

**BUSINESS PROCESS REENGINEERING FACTORS AND EMPLOYEE
PERFORMANCE: THE CASE OF ADDIS ABABA CITY
ADMINISTRATION**

**A RESEARCH REPORT PRESENTED TO
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MBA PROGRAM

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Plagiarism declaration

The researcher hereby declares that the thesis titled “Business Process Reengineering Factors and Employee Performance: The case of Addis Ababa City Administration” is my original work. This thesis has not submitted to any degree or examination in any other educational institutions. On every occasion other sources are used or quoted they have been duly cited and acknowledged.

MOHAMMED KASSIE ABEBE

Signature _____

Date _____

Acknowledgments

I know you are always with me. Your schools of thought and patience have made me a man. I feel nice when I envision you. My families you deserve all kinds of acknowledgment a man can say with words and think about with his heart.

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Acronym

AACA	Addis Ababa City Administration
AACACBB	Addis Ababa City Administration Capacity Building Bureau
AACAHO	Addis Ababa City Administration Head Office
AACALAA	Addis Ababa City Administration Land administration Authority
<i>B</i>	Beta
BPR	Business Process Reengineering
BSC	Balanced Scorecard
CWE	Cooperative Working Environment
EDI	Electronic Data Interchange
EL	Egalitarian Leadership
F	Frequency
ICTDA	Information and Communication Technology Development Agency
IS	Information System
IT	Information technology
Sig	Level of significance
R ²	Coefficient of Determination
RTC	Resistance to Change
SFF	Success and Failure Factors
MSY	Management System
SPSS	Statistical Package for Social Science
TMC	Top Management Commitment

Abstract

The purpose of this paper is to examine the contribution and effect of BPR factors on employee performance. Egalitarian leadership, cooperative working environment, top management commitment, management system, information technology and resistance to change are major factors dealt in the process. The first five factors are catalysts for positive employee performance whereas the sixth factor is affecting employee performance negatively. Capacity building and land administration bureaus are representing Addis Ababa City Administration. Twenty five percent of employees and two managers are considered for investigation. The researcher used questionnaire, interview, secondary documents and observation. These methods are used to collect data related with BPR factors and employee performance. Data presentation, analysis and interpretation are made with the aid of regression and descriptive statistics. Moreover, qualitative data is analyzed thematically. All, but top management commitment, have had positive impact on employee performance. In terms of contribution, cooperative-working environment is followed by managements system, resistance to change, egalitarian leadership, and information system. Findings, of top management commitment and resistance to change, show contradictory views against the theory advocated by the diamond model.

Key words *Business Process Reengineering, Success and Failure Factors, Employee Performance.*

CHAPTER ONE

INTRODUCTION

1 Background of the study

As Evans and Berman (1990) reflected, customers wish to obtain quality product & service with minimum price and time. Meanwhile, many governmental organizations stick to the traditional way of producing products and rendering service. This approach breeds inefficiency and disappoints organization's stakeholders and clients.

The Addis Ababa City Administration Capacity Building Bureau (AACACBB) (2010, pp. 1) stated that by the year 2008, the government of Ethiopia promulgated a revolution against these inefficiencies. The revolution had been dubbed business process reengineering (BPR). Since then, the relationships between governmental organization and business process reengineering have been commenced.

AACACBB (2010, pp. 1) noted one of these governmental organizations that endorsed the revolution was Addis Ababa City Administration (AACAA). AACAA is engaged in rendering public service to the society. By this time, a diversified team was organized. The team was responsible for preparing and proper implementation of the BPR.

As AACACBB (2010, pp. 1) confirmed that a formal research was conducted by the team from 2009 onwards. The research continued until October 2009. By these days, the team announced the development of the reengineered design, which won their confidence. For the next three months, organizational work force began in implementing the new approach. The inauguration for implementation of the concepts and principles of BPR was formally approved in February 2010.

In their survey AACACBB (2010, pp. 4) found out that following the implementation, the reaction towards the new ideology amongst employees have not been uniform. AACACBB (2010, pp: 4) asserted that while some reacted positively, others have resisted the underlying

philosophy as well as implementation of BPR. This mixed reaction triggered the researcher to assess performance discrepancy of employees of same organization for same ideology.

2 Statement of the problem

As Hammer and Champy (1993) emphasized every line up in every organization affects the responses of their workforce performance. As AACACBB (2010, pp. 1) has been addressing for the last few years, BPR has become the principal agenda in many governmental organizations of the country (Ethiopia). For instance AACACBB (2010, pp. 1) confirmed that AACA is one of those governmental organizations that implemented this countrywide program. Vision of officials towards BPR brought about far-reaching change that may benefit all concerned stakeholders. As AACACBB (2010, pp. 4) reflected, In spite of this, the design and implementation of BPR has generated varied reaction in work force performance.

AACACBB (2010, pp. 4) indicated that the performance of employees working in AACA was not the same since BPR has been designed and implemented in the organization. The source of this employee performance variation is related with success and failure factors of BPR. The set of common beliefs valued by employees called egalitarian leadership, the nature of working environment in the organization, knowledge and extent of commitment by top management, human and social related aspects, use and availability of information technology and work force resistance are all causes for difference among employee performance.

How are all these factors (egalitarian leadership, collaborative working environment, top management commitment, supportive management, use of information technology and resistance to change) contributing to the differences among employee performance? Which of these factors have greater influence for performance deviation among employees? Moreover, knowing the impact of these factors on employee performance is the concern of this research.

3 Research questions

The research has brought answer for the following research questions. All major factors along with their indicators are addressed by the research.

- I- Does varied amount of egalitarian leadership result in varied employee performance?
- II- Does collaborative working environment have impact on performance?
- III- Does top management commitment have influence on employee performance?
- IV- How does supportive management influence employee performance?
- V- How does use of information technology influence on employee performance?
- VI- How does resistance to change effect employee performance?

4 Objective of the study

The research drive is to achieve the following general and specific objectives:

4.1 General objective

The research aimed at exploring amount of BPR success and failure factors and their contribution/effect for varied employee performance at the Addis Ababa City Administration.

4.2 Specific objectives

- To evaluate employees performance variation in response to success factors (egalitarian leadership, cooperative working environment, top management commitment, management system and information technology) of BPR
- To evaluate employees performance variation in response to failure factor (resistance to change) of BPR
- Suggesting how the organization could maintain positive employee performance and to improve performances below normal.

5 Methodology

This study examined capacity building and land administration bureau of AACA based on BPR success and failure factors and employee performance. The two bureaus are considered as representing the organization. A mixture of data collection, data measurement, data analysis, sampling, reliability and validity of data approach are employed.

5.1 Data collection

Close-ended questionnaire was predominantly used to collect data related to BPR success and failure factors and employee performance. Each major success and failure factor does have questions under them where by the researcher best described influence on employees' performance. In the process the proposed questionnaires of earlier researcher (Abdolvand, et al. 2008) and U.S. Department of the interior (2004) were reviewed, combined and used. Moreover, interview question, observation and document analysis were used to collect data linked with all variables.

5.2 Data measurement

The researcher used methods of measuring data. For instance Kothari (2009, p. 71) suggested interval scale, nominal scale, ordinal scale and ratio scale could be used in measuring data. The researcher used interval scale mainly the five-scale Likert method.

To evaluate the success factors each sub factor has a result ranges from always to never. For failure factors, the range from less to always is adopted. All sub-factors do have equal weight and value of major factors is computed by taking average value of its sub factors. The value of employee performance indicators ranges from always to never.

5.3 Data analysis

The data collected and measured were analyzed primarily with a package of SPSS (Statistical Package for Social Science) - of which package regression and descriptive analyses have been applied.

The regression analysis is used to assess the relationship and estimate between BPR factors and employee performance. All factors are regressed with employee performance. The detail analysis procedure is presented in chapter three. Qualitative data is analyzed thematically.

5.4 Sampling method

The research considered work forces of AACAA working in capacity building and land administration bureau of the city administration.

The researcher preferred capacity building and land administration bureaus to represent other bureaus incorporated under the city administration. The main reasons for this selection are the following.

- Both capacity building and land administration bureaus are large in terms of attention and focus given by the city administration.
- Both are the main spring points for any activity of bureaus included under the city administration.
- Capacity building officials have dual responsibilities. First, employees working for capacity building are responsible for issues of BPR on behalf of the city administration. Second, employees are responsible to consult and address BPR related issues of other bureaus. This implies employees working in capacity building need to specialize in areas of expertise of other bureaus.
- The power to control other bureaus before and after performing activities of the city administration. This power is at the hand of capacity building.
- Land administration is the most sensitive bureau of the city administration. This is because almost all activities of the city administration (which includes other bureaus too) tries to address land related activities.
- Public organizations are same in terms of the rules, regulations and other attributes.

This implies the researcher can find ambassadors of capacity building, land administration sector and the city administration at large.

AACACBB (2010) and AACALAA (2010) have 201 employees working in the stated bureaus. Of which, the researcher took 25 percent of each bureau. For this purpose, simple random sampling (the lottery system) was applied.

5.5 Reliability and Validity

The researcher used tested questionnaires. Earlier researchers Abdolvand, et al. (2008) has tested questionnaires for reliability and validity.

The researcher re-assured reliability with Cronbach's alpha coefficient. It measures the interrelationship between items in the questionnaire. A reliability of 0.70 or more is acceptable Terziovski, et al. (2003). In this research, the Cronbach's alpha is equal to 0.71(all ranked above 0.70). This analysis indicates that the scale used in the study is reliable. Meanwhile, a BPR consultant working in the capacity-building bureau checked the content of questions.

6 Scope

The researcher carried out a study at the Addis Ababa City Administration. Workforces' performance in response to success and failure factors of BPR is addressed. However, the study covers only two bureaus namely: capacity building and land administration. Of the entire workforce of the organization, the researcher has only considered employees of the stated bureaus. Managers in the stated bureau too are considered.

Dowdy, et al. (2004) identified limitations of regression analysis, adopted in this research, are the following. The regression analysis assumed change in either of independent variables demands the non-existence of change in other independent variables. It is uncertain to get this environment be real.

Next, as Dowdy, et al. (2004) confirmed the regression analysis assumes independent variables are affecting/ affected by neither of the remaining independent variables that contribute or affect the fate of the dependent variable.

7 Significance of the study

The results of this research benefit several stakeholders:

- ✓ *Employees:* employees of the organization have clearly aware BPR success and failure factors. Moreover, they recognized the extent to which this helped or affected their performance.
- ✓ *Organization:* the organization knew the real attitude that employees have towards success and failure factors of the new program, BPR. This helped in taking actions to

maintain positive performance and to improve pessimistic views that could jeopardize the attainment of organizational objectives.

- ✓ *Other researchers*: other researchers who wish to make a study on the same title, organization or both could use it as a springboard.
- ✓ *Clients and society as a whole*: they are benefited if the employees, with whom they contact, maintain or improve their required performance.

8 Organization of the paper

This paper deals with BPR factors and employee performance. First chapter deals with introduction and out lining. Second part constituted review of related literature. Part three is methodology that outlines how the data collected is analyzed and interpreted in the next chapter. Part four deals with data presentation, analysis and interpretation on success and failure factors contribution/effect on employee performance at capacity building, land administration bureau and AACA. Finally, the conclusion and recommendation part is presented.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 The Nature of BPR and Employee Performance

Tarokh, et al. (2006, pp: 350) reveal time is full of changes, transformation, and unrest where all the rich suddenly emerge and collapse. All organizations that desire sustainability need to respond for all forms of change in the environment accordingly. They need to improve their overall performance. Meanwhile organizations' performance depends on how well employees of an organization execute their responsibilities.

Chan and Speddinf (2003) and Macintosh (2003) have indicated that various techniques and tools have been tried to enhance the process. Revere (2004) demonstrated researchers and enterprises believed that rethinking and redesigning business process tend to entail dramatic and sustainable improvements in employee performance (as cited by Abdolvald, et al. (2008)).

Lindsay, et al. (2003) and Vidovic and Vuhic (2003) commented business process reengineering as a management tool, in which businesses process are examined to improve cost efficiency and service effectiveness (as cited by Abdolvald, et al. (2008)). Fadel and Tanniru (2005) and Lin, et al. (2002) gave their support, that inter-organizational relationship and significant increase in the business integration has made BPR even more important. In addition, as per latest concept of management reengineering is necessary, firstly for facilitating process across the boundaries of organizations and secondly for integrating back and front office process (as cited by Abdolvald, et al. (2008)).

Chiplunkar, et al. (2003) and Dennis, et al. (2003) witnessed being costly and time consuming, BPR is a risky operation. Various surveys and assessments reported as many as 60- 80% of BPR initiatives have been unsuccessful. Adigun and Bilela (2003) and Reijers and Mansar (2005) emphasized the risky nature of BPR has tended to detailed investigation of its critical success and failure factors (SFF) (as cited by Abdolvald, et al. (2008)).

2.2 Evolution of BPR

Marjanovic (2000) shared the fact that the contemporary business process environment in which an organization exists is becoming increasingly dynamic. The pressing needs to improve the existing business process and employee performance in an organization, results in the appearance and application of a new field named BPR.

Hammer and Champy (1990) announced the conception and birth of BPR. This is linked with the end of the 20th century. By this period, Michael Hammer along with James Champy had raised the question „what worked and why“ along with „what did not and why not“. Thrive of organizations for success was their source of questions. They discovered companies, which succeeded in changing their process using similar set of tools and tactics. They named these procedures as business reengineering. Meanwhile, Thomas Davenport had arrived at similar conclusion but dubbed it process innovation.

As Revere (2004) stated, in spite of their slight difference, both names address the concept of redesigning „how businesses perform strategic processes“. Because process was at the heart of these management philosophies the term business process reengineering was adopted.

In a similar manner, Revere (2004) explained many organizations and experts have acquired ample experience in performing BPR. Many of these experts are not in harmony on every activity necessary for performing BPR; yet, the core activities have remained stable during the continuous debate. The disagreements may be due to the unique nature of each organization. Because organizations differ, the activities necessary to apply BPR may not be alike.

2.3 Meaning of business process reengineering

Prospective scholars have been providing different meaning and interpretation for the term, BPR. Some of these definitions are related to performance, operation and organization. Of which:

“„, business process is the logical organization of people, materials, energy, equipment, and procedures into work activities designed to produce a specific end result.” “, business process is a set of structured and measured activities designed to produce a specified output for a particular customer or market: a structure for action.” Davenport (1993)

2.4 Operational definitions

Business process reengineering: as Crowe, et al. (2002) defined *BPR* is the total transformation of a business, an unconstrained reshaping of all businesses, technologies and management systems, as well as organizational structure and values, to achieve quantum leaps in performance throughout the business.

Success and failure factors: is anything/factor that could contribute or influence the performance of employees.

Employee performance: is the kind of individual behavior for fulfilling the expectations, regulations of organizations and the needs of his or her formal roles when he/ she is the member of the organization.

Addis Ababa City Administration: Addis Ababa city administration is a governmental organization. It holds of a package of bureaus regulated and working under its organizational structure. AACACBB (2010) confirmed the city administration has hold finance and economy development, trade and industry development, communications affaires, justice bureau, education, female affaire, youth and sport, tourism and culture and design and building administration development bureaus. Apart from these, the city administration has incorporated capacity building and land administration.

2.5 Principles and concepts of BPR

Hammer and Champy (1993) advised developing BPR success and failure factors and how do employees perform emanate from the principles and concepts, which BPR tries to sprint. The major principles and concepts on which scholars are in agreement are:

2.5.1 Concepts for BPR

Innovative rethinking advises creativity, inspiration and old-fashioned luck should predominantly be reflected up on which the process depends; process function as Hammer and Champy (1993) described is a collection of activities that take one or more kinds of input and creates an output that has value to the customer. Pamela, et al. (1995) wrote radical change: leads to new ideas,

technology, innovation and improvement. Organizations should recognize the need for change and learn to manage the process effectively. Finally, organizational development and performance look at the firm's level of efficiency and ways to improve its current employee performance in order to meet up standards.

2.5.2 Principles of BPR

Ezigbo (2003) listed essential elements and principles. It includes

- Rethinking the theory
- Challenging old rules and assumptions that are no longer useful
- Breaking constraints
- Use information technology to redesign new process
- Focus on customer and add value for them
- Focus on workforces' potential and apply it to identify and deliver value to customers
- Encourage training and development by building creative work environment
- Think and execute many activities horizontally, concentrate on flows and process through the organization

2.6 BPR in public bureau organizations

Hammer and Champy (1993) went further to identify public bureau organizations. Public bureau organizations are those involved in providing communal service. Reengineering has become accepted approach in the reform efforts of public organizations. Originally, it is conceived as a technique designed to introduce radical changes in employee performance, improving business operations and competitiveness.

Sometimes, as Little (1996) pointed out BPR is emerging as a stylish and forceful expression of ongoing initiatives. The purpose is to redefine administrative values and philosophies; methods and systems of government bureaucracies which have been deemed obsolete and incompatible with the demands of a difficult and complex socio-economic and political environment.

Reyes (1997), Little (1996) and Morgan (1982) pointed out the underlying challenges for public bureau organizations to adopt this concept of BPR. Some of these challenges are rise in population expectation, resource decline, turbulent conditions, themes of globalization, decentralization, governance, the information age, rise in technology and many others. Meanwhile, (Levy, 1998; Van Johnson, 1996; Staana, 1996; Boer, 1995; Bovaird and Hughes, 1995; Callender and Johnston, 1995) witnessed reengineering tools and practices have now been adopted in the outline of public bureau organizations of developed and developing countries, both at the local and national levels.

Hammer and Champy (1993) argued the achievement of BPR project fail at the shoulder of organizational work force. In turn, public bureau employees' attitude for success and failure factors of BPR determines how well or how bad that project outcome would be with employee performance.

2.7 Related works

Certo (2001) and Luthans (1997) witnessed the existence of relationship between success and failure factors with employee performance (as cited by Abdolvald, et al. (2008)). (Ginn and Barlog, 1994; McCormack, 2001; Susan and Johnson, 2003; Skrinjar, Stemberger and Hernaus, 2007) demonstrated organizational focus on BPR factors have significant impact on employee performance.

Abdolvald, et al. (2008, pp: 507) and Tennessee (1999, pp: 61) assessed the impact of workforce readiness for the success or failure of business process. They concluded that success factors guarantees success in employee performance and failure factors affects employee performance. Khera (1998, pp: 5) strongly argued that BPR factors determines how we look at a setback. To a positive thinker, attitude can be a stepping-stone for positive employee performance. To a negative thinker, it can be an obstacle.

As Guimaraes (1999) showed, factors have received higher and lower ratings. Employees' perceive BPR factors, like training and empowerment, as very important based on their personal experience. In contrast, some BPR success factors show no significant relationship with positive

employee performance. A success factors such as using resources is likely to be so general as to be useless.

In Ethiopia Polidano (1999) indicated that the commitment to reform is often criticized as inadequate, since many institutions are lacking visionary leadership, organizations are operating under poor conditions, the necessary staff in many organizations are lacking and are not consulted and motivated when they should be, and the accountability relationship between government and public service providers has not been clarified. All these have pronounced influence on the performance of employees.

Moor (2010) has emphasized BPR success and failure factors alone do not guarantee positive performance of organizations workforce. Apart from these, employees need to have qualities that the job or position actually demands. Success and failure factors may contribute or influence the success of projects like BPR but it cannot be a license to positive employee performance.

The proffered research outcomes sufficiently reflected the possible benefits of success factors and effect of failure factors to employee performance. While the variables are related, the place, organization, subjects, environment and the situation are very dissimilar and the methodology too.

This research looked into a research conducted by Crowe, et al. (2002), Guimaraes (1999), Motowani, et al. (2005) and Terziovski, et al. (2003). The research conducted by Crowe, et al. (2002) states estimated risk level of BPR efforts by investigating success and failure factors. The researcher does so by combining performances of employees working in the two bureaus of the same organization i.e. The AACAO.

2.8 Conceptual framework

Michael Porter's Diamond Model is used as a framework of this research. In his model Recklies (2001) Porter has compiled determining factors for the national, industrial or organizational competitive advantage and success.

2.8.1 Porter's diamond model description

As Recklies (2001) stated Porter has conducted an extensive comparative research and came up with why some nations/organizations succeed in some industries but fail in others. According to Recklies (2001) there are determining factors of national/organizational advantage. It suggested that the home base of an organization plays an important role on shaping the extent to which it is likely to achieve advantages on a global scale. This home base provides basic factors that support or hinder organizations from building advantages in global competition.

Recklies (2001) has distinguished determining factors of a nation for competitive advantage over other nation, industry or organization. Originally, he has identified four major determining factors, which constitute factor condition, home demand condition, related and supporting industries and firm strategy, structure and rivalry. Meanwhile each of these determining factors does have their own sub factors that may determine the level of competitive advantage, which an organization can have over others.

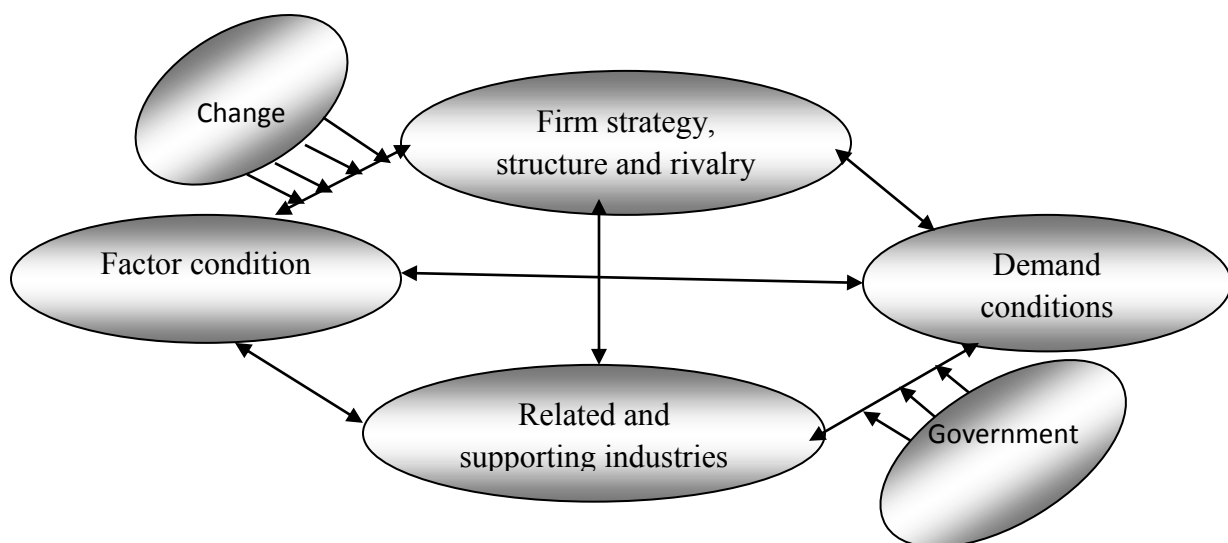


Figure 1: Successful factors of National competitiveness

Source: Recklies (2001)

Recklies (2001) is addressing human resources (qualification level, cost of labor, commitment e.t.c.), material resources (natural resources, vegetation, space e.t.c), knowledge resource, capital resource, quality of research and infrastructure are sub factors that could be considered by the first major determining factor of Michael Porter i.e. factor condition. Porter pointed out that these factors are not necessarily nature made or inherited. They may develop and change.

Secondly, as Recklies (2001) identified home demand conditions can influence the shape of a particular factor condition. They have impact on the pace and direction of innovation and product development. Porter stated that countries could achieve national advantage in an industry or market segment, if home demand tends to domestic supplies than competitors.

Recklies (2001) described Porter listed out the third factor; the existence or non-existence of internationally competitive supplying industries and supporting industries is dealt under the factor called related and supporting industries. Success full industry or organization may lead to advantages in other related or supporting industries. Competitive supplying industries reinforce innovation and internationalization in industries at later stages in the value system. Besides suppliers and related industries are important that can use and coordinate particular activities in the value chain together, or that are concerned with complementary products.

Recklies (2001) stated firm strategy, structure and rivalry deals with how companies are established, organized and are managed that could determine the characteristics of competition. Factors like management structures, working moral or interactions between companies reshaped differently. This provides advantage or disadvantage for particular industry and organization. Patterns of commitment among workforce are of special importance.

Finally, Recklies (2001) has addressed change (invention, war e.t.c.) and government could play a role in influencing industry and organizational performance and success.

Recklies (2001) stated Porter's diamond model is used in various ways: for instance, organizations may use the model to identify the extent to which they can build on home based advantage to create competitive advantage in relation to other global front. On the national level,

governments can consider the policies that they should follow to establish national advantage which enable industries in their country to develop a strong competition position globally. According to Porter, governments can foster such advantages by ensuring high expectation on performance, safety and environmental standards or encourage cooperation between suppliers and buyers on a domestic level.

The researcher is going to use the diamond model alike Abdolvand, et al. (2008). They use the model in the research titled assessing readiness for business process reengineering. Meanwhile the researcher is going to use the combined version of the original writer Porter and the Abdolvand, et al. (2008). Competitive advantage do have similar connotation with employee and work force performance.

The justification is that an organization does have a competitive advantage if it performs well. This organizational performance is achieved as long as their employee performs well. With this, the name competitive advantage is substituted with employee performance. The researcher realizes having a strong competitive advantage is related with the existence or non-existence of employee performance.

2.8.2 Success and failure factors of BPR

The researcher seeks BPR indicators by utilizing success and failure factors. These factors are grouped. The major categories are egalitarian leadership, collaborative working environment, top management commitment, supportive management, use of technology and resistance to change. While the first five are success factor indicators, the last is assumed failure factor. More over each group considers its own sub factors.

Abdolvand, et al. (2008) version of diamond model is presented below. It has constituted all factors considered in the literature except the employee performance that is derived from the original diamond model.

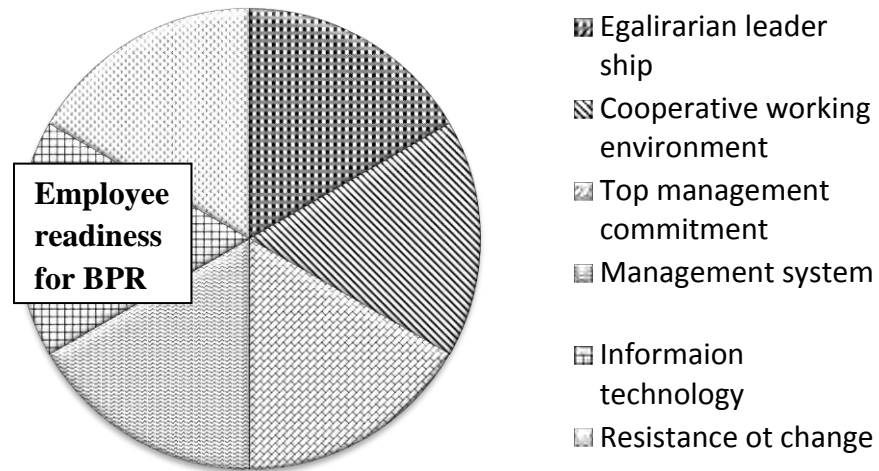


Figure 2 factors affecting employee readiness for BPR

Source Abdolvand, et al. (2008)

The combined version of the original Porter and Abdolvand, et al. (2008) diamond model looks the following. It is this new version, which the researcher has adopted as a framework.

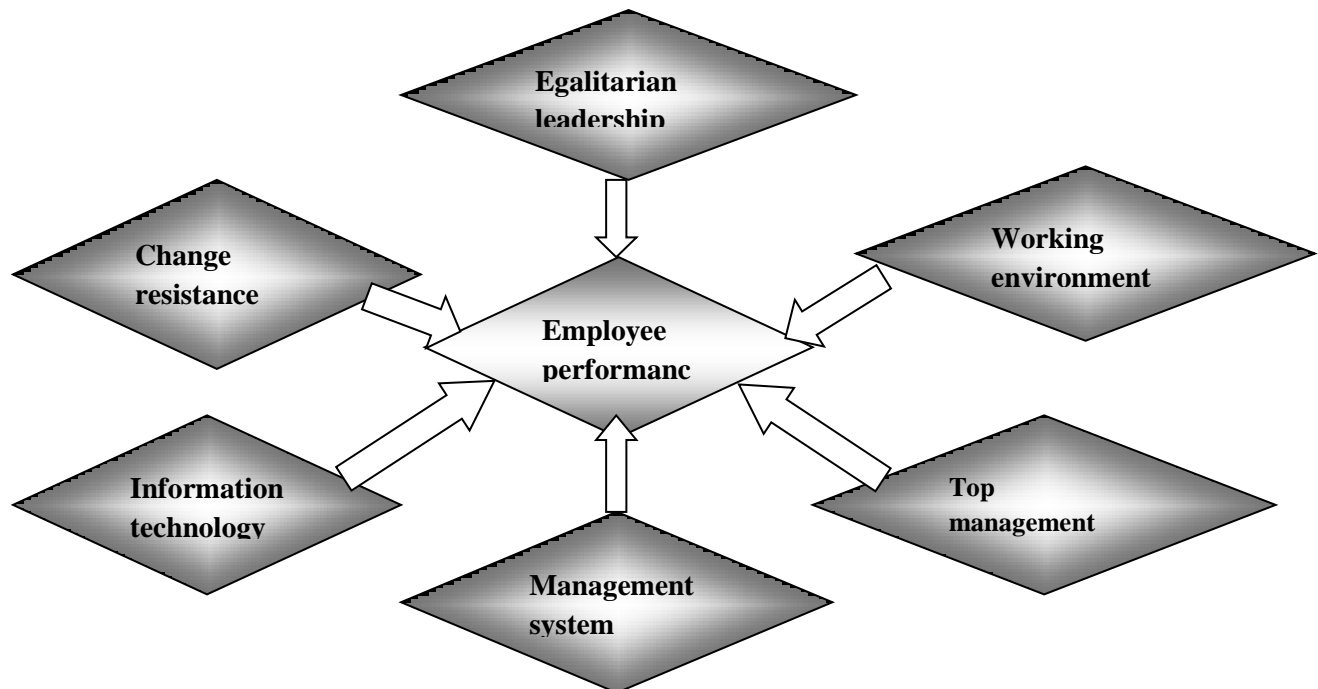


Figure 3 BPR factors affecting employee performance

Source Recklies (2001) and Abdolvand, et al. (2008)

In the following paragraphs, a detailed description of each group and vertex along with their sub elements is described.

2.8.2.1 Egalitarian leadership

This factor fosters a set of common beliefs that gives value to positive employee performance. It allows change to take place with little resistance. The major components of such leadership to affect employee performance are Motwani, et al. (2005) and Lee (1995) shared vision/information, open communication, confidence & trust in subordinates and constructive use of employee idea.

I. Shared vision/ Information

Grant (2002) and Tatsiopoulos and Panayiotou (2000) believed top managers should drive changes by providing vision and employees should be responsive. Attaran (2000, pp: 794- 801) emphasized as a rule people who are working for the organization need to know its imagination. Experts agreed that the important issue to be addressed before reengineering can become a reality is „ease of sharing information between concerned stakeholders“. A comprehensive and effective communication plan, with feedback loops for employees must be in place from day one. It is the blood tube for better employee performance.

II. Open communication

Davenport (1993) believed that open communication must occur at all levels. Communication of a vision is especially susceptible to conflict as its message is broad and its audience is the entire enterprise in general and employees in particular. It should start well before reengineering and its implementation begins. Transparency is the only way to solve conflict, hurt feeling and damaged relationship that may occur with ill communication. Issues must be addressed honestly and openly as it has contribution for positive employee performance.

III. Confidence & Trust in Subordinates

Crowe, et al. (2002) stated the response in performance for BPR and related aspects can never be same when you put trust and confidence in your workforce. As a manager you should establish inter and intra organizational trust and confidence. The chains interaction reflects the organizations ability to adapt changes and put maximum effort for better performance.

IV. Constructive use of employee idea

Marjanovic (2000) advocated employees should perform the idea that designed business processes. They are people who best recognize the real problem of existing process and perhaps they may be parties to give constructive suggestions for improvement. There is no other person to call for designing and implementation of a project that is applied by them. With this reason, managers need to respect and use the idea that comes from employees. Furthermore, allowing their participation is a strategy to reduce anticipated resistance and improve their level of performance.

2.8.2.2 Collaborative working environment

Crowe, et al. (2002) has shown collaborative work environment as one of the critical success factors in BPR projects. Tatisiopoulos and Panayiotou (2000) recommend employees should work together in the same department or bureau, the same time, and „interacting in a friendly way” with each other. Crowe, et al. (2002) and Maull, et al. (2003) believed in order to work in a cooperative environment, and interact in a friendly way, employees should trust each other, and be assured that the top management recognize their role (recognition among employees). Green and Roseman (2000) Marir and Mansar (2004) emphasized cooperative environment with a friendly interaction, in which employees work in teams, has better chance of performing well than its absence.

I. Friendly interaction

Mueller (1994) notified employees do expected to interact as they belong to same organization. Such interaction need to be friendly. The existence of such kind of interaction could contribute a lot for better level of employee performance.

II. Confidence and trust

Paper, et al. (2001) suggested as a person working together, you should have belief in peers ability and contribution to the success of BPR projects. The reason behind putting trust and confidence on your job partner is its role in improving his/her motivation. This motivation contributes a lot for better performance on one self.

III. Team work performance

Sewell (1999: pp. 246) have defined team working as two or more persons working together to achieve a common or shared goal by virtue of their collaboration. Muller (1994), Marchington (2000) and Fadel and Tanniru (2005) agreed team working is the heart of BPR where its shape and form varies across situations. A team may be organized temporarily or on permanent basis, members can come from different or same functions, they can participate voluntarily or nominated by superiors. Finally, while the project is implemented team members may or may not be active participants.

Davenport and Nohria (1994) asserted facilitating interactions between function and speeding up the design process are the merits associated with team working. Similarly Rohm (1992/93) creates a learning environment where members are encouraged to share knowledge and expertise.

However, Marchington (2000) announced the orientation of members determine how much the organization benefited from team working through members performance. To take the maximum benefit of it, team working requires special effort, management support, and a nurturing environment. Moreover, special training is needed to familiarize people with what team is, how they work, and how they will help the company. Workers need to feel good that the work environment is conducive for better performance.

V. Cooperative environment

Paper, et al. (2001) has explained the kind of environment available in every organization contributes or influences the performance of employees. Other things remain constant; having conducive and cooperative working environment contributes for better employee

performance. Hence, every organization needs to assure the environment where employees are working is cooperative.

VI. Recognition among employees

Carr and Johansson (1995) stated the most important issue that organizations need to deal under collaborative working environment is recognition given to employees by their own copartners. Committed, hardworking and productive employees should get recognition.

2.8.2.3 Top management commitment

Dixon, et al. (1994) advised the magnitude of implementing reengineering process requires an absolute top management commitment. Managers need to devote the necessary time, money and resources to bring the required changes.

Grant (2002) argued top management should have a clear knowledge about the current situation of the organization. Crowe, et al. (2002) indicated the necessity to have sufficient knowledge about BPR projects and realistic expectation of its results. In order to have a flourishing BPR, top management should communicate with employees. These would be useful for motivating the movement in performance, controlling team performance and users.

The major sub-factors under these are sufficient knowledge about the BPR projects, realistic expectation of results, frequent communication with BPR team and users.

I. Sufficient knowledge about BPR projects

Attaran (2000) memorized top managers need to effectively deal with BPR projects. However, this could be possible if they do have the necessary knowledge and skill on reengineering. Reengineering obliged managers to re-evaluate what they do, who they are, what they know and how they think. New organizations require new management philosophy. Under the new environment managers need to be a leg breaker, generalists need to be replaced with specialists and activities need to focus on customers.

Attaran (2000) re-emphasized managers need to have the skill and knowledge by which they can assign talented and capable employees in the reengineering and their performance effort. Under such situations, employees do have the authority to oversee the process. Teams that do have members from relevant departments are presets. Managers and executives with these requirements do have a better opportunity to succeed.

II. Realistic expectation of BPR projects

Hinterhuber (1995) notified in addition to the knowledge they do have, managers need to expect something from BPR projects. Having no dream and expectation of results expected from projects may contribute for lack of information about what to do, how to do and even when to do something important to the project success. Having information about such expectation of managers and the organization initiates employees to perform well.

III. Frequent communication with BPR team and users

As a stakeholder, members should be informed about what to do? Why to do? When to do? How to do? And issues related to business process reengineering. Dixon, et al. (1994) informed communication is needed throughout the change process at all levels and for all audiences even with those who do not involve directly. Talwar (1993) and Hinterhuber (1995) emphasized effective communication is desired between those inside and outside the organizations to take maximum benefit of BPR programs, Berrington and Oblinch (1995) underscored to ensure patience, understanding of the structure and organizational situations.

Communication should take place frequently Davenport (1993) and Janson (1992) in both directions between those in charge of the change initiatives and those affected by them. At last, communications have to be open, honest and clear.

2.8.2.4 Change in management systems

Grant (2002) has shown role of human in organizational process improvement. They are the primary decision makers and essential ingredients of any human activity. Mansar, et al. (2003) and Vakola and Rezgui (2000) emphasized human resources architecture should be reengineered to support information sharing and compose better decision. Crow, et al. (2002) commented employees should be assisted in the transition period to make acquainted with the new working environment.

Carr and Johanson (1995) suggested change management involves human and social related changes needed to facilitate the insertion of newly designed processes and structures in to working practice. (Talwar, 1993; Zairi and Sinclair, 1995; Cooper and Markus, 1995; Hammer and Stanton, 1995; Bashein, et al. 1994, Carr and Johnson, 1995; Bruss and Roos, 1993; Kennedy, 1994) all these researchers consider it as a crucial component of employee efforts. Adapting appropriate reward system, performance measurement scheme, employee empowerment and provision of timely training & education need to be addressed under these success and failure factor.

I. New reward system

(Tower, 1994; Bjorn-Andersen and Tuner, 1994; Hinterhuber, 1995; Ostroff and Smith, 1992; Dawe, 1996; Feltes and Karuppan 1995) have told audiences staff motivation through a reward system has a crucial role in facilitating employee efforts and smoothing new processes. As BPR brings about different jobs Stow (1993) existing reward system are no longer appropriate for the new work environment and employee performance. Tower (1994) with this, reward system should be revised. New incentive system should be widespread, fair and encourage performance among employees.

II. Performance measurement

Setting high goals for performance (Hagel, 1993; Guha, et al. 1993; Is Reengineering a Fad?, 1996; Feltes and Karuppan, 1995; Hammer and Champy, 1993; Stow, 1993; Hall, et al.1993) for BPR are important success factors. Thus identifying and setting performance

measures Zairi and Sinclair (1995), Guha, et al. (1993) and Gould (1993) are necessary as they indicate level of employee and organizational achievement.

Cambell (1990) recommend researchers frequently discuss employee performance when they try to realize how to mold employee behavior. Cetro (2001) and Luthana (1997) also stated the existence of connection between business process and employee performance. Organizational focus on BPR factor has significant impact on various dimensions of employee performance.

III. Employee empowerment

Hammer and Champy (1993) advised people working in a reengineered process should be empowered. As a process, team members are allowed and required to think, interact, use judgment and make decision. Manganelli and Klein (1994) stated empowerment enable employees to perform crucial things at a place where work is actually done. This notion benefits an organization to make a substantial amount of improvement in time and efficiency.

Bashien, et al. (1994) stated through empowerment an organization can promote a sense of self-management and shared teamwork culture. More over staff can participate in redesigning process, set their goals, monitor their performance, identify and solve their problems that could affect performance. In consequence, they are supporting employee efforts.

IV. Timely training and education

Attaran (2000) mentioned the design and implementation of BPR results change in employee's job and responsibility. Combining, adding or deleting inputs, jobs, processes or outcome might be the reason. This change may require an extensive training and development of skill, abilities and knowledge in the areas of problem solving, communication, teamwork and customer orientation.

Bashien, et al. (1994) suggested training and education in these areas is imperative if reengineering is to succeed. Resources must be committed to the training effort and

support must be provided at all states for individuals who are being trained. This training and education program does have undeniable contribution in employee performance improvement.

2.8.2.5 Use of information technology

Attran (2003) and vidovic and Vuhic (2003) have informed information technology is a critical component even a natural partner of BPR. It has a continuous and important role in BPR projects. Motwani, et al. (2005) and Shin and Jemalla (2002) described successful application of IT contributes a lot for fruitful BPR project and employee performance.

Hammer and Champy (1990) said the use of information technology is to challenge the assumption inherent in the work processes that have existed since before the advent of modern computer and communication technology. They argued that at the heart of reengineering there is the idea of discontinuous thinking. Discontinues thinking is a way to recognize and break away from obsolete rules and fundamental assumptions that underlie operations.

Shin and Jemalla (2002) mentioned adequate understanding of technologies in redesigning business process is essential for proper selection of IT plate forms. Largely effective system architecture, flexible IT infrastructure and proper installation of IT components contributed to build a valuable information technology for better employee performance. IT infrastructure and BPR are interdependent in a sense that deciding information requirements for the new business processes determines IT infrastructure. Building a responsive IT infrastructure is highly dependent on an appropriate determination of business process information needs.

Some authors view information technology as the central implementation vehicle of desired employee performance. However, BPR has not really worked as its proponents projected. Davenport and Short (1990) attributed this problem to a lack of understanding of the deeper issues of IT. They claimed if properly implemented IT can improve the competitive position of the organization and employees but wrong implementation may create hurdle response to excellent employee performance.

Motwani, et al. (2005) told other issues that need to be addressed under this success and failure factor are the role of information technology, use of up to date communication technology and adoption of IT.

I. The role of IT

Gunasekaran and Nath (1997) notified BPR and IT form an integral system in improving the performance of employees and companies. Basically, IT can save time, improve accuracy, can be used in transferring and exchanging information, reduces or remove errors while performing tasks and gives many more values. Grovel, et al. (1995) notified document management, database and communication networks are technologies that enable employees to function and be successful. It plays more for BPRs" success.

Shin and Jemalla (2002) stated linkages between IT infrastructure components are useful for ensuring integrity and consistency between them. It plays a role of reconciling various components while providing a shared IT services that are of certain degrees of effectiveness to support business process application.

II. Use of up to date communication technology

Motwani, et al. (2005) told IT is related to how employees are performing and communicating. Electronic Data Interchange (EDI) is a computer to compute exchange of relevant data and is a set of agreed standards that make data transfer possible. The use of up to date communication tools like e-mail, e-voice, fax, telephone and related products may contribute a lot for the better workforce performance. An organization that effectively uses such tools does have a better opening for success.

III. Adoption of IT

As supported by Klemba (1995) and Marchand and Stanford (1995) information technology adopted needs to be compatible with the level of change and BPR outcomes. Inappropriate technology may breed failure in the entire BPR efforts. This recalls the need to think about before designing, developing and adopting technology infrastructures.

2.8.2.6 Resistance to change

Guimaraes (1999) indicated, naturally BPR fosters change and human being resist it. Crowe, et al. (2002) explained resistance as the most common barrier of BPR programs and high-level employee performance. Davenport (1995) stated to most business people reengineering has become a work that stands for restructuring, layoff, and unfavorable consequences.

Many authors have highlighted failure factors in implementing BPR. Aggarwal (1998) stated factors related to arrogance management, resistance, cost, vision as a constraining factor for employee performance. On the other hand Hammer and Champy (1993) have identified factors like failure to have a process perspective, fixed process which is not flexible enough to be responsive to needs and requirements, not involving employees in decision making, assigning someone who does not aware of BPR, technology limitation, designing a project but with weak team and tricky communication. All do have unfavorable effect on employee performance.

Davenport (1994) mentioned the major issues of this part are resistance to change. It is linked to management fear of losing authority, employee fear of losing job, skepticism about project result and uncomfortable feeling with the new working environment.

I. Middle management fear of losing authority

Davenport (1994) believed reengineering causes vast change in the organization. These have a tendency to cause organizational anxiety. Resistance and cynicism are inevitable as the reengineering team begins to identify problems and question radical ideas for solution. Getting people catch in to reengineering has been confirmed difficult.

Hammer and Champy (1993) argued strong management commitments are a prerequisite for the success of BPR projects. Getting managers committed with such kind of anxiety (fear of losing position) is in fact a paradoxical philosophy that leads to unfavorable project result.

Thus, Hammer and Champy (1993) informed managers“ resistance to change and their fear of losing position needs to be reconciled. Making people feel they are part of the reengineering process can improve employee morale and ease negative feelings.

II. Employee fear of losing job

As Hammer and Champy (1993), stated BPR efforts have always stressed the importance of introducing radical changes for organizational improvement. On top of such merit, the effort desires radical change in employees' behavior at work. Since it is a human nature to develop inertia, it is their instinctive reaction to resist change instituted by BPR efforts. Of course, their fear is losing of jobs.

Aggarwal (1998) mentioned the resistance is especially high among employees who directly affected by those changes. In fact if no resistance detected, the BPR effort is not being done. As an organization you should anticipate anxieties and arrange actions that will be taken when employees fear become real.

III. Skepticism about project result

Hammer and Champy (1993) mentioned people because they are naturally pessimists or far-sighted may have a skeptic approach on the results of BPR. This in turn, has great impact on employee performance.

IV. Uncomfortable feeling with the new working environment

Aggarwal (1998) mentioned people might face employees who do not like to work with other people in a team. It is difficult to expect success from such people. These people consider the environment (working in a team) as hostile. It would never be surprising if these people have been resisting BPR projects.

2.8.2.7 Employee performance

The behaviors that an employee should have while executing organizations expectation, respecting regulations, playing roles are the thoughts of employee performance. Hammer and Champy (1993) went to identify public bureau organizations. Public bureau organizations are those involved in providing communal service. Reengineering has become accepted approach in the reform efforts of public organizations. Originally, it is conceived for radical changes in improving business process, operation and competitiveness.

With this intention, U.S. Department of the interior (2004) identified employee performance indicators: of which understanding and adhering to organization's policy and procedures, effective use of resources, number of customers served in a given time, informing supervisors, project initiation, logical and creative solution to problems, working with other employees and receptive to new ideas and concepts will be used.

CHAPTER THREE

METHODOLOGY AND DATA SOURCES

3.1 Data collection

To collect data and information from respondents¹ close-ended questionnaire, open-ended interview, document analysis and observation are used.

Close-ended questionnaire is used to collect data from the main role players of this research i.e. employees. Data¹s on indicators of variables is collected with the help of this method. In addition, open-ended interview is used to collect data from managers of the organization.

Data and information is collected from documents generated by bureaus and the organization. Additional data and information on factors of BPR and employee performance is extracted from documents generated by the city administration. Meanwhile data on employee interaction, team working and related issues is complemented with observation.

3.2 Data measurement

Data collected from respondents is measured with the help of five-scale Likert scale¹. Values assigned for success factors and employee performance are always, more, moderately, less and never. The highest value is assigned for always and the lowest value is allocated to never.

Notwithstanding to this value assigned for indicators of resistance to change ranges from never to always. In this case, the highest value is assigned for never and the lowest value is assigned for always. Finally, in all cases, the average value of major indicators is considered for further analysis.

¹Likert scale consists of a number of statements expressing either a favorable or an unfavorable attitude towards the given object to which the respondent is asked to react. The respondent indicated his agreement or disagreement with each statement in the instrument. Each response is given a numerical score, indicating its favorableness or unfavorableness and the scores are considered to measure respondents¹ attitude Kothari (2009).

3.3 Data analysis

Data analysis is conducted with the help of multiple regression and descriptive statistics values obtained with the help of SPSS (statistical package for social science) software. The diamond model is empirically specified. This model is mainly composed of factors and variables contributing or affecting employee performance.

Employee performance is the function of egalitarian leadership, cooperative working environment, top management commitment, management system, information technology and resistance to change. Generally, the model is represented by the following function.

$$EP = \beta_1 + \beta_2(EL) + \beta_3(CWE) + \beta_4(TMC) + \beta_5(MSY) + \beta_6(IT) + \beta_7(RTC) + \epsilon_i.$$

Where

- EP- Employee performance
- EL- Egalitarian leadership
- CWE- Cooperative working environment
- TMC- Top management commitment
- MSY - Management system
- IT- Information technology
- RTC- Resistance to change

The beta values are representing the following. β_1^2 represents constant beta value for the model β_2^3 shows the beta value of egalitarian leadership, β_3 indicates the beta value of cooperative working environment, β_4 reflect beta value of top management commitment, β_5 represent beta value of management system. Likewise, β_6 and β_7 shows the beta values of information technology and resistance to change factors. Finally the ϵ_i^4 shows error term.

Meanwhile, the indicators discussed in the literature represent egalitarian leadership, cooperative working environment, top management commitment, management system, information technology and resistance to change.

² β_1 is known as parameters of the model. It represents the intercept of the model Gujarati (2004).

³ $\beta_2, \beta_3, \beta_3, \beta_4, \beta_5, \beta_6$ and β_7 represent the slop coefficients Gujarati (2004).

⁴ ϵ_i is representing the error term. It is a surrogate/substitute for all those variables that are omitted from the model but that collectively affect employee performance. The model determining the behavior of employee performance may be incomplete; it is common experience in empirical analysis that the data we would ideally like to have often are not available. All this and other things we overlook are absorbed by this error term Gujarati (2004).

Descriptive analysis is used in the research. Percentage and frequency values of indicators are computed. They are reflected with the help of tables and graphs. For instance, egalitarian leadership, top management commitment, information system and resistance to change indicators are analyzed by percentage and graphs. Meanwhile tables, frequencies and percentages are used to analyze indicators of cooperative working environment and management system. Qualitative data is analyzed thematically.

3.4 Sampling method

3.4.1 Study population

AACACB (2010) reported capacity building and land administration bureaus of the organization do have 201 employees. Of which 112 belongs to capacity building and the remaining 89 employees belongs to land administration bureau.

3.4.2 Sample population

Simple random sampling is used to select candidates from the population. Of all the 201 employees, the researcher took 28 employees from capacity building and 22 employees from land administration bureau. This implies 25 percent of the population is taken for the research. The researcher hoped the sample is enough to represent the organization and data collected form the employees.

Meanwhile, two people who hold managerial positions in land administration and capacity-building bureau are selected. For employees, working in the organization alone makes them feasible. Moreover, managers have fulfilled the criteria as they hold the position to supervise employees. Data collected from managers is used to cross check the accuracy or difference of data collected from employees.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Data Presentation, Analysis and Interpretation

This chapter deals with discussions and results of the study. Its base is the following information. Fifty questionnaires are distributed for employees working at capacity building and land administration bureaus of the city administration. Of which 28 questionnaires are allocated for capacity building and the remaining 22 questionnaires are distributed to land administration bureau employees. The proportion of questionnaires is revised by the following chart.

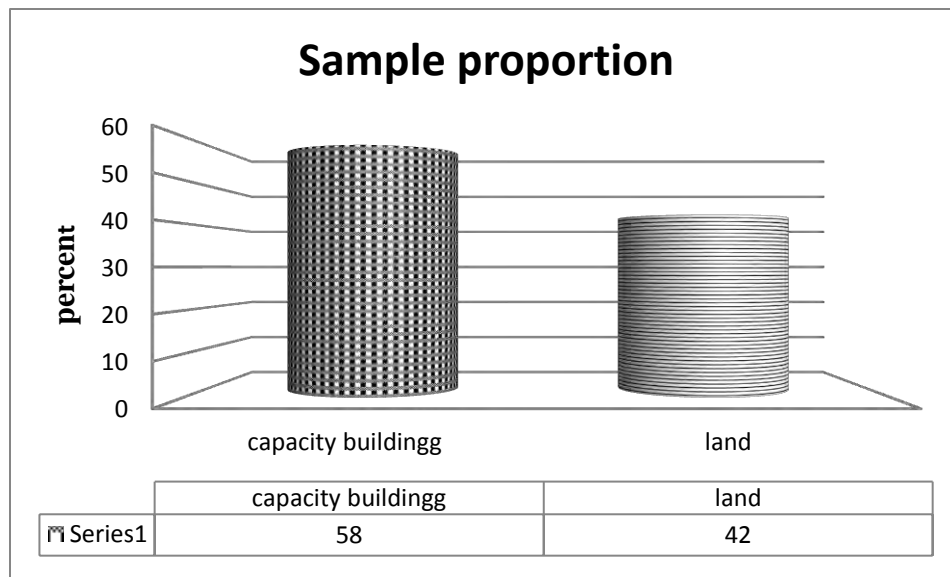


Figure 4 Proportion of capacity building and land administration bureaus

However, only 48 questionnaires are taken back from respondents. While all capacity-building employees gave back the questionnaires, two employees of land administration bureau failed to do so. Hence, 4% questionnaire unreturned rate is absorbed.

The researcher preferred land administration and capacity building bureaus to represent Addis Ababa city administration. They are preferred to others with the following reasons. One both is wider than other bureaus in the organization.

Second, both bureaus need to incorporate employees who specialize in disciplines and professions that the organization need to have. For instance, capacity-building staffs are responsible to consult all employees in all aspects of the organization. By implication the researcher can find representatives of all bureaus, disciplines and professionals in one and large bureau i.e. capacity building.

Thus, the intention of considering capacity building and land administration bureaus is to look the performance of employees working in those bureaus and to consider them as representatives of AACA workforce performance.

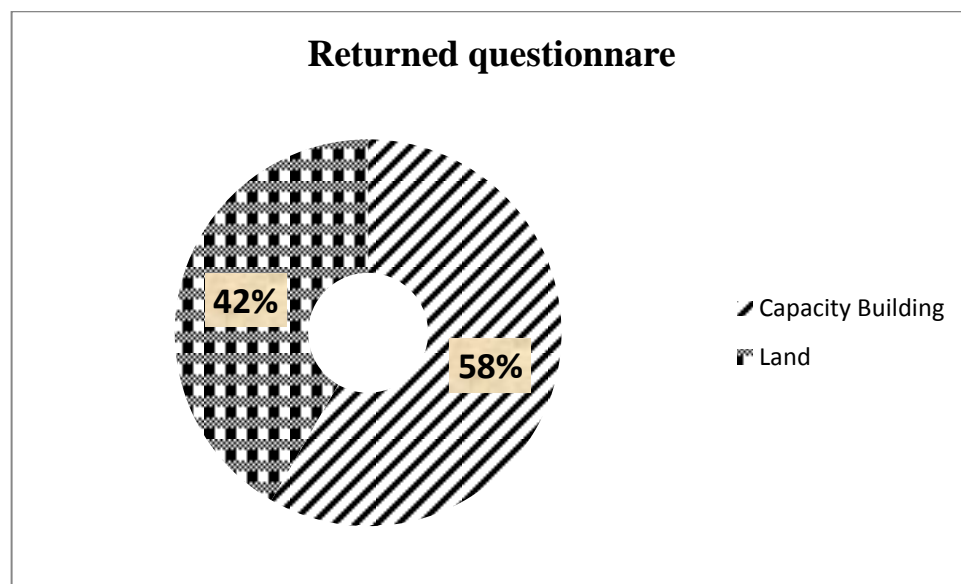


Figure 5 Proportion of questionnaires returned

Table 1 Diamond model summery

Source: survey

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.736 ^a	.542	.475	.4273

a. Predictors: (Constant), resistance to change, egalitarian leadership, information system, cooperative working environment, top management commitment, management system

Table 1 shows summary of diamond model used in the research. In an organization, you find variables that can explain employee performance. Of which egalitarian leadership, cooperative working environment, top management commitment, management system, information technology and resistance to change are some.

These factors can explain employee performance to the extent of the adjusted coefficient of determination (R^2)⁵. The table above shows factors adjusted coefficient of determination. It is about 0.475. These are factors addressed by the researcher. Supplementary factors⁶ that do explain employee performance are available. Other researchers could address these factors.

Table 2 Regression and Coefficients of BPR factors

Source survey

Model		Un-standardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.215	.326		3.727	.001
	Egalitarian leadership	.122	.104	.160	1.166	.251
	Cooperative working environment	.460	.117	.492	3.924	.000
	Top management commitment	-.160	.092	-.234	-1.732	.091
	Management system	.312	.111	.391	2.807	.008
	Information system	.054	.102	.066	.528	.600
	Resistance to change	.183	.110	.190	1.666	.103

Dependent variable: Employee performance

⁵ R^2 shows the overall goodness of fit of the model. It tells what proportion of the variation in the dependent variable (employee performance) is explained by the explanatory or independent variables. The adjusted coefficient of determination shows the degree at which the egalitarian leadership, cooperative working environment, top management commitment, management system, information technology and resistance to change can explain employee performance in the industry.

⁶Supplementary factor denotes all variables that could have positive contribution in employee performance or any other thing or factor that may negatively affect employees' performance in the industry. However, these factors exclude the six factors considered in this research.

The beta value shows slope of coefficients. It represents the degree at which independent variables contribute or influence the dependent variable. Table 2 shows beta and significance level of independent variables. Effect or contributions of factors are discussed in the following paragraphs.

Remark: when the researcher interprets the beta value of a particular factor, other factors are assumed unchanged. For instance: If egalitarian leadership is changing, all other BPR factors remain same (*ceteris paribus*). This assumption works for the remaining BPR factors too.

4.2.1 Egalitarian leadership

A one-unit increase/decrease in egalitarian leadership will increase/decrease employee performance by 0.16 units. This shows the relationship between egalitarian leadership and employee performance is direct.

Notwithstanding to this, egalitarian leadership is insignificant for the organization at 90 percent level of significance⁷. Thus, in spite of its positive and direct relationship with employee performance, increasing egalitarian leadership contributes less for employee performance issues of AACA.

In the following paragraphs, descriptive values for indicators of egalitarian leadership are presented. Descriptive values show how much employees reacted for such indicators.

⁷ Significance level is the expected percentage of times that the actual value falls in the stated amount. Thus, if we take a confidence level of 90% then we mean that there are 90 chances in 100 (or 0.90 in 1) that the sample results represent the true condition of the population within a specified precision range against 10 chances in 100 that it doesn't Kothari (2009).

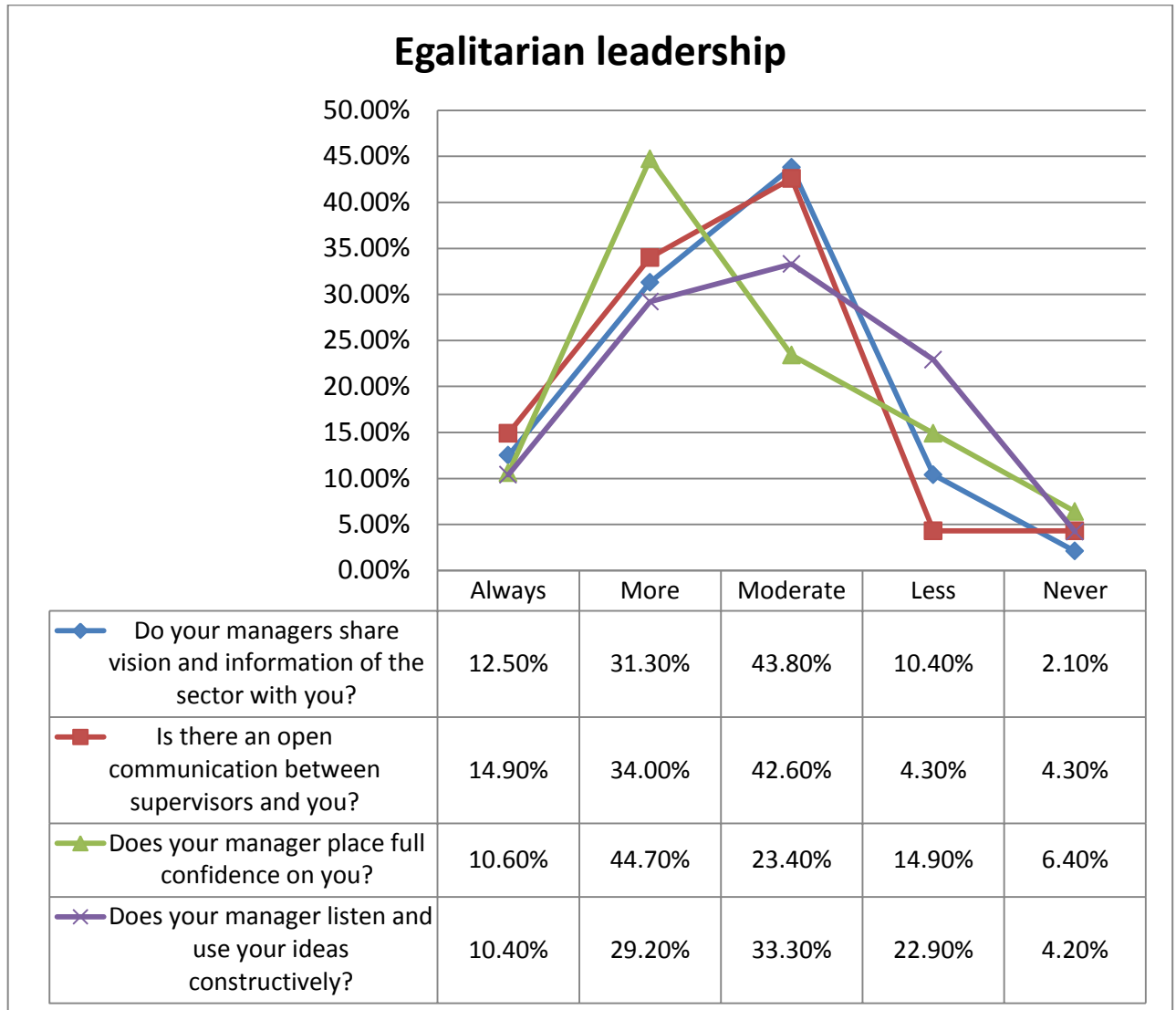


Figure 6 Egalitarian leadership indicators

Source Survey

Figure 6 shows frequency and percentage values of egalitarian leadership indicators. In the Capacity Building and Land Administration bureaus of AACAA vision and information is shared for employees. Of the respondents, 87.6% agreed that managers shared vision and information when employees desire them. However, the remaining respondents that account 12.4 % disagree with the responses of the majority. They argued managers are reluctant to share the necessary information and vision. Employees believed if managers were positive to do so their performance could be better than what they are performing in the moment.

Next 91.4% of the respondents agreed that there is an open communication to the label of always, more and moderate extent. Only 8.6% of the respondents opposed the existence of open communication with their supervisors.

Meanwhile, majority of the respondents, which account 78.7%, marked that their managers and supervisors are confident on what employees have performed. Employees responded supervisors trust motivated them to perform well. Few of those respondents, which account 21.3%, are in the reverse direction. Finally, managers considered ideas of employees. The support of 72.9% respondents is a clear evidence for this.

In consistent with employees, interviewees agreed on indicators of egalitarian leadership and the extent to which employees responded for indicators of performance. Managers explained majority of employees perform well because they are shared with information and organizational vision, open communication policy, trust and confidence on our (managers) subordinates, and tendency to use their (employees) ideas constructively.

Similarly AACACBB (2010) and AACALAA (2010) notified employees are performing well with all accessories and facilities offered by bureaus and the city administration.

The theoretical view of diamond model proposed egalitarian leadership as one of the success factors. To improve the performance of employees an organization need to increase the nature and level of instilled egalitarian leadership. The finding of this research, which shows positive and direct relationship between egalitarian leadership and employee performance, is in line with the diamond model.

All the above evidences obtained from survey are clear justifications for such positive and direct relationship between egalitarian leadership and employee performance in bureaus and city administration.

In consistent with the above, Abdolvand, et al. (2008) have described that egalitarian leadership has little but direct contribution in ensuring employee readiness. They realized this relationship contributed a lot for their performance. The relationship is extracted in a particular transport organization found in Iran. In the same research of Abdolvand, et al. (2008) held in an energy

organization, they identified egalitarian leadership has brought employee readiness and performance.

In contrast to the above results a research of Crowe, et al. (2002) held in seven different organizations over the issue of egalitarian leadership, majority (four of the seven) of the organizations brought a negative correlation with employee and organizational efforts to get success under reengineered environments.

The reason for un-same findings between Crowe, et al. (2002) and this research can be a different environment adopted by organizations.

4.2.2 Cooperative working environment

Table 2 indicates a one-unit increase/decrease in cooperative working environment will increase/decrease employee performance by 0.492 units. Alike the egalitarian leadership this factor does have direct relationship with employee performance.

Meanwhile cooperative working environment is a significant factor at 90 percent confidence interval. This clearly shows cooperative working environment is contributing a lot for the performance of employees.

The diamond model advocated organizations have to promote cooperative working environment to initiate and increase employee performance. Hence, AACA view for relationships between cooperative working environment and employee performance harmonizes with the model adopted in this research i.e. diamond model.

The descriptive figures for employee friendly interaction, coworkers confidence and trust, team working and recognition for better performing employees is presented in table 3.

Table 3 Cooperative working environment indicators

Source Survey

	Do you have a friendly interaction with other workers at the work place?		Do coworkers have confidence and trust to each other?		Does team working play a role in problem solving?		Do you feel coworkers are working in a cooperative environment?		Is their performance recognition among coworkers?	
	F	%	F	%	F	%	F	%	F	%
Never	1	2.1	1	2.1	1	2.1	1	2.1	2	4.3
Less	2	4.2	2	4.2	0	.0	2	4.3	15	31.9
Moderate	9	18.8	15	31.3	11	22.9	19	40.4	18	38.3
More	19	39.6	22	45.8	23	47.9	18	38.3	10	21.3
Always	17	35.4	8	16.7	13	27.1	7	14.9	2	4.3
Total	48	100.0	48	100.0	48	100.0	47	100.0	47	100.0

The above table is about indicators of cooperative working environment. It shows the indicators with their label percentage and effect on employee performance. The deductive reasoning for such relations between cooperative working environment and employee performance is described below.

In capacity building and land administration bureaus, the researcher surveyed interactions between employees working together. Employees thought their interaction is friendly. The 93.8% of the respondents are included under the domain of moderate and above marks. This is their evidence for friendly interaction between employees working in the organization. However, the remaining respondents that account 6.2% felt bad to the nature of interaction among coworkers working there.

At AACA employees trust and confidence, intended for their job partner, is attractive. Employees realized peers are qualified in areas to get jobs done. The three labels of trust and confidence (always, more and moderate) constituted the responses of employees that accounts 93.8%. The 6.2% of respondents are skeptics on the issue of trust about peers. This, reflected on table 3, actually represents lower value indicators of working environment.

Meanwhile the issue of team working in problem solving is addressed. In AACA, the nature of BPR brought teams and team working. As shown in table three, employees' feeling for grouped problem solving is not uniform. In the survey, about 97.9% of the respondents thought problems obtain solution when they are dealt in-group. These figures clearly reflect respondents felt solving problems in-group contributed a lot for performance. The rest, that accounts only 2.1%, stand in the reverse direction. They argued team working brought less or nothing for their performance.

As trust, interaction and team working employees are support-working environment sprinted in the organization. Employees felt they are working under cooperative environment. Forty-four employees that account 93.6% of respondents, felt good for working environment injected in the organization. However, the remaining respondents argued working environment is not satisfactory to contribute and increase employee performance.

Respondents are a bit balance on the issue of recognition given to employees who perform well than what others do. Table 3 clearly shows respondents who favored recognition is never (4.3%) given to better performing employee equals individuals who thought better performing employees are always (4.3%) obtaining recognition. Meanwhile respondents who said less recognition is given exceed more by 9.6%. Under this indicator, the researcher thought the label and recognition given for better performing employees is below average.

Similarly, the report generated by AACALAA (2010) and AACACBB (2010) showed employees are good at friendly interaction, team sprite, teamwork problem solving and related issues. Supporting the report, managers are promoting things related to team working.

The researcher observed employees' friendly interaction while they are dealing with issue of customers and problem solving responsibilities.

Positive and direct relationship between cooperative working environments and employee performance is right. Validations given in those paragraphs supported such relationships as more proportion of respondents thought performance is good in the existence of indicators of cooperative working environment.

Knight and McCabe (2000) concluded employees appeared that either they are bothered or bewildered by working environment mainly by the team working. Few seemed to be bewitched in the sense that they offered their full-hearted support. This shows there is dissimilar relationship between employee performance and working environment.

The analysis of Abdolvand, et al. (2008) resulted in the two sampled organizations showed while the first organization employees' readiness and performance is unrelated with the working environment; employees are ready and perform well in the second organization. As Crowe, et al. (2002) notified the relationship between cooperative working environment and employee performance is positive.

The findings obtained from upper mentioned researchers tend to be similar with findings of this research. However, the findings of Knight and McCabe (2000) do have un-same relations with this research's finding.

4.2.3 Top management commitment

A -0.234 beta of top management commitment shown in table 2 implies a one-unit increase/decrease in top management commitment decreases/increases employee performance by 0.234 units. This clearly shows top management commitment is indirectly related with employee performance.

In spite of the upper mentioned beta value, top management commitment is a significant factor at 90 percent significance level. This implies contribution of top management for employee performance is well.

The diamond model supported the justifications whereby top management commitment as one of the success factors. Meanwhile, the model contradicts with the regression value of this study that shows top management commitment and employee performance do have negative and indirect relationship.

The descriptive statistics for variable indicators is shown in figure 7. They are summarized in the upcoming paragraphs.

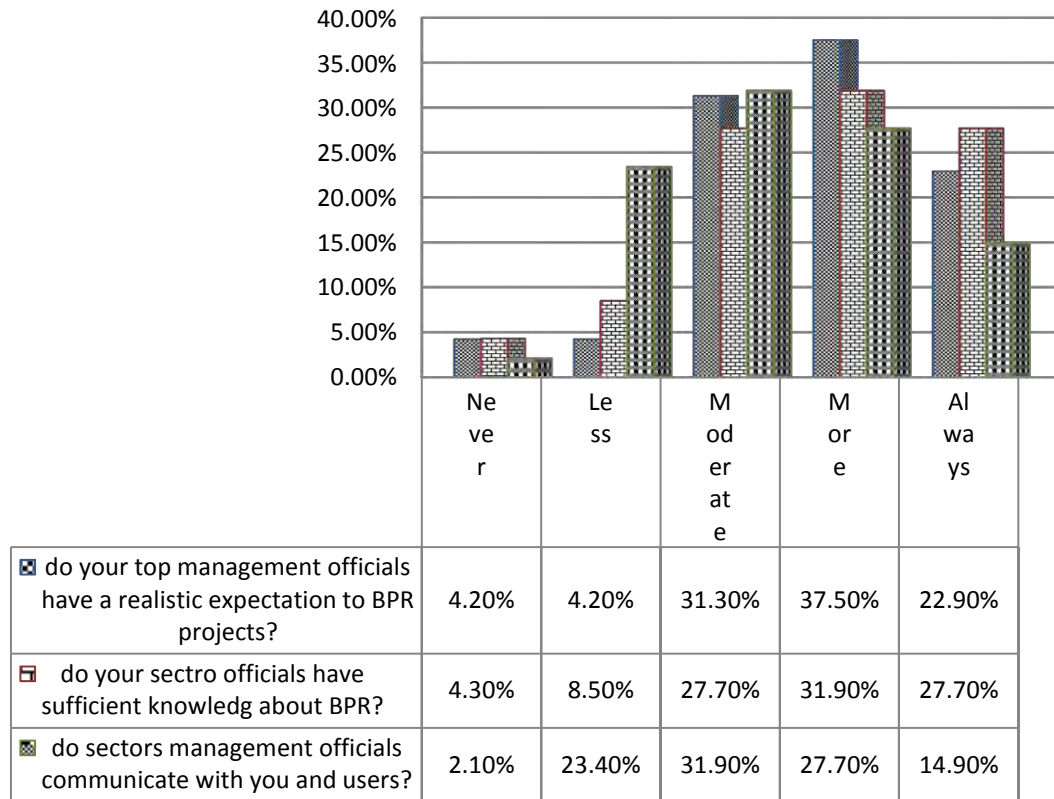


Figure 7 Top management commitment indicators

Source: Survey

Employees realized expectation of managers from BPR project is good. About 91.3% (for more, always and moderate) of the respondents agreed that managers expect outcomes from the project designed and implemented. Notwithstanding to this few respondents that constituted 8.7% disagreed with the 91.3% respondents. These groups of respondents realized many of these managers expected less or nothing from BPR project.

Interviewees (managers) have consistent view on their realistic expectation about the outcomes of BPR. This implies the idea of the majority and managers are similar.

Besides, managers and officials do have sufficient knowledge and know how about BPR projects. Respondents who marked and supported officials do have sufficient knowledge and knowhow about BPR holds 87.3%. The remaining employees of the organization thought, in spite of their existence managers are not good at knowledge and knowhow of BPR. Of all the respondents, 12.7 percent supported the second idea.

Interviewees are confident with their knowledge and knowhow on BPR. However, they themselves condemn their knowledge and expertise reached its apex.

Meanwhile, the researcher dealt with how well officials communicated with employees and users. Employees knew managers communicate with them. In a moment, the label given by respondents is allocated as follows: 31.9% moderate, 27.7% more, 23.4% less and 2.1% for never. From this, we can declare officials communicated with their employees and clients when they wish to do so. All the above figures show top management commitment does have contribution and effect on employees' performance.

In contrast to the upper mentioned findings Paper, et al. (2001) explained positive relationship between management commitment and employee performance. They justified this as "*...the blind person holding the truck thought it was holding a snake. The blind person holding the ear thought it was a fan. In addition, they believed each blind person's understanding is based on its individuals' perception rather than on the reality of the situation....*"

Attran's (2000) finding showed managers have sufficient knowledge and commitment for those BPR and related projects. This contributed a lot for employees' performance. Any time an increment in the amount of resources, practical knowledge and related resource application by managers increases employee performance. This analysis shows the relationship between employee performances is direct and positive with the upper mentioned factor i.e. top management commitment.

Abdolvand, et al. (2008) concluded top management commitment and employee performance have direct relationship.

This research's result has consistency with Crowe, et al. (2002). The result showed negative relationship between top management commitment and employee performance.

The interviewees believed reasons for contradiction between the model and this research finding is the following. Employees thought commitment for managers mean trying to fulfill political responsibility relatively than what an employee actually expected from managers while they are serving customers and perform responsibilities.

The meaning given by diamond model and employees is not same. The model realized top management commitments have to be related with the job. However, employees of the stated organization looked only managers' busyness. In a moment, official's busyness is related to political aspects of the government. In turn, this is highly linked with non-job issues of the organization.

Interviewees realized difference between diamond model theory and what is actually occurred in AACAA resulted in differences. If commitments were job related, employee performances would be high. In addition, once management initiated the project, their contribution reduced and seized later.

4.2.4 Management system

A 0.391 unit performance increment is obtained, if AACAA increases management system by one unit. Similarly, if an organization decreases management system by one unit, performance will decrease by 0.391 units. This notified direct relationship between employee performances and management system. As shown in table two management systems is a significant factor at 90% significance level.

The diamond model points out management system's contribution for employee performance. As one of the factors that positively influence employee performance, management system at AACAA and the diamond model, do have similar connotation.

Organizations reward system, performance measurement, empowerment and training are used to explain and represent management system. These indicators are assessed in case of capacity building and land administration bureaus. The descriptive results of respondents are presented in table 4.

Table 4 Management System Indicators

Source: Survey

	Does your bureau adjust your salary accordingly?		Does your bureau performance measurement correspond to changes?		Does your bureau empower you to make decisions when performing jobs?		Is their training and/or educational programs to update employees skilled?	
	F	Percent	F	Percent	F	Percent	F	Percent
Never	9	18.8%	7	14.9%	1	2.2%	3	6.3%
Less	21	43.8%	12	25.5%	13	28.3%	25	52.1%
Moderate	8	16.7%	19	40.4%	15	32.6%	14	29.2%
More	8	16.7%	8	17.0%	15	32.6%	6	12.5%
Always	2	4.2%	1	2.1%	2	4.3%	0	.0%
Total	48	100.0%	47	100.0%	46	100.0%	48	100.0%

The first indicator of management system is organization's reward system. Employees are responding to the question "does your organization adjust your salary after the design and implementation of BPR?" The rate shows 79.3% of respondents knew the organization does not consider salary despite it increased responsibilities. Only 20.7 percent are beneficiaries of this wider project.

Meanwhile majority of employees agreed on organization's performance measurement standards. AACA performance measurement system does not match with what employees are actually performing. About 80.8% percent of the respondents thought they are victims of unfair and inappropriate performance measurement standards. However, the remaining employees who gave responses notion performance standards are good and fit with jobs and performances.

Empowerment to take decisions and performing jobs is another indicator for management system. Employees working in the organization recognized empowerment but that empowerment is not sufficient. Three of the top labels (always, more and moderately) accounted 69.6% and the three lower labels (moderate, less and never) of the same question account 63.1% of all the respondents.

The last indicator for working environment is training and education. If the organization desires excellent performance, it needs to train workforces. Of all the respondents 52.1%, 29.2%, 12.5%, 6.3% and 0% responded they were educated less, moderately, more, never and always respectively. The figure shows plenty of employees are trained below the desired levels that jobs actually require.

Interviewees (managers) believed employees are trained, empowered and performance standards were reorganized after the inauguration and commencement of BPR. The introduction of BSC (balanced scorecard) is a performance standard adopted after BPR is implemented. This contradicted with what employees responded. Employees contemplated what managers are talking and writing is exaggerated.

Meanwhile managers and employees agreed on organizations reward system. Both assured wages and salaries of many are yet not adjusted. Managers planned to do the reward tuning.

Secretes behind direct relationship between management system and employee performance are reasons stated above. Reconsider management system, if AACA requires better employee performance and get jobs done.

Guimaraes and Bond (1996) research finding showed the impact of management system (wage and salary) on the performance of employees. They proved financial incentive does have positive contribution for employee's performance.

Crowe, et al. (2002) study showed poor management system (low salary for many responsibilities) minimized performances expected from employees. This shows relationship between employee performance and management system remains direct. This finding is supported by Abdolvand, et al. (2008) too.

4.2.5 Information system

AACA's interest to increase information technology by one-unit rewards a 0.066 unit increment in employee performance and vice versa. This indicates role of IT, use of IT and use of communication channel have direct relationship with employee performance.

Notwithstanding to this use of information system is insignificant at 90 percent level of significance. People may say many things about information technology but the level of confidence the researcher has shown IT is insignificant to the organization and contributes less for better employee performance.

The principle that diamond model suggested is increasing the amount, kind, nature and quality of information technology. The model recognized information technology is used for facilitating, performing and increasing quality of service rendered for clients. This idea is supported by data collected from employees of the organization. It implies interpretation given for information technology by this research and diamond model remains same. Where both agreed on the idea employee performance improves, if the level of IT increased in organizations like AACA.

The percentage brought by respondents for indicators of information technology is presented in the following graph.

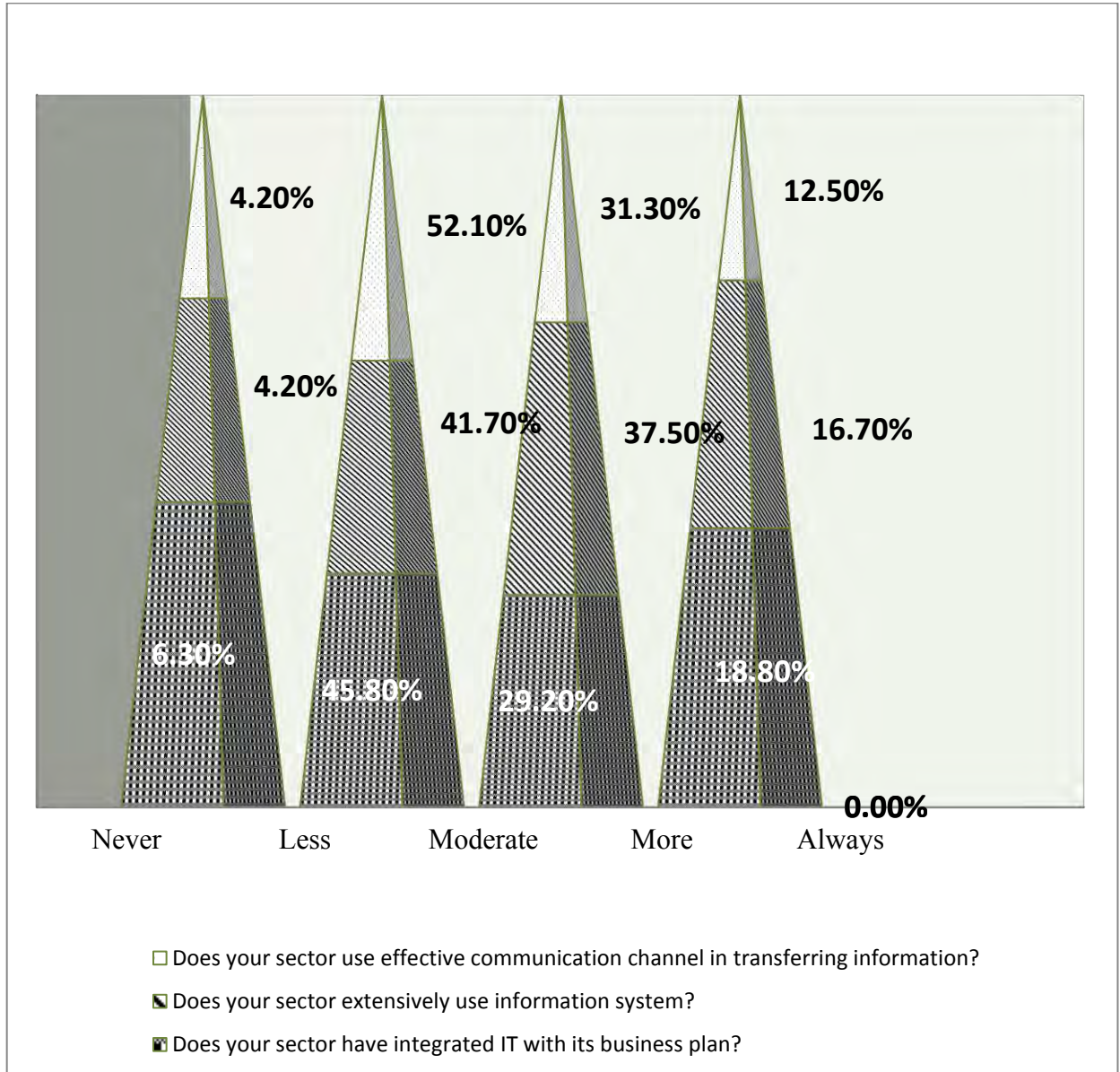


Figure 8 information technology indicators

Source Survey

Employees judged integration of information technology with the organization’s business plan. While 45.8% of respondents replied, the organization have a minimum level of integration against desired kind and amount of information technology, 29.2% of them extended to the level of moderate integration. Respondents who reported IT integration have more and never label are represented by 18.8% and 6.3% respectively. In either of these cases, the organization is required to increase IT integration to facilitate and motivate employees.

Secondly, how much the organization effectively utilized information system does have similar trend with IT integration? About 83.4% of the respondents reported that their organization is ineffective while utilizing its information system. In spite of this, the remaining employees comprehend AACA and employees are good at utilizing information system related equipment and facilities. This is supported by 16.7% of all people considered at the study.

The researcher collected data on the last indicator. Use of communication channel while transferring data and information is looked. Of all the respondents, 52.1% believed their organization is less equipped to transfer information through channels. The implication of this figure, which accounts more than half, is AACA needs to work hard to increase their level of employee performance through installing equipment, training and initiating employees on the issue of using communication channels to transfer information.

All information technology related questions are shared by data obtained from interview and documents. The AACACBB (2010) reported AACA have shortage of information technology equipment and accessories. It emphasized, other things being constant, the existence of IT facilitates employee performance. Their intention to establish Information and Communication Technology Development Agency (ICTDA) aimed to solve IT related problems.

The analysis given by Ahmed, et al. (2007) reflected every case of an organization need to install information system and use information technology. Respondents of this research thought IT is a precondition for better performance. IT in improving performance of employees through cross-functional integration reduces cost, time and improves quality of job.

Likewise Paper, et al. (2001) agreed automation keeps plant operation, facilitate and perform things at better level of quality, quantity and speed. This shows relationship between employee performances is direct where the installation and use of IT by organization helps employees to perform well.

Meanwhile, Zucco (1996) indicated redesigning BPR within existing IT constraints are limiting employee performance potential. Abdolvand, et al. (2008) study showed that the induction of information technology brought greater contribution for employee readiness and performances.

In contrast, findings of Hall, et al. (1993) showed there is no significant correlation between the increased use of information technology in BPR and employee performance in cycle time reduction. Organizations, which install sophisticated IT technologies, are included in such kind of Hall, et al. (1993) finding. These environments differ from IT related environments of the city administration.

4.2.6 Resistance to change

In table 2, you find a beta of 0.19 for resistance to change. This figure shows a one unit increment/decrement in change resistance will increase/decrease employee performance by the stated amount of beta i.e. 0.19 units. Resistance to change is a significant factor at 90% confidence level. This clearly shows an organization has more factors that positively contributed for workforce performance.

Data collected from employees contradicted with principles of the diamond model. The model cautioned an organization with resistance to change tends to prove low employee performance. However, a finding of this research shows an organization with some form of resistance to change facilitates employee performance.

The descriptive result obtained from data collected from employees is presented in the following figure.

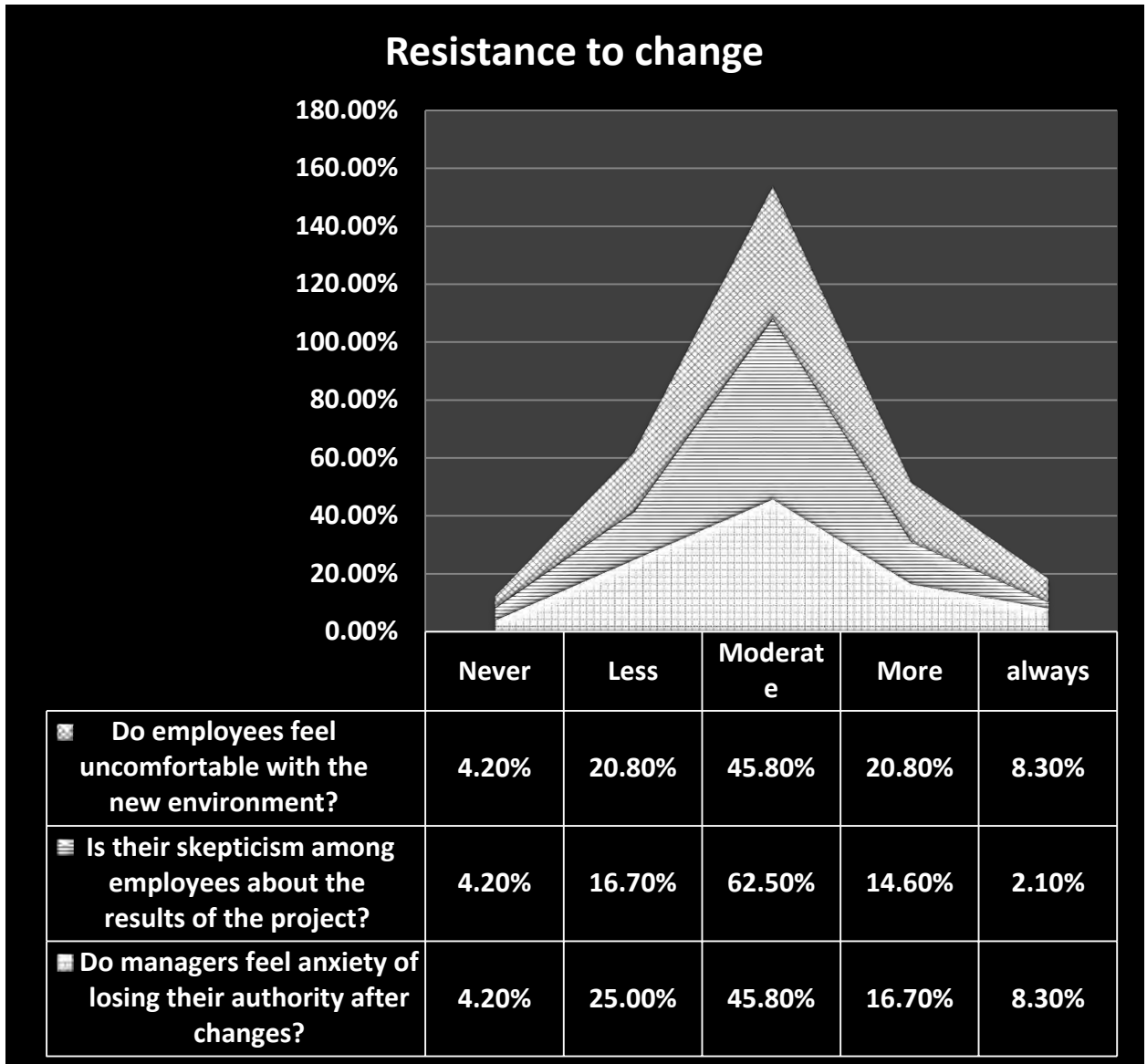


Figure 9 Indicators for resistance to change

Source: Survey

The respondents marked that managers themselves frighten for losing authority. About 75% of the respondents realized their managers frighten power is going to end. This figure indicated managers' frustration is contributing and influencing employees' performance. However, employees in conflicting direction thought managers' fear feeling have no influence or contribution while they were performing.

Skeptic view of employees on BPR and its results has been addressed in the survey. Unlike the above indicator majority of employees are not skeptics on the results of BPR. Of all the respondents, 83.4 % belong to no or little resistance to change. Nonetheless of the majority, few that account 16.6%, are skeptics on the results of BPR. They thought their skeptic view have been influencing their overall performance.

How employees felt comfortable with the new environment is a debatable issue among employees. About 29% of the respondents agreed BPR environment is comfortable and contributed much for their performance. Meanwhile 25% of all the respondents thought the new environment is below normal. They argued people could not perform well in such inconsiderate environment that avails at AACAA.

Managers responded on the issue of employees' resistance to change and its effect on performance. They agreed with employees where performance is influenced by resistance to accept BPR related issues. AACACBB (2010) and AACALAA (2010) agreed with the feeling of managers.

Research findings of Zairi and Sinclair (1995) shown resistance to change has negatively influenced employee performance. This indicated organization's failure to communicate change contributed for low employee performance. Abdolvand, et al. (2008) and Crowe, et al. (2002) studies showed that resistance to change has significant effect on employee performance.

The findings showed that all, except top management commitment, are contributing for positive employee performance. The degree at which BPR success and failure factors contributed is determined with levels of beta. A factor with high beta value is contributing a lot for employee performance compared to other factors having less beta value.

As such, cooperative working environment has lots of contribution for employee performance. Cooperative working environment is followed by management system, resistance to change, egalitarian leadership and information system respectively. However, top management commitment has a negative effect on the performance of employees as represented by negative beta value. The positive beta value of resistance to change is contradicting the objective set at the proposal stage.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.1 Conclusion

BPR is considered as a solution for organizational problems. Problems are related with many things such as failure to accomplish objectives. One of the issues that could bring solution is how well employees of an organization perform under the presence and absence of success and failure factors.

This research examined BPR related factors. Factors do have contribution/effect on employee performance. Egalitarian leadership, cooperative working environment, top management commitment, management system and information technology are success factors. They are expected to increase employee performance. Notwithstanding to this resistance to change is a failure factor which often minimizes the performance of employees.

Generally, the Addis Ababa City Administration is moderately successful with its BPR project. Findings obtained in the research are generalized in the following statements. The information extracted from regression table shows relationships between employee performance and other independent variables, which are expected to contribute/influence employee performance.

- ❖ The beta value of egalitarian leadership shows its relation with employee performance. Such relationship is direct and positive. An attempt to increase egalitarian leadership automatically brings better employee performance. Meanwhile, the egalitarian leadership contribution is not too much. The significance level indicates that the amount of its contribution is minimal.

Majority of egalitarian leadership responses are condensed in the domain of moderate. For instance, information and vision are shared in the organization. Similarly, managers addressed open communication, trust and employee idea for constructive use. However, all of these addressed indicators lack depth.

- ❖ The relationship between cooperative working environment and employee performance is direct. In this research, the highest contribution for employee performance is obtained from cooperative working environment. The highest beta value of 0.492 assured this factor's massive contribution for employee performance. Further, the zero percent significance level can be a testimony of cooperative working environment's substantial contribution through the organization.

Employees accepted cooperative working environment indicators positively. Employees' friendly interaction, confidence and trust on peers, team working and problem solving are very important for one's better performance. Despite this fact, recognition given for well performing employees is weak at the organization.

- ❖ In terms of contribution, top management commitment is an unexciting BPR factor. Of all factors, an attempt to increase management commitment minimizes employee performance. Negative beta value obtained through the research process shows top management commitment's negative effect on the dependent variable i.e. employee performance. Despite this fact, the 9% significance level shown the contribution is well. Managers' expectation, knowledge about BPR and communication appeared good. However, employees misinterpreted the top management commitment indicators.
- ❖ The second high value contribution for employee performance came from management system. The highest contribution is brought by cooperative working environment. Apart from its direct relationship, a one-unit change in management system is contributing the second high-level employee performance. Similar to cooperative working environment the contribution of management system to employee performance is substantial.

Despite its high-level contribution for employee performance, management system indicators (reward system, performance measurement, empowerment and training) are below average at the stated organization.

- ❖ Information technology is one of those factors, with positive relationship but less contribution for employee performance. The positive beta value and the higher significance level reflected the fact stated before.

The overall response rate is showing information technology integration, use of information system and transferring information through communication channel are below average.

- ❖ The only failure factor with both direct relationship and positive contribution for employee performance is resistance to change. While the 0.19 beta value shows the relationship, the 10 percent significance level indicated its contribution.

The researcher underscores respondents' reaction for change resistance indicators. It's valued average. Majority of the respondents underscored their feeling to resist change. Respondents feel the environment is uncomfortable; suddenly they may lose their job and position and even become skeptic towards the results of BPR.

The analysis shows that all, except top management commitment, are contributing for employee performance. The degree at which BPR success and failure factors contributed is determined with levels of beta. Factors with high beta value are contributing a lot to employee performance compared to other factors. As such, cooperative working environment contributed a lot for the organizations employee performance. It is followed by management system, resistance to change, egalitarian leadership and information system respectively. However, top management commitment has a negative effect on the performance of employees as indicated by negative beta value.

5.2 Recommendations

The researcher identified and addressed the following issues. Things that the organization needs to maintain, improve or remove are presented in the following paragraphs.

- It is good to look at indicators of egalitarian leadership in the organization. They can facilitate things for better employee performance. Conversely, their existence alone will never assure the desired level of employee performance. Employees are responsible and

accountable for low and ineffective performances if and only if all the identified indicators are fulfilled.

As such, managers and higher officials need to develop database and related projects that will ensure the existence of considerable vision and information sharing and open communication between stakeholders. Further managers should have confidence on subordinates and use their ideas for constructive sakes alone.

- The organization needs to maintain employees' friendly interaction, confidence and trust on peers, team working and problem solving indicators. This ensures customer satisfaction and perpetual organizational existence through better employee performance.

The organization and management team should work, for recognition of well performing employees, together with employees to score excellent performance records. Both the organization and employees need to give credit for the performance and contribution of inexorable employees.

- Top management commitment is an exceptional indicator over other BPR factors. All factors have positive and direct relation with employee performance. Even though the response given by employees for top management indicators seems attractive, its relation with employee performance is indirect.

Employees indicated that result expectation, knowledge about BPR and communication are good. Nevertheless, they misinterpreted the indicators. Of course, employees saw managers when they run here and there. However, busyness of managers is for jobs, which have political implication. Managers should invest their full attention on actual job of the organization. Moreover, managers need to pave conditions to play down interpretation gaps with subordinates.

- The researcher judged less reward system, performance standards, empowerment and training. The organization should train employees and improve reward system. As employees are source of such information, managers and the organization need to conduct

training need assessment. This is a preset to get jobs done and meet fair performance standards. Moreover, employees should be empowered. This improves employees' psychological strength and makes them confident while making decisions and performing their responsibilities.

- Many scholars described information technology and BPR related issues as natural partners. AACA have to install new information system equipment and update the existing IT related accessories. In addition, the organization needs to use modern and efficient communication channels that could ensure effective and efficient transfer of information to respective workforces of the organization.

The use of up to date communication tools like e-mail, e-voice, fax, telephone and related products may contribute a lot for better workforce performance. The project designed to establish information and communication technology agency should be completed and begin its duty in time.

- Finally, AACA should work too much on the attitude of employees that may change intentions of resisting change related issues of the organization. In the absence of attitudinal change, it is very difficult to get the expected level of employee performance. Change related awareness training and conference are useful to change pessimistic views against change. Otherwise, workforces' intentions to resist changes may be aggravated.

Other researchers can compare employee performance that could vary with the advancement of time. In addition, upcoming researchers can revise employee attitude towards success and failure factors. Alternatively, they can deal with factors not addressed in this research. Finally, they can look the contribution and effects of BPR factors on employee performance by considering employees working in other bureaus of the city administration.

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Appendix

Questionnaire

My name is Mohammed Kassie. I am attending MBA program at Addis Ababa University. Right now I am conducting a research on the title “BPR and Employee performance”.

The purpose of this study is to examine the degree of success and failure factors injected in your organization and their impact on employee performance. The questionnaire recorded namelessly and confidentially has preserved. Moreover, the researcher will never give a piece of information for anybody and never use for any other purpose too. Would you please mark on the real degree of success and failure factors injected in your organization and how much these factors actually contribute or influence your performance?

Marking procedures

Please put an (X) mark in front of the alternative you thought as an answer.

Thanks in advance!

Part I

- 1- In which bureau do you belong?
 - A) Capacity building
 - B) Land administration

PART II

Questions	Always	More	Moderate	Less	Never
Egalitarian leadership					
1) Do your managers share vision and information of the bureau with you?					
2) Is there an open communication between supervisors and you?					
3) Does your manager place full confidence on you?					
4) Does your manager listen and use your ideas constructively?					
Cooperative working environment	Always	More	Moderate	Less	Never
5) Do you have a friendly interaction with other workers at the work place?					
6) Do coworkers have confidence and trust to each other?					
7) Does team working play a role in problem solving?					
8) Do you feel coworkers are working in a cooperative environment?					
9) Is their performance recognition among coworkers?					
Top management commitment	Always	More	Moderate	Less	Never
10) Do your bureaus top management officials have a realistic expectation to BPR project?					
11) Do your bureau officials have sufficient knowledge about BPR?					

12) Do your bureaus management officials communicate with you and users frequently?					
Management system	Always	More	Moderate	Less	Never
13) Does your bureau adjust your salary accordingly?					
14) Does your bureau's performance measurement correspond to changes?					
15) Does your bureau empower you to make decisions when performing jobs?					
16) Is their training and/or educational programs to update employees skilled?					
Information technology	Always	More	Moderate	Less	Never
17) Does your bureau have integrated IT with its business plan?					
18) Does your bureau extensively use information system?					
19) Does your bureau use effective communication channel in transferring information?					
Change resistance	Always	More	Moderate	Less	Never
20) Do managers feel anxiety of losing their authority after changes?					
21) Is their skepticism among employees about the results of the project?					
22) Do employees feel uncomfortable with the new environment?					

Employee performance	Always	More	Moderate	Less	Never
23) How well do you understand and adhere to policies and procedures of AACCA?					
24) Do you effectively use resources including time and materials?					
25) Do you serve as many customers as possible?					
26) How well do you keep your supervisor informed?					
27) Do you actively peruse or initiate projects for the benefit of AACCA?					
28) Do you develop logical and creative solution to problems?					
29) Do you effectively work with other employees?					
30) Do you think you are receptive to new idea and concepts?					

Interview Questions

My name is Mohammed Kassie. Currently I am attending MBA program at Addis Ababa University. I am conducting a research on the title “BPR and Employee performance”.

These interview questions are targeting people who hold the managerial position of the AACCA capacity building and Land administration bureau. They are designed to evaluate the level of employees’ performance in response to BPR factors injected in your organization. I kindly request you for the information you do have.

Thanks in advance!

- 1) How well do employees understand and adhere to policies and procedures?
- 2) How well do employees effectively use resources including time and materials?
- 3) Do you think employees are serving as many customers as they can?
- 4) How well do employees keep on informing you?
- 5) How well do employees propose or initiate projects for the benefit of AACCA?
- 6) How do employees develop solution to problems?
- 7) How well do employees work with other employees?
- 8) How well do employees are receptive to new idea and concepts?