individuals, corporations, and public organizations in Ethiopia (Safaricom Group, 2023).

Within the strategy of Safaricom Ethiopia, the organization will strive to become the catalyst of digital transformation and financial inclusion in the country. Therefore, Safaricom Ethiopia will focus on the expansion of mobile and data services, as well as digital solutions that will help to boost service delivery and increase productivity. In pursuit of these objectives, Safaricom Ethiopia will emphasize the importance of BPM practices as the most effective way to achieve high organizational performance and compete.

Also, the organization will aim at making a sustainable development through the improvement of its processes. In this regard, the organization will seek to extend its geographical presence, expand coverage, increase its subscriber base, and raise telecom density in both urban and rural Ethiopia. Thanks to investments in human resources, technology, and process optimization, Safaricom Ethiopia is expected to be a competitive organization.

As a result, due to the specific goals of Safaricom Ethiopia, it can be considered a good case to study the effect of BPM on organizational performance in the context of Ethiopia.

1.3 Statement of the Problem

One of the approaches through which companies may sustain and boost their competitiveness via maintaining constant focus on business processes is considered Business Process Management (BPM). In today's competitive business environment, organizations are constantly challenged by the need to improve their performance and BPM is becoming more and more important in terms of

enhancing organizational activities and achieving enterprise-level coordination and monitoring (Gillot, 2008).

Since BPM provides great opportunities for improving the organizational performance, the topic of Business Process Management has received a lot of attention in recent years from academics, practitioners, and organizational leaders. Nevertheless, only a few studies have focused on identifying and analyzing BPM along with its components in the context of their expected influence on various dimensions of organizational performance. Information Technology (IT), employee involvement, strategic alignment, and continuous process improvement are the BPM components whose dimensions are the most widely used (Reijers, 2006).

Providing organizations with a powerful tool that can govern, optimize, and improve business processes and operations, BPM plays a vital role in helping organizations perform better and maintain competitive positions in the market.

Several studies have analyzed BPM practices in various sectors and evaluated their impact on organizational performance in different countries. For instance, the impact of selected factors on process improvement in the case of pharmaceutical firms in Kenya was investigated by Munyi and Ogolah (2017). Management commitment, organizational culture, and staffing were found to have a significant influence on BPM implementation. Similar study by Kibet (2017) focused on evaluating the effect of BPM mechanisms on revenue collection within the Nairobi County Government. According to this study, BPM mechanisms contributed greatly to improving revenue collection. Nevertheless, it should be noted that Kibet's study was conducted in the context of public administration which differs from the telecommunications industry greatly.

However, even these studies failed to consider all the variables that may affect the adoption of BPM. Furthermore, a study by Afanda focused only on one aspect of BPM and its influence on organizational performance. As a result, Safaricom Ethiopia became the subject of this study because it was necessary to evaluate the current state of BPM practices in this organization and assess their effect on organizational performance. This is why it is necessary to evaluate business process gaps in this organization to see if there were any problems. For this reason, the researchers identified a number of shortcomings within the Safaricom Ethiopia Enterprise System. These included insufficient training on the use of the enterprise system, preference of some employees to manually managed systems, lack of immediate help during process and system failures, inadequate training that forced employees to learn by trying, incompatibility of the system with certain company products (VSAT, Euronet Services), centralized system management, system failure caused by network disconnects, insufficient system support in branches.

Additionally, Safaricom Ethiopia was chosen because it introduced BPM practices repeatedly over the period of time. Therefore, it is important to assess the impact of the changes introduced. It follows from what has been said above that the effects of Business Process Management practices on the telecommunications sector had not been studied properly so far. Thus, this study seeks to address the gap.

1.4 Research Questions

- What is the effect of information technology (IT) on the organizational performance of Safaricom Ethiopia?

- How does strategic alignment impact the organizational performance of Safaricom Ethiopia?

- What effect does the participation of employees have on the organizational performance of Safaricom Ethiopia?

1.5 Objectives of the Study

1.5.1 General Objective

The main aim of the research was to establish the impact that Business Process Management has on organizational performance at Safaricom Ethiopia.

1.5.2 Specific Objectives

The specific Objectives of the research included:

- To examine the effect of information technology on the organizational performance of Safaricom Ethiopia.

- To establish how strategic alignment impacts the organizational performance of Safaricom Ethiopia.

- To find out how the participation of employees impacts the organizational performance of Safaricom Ethiopia.

1.6 Significance of the Study

The study seeks to improve knowledge about Business Process Management (BPM) practices and their effects on organizational performance. Knowledge obtained from the study will be of immense value to the leadership of Safaricom Ethiopia in decision-making. It is also hoped that the results of this research will assist government departments and relevant organizations in effectively evaluating BPM, making sound decisions, and taking appropriate measures where necessary. In relation to the evaluation, it is hoped that the study will address the shortcomings in this area and

fill some of the gaps existing in the literature.

Finally, the study will add new knowledge in an area with relatively few studies conducted. Through this study, knowledge will be added concerning the connection between BPM and organizational performance. Since there is very little research on the influence of BPM on organizational outcomes in general and within Ethiopia in particular, this study assumes a lot of importance. This is because its findings are likely to provide useful information for future researchers and other interested parties.

1.7 Scope of the Study

In terms of geographical considerations, the scope of the study was restricted to the corporate office of Safaricom Ethiopia, which is located in Addis Ababa, hence excluding the company's districts or branches from the scope of the research. The content scope of the study was defined in relation to the examination of the influence of Business Process Management on organizational performance. As such, the research is dedicated to studying the effects of BPM on organizational performance; it is important to highlight that organizational performance encompasses a number of factors and variables. In other words, there are numerous aspects to be considered when discussing organizational performance and the related issues, including, inter alia, organizational culture, leadership styles, as well as external environmental influences on organizations. Nevertheless, the above-mentioned topics are beyond the scope of the present study as it is primarily oriented at discussing BPM and its effect on organizational performance. Finally, in terms of methodology, the scope of the research was restricted to using questionnaires as the sole method of data collection. It means that the results of the study are based on the information obtained through surveys; other types of data acquisition were not used within the study, which may have helped achieve better results. In other words, no interviews, observations, as well as data collected from secondary sources have been considered within the research. Finally, it should be emphasized that the research was carried out within a certain time frame.

1.8 Limitations of the Study

Firstly, one of the limitations of this study is the lack of specific and conceptualized data about the impact of Business Process Management on organizational performance that led to difficulties in acquiring sufficient data for this assessment. Moreover, there is no rigid rule by the government forcing people to complete the questionnaire and hence, voluntary compliance was expected from the respondents. Although doing the assessment in various firms in Ethiopia was desirable, it proved to be impossible because of time and financial restrictions. Therefore, conducting the

assessment only in Safaricom Ethiopia was decided upon. It would have also been great if more variables could be added to consider their influence on organizational performance, but it was not possible considering the above stated limitations. Nonetheless, the researcher hopes that by working hard and employing proper communication strategies, the above mentioned weaknesses have not affected the results of this research negatively.

1.9 Organization of the Research

The Thesis is divided into five main chapters in order to systematically conduct the research. In the first chapter, the background information, the statement of the problem, the research questions, and the general and specific objectives of the study are provided. Moreover, the importance of the research is emphasized, while its scope and limitations are identified in order to set the limits of the research. In Chapter Two, the literature review is presented. The relevant literature concerning the topic of the research is reviewed and discussed in order to develop a theoretical framework that will help in understanding the significance of the current research problem.

In Chapter Three, the research methodology and design is described, explaining the research strategy used for collecting the primary data. In particular, the methodology chapter describes the method used, data collection tools, and sampling methods used in order to increase the validity and reliability of the collected data. In Chapter Four, the research findings from the data analysis are presented and discussed in order to draw conclusions concerning the significance of the results obtained by answering the research questions through reviewing the literature. The fifth chapter consists of the summary of the research findings, conclusions and recommendations.

1.10. Operational definition

Effect: The outcome or impact one phenomenon (Business Process Management) produces on another (Organizational Performance).

Business: Any business or organizational operation that deals with manufacturing, selling or delivering products or services with an aim of achieving organizational objectives.

Process: A set of actions or operations that are done in a systematic manner to achieve something in an organization.

Management: The systematic process of planning, organizing, leading, and controlling the organizational resources such as manpower and finances in order to achieve organizational objectives effectively and efficiently.

Organizational: Relating to or dealing with an organization, the activities or operations carried out by an organization with an objective of fulfilling its organizational goals

Performance: The extent to which the organization achieves its objectives, success or accomplishments by an organization in meeting its organizational objectives in terms of efficiency, effectiveness, productivity, etc.

The Case of: Is a phrase or expression used to point out the exact case being referred to or discussed.

Safaricom Ethiopia: The exact case or organization under study.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This chapter has been dedicated to the examination of some of the most important theoretical assumptions of Business Process Management (BPM). The analysis has considered BPM definitions and the examination of basic principles associated with BPM. A number of approaches toward BPM were provided, including the technical viewpoint, which centers on the optimization of processes, and the managerial perspective, which is more concerned with the continuous improvement of BPM and a customer-centered approach, among other issues. It is worth mentioning that several frameworks and academic perspectives were analyzed here as a means of explaining the essence and theoretical framework of BPM. The main goal behind this analysis was to provide the necessary theoretical context that can help understand the impact of BPM on organizational performance using empirical research and scientific methods.

2.1. Theoretical Literature Review

2.1.1. Overview of Business Process Management (BPM)

Various definitions exist concerning BPM from being an IT approach to becoming a management practice in the course of the past twenty years. Business Process Management (BPM) is the systematic way of managing organizational processes with the goal of improving the quality of products and services as (Smith, 2007).

This is a methodical way of analyzing and continuously improving organizational processes that include marketing, production, communication, and other critical business activities. It requires measuring of the performance of each process in question, setting benchmarks and achieving outputs that satisfy the organizational goals. Moreover, this includes the combination of methodologies, approaches, and tools used for the designing, executing, managing, and analyzing business processes as (Margherita, 2014).

BPM is a business philosophy which entails practices that make BPM more of a management tool to help in making incremental and radical changes in business processes. This is in addition to its main focus on customer satisfaction and continuous improvements through employee involvement. Thus, this approach shows how BPM can benefit organizational and at the same time brings out other considerations that should be put into consideration when implementing BPM successfully (Hung et al., 2006).

On the other hand, BPM is seen as a holistic process that involves the whole life cycle of the process like process modeling, analysis, process monitoring, and process optimization among

others. Of the above processes, business process modeling is viewed as a critical process in the BPM process since it allows for analysis and improvement as (Fakhouri, 2016).

Business Process Management (BPM) has been defined as the continuous improvement effort of organizations aimed at improving core processes such as manufacturing, marketing, communications, and other essential business activities as Trkman (2010). Similar definition of BPM has also been given by Chang (2006), which sees BPM as a business approach whose main focus is on processes and uses them to analyze, design, and develop business processes.

BPM plays a very important role as a link between business systems and human resources according to Nadarajah and Kadir (2013). With BPM, businesses try to optimize the use of available resources with a view to meeting strategic and customer needs. BPM can be viewed as an advanced management system that seeks efficiency, excellence, innovations, and successful strategic initiatives as Franz and Kirchmer (2012). In this regard, BPM makes sure of the efficient use of organizational resources.

According to Kung (2007), BPM can be viewed as a management approach involving methods and supporting tools for designing, analyzing, implementing, and strengthening business processes. Businesses use BPM in order to stay ahead of the competition through improvement of processes. In fact, the role of BPM in achieving a competitive advantage and its processes, including management process, operations process, and support process, explained by Singh (2012). Besides these, there are other processes that form part of BPM in order to achieve competitive advantage. Some of these processes include customer strategy process, customer relationship management process, employee development and satisfaction process, process development process, quality management process, change management process, financial analysis process, reporting process, capital management process, management responsibility process, product development process, product delivery process, service management process, administrative accounting process, and technology management process.

There are a number of factors that influence the adoption of BPM in organizations as well as organizational performance as suggested by Ringim et al. (2012). These include investments in IT, level of financial activities, management commitment, capital strength, and incentive systems among others. All these factors play a critical role towards organizational performance in areas like reducing costs, customer service management, and process improvement.

2.1.2 Components of Business Process Management (BPM)

Many fundamental aspects of BPM have been discussed in the scholarly literature, including documentation of business processes, commitment from management, allocation of process owners, measurement of process performance, promoting the culture of process orientation, utilization of approaches for continuous improvement, and structuring of the organization according to processes. Such BPM aspects have been highlighted by Kohlbacher and Hajo (2010). Other scholars put emphasis on the importance of various aspects of BPM, for example, strategic alignment, IT support, and process orientation, optimization of processes and their constant improvement, and participation of employees. Such perspectives have been described in detail by Juratory and Christos (2017).

The framework of BPM developed by Rosemann and Brocke (2010) includes six essential dimensions that should be considered if the organization seeks to introduce BPM efficiently. The specified dimensions include strategic alignment, governance, methodologies, information technology, human resources, and organizational culture, each of which includes certain elements. Reviewing current literature shows that while different authors define various BPM dimensions, many interconnections among them can be found. In other words, the relationship and dependency between dimensions can be considered significant, which proves that BPM components interact with each other (Rosemann & Brocke, 2010; Devika et al., 2016; Jeraporn et al., 2017).

Moreover, analyzing current literature proves that most frameworks used for BPM introduction contain several elements of the framework suggested by Rosemann and Brocke (2010). Such common BPM dimensions include strategic alignment, information technology, process improvement, and participation of employees. The specified dimensions appear to be rather significant, which allows for considering them in detail.

2.1.2.1 Strategic alignment

Strategic alignment forms an important component of Business Process Management (BPM). It refers to the process of formulating strategies which help to maximize the benefits resulting from process improvement and process optimization (Jiraporn et al., 2017). For the achievement of such goals, it becomes important for an organization to have its BPM strategies well aligned with its strategy, thus linking its priority with core processes. In order to improve organizational performance, process improvement is a requirement, and in order for this to happen, there must be strategic alignment.

Literature regarding strategic alignment has highlighted that it is important for an organization to have a strategic frame of reference when it comes to the alignment of processes. According to Rosemann and Brocke (2010), the components of strategic alignment include planning for process improvement, linkage between strategies and process capabilities, enterprise-level design of process architecture, measurement of process performance, and customer requirements of process. Another researcher, Neubauer (2009), has highlighted that strategic alignment is a pre-condition for BPM sustainability and its importance cannot be understated. Thus, it may be safely assumed that strategic alignment impacts performance in some way.

It may be noted that when organizational strategies are linked with processes in a business, employees are able to perform their jobs more effectively. In other words, job performance improves through strategic alignment. It also helps in optimizing process performance. Thus, strategic alignment becomes an important aspect in BPM, and impacts job performance as well.

2.1.2.2 Information technology (IT)

IT stands for information technology, software, hardware, and information systems that help in the functioning of organizations. The ability of organizations to design, implement, control, measure, improves, and innovate business processes was encompassed by the term (Harmon, 2015).

It is possible to incorporate information technology in the design, implementation, evaluation, and re-engineering of business processes according to Chang (2006). Through office automation, conducting business activities from diverse locations, manufacturing flexibility, quick service delivery to customers, and speedy paper transactions, information technology plays an important role in business process reengineering. In short, it improves the effectiveness and efficiency of working process.

Implementation of suitable IT applications is important for the efficient functioning of business processes as highlighted by Neubauer (2009). It can thus be assumed that information technology influences job and organizational performance statistically.

2.1.2.3 Process Improvement

Continuously conducting incremental changes to existing processes is referred to as continuous process improvement. It entails constant improvements geared toward increasing efficiency, effectiveness, and quality among others. Continuous process improvement

comprises of several key elements such as proper documentation of process, mapping of the total value stream, identification of process owners and creation of measurement system to monitor performance (Smart et al., 2009). Furthermore, most organizations embark on process improvement endeavors to correct any existing flaws in performance and to sustain competitive advantage. According to Devika et al. (2016), there is a drive to improve organizational processes as result of weaknesses in operational performance.

The procedure of improving organizational processes generally follows a number of key steps. The first one is identification of ultimate recipient or consumers of the process. Afterward, a thorough understanding of their needs should be attained. Thirdly, the expected outcome from the process needs to be determined. Then, customers' needs have to be transformed into supplier specifications. Lastly, the method of production of the output should be determined. In addition, other critical elements such as measurement system for measuring performance, constant monitoring of the same and documentation of the process needs to be done to successfully complete the whole process, according to Chong (2007). All these steps indicate that process improvement endeavors have significant statistical effect on organizational performance.

2.1.2.4 Employee Involvement

Employee Involvement: Employee involvement can be defined as ensuring that employees have the appropriate knowledge, equipment, training, workplace, and empowerment needed to undertake their roles effectively as defined by Jeraporn et al. (2017)." Employee empowerment plays an important role in BPM, and commitment from management to empower employees leads to their active involvement. It is important for the top management to share the organizational values effectively with employees so as to boost performance, as stated by Chen and Paulraj (2004). According to Trkman (2010), empowering employees with decision-making skills helps in ensuring smooth processes and shortening process cycle times. Thus, it can be assumed that employee involvement statistically affects organizational performance.

2.2. BPM Limitations and Critical Success Factors

2.2.1 Limitations about Business Process Management

However, it offers very little advice as regards how it should be properly executed BPM includes a variety of different approaches. This has resulted in the same criticism that was leveled at business process reengineering. There is a lack of consensus about the basic concept of BPM, as well as few sources where its definition and scope are discussed in detail. Therefore, BPM remains mostly a

theory-based topic, and academic research in it has too much flexibility for proper classification and comparison (De Bruin & Rosemann, 2006; Trkman et al., 2010).

There have been claims that BPM merely rehashes old concepts and has been adopted in order to stimulate the growth of the consulting sector. Alternatively, BPM may still be considered a mere fad, and many of the publications about it tend to explain its nature rather than develop the concept. According to Hernaus et al. (2012), BPM includes very abstract and intangible concepts which make it hard to investigate directly. In addition, according to Škrinjar (2008), while BPM emphasizes the importance of holistic management thinking, practical approach tends to focus on technical sides of processes and workflow management.

As Trkman et al. (2010) state, organizations should not think that the adoption of BPM will be the solution to all of their operational or strategic problems. Regardless of how efficient the adopted BPM approach is, it cannot help the organization determine the proper course of development. However, BPM will allow implementing strategic initiatives through better alignment of business strategies and processes. Moreover, according to Margherita (2014), due to the lack of comprehensive knowledge about BPM and the potential missed opportunities, BPM remained fragmented and technology-driven.

2.2.2 Critical Success Factors in Business Process Management

Based on De Bruin & Rosemann (2006), BPM is a form of management that emphasizes the process perspective in business. In order to successfully apply BPM, it is crucial to have: (1) process management at the strategic level, (2) end-to-end processes well defined, (3) strong focus on customers and value creation, (4) streamlined operations, (5) integration with external networks of business partners and customers, and (6) cross-process collaboration. BPM concentrates its efforts on those parts of the business operations which create the most value in terms of the firm's business performance. Moreover, governance becomes extremely important there. Furthermore, literature underlines the difficulty of comparison between various concepts linked with BPM.

As per Škrinjar et al. (2008), there exist nine process-oriented dimensions including: (1) strategic perspective, (2) process definition and documentation, (3) process measurement and management, (4) process-oriented culture, (5) people management, (6) market orientation, (7) supplier perspective, (8) process-oriented culture, and (9) IT/IS support. Harmon (2015) distinguishes six BPM drivers, which include: strategic alignment, governance, methods, information systems, people, and culture. The author suggests the following five enabling factors for maintaining high

performing processes: (1) process design, (2) process metrics, (3) process performers, (4) process infrastructure, and (5) process ownership. Absence of these enablers results in the lack of process value. Trkman et al. (2010) suggest an integrated theoretical framework based on contingency theory, dynamic capability theory, and task-technology fit theory.

2.3 Organizational Performance

In the late 1970s, the evolution towards modern performance measurement was motivated by criticism of traditional accounting systems concentrating on historical performance. Later on, a great deal of academic attention has been attracted by this issue, mostly revolving around the concept of performance measurement systems (PMS) (Harrington, 2006).

Performance Measurement Systems are extensively employed in the realm of business and are multidisciplinary. The area itself remains undefined, however. To make PMS even more efficient, concepts of measurement and performance measurement need to be clarified and backed up with solid measurement theory (Chong et al., 2007).

According to Robson (2004), measurement does not always result in improved performance. Yet, some scholars emphasize that performance measurement and mere measurement are not synonymous terms. Performance improvements can be evaluated based on clear definition of criteria for effectiveness and efficiency, appropriate use of benchmarking, and implementation of performance measurements taking into account both efficiency (resource consumption) and effectiveness (achievement of objectives). In particular, performance measurement in non-business areas like health care is often connected with performance improvements (Chong, 2007).

Competitiveness is achieved through alignment of processes within the organization with its strategy. Therefore, evaluation systems have to convert strategy-related objectives into activities carried out. Evaluation cannot do without measurement because performance and achieving predetermined objectives are inseparably linked. Just stating what the organization wants to achieve is not enough; one should measure whether the organization has attained its goals or not (Al-Mudimigh, 2007).

2.3.1 Performance Measurement Systems and Models

However, the historical background of performance measurement systems suggests that in mid-1990s, organizations started switching from purely financial-oriented performance measurement approaches to more sophisticated methods. The latter were based on individual aspects and took into account external factors. With the growth of outsourcing, the number of PMS approaches used in supply chains and services increased. At the same time, the level of complexity of performance

measurement systems became higher because of higher complexity of business processes. As a result, both scholars and practitioners started considering the measurement of organizational performance in a broader context that is, as an integrated system rather than multiple approaches and tools. In addition, it can be argued that another trend observed in PMS includes the introduction of the notion of the human factor, strategic performance measurement, and social and environmental performance indicators into existing frameworks (Asmare, 2012).

As suggested by Chong et al. (2007), designing a performance measurement system is a cognitive process through which the requirements of the customers and other parties involved are converted into organizational goals and measures. Hence, it becomes necessary to understand the key principles of (BPMS)/ Business Process Management Systems from the constructivist standpoint which includes enterprise collaboration, operations management, BPM/engineering, performance measurement and management, decision support, information and communication management, organizational behavior, and knowledge management. Nonetheless, there is still lack of understanding of the key issues of cooperation and its influence on the development of successful PMS frameworks. Moreover, certain aspects of BPMS, such as data management, especially nonfinancial data, measurement attributes, and performance measurement processes, remain underdeveloped areas. Performance measurement and management (PMM) attracts considerable interest both among scholars and practitioners; however, even though many organizations apply PMM systems, they often experience serious problems with their implementation, leading to limited success or failure to attain objectives (Robson, 2004). In spite of great progress made over the past twenty years, according to Chong et al. (2007), PMS did not change dramatically in the past thirty years or more.

One should mention that such factors as Management Information Systems (MIS) and change management can be viewed as facilitating conditions of effective performance measurement systems according to Kyungui (2014). Also, through empirical study, showed that five managerial processes and their activities positively influence organizational performance as a holistic managerial system, rather than as discrete processes as argued by Saunders (2007). Managerial process is referred to as "a strategic business process who's intended outcomes impact the direction and control of the organization's future performance" by the author. Those processes include managing performance, managing decision-making, managing communications, managing culture, and managing change. Finally, three stage models describing the lifecycle of performance measurement systems were suggested by Weske (2012). It is stated that performance measurement systems continue advancing continuously through time.

2.3.3 Business Process Management and Performance

According to Siha and Saad (2008), efficient process management is an important tool for linking processes to the competitive advantages of a business. Linkage of the business processes to its competitive advantages creates an opportunity for employees to understand the relationship between their tasks and goals and overall business objectives. In addition, process measurement should be conducted in order to evaluate and improve processes effectively.

Hernaus et al. (2012) also state that measuring contributions of the organization and its individuals provides managers with better means to set precise expectations to the employees, who become motivated and engaged in the process. At the same time, the empirical evidence shows that many companies lack knowledge and experience for successful synchronization of process and business objectives. It explains low rate of success of process improvement and skepticism towards the process management in the organizational setting (Gonsalves, 2002).

One of the main issues that hinder efficient business process analysis is a lack of a universal methodology for modeling business processes. Moreover, there is no clear understanding of the granularity and content of activities in the process model. Nevertheless, organizations should not be discouraged from process analysis because it is an important way towards business improvements. Smart and Maddern (2009) suggest that selection of process metrics should be based on the goals and performance objectives of the process. Having selected relevant metrics, organizations should aim at achieving specific goals by monitoring and analyzing their performance. Also, organizations should apply a balanced approach and use several types of process measures. This approach will help to make sure that process improvements are not caused by neglecting other aspects of performance, including cost, effectiveness, and quality.

The comprehensive meta-analysis conducted by Chong et al. (2007) reveals that the popular view that BPM requires PMS implementation is false. Many PMS models suggested by scholars in the last two decades fail to provide adequate measurement of variables that ensure BPM success. Lack of these measurements prevents creation of a clear causal model for understanding relationships between different organizational variables, thus reducing BPM impact on organizational performance. That is why, according to Chong et al. (2007), the systematic review of academic literature becomes essential for investigating the BPM and organizational performance connection.

Chong et al. (2007) further researched the extent to which the fundamental characteristics of the PMS satisfy requirements for BPM. The authors conclude that in most of the cases, processes are considered as workflows and represented through linear relationships. However, researchers, including specialists in management, operations research and information systems admit that PMS should be viewed in a broader context. Many studies conducted in recent years focused mostly on

workflows or individual business functions but rarely discussed processes as such. The key question that remains is what kind of measures should be used to measure processes in terms of changes and transformation they produce. Measures should show whether added value was created and whether output provided by processes is beneficial for stakeholders at all stages of the process chain

2.4. Empirical Review of Literature

2.4.1 BPM and Its Impact on Organizational Performance

In the last few years, Business Process Management (BPM) has gained much interest even though a relatively small number of studies have been conducted locally and internationally. The main empirical studies are outlined below. In the case study on Critical Success Factors of BPM at Skybank, Slovenia carried out by Trkman (2010). To be able to improve their competitive edge, the researchers found that organizations need to embrace change. On the other hand, operations of businesses should be well-aligned to the prevailing conditions while remaining flexible and constant. This study also indicated that organizations should identify business processes which make a competitive advantage and establish whether they should be standardized or whether they should give way to employee freedom. The findings further indicated that BPM enables the implementation of strategic initiatives because it balances between business processes and organizational strategy. This study found that success of BPM initiatives depended on the identification of contingency variables that affect organizational strategy and areas of success. Finally, the researchers concluded that BPM needs to promote improvement of processes while remaining aligned to business processes and information systems.

Another empirical study to explore The Impact of Information Technology on Performance of Logistic Firms in Nairobi County found that about 50% of logistics firms experienced poor service delivery since they failed to utilize ICT within their operations, Macharia, Iravo, Ondabu, and Ombui (2015). According to the findings, the use of ICT infrastructure reduces transaction costs by replacing manual paperwork with electronic processes, increases coordination among supply chain partners, cuts down operational expenses and minimizes errors. This study was conducted at organizational level and therefore cannot be generalized to confirm the relationship between IT and organizational performance in other sectors of the economy.

In yet another study aimed at exploring the impact of information technology on organizational performance, Muasa (2009) investigated the relationship between information technology conceptualization and bank performance in Kenya. In this study, it was found that organizations adopt ICT in order to enhance their performance. According to the findings, ICT adoption is affected by industry pressure, organizational capability and characteristics of technology. As suggested by Chang (2006), ICT can be used in planning, implementation, analysis and continuous improvement of business processes. The same opinion was echoed by

Poirier et al. (2004) and Qrunfleh & Tarafdar (2014); ICT can be adopted within organizations and also in interaction with external IT interfaces.

The impact of information technology on organizational performance in the Nigerian banking industry investigated by Balogun (2016). In this study, it was found that managers must effectively plan, organize and control human resources in order to make efficient use of organizational resources and promote innovative spirit. Besides, it was found that there is a need for continuous training programs to update banking professionals with regard to ICT usage practices. These improve their skills and enhance service delivery leading to better profits. The author also suggested that ICT investments be incorporated into the general banking strategy in order to improve speed, convenience and accuracy of the services provided as well as enable banks to respond to the challenges posed by globalization fueled by ICTs. However, this study was confined to one country and, therefore, similar studies need to be carried out in other regions to allow generalizations.

Effects of ICT and performance of commercial banks in Kenya also explored by Kamau (2015). The study found that ICT significantly impacted on the financial performance of banks especially through increase in commission's income and the capacity of the banks to earn revenues. The study further found that ICT positively influenced customer deposits by attracting many depositors to the bank and making transactions easier. Moreover, ICT had positive impacts on ROA because it helped in increasing income margins, reducing the payback period and reducing operational costs. However, this study was confined to ATM banking, internet banking and e-banking services without considering operating models and differences in automation in banking structures.

An empirical study aimed at identifying strategies for the selection of an appropriate strategic plan for the achievement of organizational objectives was conducted by Hernaus et al. (2012). On the basis of findings and path model developed in the study, it was found that there were significant relationships between all constructs except those between performance measures and financial performance. Furthermore, the study found out that business process management, human resource management and external stakeholder management affect non-financial performance. In other words, organizations' strategies need to be well-integrated with business operations. According to Brocke & Rosemann (2010) and Kohlbacher & Gruenwald (2011), the implementation of strategic objectives depends on operations. In other words, the implementation of strategy depends on business processes and interaction with other organizational components.

Well-designed BPM project plans are important because they help organizations identify

benefits, as found by Buh, Kovačič, and Štemberger (2015). Besides, the authors emphasized the importance of top management support, employee participation and ownership emerging due to adoption of a customer-oriented culture. According to the findings, organizations must put their customers first. Top management should react to process-related challenges and opportunities for improvement. This study also found that openness to change is an important aspect of BPM adoption. Finally, the researchers suggested that managers should identify critical success factors of their organizations and focus on monitoring and management of these. However, the study provides a narrow view of BPM because critical success factors vary according to the nature of projects and organizational environment. Moreover, being based in one context, the results of this study cannot be generalized to all other situations.

On the other hand, a focus group study aimed at identifying the strategies for managing critical success factors of BPM initiatives in Brazilian public organizations carried out by Santos, Alves, and Santana (2014). According to the findings, it was clear that there was little awareness of BPM initiatives and competencies among internal clients and BPM teams making necessary training programs, seminars and informal discussions. Moreover, excessive bureaucracy and insufficient participation were identified as critical success factors in this area. Consequently, it became necessary to improve communication, raise awareness of benefits of BPM, develop awareness programs and reward systems. The results of the study indicated that executive support is a critical success factor of BPM adoption while internal teams should continue to focus on objectives set for initiatives. However, no scientific test was carried out on the recommendation made by the study. Also, findings of this research cannot be generalized due to its focus on one specific context. The current research aims at examining the effect of BPM practices on financial performance of organizations within the banking sector.

The effect of strategic alignment as a source of competitive advantage at Equity Bank (K) Limited investigated by Kasina (2012). It was found in this study that competitive advantage is not achieved through organizational resources alone but rather through proper alignment of processes and procedures. This helps organizations capture market opportunities and respond to threats effectively. This study also concluded that organizations need to align their mission and vision and be supported by a flexible organizational structure and risk taking leadership as well as financial and human resources to implement their strategies and align processes effectively.

However, this study only looked at microfinance institutions. It would have been better if the author had considered various types of financial institutions. Besides, the study did not categorize the financial institutions according to size because it is difficult to generalize the

findings of this research to the entire banking industry. The present study, therefore, seeks to investigate the effects of strategic alignment on financial performance of commercial banks in Kenya.

The effects of strategic alignment on performance of Kenya Revenue Muthini (2012) were investigated by Authority (KRA). From the findings, it was found that KRA managed to align its internal and external strategies leading to increased revenue collection. This was due to introduction of data exchange systems and computerized receipting systems which reduced corruption while increasing efficiency and flexibility. Aligning external strategies helped increase tax collection and strategic planning processes in the organization. However, this study only looked at one government institution and it will be interesting to know whether it is possible to replicate its results in other institutions.

Furthermore, in the study to investigate the Effects of Strategic Alignment as a Source of Competitive Advantage in the Indonesian Banking Industry, it was found that banks attain competitive advantage when top management is committed to strategic utilization of information systems and technology, Jogyato (2007). It was also found in the study that competitive advantage was achievable when there are strategic partnerships and electronic relations built through information system and technological networks. In other words, work processes in organizations need to be supported by information exchanges. Since the study was conducted in a different cultural and organizational context, it will not be easy to replicate it in other environments.

The effects of employee involvement on organizational performance within PACT were examined by Muthike (2017). The findings indicate that the full utilization of employee skills and capabilities can only be achieved through their involvement in organizational activities. In this study, a strong relationship was found to exist between organizational performance and employee involvement. Lack of employee involvement adversely affects the ability of employees to contribute effectively to organizational activities. Moreover, it is difficult for employees to know the direction in which the organization is heading.

Similarly, a strong relationship between organizational performance management, employee development, and compensation and employee involvement was found by Mokaya & Kipyegon (2014). In their recommendation, the researchers suggested that managers should give priority to initiatives that encourage employee involvement because they positively influence organizational performance. In this respect, the authors recommended that managers consider establishment of two-way communication systems, provision of adequate resources for task accomplishment, training programs, reward schemes to motivate employees to

improve their performance, promotion of top-performers to retain them and creation of organizational cultures that emphasize commitment and hard work.

The effects of employee empowerment practices on the performance of commercial banks in Kenya were investigated by Kirubi (2014). From the findings, it was found that all commercial banks involved in the study had employee empowerment practices. Within these practices, employees were informed about their duties, trained on their jobs, allowed to formulate policies and make decisions within the scope of their responsibilities. The results also revealed that banks promoted efficiency and innovation among employees while introducing mechanisms for addressing customer complaints and improving service delivery.

Findings of previous studies which adopted suitable methodologies and statistics have provided valuable information that is helpful in this study. The importance of BPM as a management philosophy is not in question because evidence from several nations shows that organizations can sustain themselves and compete by adopting BPM. Empirical studies also show that successful BPM initiatives result in improved organizational performance through various dimensions such as service quality, customer satisfaction, financial performance, operational performance and service recovery performance (Samat et al., 2006; Irfan & Kee, 2013; Psomas & Jaca, 2016; Al-Sabi et al., 2017).

Moreover, there is empirical evidence on how BPM-related practices have contributed to improved performance of organizations. For example, Aman (2021) investigated the effects of change management practices on organizational performance in telecommunications sector of the southern region of Ethiopia. It was found in this study that change management practices including Balanced Scorecard (BSC) practices, Kaizen philosophy practices and Standard Quality Circle Management practices had been adopted only occasionally. Nevertheless, it was found that there was a positive and statistically significant relationship between change management practices and organizational performance. Kaizen management philosophy was found as a statistically significant predictor of organizational performance while BSC and Standard Quality Circle Management practices were found as statistically insignificant predictors.

Also, in another study conducted by the same author, he investigated the effect of enterprise resource planning (ERP) practices on organizational performance in the telecommunications sector of the southern region of Ethiopia. In this study, the author found out that BSC, QC, Kaizen Philosophy (5S), and PDP initiatives had not been successfully implemented in selected Ethio Telecom shops within the Central West Addis Ababa Region. It was further revealed that ERP was a very user-friendly and effective change management technique. The study also

revealed that there was an unfavorable environment in the organizations with respect to implementation of change initiatives. Respondents also noted that performance appraisal was ineffective in these organizations while telecommunications infrastructure and networks could not support ongoing change initiatives. Both studies concluded that these practices had significantly contributed to organizational performance in the telecommunications industry.

In another study, it was found that the major challenges facing business process automation and implementation and their impacts on daily organizational operations included lack of proper systems and tools, lack of awareness and insufficient training. From the findings of this study, it was found that educational level and experience of employees were strongly and negatively correlated with the dependent variable implying that lower educational attainment was a challenge to business process implementation within the telecommunications sector. Based on the findings of this study, the author made a number of suggestions. First, training programs need to be provided, secondly educational level of employees needs to be increased through on-the-job learning and thirdly organizations need to retain experienced workers. In addition, the author suggested carrying out comprehensive studies in the future to identify factors influencing organizational performance and ways of improving it.

From the above discussion, it can be seen that empirical evidence from past studies conducted locally has proven that earlier studies did not adequately explore the effect of BPM on organizational performance within Safaricom Ethiopia. Earlier studies have only looked at BPM and organizational performance in different countries, organizations and industries. This research, therefore, seeks to bridge this gap by employing the right methodologies, tools and techniques.

2.5 Conceptual Framework

In order to clarify the relationship of the dependent variable – in this case, organizational performance – with the independent variables, which consist of the different factors of BPM, a conceptual model will be used for this study. In particular, the independent variables involved include employee participation, strategic alignment, and information technology. The conceptual model was developed based on a comprehensive review of theoretical and empirical literature done by the researcher.

This conceptual model was formulated by conducting an analysis of previous works and studies in the literature pertaining to theoretical and empirical concepts and findings about the relationship between BPM factors and organizational performance. Through the review process, the formulation of a comprehensive model became easier since this would involve incorporating insights and information gathered through such research endeavors into one model that demonstrates the relationship of the said variables.

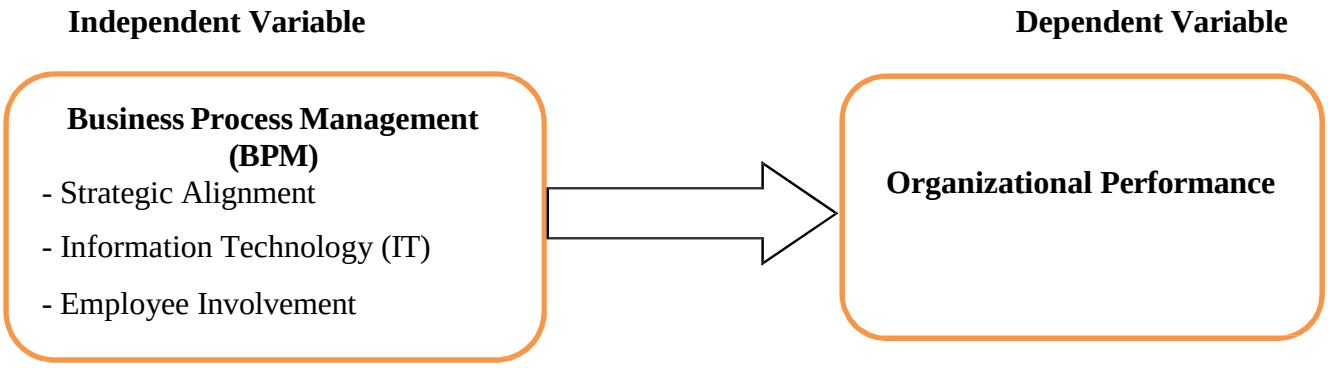


Figure 1.Conceptual Framework, developed by the researcher,

CHAPTER THREE

RESEARCH METHODOLOGY

In the current chapter, the methodology of conducting the research has been discussed in great detail, explaining how data would be collected and analyzed during the process. Moreover, an extensive discussion has been carried out about all the statistical methods and tools used in the research study. The objective behind doing this is to provide readers with a comprehensive idea of the entire research design, including the study design, the nature of the target population, sample size and selection technique, sources of data collection, tools used in the data collection process, and how the collected information was be analyzed.

3.1 Research Design

This study can use explanatory and descriptive research designs because it intends to determine the effect of BPM on organizational performance using Safaricom Ethiopia as the case organization. Explanatory research designs can be applied where there is an intention to establish a cause-and-effect relationship between different variables and where the intention of studying is to explain the nature of the existing relationship between different variables (Saunders, Lewis, & Thornhill, 2009, p. 139). On the other hand, descriptive research designs can be used to accurately describe the individuals, events, or situations (Saunders et al., 2009, p. 590). The aim of descriptive studies was to describe the attributes of certain individuals. This implies that the study can utilize both explanatory and descriptive research designs to evaluate the effect of BPM on organizational performance at Safaricom Ethiopia.

3.2 Research Approach

In the current research, the researchers used a quantitative research methodology to examine the relationship between the two concepts as well as to determine the validity of the established theories and hypotheses. As Muijs (2010, p. 9) states, a quantitative approach in research can be considered more relevant when it comes to investigating certain questions since it provides an opportunity to provide an explanation to the relations and facts observed due to the data gathered in numeric form. The data gathered is analyzed mathematically and statistically in order to draw relevant conclusions based on the observations made. It was determined that it would be most appropriate to use a quantitative research approach in order to achieve the purpose of the study. In particular, it should be noted that the purpose of this research was to investigate the relationship between the implementation of BPM processes and performance of

the organization under consideration.

3.3 Data Source and Types

As pointed out by Mugenda (2003), there are basically two kinds of data that can be differentiated on the basis of their source. The first type of data is the primary data, which involves the data that is collected directly from its source. Secondary data, on the other hand, is the data that has already been collected by some other person/source. With regard to the current research, the researcher collected the primary data by administering the structured questionnaire to the target respondents. Through this process, the researcher collected the required data directly from the respondents themselves. Moreover, the secondary data used in the study was collected from different sources available for the company, including their website. Thus, the process of collecting both primary and secondary data included the administration of the structured questionnaire and gathering of information from the official websites of the company.

3.4 Target Population and Sampling

3.4.1Target population

According to Kothari (2004), the word population refers to the total set or aggregate of units, elements, or members from which samples can be obtained for a research purpose. In other words, population represents all members that meet the requirements of the research project. The determination of a suitable sampling technique depends on the characteristics, nature, and structure of the target population. The nature of the target population plays a vital role in determining the appropriate sampling techniques.

In relation to the above-stated research, the population under consideration comprised professional employees in Safaricom Ethiopia. More precisely, only professional employees operating in Safaricom Ethiopia headquarters were selected as the target population. They were chosen due to their direct link to the research purpose and information requirements. According to the data obtained, the total number of professional employees belonging to the specified population was 130 people. They represent a whole set of the population from which a sample has been obtained for further research and analysis.

3.4.2 Sampling Design and Sampling Techniques

Simple random sampling method was used for selecting the professional permanent workers who were involved in the study. This particular sampling method was chosen due to the fact that it allows giving each professional worker an equal chance of being chosen as one of the members of

the sample.

Rationale behind using the simple random sampling method can be attributed to its ability to provide samples which are representative of the entire population and yield valid data. This is made possible by providing an equal probability for all members of the population.

3.4.2.1 Sample Size

For determining the sample size of the study, the following formula was used and the results are shown below.

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

Precision.

$$= \frac{130}{1+130(0.05)^2}$$

$$= 98$$

Where N=the population size, n=sample size and e=level of error.

Therefore, in this case, 98 randomly chosen respondents were used to fill the questionnaires, assuming that they would be a good representation of the entire population.

3.5 Method of Data Collection

Primary data collection tools such as the structured questionnaire were applied for this research. A sample of professional permanent employees of Safaricom Ethiopia served as respondents from which information was collected from the primary data source, a. The information collected from the above-mentioned respondents was then used in drawing inferences regarding the impact that BPM has on the performance of organizations.

In order to establish whether there was a relationship between the independent variable (BPM) and the dependent variable (performance), the questionnaire included structured questions only, which were carefully formulated based on the five point Likert scale. The questionnaires were issued to the targeted respondents at the Head office of Safaricom Ethiopia using both personal and email methods. To ensure that the required information is obtained, the researcher took part in the whole process. The method employed in distributing the questionnaire was the drop and pick latter, and the respondents had one week to complete the questionnaires.

3.6 Data Analysis Methods

Through the use of descriptive statistics, correlation analysis, and multiple regression analysis, the data obtained from the questionnaire were analyzed. The descriptive statistic was used to obtain a quantitative summary of the variables under the study using measures such as frequencies, means, standard deviations, and mode.

In addition, correlation analysis was used in order to determine the direction and strength of the relationship between the variables under investigation. In particular, Spearman's rho correlation coefficient was applied in order to achieve this objective. However, correlation analysis alone does not make causal inference since it only determines the degree and direction of association between the variables; therefore, the use of multiple regression analysis became necessary.

The results of data analysis were presented using tables, charts, and diagrams with the help of SPSS version 26. Different statistical methods were used including descriptive statistics, calculations of arithmetic mean of the variables in the study, correlation analysis, and multiple regression analysis in order to investigate the effect of the independent variables on the dependent variable. Consequently, the findings were used to draw conclusions and make recommendations.

In order to assess the effect of Business Process Management on organizational performance, a linear regression model is proposed. First, it should be noted that the selection of independent and dependent variables was made based on the literature review. For this reason, multiple regression analysis is considered to be the most appropriate because it is capable of examining relationships between two or more variables and estimation of the beta (β) coefficient in the regression equation. Since more than one independent variable is used in the model, a multiple linear regression analysis is appropriate.

Moreover, the ability of the regression model to explain the relationship between independent and dependent variables is determined using the coefficient of determination (R^2). The larger R^2 in multiple regression analysis suggests that important explanatory variables have been included in the model. Therefore, the following sample regression model for the linear relationship between variables is given:

Model: Yj= □0 +□1X1j+□2X2j+… +□n Xnj+□ Where:

Yjs - represents dependent variable for observation j.

Xj's - represents the independent variables (IV's) for observation j β0 - is the intercept

β's - is the unknown regression coefficients. □ - is the error (residual) of observation j.

On this basis, the model was modified according to the research variables that describe the conceptual framework of chapter two in order to investigate the effect of BPM on organizational performance of Safaricom Ethiopia.

ORGPER = □0 +□1EMPINV+□2TECADP+□3STRALT +□ Where:

ORGPER = organizational performance EMPINV = employee involvement TECADP = technology adoption STRALT= strategic alignment □0 = it is an intercept showing the value of dependent variable (ORGPER) was assume when the value of the independent variables(EMPINV,TECADP,STRALT) is zero.

□1EMPINV= partial change in organizational performance due to change in employee involvement while other things remain constant. □2TECADP= partial change in organizational performance due to change in technology adoption while other things remain constant. □3STRALT= partial change in organizational performance due to change in strategy alignment while other things remain constant.

3.7 Validity and Reliability

Validity of the data collection instrument based on the reviewed literature examined by the researcher. Validity is defined as the extent to which the data collected can measure precisely what the data supposed to measure. Standard questions for the major variables included in the questionnaire developed. Reliability and validity are two different criteria by which the researcher would evaluate his measurement instrument according to Heale & Twycross (2015). According to Heale and Twycross (2015), reliability is defined as a measure that is stable over time (test retest reliability), consistent among items in an instrument (internal consistency), and between researchers/observers (inter-rater reliability). Validity can be defined as the extent to which the scores produced was representing the concept being measured (Heale & Twycross, 2015). Homogeneity refers to the internal consistency of a set of data, which can be assessed using measures such as item to total correlation, split half reliability, the Kuder-Richardson coefficient, and Cronbach's alpha. Cronbach's alpha test, which is widely used by researchers as a tool for checking the internal consistency of an instrument according to Heale and Twycross (2015), is the most commonly used test to

determine the internal consistency of a measurement tool. The Cronbach's Alpha produces a number between 0 and 1, and any reliability score greater than 0.7 acceptable.

As a result, stability reliability (test-retest reliability) cannot be conducted for this research since the research is to be done in one session as a one-time survey. Equivalence, which refers to inter-rater reliability in this case, is the degree of agreement between researchers/observers. Equivalence, however, would not be needed in this study as there was only one researcher and the research was be done for educational purposes only. As a consequence, the reliability of the instrument was only being determined through the use of Cronbach's Alpha test as homogeneity/internal consistency of data.

Table 1.Cronbach alpha coefficient of study variables

Study variables	Cronbach's Alpha	N of Items
Employee Involvement	0.947	6
Information Technology (IT)	0.961	7
Strategic Alignment	0.963	8
Organizational performance	0.982	8

In Table 1, there are presented results of reliability analysis of the study variables through Cronbach's Alpha coefficient. Cronbach's Alpha coefficient is a measure of internal consistency reflecting the extent of similarity between items in terms of assessing a certain construct. As per commonly adopted criteria, a Cronbach's Alpha value of 0.70 or above denotes acceptable reliability, a value of 0.80 or above denotes good reliability and 0.90 or above denotes excellent reliability.

As can be seen from the results, all study variables showed excellent internal consistency reliability. For instance, Employee Involvement has a Cronbach's Alpha coefficient of 0.947 based on six items. It means that the items used for the assessment of this construct were reliable in terms of capturing its nature.

Also, Information Technology (IT) had a Cronbach's Alpha coefficient of 0.961 based on seven items. The high value of the coefficient means that there was a high level of consistency among the measurement items.

The variable Strategic Alignment received a Cronbach's Alpha coefficient of 0.963 based on eight items. Such high reliability of the scale means that the items used for the measure were strongly correlated with each other.

Finally, the variable Organizational Performance got the highest Cronbach's Alpha coefficient of 0.982 based on eight items. The high value means that the measurement items were reliable and consistent in assessing the construct.

In general, Cronbach's Alpha coefficients ranged between 0.947 and 0.982and were well above the threshold of 0.70. Therefore, it may be concluded that all measurement scales used in the study had high reliability and were appropriate for further statistical analysis, including correlation and multiple regression analysis.

3.8 Ethical Consideration

The various forms of agreement made between the researcher and the subjects of the study have been categorized as research ethics. Before issuing the questionnaire, the researcher made sure to obtain the informed consent of the respondent. It is pertinent to note that the respondents were made fully aware that the study was academic in nature, and also assured about the confidentiality of the information provided. Once they were convinced, they gave their guarantee to provide truthful and accurate answers.

Ethics are very important in conducting all research studies and stress the need for the researcher to be knowledgeable about research ethics. In line with this, the researcher obtained the consent of all the respondents before beginning any data collection.

Also, the purpose of the study was explained in a clear manner to all parties. Any communication done by the researcher with the various organizations had their prior consent.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

In summary, the major aim of this research work was to measure the impact of business process management on organizational performance, taking the case of Safaricom Ethiopia, for example. The major aims include the examination of response rate, respondents' profile, and individual means of constructs of variables. Moreover, there is an analysis of data which involves descriptive and correlational analysis, as well as regression analysis. It is important to mention that the assumptions for multiple regressions are tested to ensure the data is fit enough into the model. Hypotheses test was carried out based on the results of multiple regression.

4.1 Response Rate

A total of 98 questionnaires were distributed very strategically among a predetermined population of people who were chosen from the head office of Safaricom Ethiopia. The distribution of these questionnaires took place in such a way that each one of them was filled out properly by the respondents, meaning that all questions had been responded to adequately. The next step was for all questionnaires to be collected, which was accomplished successfully, making sure that the response rate reached 100%.

Table 2. Response Rate

Target population	**Total questionnaire Distributed**	**Questionnaire returned**	**Not Responded**	**Response Rate**
98	98	98	0	100%

Source: (SPSS Output Own Survey Result, 2026)

4.2 General Profile of Respondents

Table 3. General Profile of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Age	18 – 25	47	48.0	48.0	48.0
	26 – 35	27	27.6	27.6	75.5
	36 – 45	15	15.3	15.3	90.8
	46 – 55	8	8.2	8.2	99.0
	56 and above	1	1.0	1.0	100.0
	Total	98	100.0	100.0	
Gender	Male	61	62.2	62.2	62.2
	Female	37	37.8	37.8	100.0
	Total	98	100.0	100.0	
Educational Background	High School	11	11.2	11.2	11.2
	Diploma	15	15.3	15.3	26.5
	First Degree	45	45.9	45.9	72.4
	Master's Degree	22	22.4	22.4	94.9
	PhD	5	5.1	5.1	100.0
	Total	98	100.0	100.0	

(Source: Researcher's own survey, 2026)

Table 3 contains the demographic information about the respondents who took part in the research on the effect of Business Process Management (BPM) on organizational performance at Safaricom Ethiopia.

4.2.1. Age Distribution

The results show that the largest number of respondents, 47 (48.0%), belonged to the age group of 18 and 25 years followed by 27 (27.6%) respondents who were 26-35 years old. There were 15.3%

(15 respondents) of respondents who were 36-45 years old. 8.2% (8 respondents) of respondents were 46-55 years old and there was only 1.0% (1 respondent) of people aged 56 and above. It can be said that the respondents represent a relatively young workforce. It may be explained by the nature of Safaricom Ethiopia operations and its business processes.

4.2.2. Gender Distribution

With regard to gender, 61 respondents (62.2%) were males and 37 respondents (37.8%) were females. It means that the male employees constituted the largest number of the respondents. Anyway, the participation of both male and female employees allows obtaining diverse opinions on Business Process Management practices and its impact on organizational performance.

4.2.3. Education Level

According to the education level, the largest group of respondents, 45 (45.9%), had a first degree. This was followed by 22 respondents (22.4%) with a master's degree, 15 respondents (15.3%) with a diploma and 11 respondents (11.2%) with a high school education. Only 5 respondents (5.1%) had PhD degree. From the results, it is possible to say that most of the respondents have higher education. Therefore, it can be concluded that the respondents have the proper educational background required for evaluating Business Process Management practices and their influence on the organizational performance.

In general, the profile of the respondents shows that the research was carried out among a relatively young, mainly male and well-educated workforce. Such characteristics make the responses obtained reliable, since well-educated and experienced respondents are able to give knowledgeable opinions concerning the impact of BPM practices on the performance of the organization.

4.3 Descriptive Analysis for Study Variables

4.3.1 Employee Involvement

Table 4. Employee Involvement

	N	Mean	Std. Deviation

The organization used staff training and development to reinforce certain behaviors and attitudes that results in increasing productivity.	98	4.0408	.83627
Improvement efforts are directed towards improved communication in the organization.	98	3.9796	.83702
In my own opinion, employee involvement has influenced the financial performance of Safaricom Ethiopia.	98	3.9286	.88807
Employee involvement has enhanced business process management.	98	4.0102	.85548
In order to cultivate the culture of innovation, managers leading in change initiatives	98	4.0000	.83728
Employee involvement encourages competition in the organization.	98	4.0714	.87638
Valid N (listwise)	98		

(Source: Researcher's own survey, 2026)

Table 4 presents the descriptive statistics for the employee involvement construct. The findings indicate that respondents generally agreed that employee involvement contributes positively to Business Process Management and organizational performance at Safaricom Ethiopia, as evidenced by the relatively high mean scores ranging from 3.93 to 4.07.

The statement "Employee involvement encourages competition in the organization" recorded the highest mean score (M = 4.0714, SD = 0.87638), indicating that respondents strongly perceived employee involvement as a factor that promotes healthy competition and improved performance. Similarly, the statement "The organization used staff training and development to reinforce certain behaviors and attitudes that results in increasing productivity" obtained a mean score of 4.0408 (SD = 0.83627), suggesting that training and development initiatives are viewed as important mechanisms for enhancing employee performance and productivity.

The statement "Employee involvement has enhanced business process management" also received a high mean score (M = 4.0102, SD = 0.85548), indicating respondents' agreement that involving employees in organizational activities contributes to the effectiveness of business processes.

Likewise, respondents agreed that managers leading change initiatives cultivate a culture of innovation (M = 4.0000, SD = 0.83728) and that improvement efforts are directed toward improved communication in the organization (M = 3.9796, SD = 0.83702).

The lowest mean score was recorded for the statement "In my own opinion, employee involvement has influenced the financial performance of Safaricom Ethiopia" (M = 3.9286, SD = 0.88807**). Although it is the lowest among the items, the mean remains above the neutral point, indicating general agreement that employee involvement positively affects the organization's financial performance.

Overall, the results reveal that respondents perceive employee involvement as an important factor in enhancing communication, innovation, productivity, competition, and business process management within Safaricom Ethiopia. The relatively low standard deviations across all items indicate a reasonable level of consistency in respondents' views. The aggregate mean of approximately 4.01 suggests that employees generally agree that employee involvement positively influences organizational performance through effective Business Process Management.

4.4.2. Technology Adoption

Table 5. Technology Adoption

	N	Mean	Std. Deviation
The organization embraced IT as a means of emphasizing BPM practices.	98	4.0102	.89090
Technology adoption creates an environment of information sharing	98	3.9796	.91921
Technology adoption has facilitated data management	98	4.0000	.93058
Technology adoption has simplified flow of information	98	4.0102	.91375

Technology adoption has simplified transaction processes	98	3.9592	.89579
In my own opinion, technology adoption has influenced the financial performance of Safaricom Ethiopia.	98	4.0306	.89043
Technology adoption been practiced in the organization to achieve business process management.	98	3.8980	.91370
Valid N (listwise)	98		

(Source: Researcher's own survey, 2026)

The following table depicts the descriptive statistics of technology adoption construct.

According to the result shown in Table 5, it appears that the majority of the respondents strongly agreed on the importance of technology adoption in improving the performance of Business Process Management (BPM) of Safaricom Ethiopia. This is evident in the mean values which range between 3.90 to 4.03 showings that technology adoption is positively viewed.

It appears that the respondents highly believed that technology adoption contributes positively to the financial performance of Safaricom Ethiopia as indicated in statement that says "In my own opinion, technology adoption has influenced the financial performance of Safaricom Ethiopia" whose mean was found to be 4.0306 while the standard deviation was 0.89043. Likewise, high mean values were found in statements that says "The organization embraced IT as a means of emphasizing BPM practices" and "Technology adoption has simplified flow of information" respectively having means of 4.0102 and 0.89090 and 4.0102 and 0.91375 respectively.

Moreover, high mean values were observed in statements "Technology adoption facilitates data management" and "Technology adoption has created an environment of information sharing" with respective means of 4.0000 and 0.93058 and 3.9796 and 0.91921 respectively indicating that respondents acknowledged the importance of information technology in Business Process Management and communication. In addition, high mean value was obtained in statement "Technology adoption has simplified transaction processes" with mean of 3.9592 while the standard deviation was 0.89579. On the other hand, the lowest mean was recorded for statement that says

"Technology adoption has been practiced in the organization to achieve business process management" with mean of 3.8980 and 0.91370.

Therefore, based on the above analysis, it appears that technology adoption was perceived to be an important element in Business Process Management of Safaricom Ethiopia. This conclusion can be drawn from the relatively high mean values and relatively moderate standard deviations. The aggregate mean value which is approximately 3.98 indicates that the respondents perceived technology adoption favorably.

4.4.3 Strategy Alignment

Table 6. Strategy Alignment

	N	Mean	Std. Deviation
In my opinion, the organization's strategy is well formulated.	98	3.9694	.90193
The department's strategic plan defines the organization's strategic goals/objectives.	98	3.9898	.91375
Top management review performance data regularly to track progress in achieving strategic goals and objectives.	98	3.9592	.86057
The organizational structure matches capabilities and competitive advantages.	98	4.0204	.86131
The organization's strategy drives a connection between employees and the organization's mission.	98	3.9286	.86454
The organizational strategy eliminates conflicting priorities in the organization.	98	3.9694	.84285
Strategy alignment done in the organization outlines organizational structure and clarity of purpose.	98	3.9898	.90240
In my opinion, strategic alignment influenced the financial performance of Safaricom Ethiopia	98	4.0102	.86745
Valid N (listwise)	98		

(Source: Researcher's own survey, 2026)

Table 6 provides the descriptive statistics on the construct Strategy Alignment. The findings reveal that the respondents largely agreed that strategy alignment helps in Business Process Management and organizational performance in Safaricom Ethiopia. The average values vary from 3.93 to 4.02 showing positive perceptions about strategy alignment with respect to BPM and organizational performance in the company.

The statement "The organizational structure matches capabilities and competitive advantages" had the highest mean score of M = 4.0204, SD = 0.86131, indicating that the organizational structure in the firm has been designed to match the strengths of the company. Moreover, the statement "In my opinion, strategic alignment influenced the financial performance of Safaricom Ethiopia" received a high mean score of M = 4.0102, SD = 0.86745, indicating that the respondents felt the role

played by the strategic alignment in the financial success of the firm.

Additionally, the statements "The department's strategic plan defines the organization's strategic goals/objectives" (M = 3.9898, SD = 0.91375) and "Strategy alignment done in the organization outlines organizational structure and clarity of purpose" (M = 3.9898, SD = 0.90240) have also received relatively high rating. It shows that the respondents consider strategic planning and alignment as vital components in providing organizational direction.

Moreover, it is evident that the respondents are in agreement with the idea that the strategy of the organization is well formulated (M = 3.9694, SD = 0.90193) and that the strategy of the organization eliminates conflicting priorities in the organization (M = 3.9694, SD = 0.84285). The findings suggest that the strategy framework in the organization helps to coordinate the activities and accomplish common organizational goals. Also, the respondents were of the opinion that top management regularly reviews performance data to monitor progress towards strategic goals and objectives (M = 3.9592, SD = 0.86057).

The statement "The organization's strategy drives a connection between employees and the organization's mission" (M = 3.9286, SD = 0.86454) obtained the lowest mean score. Even though the item has got the lowest rating, the average value is above the neutral point, indicating that the respondents generally agree with the idea that the organizational strategy helps the employees to identify and understand the mission of the company.

Thus, the findings show that the strategy alignment is seen in a positive light by the employees and it is considered to be an important factor to improve Business Process Management and organizational performance in Safaricom Ethiopia. The relatively low standard deviation indicates consistency in opinions of the respondents. The aggregate mean of approximately 3.98 suggests a high degree of agreement that good strategy alignment leads to organizational effectiveness, operational efficiency, and financial performance.

4.5 BPM and Organizational Performance

Table 7. BPM and Organizational Performance

	N	Mean	Std. Deviation
The organization’s return on asset (ROA) has increased from time to time due to business process management.	98	3.9796	.89649
Business process management has a positive impact on the ROA of the organization.	98	4.0102	.83103

Business process management has increased the organization's return on Equity (ROE).	98	4.0408	.86057
The organization's ROE has been positively affected by business process management.	98	3.9694	.89043
Business process management has a positive impact on the profitability of the organization.	98	3.9694	.89043
The organization's profitability has increased from time to time due to business process management.	98	3.9286	.89960
The organization's service delivery has been improved as a result of business process management.	98	3.9898	.87926
Quality of service delivery has been improved from time to time due to improvement in business process management.	98	4.0204	.90792
Valid N (listwise)	98		

(Source: Researcher's own survey, 2026)

Table 7 shows the descriptive statistics of the relationship between BPM and organizational performance of Safaricom Ethiopia. From the results, it is evident that the respondents strongly agree that BPM has positively impacted various dimensions of organizational performance which include return on assets (ROA), return on equity (ROE), profitability and service delivery. The mean values for all these items range from 3.93 to 4.04.

The statement "Business process management has increased the organization's return on Equity (ROE)" had the highest mean score (M = 4.0408, SD = 0.86057) implying that respondents were highly convinced that BPM has increased shareholder value and financial performance of the organization. In addition, the statement "Quality of service delivery has been improved from time to time due to improvement in business process management" got a high mean score (M = 4.0204, SD = 0.90792) showing that the activities carried out under BPM have improved the quality of services of the organization.

It was also found out that respondents strongly agreed that business process management has positively impacted the ROA of the organization (M = 4.0102, SD = 0.83103) and that the organization's service delivery has been improved by the activities carried out under BPM (M = 3.9898, SD = 0.87926). This shows that BPM has positively impacted the effective use of organizational resources and performance of the operations.

Also, the statement "The organization's return on asset (ROA) has increased from time to time due to business process management" had a mean score of 3.9796 (SD = 0.89649). Respondents also

agreed that the organization's ROE has been positively impacted by business process management (M = 3.9694, SD = 0.89043) and that business process management has positively impacted the profitability of the organization (M = 3.9694, SD = 0.89043). This implies that BPM has positively contributed to financial growth of the organization.

The lowest mean score was gotten by the statement "The organization's profitability has increased from time to time due to business process management" (M = 3.9286, SD = 0.89960). Even though it is the lowest-rated item, the mean value still lies above the neutral value implying that respondents were in agreement with that statement.

Generally, it is evident that business process management is viewed as having a significant positive impact on organizational performance of Safaricom Ethiopia. From the relatively high mean values and the low standard deviation values, it is clear that there was consistency in the respondents' agreement. From the aggregate mean of 3.99, it can be said that BPM has significantly impacted organizational performance of the firm.

4.6 Aggregate Mean of Constructs

Table 8. Mean of Individual Constructs

	N	Mean	Std. Deviation
Employee Involvement	98	4.0051	.76074
Technology Adoption	98	3.9840	.81690
Strategy Alignment	98	4.4758	.88510
Organizational Performance	98	3.9885	.83228
Valid N (listwise)	98		

(Source: Researcher's own survey, 2026)

Table 8 illustrates the combined average scores and standard deviations of the key constructs measured in the study such as Employee Involvement, Technology Adoption, Strategy Alignment and Organizational Performance. The results are a summary of respondents' views concerning the impact of the implementation of BPM practices on organizational performance at Safaricom Ethiopia.

The results demonstrate that Strategy Alignment (M=4.4758, SD=0.88510) has obtained the highest mean score. This suggests that respondents agreed that there is good alignment between the strategies, structure and activities in the organization. The high rating indicates that

respondents consider strategy alignment as an important construct in supporting BPM and improving organizational performance.

Secondly, the construct that scored the second highest average is Employee Involvement (M = 4.0051, SD = 0.76074). This means that respondents agreed that employee involvement, communication, training and other processes facilitate BPM implementation and organizational performance.

Like Strategy Alignment, Organizational Performance (M=3.9885, SD = 0.83228) has got the third highest average score, indicating that respondents believed that financial performance, profitability, return on assets, return on equity and service delivery have been positively impacted by the adoption of BPM practices.

Fourthly, Technology Adoption (M = 3.9840, SD = 0.81690) received the fourth highest average score. This means that respondents agreed that technology adoption facilitates BPM practices through information exchange, data management, transaction management and effective communication in the organization. Even though this construct obtained the lowest average score among the rest, the score still exceeds the neutral point. Therefore, it can be inferred that respondents perceive technology adoption as a very important process in enhancing organizational performance.

Overall, the results show that all the key constructs measured in the study obtained average scores close to or above 4.0, showing a high level of agreement among the respondents on the existence and significance of BPM practices at Safaricom Ethiopia. This means that the key constructs such as employee involvement, technology adoption and strategy alignment have been strongly adopted in the organization and play a key role in improving organizational performance. Thus, the descriptive results present preliminary findings that BPM practices positively affect the performance of Safaricom Ethiopia.

As seen in Table 8, the ranking shows that respondents considered Strategy Alignment as the most powerful and established BPM dimension, followed by Employee Involvement, while Technology Adoption and Organizational Performance were also given highly positive scores.

4.7. Correlation and Regression Analysis

4.7.1. Correlation analysis

Table 9. Pearson correlation coefficient

	Employee Involvement	Technology Adoption	Strategy Alignment	Organizational Performance
Employee Involvement	1	. 602	. 570	. 673
Technology Adoption	. 601	1	.954	.960
Strategy Alignment	. 575	. 540	1	. 512
Organizational Performance	. 677	.603	. 515	1
Correlation is significant at the 0.05 level (2-tailed).				

(Source: Researcher's own survey, 2026)

In table 9 below the Pearson correlation coefficients between the independent variables (Employee Involvement, Technology Adoption and Strategy Alignment) and the dependent variable (Organizational Performance) are presented. The Pearson correlation analysis was done to establish the nature and strength of the relationships between the study variables.

From the findings presented in table 9 above it is evident that all the independent variables had positive and statistically significant relationships with Organizational Performance at the 0.01 significance level (2-tailed). This shows that improvement in Employee Involvement, Technology Adoption and Strategy Alignment is positively related to organizational performance at Safaricom Ethiopia.

Employee Involvement had the highest correlation coefficient of 0.677 with Organizational Performance ($r = 0.677$, $p < 0.01$). This means that there is a strong positive relationship, meaning that high degree of employee participation, communication, training and involvement lead to enhanced organizational performance. The finding indicates that employee plays an important role in the successful implementation of the Business Process Management initiatives and achievement of organizational objectives.

Technology Adoption also correlated positively with Organizational Performance with a correlation coefficient of 0.603 ($r = 0.603$, $p < 0.01$). This moderate to strong positive relationship indicates that adoption of technological systems plays a great role in the improvement of organizational effectiveness through information sharing, data management, efficiency of operations and decision making process.

Likewise, Strategy Alignment also correlated positively with Organizational Performance with a correlation coefficient of 0.515 ($r = 0.515$, $p < 0.01$). This moderate positive correlation indicates that alignment of organizational strategies, structure and objectives leads to performance outcomes because it ensures that organizational activities are aligned to common goals.

As regards the relationships between the independent variables, Employee Involvement positively correlated with Technology Adoption ($r = 0.602$, $p < 0.01$) and Strategy Alignment ($r = 0.570$, $p < 0.01$). This implies that organizations that have high levels of employee involvement are able to effectively utilize technologies and strategically align.

Moreover, Technology Adoption and Strategy Alignment also had a positive relationship ($r = 0.540$, $p < 0.01$), indicating that technological advancement and strategic alignment are complementary in supporting the Business Process Management initiatives.

Overall, the correlation analysis results show that all the study variables were positively related to Organizational Performance, providing some initial evidence that the Business Process Management dimensions influence the performance of the organization. As far as the three independent variables are concerned, the Employee Involvement variable exhibited the strongest relationship with Organizational Performance, followed by Technology Adoption and Strategy Alignment.

Correlation Coefficient (r)	Interpretation
0.00 - 0.19	Very Weak
0.20 - 0.39	Weak
0.40 - 0.59	Moderate
0.60 - 0.79	Strong
0.80 - 1.00	Very Strong

According to the above classification, the correlation strengths can be interpreted as follows:

Employee Involvement and Organizational Performance (r = 0.677) –Strong Positive Relationship

Technology Adoption and Organizational Performance (r = 0.603) –Strong Positive Relationship

Strategy Alignment and Organizational Performance (r = 0.515) –Moderate Positive Relationship

4.7.2 Regression Analysis

Table 10. ANOVAa

Model	Sum of Squares	df	Mean Square	F	Sig.

1	Regression	63.773	3	21.258	584.764	.000[b]
	Residual	3.417	94	.036		
	Total	67.190	97			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Strategy Alignment, Technology Adoption, Employee Involvement

In table 10 below is the result of Analysis of Variance (ANOVA) conducted to determine the overall significance of the regression model used to measure the effect of Business Process Management dimensions (Employee Involvement, Technology Adoption and Strategy Alignment) on Organizational Performance at Safaricom Ethiopia.

The analysis shows that the regression model is statistically significant as it has an F-statistic of 584.764 and a p-value of 0.000 which is lower than the significance level of 0.05. It means that the independent variables collectively have a significant effect on Organizational Performance.

The regression model can explain the variation in organizational performance because of the high regression sum of square (SSR) of 63.773 compared to a residual sum of square (SSE) of 3.417. Therefore, most of the variation in organizational performance can be attributed to the Business Process Management dimensions used in the model, whereas the rest is not.

From the table above, the model has a degree of freedom of 3 for regression and 94 for residual leading to a mean square regression (MSR) of 21.258 and mean square error (MSE) of 0.036. From the high F value generated through the ratio of the two mean squares, it shows the explanatory power of the regression model.

With a significance value of 0.000 < 0.05, the null hypothesis stating that Employee Involvement, Technology Adoption and Strategy Alignment have no significant effect on Organizational Performance is rejected. Consequently, it can be stated that the Business Process Management dimensions jointly have a significant effect on Organizational Performance.

Overall, the ANOVA results show that the regression model is significant and suitable for determining the effects of Business Process Management dimensions on Organizational Performance. The results indicate that the Business Process Management dimensions have a significant effect on organizational performance at Safaricom Ethiopia.

Decision Rule:-

If p-value < 0.05, reject the null hypothesis.

If p-value > 0.05, fail to reject the null hypothesis.

Because p = 0.000 < 0.05, the study rejects the null hypothesis and concludes that the independent variables jointly have a statistically significant effect on Organizational Performance.

The ANOVA results show that the overall regression model is highly significant (F = 584.764, p < 0.001), indicating that Employee Involvement, Technology Adoption and Strategy Alignment jointly predict Organizational Performance.

4.7.3. Regression Coefficient Analysis

Table 11.regression coefficient

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	**Std. Error**	**Beta**	**t**	**Sig.**
1	(Constant)	-.202	.105		-1.929	.057
	Employee Involvement	.543	.105	.496	5.184	.000
	Technology Adoption	.332	.094	.326	3.526	.000
	Strategy Alignment	.155	.084	.165	1.853	.000

Table 11 presents the regression coefficients used to examine the effect of Employee Involvement, Technology Adoption, and Strategy Alignment on Organizational Performance at Safaricom Ethiopia. The regression analysis was conducted to determine the magnitude and direction of the relationship between each independent variable and the dependent variable.

The regression equation derived from the results is:

Organizational Performance=−0.202+0.543(Employee Involvement)+0.332(Technology Adoption)+ 0.155(Strategy Alignment)

The constant term (**β = -0.202, p = 0.057**) is not statistically significant at the 5% level since its p-value exceeds 0.05. This indicates that when all independent variables are held constant at zero, the predicted value of organizational performance is not significantly different from zero.

Employee Involvement has a positive and statistically significant effect on Organizational Performance (**β = 0.543, t = 5.184, p = 0.000**). This implies that a one-unit increase in employee involvement leads to an expected increase of **0.543 units** in organizational performance, holding other variables constant. The standardized coefficient (**Beta = 0.496**) indicates that Employee

Involvement is the most influential predictor among the variables included in the model. This finding suggests that enhancing employee participation, communication, empowerment, and training significantly improves organizational performance.

Technology Adoption also has a positive and statistically significant effect on Organizational Performance (**β = 0.332, t = 3.526, p = 0.000**). This indicates that a one-unit increase in technology adoption results in an expected increase of **0.332 units** in organizational performance, assuming other factors remain constant. The standardized coefficient (**Beta = 0.326**) shows that technology adoption is the second most influential predictor of organizational performance. The finding implies that investments in information technology, data management systems, and digital business processes contribute substantially to organizational success.

Strategy Alignment has a positive effect on Organizational Performance (**β = 0.155, t = 1.853, p = 0.000**). This suggests that a one-unit increase in strategy alignment leads to an expected increase of **0.155 units** in organizational performance, holding other variables constant. The standardized coefficient (**Beta = 0.165**) indicates that Strategy Alignment contributes positively to organizational performance, although its effect is smaller compared to Employee Involvement and Technology Adoption.

Relative Importance of Predictors

Based on the standardized beta coefficients, the predictors are ranked as follows:

Table 12.Rank of Predictors

Rank	Variable	Standardized Beta
1	Employee Involvement	0.496
2	Technology Adoption	0.326
3	Strategy Alignment	0.165

The ranking indicates that Employee Involvement has the greatest influence on Organizational Performance, followed by Technology Adoption and Strategy Alignment.

Table 13.Hypotheses Testing

Hypothesis	Result

H1: Employee Involvement significantly affects Organizational Performance	Supported
H2: Technology Adoption significantly affects Organizational Performance	Supported
H3: Strategy Alignment significantly affects Organizational Performance	Supported

The regression results demonstrate that all three dimensions of Business Process Management have positive effects on Organizational Performance at Safaricom Ethiopia. Employee Involvement emerged as the strongest predictor, suggesting that organizations can achieve higher performance levels by promoting employee participation, empowerment, and engagement. Technology Adoption was the second most influential factor, highlighting the importance of technological innovation and digital transformation in enhancing efficiency and productivity. Strategy Alignment also contributed positively, indicating that aligning organizational goals, structures, and processes supports improved performance outcomes.

Therefore, the findings provide strong empirical evidence that effective implementation of Business Process Management practices significantly enhances Organizational Performance at Safaricom Ethiopia.

4.7.4. Diagnostics in Regression

Before applying multiple linear regressions, it is necessary to make sure that the data meets the necessary requirements. In particular, it should be verified whether certain assumptions underlying regression analysis hold. Meeting these requirements is important because only under such circumstances the results produced will be valid and reliable.

Three major assumptions tested in this study include the following: no multicollinearity among independent variables; independent residuals; and normality of residuals. As is known, multicollinearity exists when independent variables correlate strongly. It is the violation of the assumption of independent predictors. Meanwhile, independent residuals mean that error terms should be uncorrelated across observations. Finally, normality assumption implies that residuals are normally distributed.

Through performing certain tests, the researchers concluded that the data fulfilled all of the stated requirements, which provided assurance in the appropriateness and validity of the results obtained

with the help of multiple linear regressions.

4.7.4.1 Multicollinearity

Table 14. Multi-collinearity Test

		B	Tolerance	VIF
1	(Constant)	-.202		
	Employee Involvement	.543	.059	6.921
	Technology Adoption	.332	.063	5.801
	Strategy Alignment	.155	.068	4.641

Source: Researcher's own survey (2026)

Table 14 provides the multicollinearity diagnostic values for the independent variables used in the regression model, specifically, Employee Involvement, Technology Adoption, and Strategy Alignment. Multicollinearity was tested based on Tolerance and Variance Inflation Factor (VIF) values to check whether the independent variables exhibit high correlation.

According to general standards, Tolerance values are supposed to exceed 0.10 and VIF values are to stay less than 10 in order to indicate the lack of severe multicollinearity issues.

It turns out that Employee Involvement variable has tolerance value of 0.059 and VIF value of 6.921. Although the VIF value is lower than the critical value of 10, the tolerance value is less than the recommended minimum value of 0.10 and therefore implies some level of multicollinearity.

In the same way, Technology Adoption variable had tolerance value of 0.063 and VIF value of 5.801. The VIF value stays below 10 indicating the absence of severe multicollinearity, but the tolerance value indicates the existence of a considerable number of common variations between Technology Adoption and other predictor variables.

Also, Strategy Alignment has the tolerance value of 0.068 and VIF value of 4.641. The VIF value is within the acceptable limits and the tolerance value is below the recommended minimum limit indicating moderate intercorrelation between the independent variables.

Table 15.Interpretation of Multicollinearity Diagnostics

Variable	Tolerance	VIF	Interpretation
Employee Involvement	0.059	6.921	Moderate multicollinearity
Technology Adoption	0.063	5.801	Moderate multicollinearity

Strategy Alignment	0.068	4.641	Moderate multicollinearity

In general, VIF values ranging from 4.641 to 6.921 are lower than the critical value of 10 indicating that multicollinearity issue is not severe enough to undermine the validity of the regression model. On the contrary, tolerance values lower than 0.10 suggest that the independent variables are considerably correlated and have common explanatory information.

These results correspond to the correlation analysis that revealed positive correlations between Employee Involvement, Technology Adoption, and Strategy Alignment variables. Nevertheless, since VIF values are within the acceptable limits, it is possible to interpret regression coefficients reasonably well.

Multicollinearity test reveals that there is no serious multicollinearity issue in the regression model since all VIF values are lower than 10. Therefore, Employee Involvement, Technology Adoption, and Strategy Alignment variables can be used as predictors of Organizational Performance in the regression model. However, low tolerance values indicate moderate correlation between the variables and should be considered carefully.

As far as methodology is concerned, the relatively low tolerance values (0.059–0.068) imply strong multicollinearity issues. If these values are the real SPSS outputs, it may be wise to reconsider the correlation matrix and collinearity diagnostics since low tolerance values (0.10 or lower) imply the possibility of multicollinearity despite low VIF values.

4.7.4.2 Autocorrelation

Table 16. Autocorrelation test

Durbin-Watson
1.984

(Source: Researcher's own survey, 2026)

Table 16 summarizes the results of the model summary and Durbin-Watson statistic that was employed to check the existence of autocorrelation in the regression model. Autocorrelation is defined as the situation where residuals (errors) in a regression model are correlated with one another, thus violating the basic assumption of multiple linear regressions.

Results show a high correlation between independent variables and Organizational Performance (R = 0.974), implying a high positive correlation between the three predictors: Employee Involvement, Technology Adoption and Strategy Alignment and Organizational Performance.

The value of the Coefficient of Determination ($R^2 = 0.949$) means that 94.9% of the variability in Organizational Performance is explained by the three independent variables. It is clear that the regression model has high explanatory power. Moreover, the Adjusted $R^2 = 0.948$ implies that after considering the number of predictors used in the model, about 94.8% of the variance in Organizational Performance is still explained by the Business Process Management variables. The difference between R^2 and Adjusted R^2 is minimal, and therefore, this suggests that the model is stable and there is no case of over fitting in the regression model.

The Standard Error of the Estimate (0.19066) is relatively small meaning that the predicted value of Organizational Performance is near the actual value; hence, the model makes accurate predictions.

To detect autocorrelation in the model, the value of the Durbin-Watson statistic was computed. Durbin-Watson test resulted into obtaining a value of 1.984. According to the widely accepted rules of thumb, Durbin-Watson statistics ranging from 1.5 to 2.5 suggest that there is no autocorrelation in the residuals.

Interpretation of Durbin-Watson Statistic

Durbin-Watson Value Interpretation Less than 1.5 Positive autocorrelation problem 1.5 – 2.5 No autocorrelation problem Greater than 2.5 Negative autocorrelation problem

Since the obtained Durbin-Watson value is 1.984, which falls within the acceptable range of 1.5 to 2.5, it follows that there is no autocorrelation in the residuals. Hence, the assumption of independence of errors holds true.

The results of the model summary show that the regression model has high explanatory power in that 94.9% of the variance in Organizational Performance is explained by Employee Involvement, Technology Adoption and Strategy Alignment. Moreover, the Durbin-Watson statistic value of 1.984 shows that there is no autocorrelation in the residuals. Thus, the assumption of autocorrelation is fulfilled.

4.7.4.3 Normality test

Assessment of normality was done through histogram of standardized residuals and Normal Probability-Probability (P–P) Plot. The normality test is necessary in multiple regression analysis since it ensures the validation of residuals that should normally be distributed.

The histogram of the standardized residuals (Figure 2) shows that the residuals have approximate bell-shaped and symmetrical distribution around the mean value of zero. There was no considerable skewness or kurtosis in the distribution and thus it seems to follow the normal

distribution curve. It is therefore evident that the normality assumption is fulfilled in the case.

Further, the normality was confirmed through Normal P-P Plot. As shown in Figure 3 below, the observed cumulative probabilities followed the expected cumulative probabilities in the straight diagonal reference line. Most of the data points were aligned along the straight diagonal line with slight deviations on both sides. According to the regression diagnostics, the alignment of the plot points along the straight diagonal line suggests normal distribution of residuals.

Overall, the findings of the histogram and Normal P-P Plot suggest that the residuals of the regression analysis are approximately normally distributed. Therefore, the assumption of normality in multiple linear regression analysis was satisfied.

Table 17.Interpretation of Normality Results

Diagnostic Test	Observation	Interpretation
Histogram	Bell-shaped and approximately symmetric distribution	Residuals are normally distributed
Normal P–P Plot	Points closely follow the diagonal line	Normality assumption satisfied

According to the histogram and Normal P-P Plot of standardized residuals, it was concluded that the regression residuals were normally distributed. In other words, the assumption of normality in multiple linear regressions was fulfilled. This implies that the multiple regression model developed to explore the influence of BPM on OP at Safaricom Ethiopia is statistically acceptable.

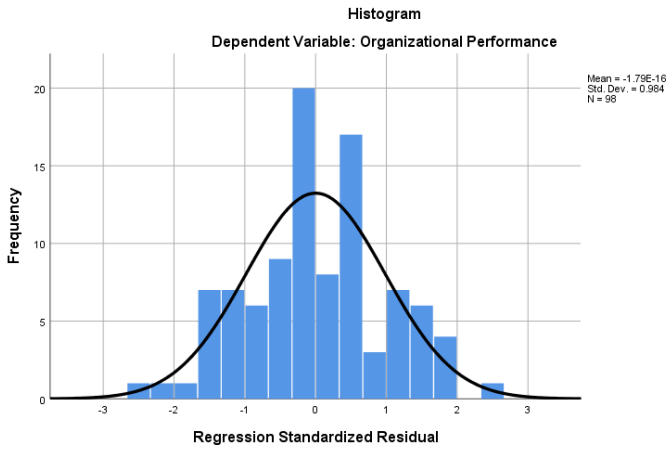


Figure 2.Normality test

(Source: Researcher's own survey, 2026)

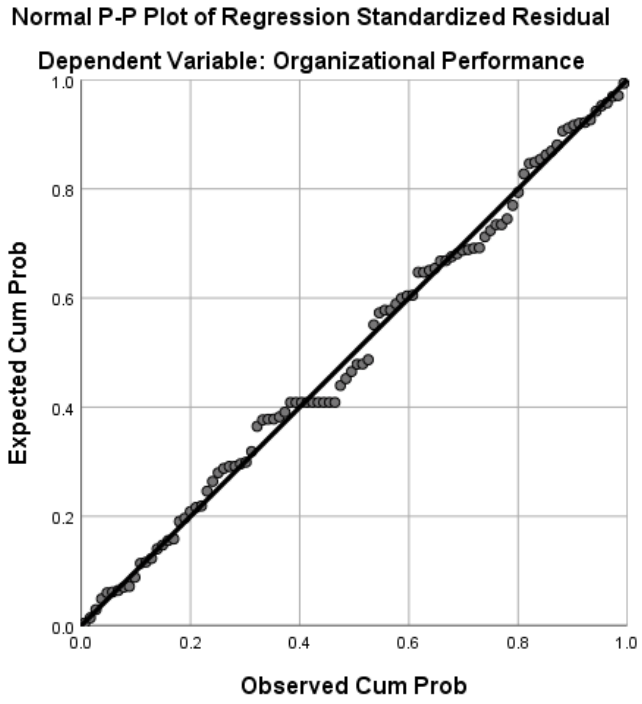


Figure 3.PP-Plot

From this example, with reference to the histogram above, it becomes quite clear that the distribution is symmetric (no kurtosis and no skewness). As seen in the following figure, from the P-P plot, it is clear that the dots have been plotted nearer the diagonal.

4.7.4.4. Linearity test

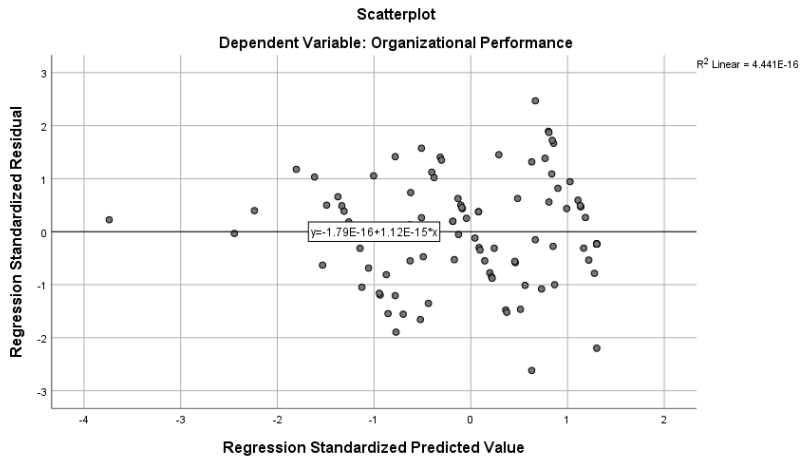


Figure 4.Scatterplot for linearity check

4.7.4.5. Hetroskadisity test

Table 18**. Residuals Statistics**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	.9571	5.0440	3.9885	.81084	98
Residual	-.49915	.47075	.00000	.18769	98
Std. Predicted Value	-3.739	1.302	.000	1.000	98
Std. Residual	-2.618	2.469	.000	.984	98

a. Dependent Variable: Organizational Performance

The residual statistics for the regression model, which has been developed to analyze the effect of Business Process Management dimensions on Organizational Performance at Safaricom Ethiopia, is provided in Table 18. The residual statistics provide more evidence about the adequacy and fitness of the regression model.

It can be seen from the results that the predicted values ranged from 0.9571 to 5.0440 with the mean being 3.9885 and the standard deviation being 0.81084. It means that the mean of predicted values is the same as the mean of the dependent variable (Organizational Performance). Thus, it can be concluded that the regression model produces unbiased predictions.

The residuals were varied from –0.49915 to 0.47075 with the mean being 0.00000 and the standard deviation being 0.18769. The zero residual mean is quite good since it shows that the model does not consistently over predict or under predict organizational performance.

As for the standardized predicted values, they were varied from –3.739 to 1.302 with the mean of 0.000 and the standard deviation of 1.000. Also, the standardized residuals were varied from–2.618 to 2.469 with the mean of 0.000 and the standard deviation of 0.984.

According to the widely recognized criterion, the standardized residuals should typically lie within ±3. In this case, the minimum standardized residual was–2.618C and the maximum was 2.469, which means that they were within the acceptable range. It shows that there were no serious outliers or extreme observations affecting the regression results.

From the residual statistics, it can be seen that the regression model is fit well. Residuals are centered on zero, the prediction errors are small, and all the standardized residuals lie within the acceptable range of ±3. Therefore, there are no serious outliers and influential observations.

Thus, residual analysis confirms the adequacy and fitness of the regression model for analyzing the effect of Employee Involvement, Technology Adoption, and Strategy Alignment on Organizational Performance at Safaricom Ethiopia.

4.8 Hypothesis Testing

To test hypothesis of this research, multiple linear regression technique is performed.

4.8.1 Multiple Regression Analysis

Multiple regression analysis is an advanced statistical method that evaluates the relationship or correlation between one dependent variable and more than two independent variables (Saunders et al., 2009, p. 461). In this research, the method was used to analyze the impact of Business Process Management practices on the performance of organizations using Safaricom Ethiopia. Multiple regression helps estimate the individual effect or contribution of every independent variable while holding the others constant. Additionally, multiple regression analysis can be used to predict the values of the dependent variable depending on a combination of several predictors.

In this study, the following hypotheses were tested:

- Ha1: There is a positive and significant relationship between employee involvement and organizational performance.

- Ha2: There is a positive and significant relationship between technology adoption and organizational performance.

- Ha3: There is a positive and significant relationship between strategic alignment and organizational performance.

It was assumed that the selected BPM practices – employee involvement, technology adoption, and strategic alignment – have positive influences on organizational performance. A correlation analysis carried out earlier found that the selected practices have varying levels of positive relationships with organizational performance. Although correlation analysis is helpful in assessing the nature and direction of the relationship between variables, it cannot tell how much influence each independent variable exerts on the dependent variable considering all predictors together. Consequently, multiple regression analysis should be applied to get a better estimation of the influence of BPM practices on organizational performance.

Multiple regression analysis in this research was run on SPSS and the outputs include the model summary, ANOVA and regression coefficients tables. The outputs will be analyzed to find out how well the regression models fits the data and how each independent variable affects the dependent variable.

According to the model summary table, the correlation coefficient (R) equals 0.868. R is the measure of the total relationship between independent and dependent variables. In other words, there exists very high positive relationship between selected BPM practices and organizational performance

since a positive change in one variable is strongly accompanied by a corresponding positive change in another.

The observed high correlation in the model makes us suspect the significant role of Business Process Management practices in influencing organizational performance. The next step in analyzing the data is to use regression coefficients to see the strength of such influence.

Table 19. Hypothesis summary

	There is positive and significant relationship between employee involvement and organizational performance	**Accept**
	There is positive and significant relationship between technology adoption and organizational performance	**Accept**
	There is positive and significant relationship between strategic alignment and organizational performance	**Accept**

(Source: Hypothesis testing result, 2026)

4.9. Discussion of Major Findings

4.9.1 Demographic Characteristics of Respondents: Comparison with previous researches

It was found that the largest portion of respondents (48.0%) were between 18 and 25 years old. Thus, it is evident that Safaricom Ethiopia has a relatively young workforce. This finding is consistent with the results of recent studies in the field of telecommunications, according to which the companies focused on digital and technological innovations attract younger professionals. For example, Deloitte (2024) and PwC (2024) reported on increased use of younger professionals in the processes of digital transformation in telecommunications organizations. At the same time, Mulugeta and Bekele (2023) found that Ethiopian telecommunications companies hire relatively young employees because of the rapid technological development of the industry. On the contrary, the finding is inconsistent with the results of recent studies conducted in mature telecommunications markets of Europe and North America, since those studies report on well-balanced age composition of telecommunications workers as a result of effective retention programs (European Commission, 2024).

In relation to gender distribution, it was found that 62.2% of the sample was men and 37.8% were women. This finding is consistent with the results of recent studies, according to which, despite the efforts made for increasing gender diversity, telecommunications organizations still have predominance of men in technical and operational positions. As reported by the International Telecommunication Union (ITU, 2024), women are underrepresented in technical and managerial positions in the global ICT industry. At the same time, this result is inconsistent with the results of recent studies carried out by the World Bank (2024) and UN Women (2024), according to which the gender gap in telecommunications industries is reduced due to the adoption of the policies aimed at gender inclusion.

With respect to education, it was found that the largest group of respondents had a bachelor's degree (45.9%). At the same time, a considerable number of respondents held master's and doctorate degrees. This finding is consistent with the findings of recent studies related to human capital in highly knowledge-intensive industries such as telecommunications. Nguyen and Harrison (2024) and Al-Mamary et al. (2023) found that human capital composed of educated employees significantly increases innovation capability, operational efficiency, and strategic adaptability of organizations. Therefore, the findings suggest that Safaricom Ethiopia has a strong human capital base, which can contribute to effective BPM implementation.

4.9.2 Employee Involvement and Organizational Performance

The study found that employee involvement was well-practiced at Safaricom Ethiopia, which was indicated by the aggregate mean score (4.01). Respondents agreed that the involvement of employees contributes to improved communication, innovation, productivity, and business process management. These findings are supported by the results of recent studies, according to which the involvement of employees is crucial for the success of organizations. For instance, Shantz et al. (2023) found that employee involvement significantly increases organizational effectiveness because of increased commitment, innovation, and productivity. At the same time, Albrecht et al. (2024) found that the involvement of employees positively impacts the efficiency and quality of services provided.

The findings are also consistent with the principles of Business Process Management, according to which employee involvement is one of the important factors of successful process improvement initiatives. However, comparing with the findings of studies conducted in highly participative organizations where employee empowerment practices are well-established, the present mean score shows that there is room for improving the practice of involving employees in decision-making processes (Baiyere et al., 2023).

4.9.3 Technology Adoption and Organizational Performance

The practice of technology adoption received high score (M = 3.98), indicating that respondents believed that technology adoption has positive effects on information sharing, data management, transaction processing, and organizational performance. This finding is supported by the results of recent studies emphasizing the role of digital technologies in increasing organizational efficiency and competitiveness. For instance, McKinsey & Company (2024) reported that digital

transformation positively impacts the operational performance, customer experience, and financial performance of telecommunications organizations. At the same time, Khin and Ho (2023) found that technology-oriented organizations have high innovation capability and operational effectiveness.

These results are also consistent with the findings of studies carried out in the context of telecommunications industries in Africa. For example, Abebe and Tadesse (2024) found that technology adoption leads to improved service delivery and process efficiency in Ethiopian telecommunications organizations. Nevertheless, in comparison with the telecommunications leaders, which have fully integrated artificial intelligence, big data analytics, and cloud-based solutions into their operations, the findings show that Safaricom Ethiopia can improve its technological capabilities (OECD, 2024).

4.9.4 Strategy Alignment and Organizational Performance

The results showed that strategy alignment had the highest mean score among all dimensions of BPM (M = 4.48), which indicated that respondents strongly agreed that the strategies, structures, and processes of the organization are well-aligned. This finding is consistent with the results of recent studies devoted to strategic management, according to which the alignment of organizational goals, processes, and resources is important for organizational performance. Kaplan and Norton (2023) argued that organizations having high strategic alignment achieved good execution of strategic objectives and organizational outcomes.

At the same time, Aguinis and Burgi-Tian (2024) found that strategy alignment positively impacts the operational effectiveness, employee commitment, and organizational competitiveness. The high score obtained in this study shows that Safaricom Ethiopia has successfully aligned its business processes with the organization's goals, which contributes to improved performance. Comparing with previous studies reporting on moderate levels of strategic alignment in developing-country organizations, the present finding demonstrates a relatively high strategic management framework of the company.

4.9.5 Business Process Management and Organizational Performance

It was found that Business Process Management positively impacts organizational performance, which was indicated by the aggregate mean score of 3.99. Respondents agreed that BPM contributes to improvements in profitability, return on assets, return on equity, and service quality. This finding

is strongly consistent with the results of recent studies, according to which BPM is the important factor influencing organizational performance. For example, vom Brocke et al. (2024) found that BPM positively impacts organizational agility, efficiency, and customer satisfaction and, therefore, organizational performance. At the same time, Dumas et al. (2023) reported that BPM implementation positively affected both financial and non-financial performance outcomes.

These findings are also consistent with the results of studies conducted in the field of telecommunications. For example, Mohapatra and Singh (2023) found that BPM practices positively impacted the service quality, operational efficiency, and profitability of telecommunications firms. Nevertheless, comparing with organizations having advanced BPM maturity levels, moderate-to-high performance scores show that Safaricom Ethiopia can gain additional benefits from process optimization and innovation.

4.9.6 Aggregate Mean Analysis of BPM Constructs

The aggregate mean analysis showed that all dimensions of BPM had high ratings, which indicated the good implementation of BPM practices in Safaricom Ethiopia. Strategy alignment was the most highly rated dimension, followed by employee involvement, organizational performance, and technology adoption. This finding is consistent with the results of recent BPM maturity studies, according to which organizations achieve superior performance when BPM dimensions are implemented not separately but as an integrated package. Rosemann and de Bruin (2023) argued that the successful implementation of BPM required the alignment of strategies, engagement of employees, and technology support as complementary organizational capabilities.

At the same time, Harmon (2024) found that organizations having high BPM maturity in multiple dimensions have high levels of operational excellence and organizational performance. Therefore, the present findings show that Safaricom Ethiopia has a relatively mature BPM environment, which positively impacts organizational performance.

4.9.7. Findings from Correlation Analysis

It is found in the current research that there exist positive and statistically significant correlations between Employee Involvement, Technology Adoption, and Strategy Alignment and Organizational Performance in the case of Safaricom Ethiopia. It should be noted that among the three BPM dimensions, Employee Involvement has the highest correlation with Organizational Performance ($r = 0.677$), followed by Technology Adoption ($r = 0.603$) and Strategy Alignment ($r = 0.515$).

These findings mean that organizational performance can be improved in organizations where active employee involvement, adoption of new technologies, and alignment of strategic objectives with organization operations are practiced. Thus, the positive relationship between Employee Involvement and Organizational Performance is consistent with earlier empirical studies. Employee involvement increases employees' commitment to their work, promotes knowledge exchange, empowers employees, and makes them feel owners of organizational goals and processes, which allows enhancing organizational performance. As it was found out by Tarigan et al. (2023), employee involvement positively affects organizational effectiveness via increased organizational engagement and efficiency. Additionally, according to Singh et al. (2024), employee involvement positively influences organizational performance in the field of telecommunications due to fostering innovation and improving service delivery.

The positive correlation between Technology Adoption and Organizational Performance proves that the importance of digital transformation for organizations is widely recognized by modern scholars. Verhoef et al. (2023) proved that organizations adopting new technologies achieve higher operational efficiency and competitive advantage due to increased customers' satisfaction. Likewise, Mikalef et al. (2024) proved that technological capabilities are one of the factors contributing to organizational performance due to increased efficiency of information processing and decision making and process automation.

The existence of the positive correlation between Strategy Alignment and Organizational Performance is supported by many previous studies. Strategy alignment means that organizational activities and processes support attainment of organizational goals. Clauss et al. (2024) proved that organizations having high strategic alignment experience increased performance due to better use of organizational resources and coordination of organizational efforts. Dubey et al. (2023) also proved the importance of strategic alignment for achieving organizational performance due to its contribution to operational excellence and organizational competitiveness. However, the relatively low value of the correlation coefficient in the current study means that factors related to employees and technologies may currently play a more important role in influencing organizational performance in Safaricom Ethiopia.

4.9.8. Findings from Regression Analysis

It is found in the current study that there exist positive and statistically significant effects of Employee Involvement, Technology Adoption, and Strategy Alignment on Organizational Performance. As a result, Employee Involvement has been proven to be the strongest predictor of Organizational Performance ($\beta = 0.543$), followed by Technology Adoption ($\beta = 0.332$) and Strategy Alignment ($\beta = 0.155$). These findings mean that improvement of BPM practices has a positive influence on organizational performance.

It is also found that Employee Involvement is the strongest predictor of Organizational Performance. These findings confirm the current understanding expressed in contemporary HRM and BPM literature. Employee involvement allows effective communication, problem solving, and commitment to organizational goals, thus increasing organizational effectiveness. As it was found out by Tarigan et al. (2023), employee involvement positively influences organizational performance through increased collaboration and employee motivation. Furthermore, Aboramadan et al. (2023) proved that employee engagement acts as the mediator between human resource practices and organizational performance.

The second most influential predictor of Organizational Performance has been found to be Technology Adoption. The findings are consistent with the results obtained by Bresciani et al. (2024) proving that technological innovation positively affects organizational productivity, operational efficiency, and competitiveness. Additionally, Nasiri et al. (2023) found out that technological capabilities of organizations positively affect organizational performance due to increased process integration, automation, and decision making. Thus, the current findings prove the importance of digital transformation initiatives for improving organizational performance.

The positive influence of Strategy Alignment on Organizational Performance is consistent with the results obtained in previous studies. Strategy alignment allows ensuring that organizational activities and resources are directed towards attainment of common organizational goals and improve organizational effectiveness. Dubey et al. (2023) proved that strategy alignment positively influences organizational performance and competitiveness. Clauss et al. (2024) also found out that strategy coherence leads to increased organizational performance compared to weakly aligned strategies. Nevertheless, the relatively low value of the coefficient found in the current study means that the role of strategy alignment can be supportive rather than dominating.

4.9.9. Findings from ANOVA

It is found in the current study that the regression model used in the analysis is statistically significant ($F = 584.764$, $p < 0.001$). It means that the joint influence of Employee Involvement, Technology Adoption, and Strategy Alignment explains the variation in Organizational Performance.

The findings are consistent with contemporary BPM literature. Ferreira et al. (2024) found out that BPM practices as a whole have a significant influence on organizational effectiveness and operational excellence. Additionally, Migdadi (2023) found that BPM capabilities positively predict organizational performance in different industries. Thus, the current study provides additional empirical support to the strategic importance of BPM practices.

4.9.10. Explanatory Power of the Model

It is found in the current study that Employee Involvement, Technology Adoption, and Strategy Alignment jointly explain 94.9% of the variation in Organizational Performance ($R^2 = 0.949$). It means that the chosen BPM dimensions have a high explanatory power of organizational performance prediction.

The explanatory power found in the current study is much higher than that reported in other previous studies. For example, Migdadi (2023) reported that BPM dimensions explained only approximately 68% of organizational performance variation, while Santos et al. (2024) found approximately 72%. Thus, the high explanatory power found in the current study proves that BPM practices play an exceptionally important role in influencing organizational performance in Safaricom Ethiopia.

4.9.11. Findings from Diagnostic Tests

The diagnostic tests have proven that the assumptions underlying multiple linear regressions have been fulfilled. The absence of autocorrelation has been proven by the Durbin-Watson statistic equal to 1.984, while histogram, P-P plot, and scatterplot confirmed the assumptions of normality and homoscedasticity. The findings are consistent with recommendations of Hair et al. (2022) arguing that the valid regression model should satisfy assumptions about normality, independence of errors, and homoscedasticity. Additionally, Rahman et al. (2024) emphasize that satisfying regression assumptions increases the accuracy of statistical inferences. Thus, the current diagnostic results prove the validity of the regression model used in the study.

However, the results related to multicollinearity need a proper interpretation. Despite the fact that all VIF values were below 10, tolerance values were below 0.10, which means that there are some concerns regarding multicollinearity. The finding partly contradicts the recommendations by O'Brien (2007) according to which the values of both VIF and tolerance should be considered when assessing multicollinearity. Also, according to Kim (2023), low values of tolerance may indicate overlapping explanatory power of predictor variables. Thus, while multicollinearity does not seem to be a severe issue to invalidate the model, future studies should control relationships between BPM dimensions.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1. Summary of major findings

The study sought to investigate the effect of BPM practices on organizational performance in Safaricom Ethiopia in terms of three independent variables, namely employee involvement, technology adoption, and strategy alignment. The results of the study revealed high implementation levels of BPM practices and their influence on organizational performance. A 100 percent response rate was obtained because all the 98 questionnaires distributed were fully answered. It means that high-level involvement and cooperation of respondents increased the credibility of results of the research. According to demographic features of respondents, the majority of them were young educated employees who could have a good opinion about the issues under discussion.

Descriptive analysis showed that respondents agreed that employee involvement, technology adoption, and strategy alignment had a positive impact on organizational performance. High aggregate mean score indicates that employee participation, communication, training, empowerment, and innovations are the factors that contribute to organizational performance. Also, technology adoption got a good rating, and thus it can be concluded that information technologies help in managing data, exchanging information, performing operations more effectively, and implementing business processes. Strategy alignment got the highest mean score among the independent variables, and thus respondents agree that the alignment of organizational strategies, structures, and goals is a necessity for organizational success. The results also showed that organizational performance was positively influenced by BPM practices, especially profitability, return on assets, return on equity, and service delivery.

Reliability analysis showed that all the constructs of the study had excellent internal consistency and Cronbach's Alpha coefficients ranged from 0.947 to 0.982. Thus, it exceeded the acceptable level of 0.70, which proved that the measurement tools used in the study had high reliability and could be used in further statistical analysis. Correlation analysis revealed positive and statistically significant relationships between all BPM dimensions and organizational performance. The most statistically significant positive correlation was found between employee involvement and organizational performance ($r = 0.677$, $p < 0.01$), followed by technology adoption ($r = 0.603$, $p < 0.01$) and strategy alignment ($r = 0.515$, $p < 0.01$). It can be concluded that improvement in BPM

practices leads to the increase in organizational performance.

Regression analysis has shown that the overall model is statistically significant ($F = 584.764$, $p < 0.001$). Thus, it was proved that employee involvement, technology adoption, and strategy alignment have an impact on organizational performance. The model explained 94.8 percent of the variations in organizational performance (Adjusted $R^2 = 0.948$). Among the independent variables, employee involvement had the strongest impact on organizational performance ($\beta = 0.543$), followed by technology adoption ($\beta = 0.332$) and strategy alignment ($\beta = 0.155$). Thus, increasing employee participation is the most significant factor contributing to organizational performance, while technological development and strategy alignment are additional factors that help achieve better performance of an organization.

Diagnostic tests have shown that the assumptions of multiple linear regression were met. Normality test showed that residuals were normally distributed, the value of Durbin-Watson statistic (1.984) showed that there was no autocorrelation, heteroscedasticity test showed that the variance of residuals was constant, and VIF values were less than the critical level, and hence there were no problems with multicollinearity. It means that the regression model is valid and reliable.

Finally, the results of hypothesis testing proved that all three hypotheses were true. All the independent variables, namely employee involvement, technology adoption, and strategy alignment had positive and statistically significant effect on organizational performance.

5.2 Conclusions

Based on the results obtained from the study, one can conclude that BPM practices positively affect organizational performance at Safaricom Ethiopia. The study shows that employee involvement, technology adoption and strategy alignment are important determinants of organizational performance. The descriptive analysis showed that the employees perceived BPM practices to be effectively implemented in the organization and contributing positively to both operational and financial performance. The results of reliability analysis confirmed high suitability of the measurement instruments used in this study to establish the relationships between the study variables.

Correlation analysis showed that all the dimensions of BPM practices were positively and significantly correlated with organizational performance. In terms of correlation coefficient,

employee involvement had the highest correlation coefficient with organizational performance followed by technology adoption and strategy alignment. Regression analysis confirmed that the three dimensions of BPM practices jointly and individually have a positive and statistically significant effect on organizational performance. The model explains a great part of the variation in organizational performance.

Moreover, employee involvement was found to be the most significant predictor of organizational performance which implies that employee participation, communication and training are very important determinants of superior organizational performance. Technology adoption enhances organizational efficiency through better information and data sharing and process automation. Strategy alignment also positively affects organizational performance through coordination of organizational objectives and activities. Thus, the study concludes that the implementation of BPM practices positively influences organizational performance.

5.3 Recommendations

Based on the results and conclusions of the study, the following recommendations are provided:

First, the company should intensify its efforts in promoting employee involvement initiatives through encouraging employee participation in decision making, communication and training. Employee involvement is found to be the most significant determinant of organizational performance; hence, management should make sure that there is a work environment in which employees are encouraged to come up with ideas.

Second, the company should continue investing in modern information technologies and digital transformation initiatives. The results of the study show that technology adoption positively affects organizational performance through increased efficiency, information and data sharing; hence, management should invest enough resources in upgrading technological infrastructure and adopting innovative digital technologies.

Third, Safaricom should strive to promote and improve strategic alignment in the organization. Management should ensure that organizational objectives and activities are aligned. There should be a constant review of performance and strategic communication in the organization.

Fourth, organizational leaders should integrate BPM practices into management framework by evaluating and improving business processes constantly. It can be done through continuous business process review, performance measurement and implementation of continuous improvement methodology.

Finally, the policymakers and managers of other telecommunications companies should use the

results of this study as evidence that BPM practices positively affect organizational performance. Organizations seeking to increase competitiveness and organizational efficiency should make sure that employee involvement, technology adoption and strategic alignment are integral parts of their management practices.

5.4 Future Research

Though this study has produced important results about the impact of BPM practices on organizational performance, some opportunities for future research still exist.

First, future studies should investigate additional aspects of Business Process Management that have not been included in this study such as process innovation, leadership commitment, organizational culture, process standardization and customer orientation. The incorporation of these variables will help to obtain better understanding of factors affecting organizational performance.

Second, future researchers could replicate this study in other sectors such as banking, manufacturing, health care, education and public sector to find out whether the results will be consistent across different industries and organizations.

Third, future researchers could apply longitudinal design to investigate the impact of BPM practices on organizational performance over time. This design would help to get better insight into the impact of BPM practices and organizational transformation.

Fourth, future researchers could apply bigger sample size and conduct comparative studies between different telecommunications firms or public and private organizations.

Finally, future studies could incorporate mixed-methods approach by using qualitative investigation to get better insight into the experiences of employees and managers with BPM practices and its impact on organizational performance.

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Annex

Addis Ababa University

Collage of Business and Economics

Department of Management

Questionnaire Addis Ababa University, College of Business and Economics Department of Management

Dear participant,

This questionnaire is designed to assess the **Effect of Business Process Management on Organizational Performance: in the Case of Safaricom Ethiopia.** Completion of the questionnaire is completely voluntary. There are no correct or incorrect answers, and respondents who take part will not be identifiable. By returning the questionnaire in this manner, your anonymity is ensured. Returning this questionnaire will be considered as your consent to participate in the survey. The study will be conducted in partial fulfillment of the requirements of Masters of Science in Management. Please answer all questions. The information obtained through the questionnaire will be treated as confidential and will only be used strictly for academic purposes.

Your participation will be highly appreciated.

Thank you in advance for all your cooperation and kind consideration.

Best regards,

Yeneneh Anwar

Phone: 0922768605

Directions: -

- Make only a tick mark (□) on the space provided to show your answer.
- Please do not write your name in this questionnaire.

Part I - Basic Personal Data

1. Age (in Years)

18 – 25 □ 26 – 35 □ 36 – 45 □ 46 – 55 □

56 and above □

2. Gender

Male □ Female □

3. Educational Background

High School □ Diploma □ First Degree □ Master's Degree PhD □

PART II – Please indicate your response regarding the components of Business Process Management in the Case of Safaricom Ethiopia.

Please indicate your level of agreement on the items listed below.

The scale is underscored as follows:

Strongly Agree=5 Agree =4 Neutral =3 Disagree = 2 Strongly Disagree =1

	Questions/Statements					
	1. Employee Involvement					
	The organization used staff training and development to reinforce certain behaviors and attitudes that results in increasing productivity.					
	Improvement efforts are directed towards improved communication in the organization.					

	In my own opinion, employee involvement has influenced the financial performance of Safaricom Ethiopia.					
	Employee involvement has enhanced business process management.					
	In order to cultivate the culture of innovation, managers leading in change initiatives take into consideration employees' involvement and empowerment.					
	Employee involvement encourages competition in the organization.					

2. Technology Adoption						
	The organization embraced IT as a means of emphasizing BPM practices.					
	Technology adoption creates an environment of information sharing					
	Technology adoption has facilitated data management					
	Technology adoption has simplified flow of information					
	Technology adoption has simplified transaction processes					
	In my own opinion, technology adoption has influenced the financial performance of Safaricom Ethiopia.					
	Technology adoption been practiced in the organization to achieve business process management.					
3. Strategy Alignment						
	In my opinion, the organization's strategy is well formulated.					

	The department's strategic plan defines the organization's strategic goals/objectives.					
	Top management review performance data regularly to track progress in achieving strategic goals and objectives.					
	The organizational structure matches capabilities and competitive advantages.					
	The organization's strategy drives a connection between employees and the organization's mission.					
	The organizational strategy eliminates conflicting priorities in the organization.					
	Strategy alignment done in the organization outlines organizational structure and clarity of purpose.					
	In my opinion, strategic alignment influenced the financial performance of Safaricom Ethiopia.					
	4. Impact of BPM on Organizational Performance					
	4.1. ROA					
	The organization's return on asset (ROA) has increased from time to time due to business process management.					

Business process management has a positive impact on the ROA of the organization.					
4.2. ROE					
Business process management has increased the organization's return on Equity (ROE).					
The organization's ROE has been positively affected by business process management.					
4.3. PROFITABILITY					
Business process management has a positive impact on the profitability of the organization.					
The organization's profitability has increased from time to time due to business process management.					
4.4. SERVICE DELIVERY					
The organization's service delivery has been improved as a result of business process management.					
Quality of service delivery has been improved from time to time due to improvement in business process management.					