

Assessment of Business Process Reengineering Implementation, Practices and Associated Problems: A Case of Assosa Town Educational Bureau, Benishangul Gumuz Regional State, Western Ethiopia

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Abstract— The study mainly focuses on assessing the Business Process Reengineering implementation and practices and associated problems in Benishangul Gumuz Regional state Assosa Town Educational Bureau and to recommend best solutions which are helpful to take corrective actions if required to improve the existing situations. The Descriptive study method focusing on Business Process Reengineering implementation practices and associated problems will be designed. This method is selected due to its simplicity and appropriateness to the study and helps the researcher to describe the phenomenon reflected by respondents as it is. Finally, Business Process Reengineering put forward hope of providing such improvement in cost, cycle time, quality, and use of capital to many enterprises. The researcher has tried to find out that attempts had been made in this paper observed & the practices of Impact Assessment of Business process reengineering on Organizational performance

I. INTRODUCTION

The concept of Business Process Reengineering is an American idea and began as a private sector technique to help organizations to fundamentally rethink how they do their work in order to dramatically improve customer service, cut operational cost and become world class competitors. The Goal of business process reengineering is redesign and changes the existing business practices or process to achieve dramatic improvement in organizational performance. Organizational development is a continuous process, but the pace of change has increased in manifolds. In a volatile Global world, enhance competitive advantage through business process reengineering (BPR) by radically redesigning selected processes. Successful implementation of BPR projects benefited the organization by increasing its productivity through reduced process time and cost, improved quality, and greater customer satisfaction. Hence the implementation process must be checked against several success/failure factors like setting comprehensive implementation plan, addressing change management issues and measuring the attainment of desired results so as to ensure successful implementation, as well as to avoid

implementation pitfalls (Cooper and Markus, 1995; Hammer and Stanton, 1995; Carr and Johanson, 1995).

According to standard and Jaravepea (1995) Business process are simply a set of activities that transformed a set of inputs in to a set of out puts (good or services) for another reason or process using people and equipment's. Business processes entails set of logically related tasks performed to achieve defined business out pout or outcomes. It involves a wide spectrum of activities procurement order fulfillment, product development, customer service and sale (Sharma 2006). Thus, process Reengineering becomes an offshoot of business process. Hammer and champy (1993) argued that the fundamental reconsideration and radical redesign of organizational process, in order to achieve drastic improvement of current performance in cost service and speed enjoys a faire measure of consensus. One can then assume the business process re-engineering connotes the analysis and design of work of lows and processes and within and between organizations (daven prot and short 1990).

Business process Re-engineering relies on a different school of thought. It believes in continues process improvement re-engineering assumes that current process is irrelevant and there is need to commence another one. This is to project oneself on what showed the process look like? How do my customers want if to be like?

How do best-live class companies do if? What we might be able to do with no technology? Business process Re-engineering in the actual sense have mixed successes. Therefore, Business process re-engineering projects aimed at transforming efficient. Work process. Hence forth, organizations such as banks and other financial institutions need to optimize results from this model in real business sanitations.

II. RESEARCH QUESTIONS

- Does the Employee has awareness about BPR?
- What are the implementation practice of BPR in Benishangul Gumuz Regional state Assosa Town Administration Police Office?
- Does the customer satisfied by the Service delivered by office?
- What are the major problem in implementing BPR in the Office?
- What are the mechanisms to solve the problems in implementing BPR in the Office?

III. OBJECTIVES OF THE STUDY

3.1. General Objective

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The main objective of the study is to assess the BPR implementation, practices and associated problems in Benishangul Gumuz Regional state Assosa Town Educational Bureau.

3.2. Specific Objectives

To achieve the general objective of the study the following specific objectives are set:

- To assess the implementation practice of BPR in Assosa Town Educational Bureau
- To find out how management and employees can benefit from a re-engineering process without affecting the objectives of the organization.
- To assess the effect of Business Process Reengineering on customer satisfaction
- To investigate the challenges of BPR implementation Assosa Town Educational Bureau
- To assess the effects of Business Process Reengineering implementation on service delivery.

IV. SIGNIFICANCE OF THE STUDY

This study is important in that it can contribute a bigger deal to different parties so that it has the following contributions:

- If can provide a general over view on how the organization can implement BPR and assist managers to take appropriate actions.
- It can also be used as stepping stone for other researchers who want to conduct a study on similar areas.
- It is also believed to be helpful because it can be used as a reference for students and organizations. Generally, it helps office head and process owners service delivery system.

V. RESEARCH METHODS

The Descriptive study method focusing on BPR implementation practices and associated problems will be designed. This method is selected due to its simplicity and appropriateness to the study and helps the researcher to describe the phenomenon reflected by respondents as it is.

5.1 Types of Data

The primary and secondary data will be used primary data will be collected from the respondents through interview and by distributing questionnaires to the respondents to get relevant information. The secondary data will be collected from document sources.

• **Nature of Data**

There are a number of phases to be involved in the production of research document however, the research will employ the descriptive method. To reach on the objective of the research. According to hammer and champ (1993) reengineering is the basic review and essential redesign of business process to bring about remarkable improvements in critical measures of performance such as: - cost, quality, service and speed of service delivery. Data for this research will be obtained from primary and secondary sources. The primary data will be obtained through the questionnaire that will be designed considering expert leveled on business process reengineering. The personal interview will be brotherly employed to obtain additional information on the specific areas that may be left to uncover by questionnaire mechanism. The secondary data

will be extracted from different reports, journals, text books, organizational manuals and other relevant sources.

5.2 Sampling Size and Sampling Techniques

5.2.1 Sampling Size

The total population size of the case under the study will be 170, out of this population, the researcher will use 25 samples and this sample will be distributed to prospective department as follows.

$n/N*N1$ where; n= sample size (mean)

N= population size (mean)

N1= population size or mean of prospective department

Department	Total population	Sample size	Percentage
Marketing	13	8	32
Human Resources	2	8	4
Operation and maintenance	11	7	28
Fixed access network	14	9	36
Total	40	25	100

5.2.2 Sampling Techniques

Using census of data collection is best to arrive at concrete and realistic point but it is difficult to use the method sue to time and cost constraints that it brings there for it is advisable to use to use sampling design to alleviate the stated problems accordingly the type of sampling technique the researcher will use is probability sampling technique particularly stratified random sampling. This method is selected because population is dawlded in to different departments (strata) and then sample size will be determined using simple random sampling.

5.3 Method of data Analysis

The data was be collected from the respondents through open ended questionnaires in analyzing qualitatively (expressing results in words) and the close ended one will be analyzed quantitatively by using tables and percentage.

VI. RESULT AND FINDINGS

Gender characteristic of Respondent

Table 1. Demographic Characteristics of Respondents. I, distribution of respondents by sex		
Sex	Frequency	Percentage (%)
Male	18	72
Female	7	28
Total	25	100
II, Educational qualification of the respondents		
Diploma	12	48
BSC/BA/	11	44
MBA/MSC/MA	2	8
Total	25	100
III, Distribution of Respondents in Relations to their Departments		
Marketing	8	32

Human Resources	1	4
Operation & maintenance	7	28
Fixed Access Network	9	36
Total	25	100

Source: - Compiled questionnaire

The above table 1 shows the sex distribution of the respondents: 18 (27%) were male while 7(28%) were female. thus male staffs were in the majority in the organization. the analysis further revealed that 12(48%) of the respondents were diploma holders, 11(44%) of respondents holders of BSc/BA degree and the remaining 2 (8%) of the respondents were holders of M.A. thus diploma and degree holder staffs were the majority in the organization. The paper also depicts the departmental distribution of the respondents and the human resource department varies significantly as can be seen from table above. 8(32%), 1 (4%), 7(28%), and operation and maintenance and fixed access networks respectively.

Analysis and Interpretation of Data

Analysis of data collected on the study on the assessment business process reengineering on organizational performance, taking Assosa Town Educational Bureau as a case study. A total number of thirty (30) questionnaires were distributed but 25(83%) were returned and used for this analysis.

Table 2, the respondents general awareness about BPR

Rate	Respondents	
	In number	In percent
Very high	10	40
High	8	32
Neutral	0	0
Low	5	20
Very low	2	8
Total	25	100

Source: Compiled questionnaire

from the table 2 above 10 respondents representing 40% replied that very high, 8 respondents representing 32% indicated high, no one respond to neutral, 5 respondents representing 20% answer that low while 2 respondents representing 8% responded that very low. This conform the fact that majority of workers in the organization have awareness about BPR.

As we have seen from the sample study, on one found with indifferent knowledge about BPR.

Table 3, the respondents be of the same mind about benefits of BPR

Rate	Respondents	
	In number	In percent
Very strongly	16	64%
Strongly	8	32
Neutral	1	4
Disagree	0	0
Very strongly disagree	0	0
Total	25	100

Source: Compiled questionnaire

From the table 3 above 16 respondents representing 64% replied that whether they very strongly agree about benefits of BPR towards the organization, 8 respondents representing 32% indicated that they strongly agree benefits of BPR while only one respondent representing (4%) answered that neither agree nor disagree about its benefit. No respondent replied that disagree and very strongly disagree. Thus from the respondents answer one can infer that almost the whole workers in the organization have the same mind about benefits of BPR.

Table 4, the impact of BPR associated with quality service, reducing cycle time & cost, free from hand off and redundancy.

Rate	Respondents	
	In number	In percent
Very high	4	16
High	12	48
Neutral	3	12
Low	6	24
Very Low	0	0
Total	25	100

Source: Compiled questionnaire

from the table 4 above 4 respondents representing 16% replied that very high about the impacts of BPR towards providing persistent quality service, reducing cycle time, reducing cost and free from hand off and redundancy, 12 respondents representing 48% indicated that high, 3 respondents representing 12% asserted that neutral while 6(24%), 0(0%) respondents responded that low and very low respectively. thus as per the majority of the respondents BPR has high impact in providing persistent quality service, reducing cycle time, reducing cost and free from hand off and redundancy.

Table 5, impact of BPR in relation to communication and empowering the front line staff

Rate	Respondents	
	In number	In percent
Very High	6	24%
High	10	40%
Neutral	4	16%
Low	5	20%
Very low	0	0
Total	25	100

Source: Compiled questionnaire

from the table 5 above 6 respondents representing 24% replied that very about the impacts of BPR towards communication and empowering front line staff, 10 respondents representing 40% indicated that high, 4 respondents representing 16% asserted that neutral while (5(20%), 0(0%)s respondents replied that low and very low respectively. this shows that BPR has high impact on frequency and type of inter and intra department communication, the speed of communication and empowering front line staff.

TABLE 6, THE IMPACT OF BPR IN RELATION TO CUSTOMER ORIENTED SERVICE AND ADDING VALUE.

Rate	Respondents	
	In number	In percent
Very high	12	48%
High	9	36
Neutral	4	16
Low	0	0
Very low	0	0
Total	25	100

Source: Compiled questionnaire

from the table 6 above 12 respondents representing 48% replied that very about the impacts of BPR on customer oriented service and adding value, 9 respondents representing 36% indicated that high, 4 respondents representing 16% asserted that neutral no respondents responded that low and very low. Thus as per the majority of the respondents BPR has very high impact in providing customer oriented service and adding value.

Table 7, the impact of BPR in relation to input-output relation & grate value of output.

Rate	Respondents	
	In number	In percent
Very high	2	8%
High	14	56
Neutral	6	24
Low	2	8
Very Low	1	4
Total		100

Source: Compiled questionnaire

from table 7 above 2 respondents representing 8% replied that very high about the impacts of BPR in relation to input-output relation and grate value of output, 6 respondents representing 24% asserted that neutral while 2(8%), 1(4%) respondents replied that low and very low respectively. Thus as per the majority of the respondents BPR has high impact to input-output relation and grate value of output.

CONCLUSION

BPR put forward hope of providing such improvement in cost, cycle time, quality, and use of capital to many enterprises. For the sake conclusion an attempts had been made in this paper observed & the practices of Impact Assessment of Business process reengineering on Organizational performance. How activities was being implemented on the organization faces. While carrying out the activities, are deeply observed by researcher mainly, uses observation, questionnaire and a bit of discussion with research division head's of fixed access network, operation & maintenance, marketing. Therefore in general impact assessment of business reengineering on organizational performance Assosa Town Educational Bureau in Western Ethiopia. As employees of the company briefly suggest it implementation BPR brings high benefits. Final conclusion

the researcher measures the effectiveness impact processing on organizational performance.

RECOMMENDATIONS

On the bases of the research conducted and analysis made on the study the following some recommendation have been forwarded Business process Reengineering is one of fastest growing management method that is most effective to company that are also in need of change and improvement in quality service on radio transmutation, mobile radio since telecommunication connect worldwide (ICT).

As is indicated in the analysis part of this paper the impact assessment of BPR high performance but some of employee's said that neutral, low, very low so the company in improving the employee's skill the company tries to consider the employees require periodical training skill about BPR.

The emphasis should be given to harness the knowledge, skills, abilities, and attitudes that will let excel the understanding of top managers as they are shapers of BPR implementation activities. This is because if the bureau is one that must change from traditional, bureaucratic to a modern customer service driven organization, then the building block is to create proper understanding through training and best experience sharing in order to have a meaningful BPR. Therefore, top management should have knowledge and curiosity about BPR implementation and make important decisions with full understanding.

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