Wolkite University

College of Business and Economics

Department of management

The Application of Business Process Re engineering and Its Impact on Organizational Performance (in the case of trading and industry wolkite city)

Research Report as the Partial Fulfillment for Bachelor of Art Degree in Management

BY; TAYE ALEMAYEHU

ID: SSR/ 1350/14

ADVISOR: WUBEYE (MBA)

MARCH 2025

WOLKITE, ETHIOPIA

Acronyms

BPR = business process re engineering

Acknowledgement

First and most my thanks goes to almighty god for everything he has done for me to accomplish this research. And I would like to express my sincere gratitude to my advisor MS wubye (MBA) for her technical and professional advice. Next I would like to express my deeply heart tanks to those who have not been mentioned their name but contribute a lot to this achievement.

ABSTRACT

The researcher examined the Impact of Business Process Re engineering (BPR) has on Organizational

Performance focusing on wolkite trading and industry office. The objective of the study

is to uncover how BPR can help to effect innovative and strategic changes in the organization, to determine the impact

of BPR on organizational performance; to assess the roles of information technology in the implementation of BPR

for an organization to attain its goals and to determine how BPR can affect the service rendered by an organization.

The data for this research work were obtained through primary and secondary source where respondents were

selected using simple random sampling technique and a survey was carried out on the staff trading and industry office. 58 answered questionnaires were returned by the respondents. Therefore, business process

re engineering has positive impact on organizational performance. The study recommended that the organization's

incentive and reward system should be changed by considering benefits in respect of salary increment, promotion,

empowerment and compensation.

Table Content

Acronyms I

BPR = business process re engineering I

Acknowledgement II

ABSTRACT III

CHAPTER ONE 1

1. Introduction 1
1.1 Background of the Study 1
1.2 Statement of the Problem 3
1.3 Objective of the Study 5
1.4 Research Question 5
1.5 Significance of the Study 6
1.6 Scope of the Study 6
1.7 Limitation of the Study 7
1.8 Definition of Key Terminologies and Concepts 7
1.9 Organization of the study 9
Chapter Two 10

2. Literature Review 10

2.1 Advantages of BPR 10
2.2 Challenges of BPR Implementation 10
2.3 BPR Success Factors 12
Chapter Three 13

3. Methodology 13

3.1 Data Type and Source 13
3.2 Study Design 13
3.3 Method of Data Collection and Data Source 13
3.4 Sample Size and Techniques 13
3.5 Data Processing and Presentation 14
3.6 Data Analysis 14
Chapter four 15

4. Data analysis and interpretation 15

4.1 introductions 15
4.2 characteristics of respondents 15
Table 1 sex distribution of the respondents 15

Table 2 the age distribution of respondents 16

Table 3 educational background 16

Table 4 work experience **18**

Table 5 family size **18**

Table 6 marital status **19**

4.2 performance of the organization **20**

Table 7 salary compared to service provide **20**

Table 8 implementation of BPR **21**

Table 9 problem of customer getting solution **21**

Table10 ways of to solve customers problem **22**

4.3 determinant factors that responsible for success and failure of implementing BPR **22**

Table 11 know how about BPR implementation **23**

Table 12 how come to know about BPR **23**

Table 13 the organization share experience. **24**

4.4 challenges during BPR program implementation and its solution **24**

Table 14 challenges during BPR implementation **25**

4.5the impact of BPR program in the organizational performance **26**

Table 15 impact of BPR **26**

Table 16 impact of BPR **27**

Table-17 sufficient service to customers **28**

Table -18 service provided by the organization **28**

CHAPTER FIVE **30**

5. SUMMARY, CONCLUSIION AND RECOMMENDATION **30**

5.1 SUMMARY **30**

5.2 conclusions **31**

5.3 recommendation **32**

Reference **33**

Appendix **35**

CHAPTER ONE

1. Introduction

1.1 Background of the Study

1.1.1Definition of BPR

BPR or business process for substantial improvement said simply it is the redesigning of business process .BPR involves change instructors and in process with the business environment. the entire technological human and dimensional organization may be changed in BPR. in general it allows an effective change in the manner is performed(sotizigiaris,2000)

Business process redesigns business transformation or business process change management. Leading organization are becoming holders in using this technology BPR is one approach for redesigning the way work is done to better support the organization mission, strategies, goals and customer need. Only on the organization rethink what is should be doing does it go on to decide how best to do.(itCarmeli, A & Tishler, A 2004,)

Although this work is the most important in out definition it is also one that gives most corporate managers the greatest difficulty. We define business process as a collection of activity's that takes one or more kinds of input and create an out put that is of value to the customers. The shift to process based thinking is already under way and that shifts in the radical changes.(Hammer and champ,1993)

Process by process we mean a group of related tasks that to gather create value for customer. the customers only concern it with the end of the result the delivered goods and services created by the sum total of these related activities. However the effort might focus an apportion of customer service involves not just order entry, but various activity's that are distributed through put the average organization(Bennie and miscue,1995)

1.1.2 Practical Application of BPR in US Nations

BPR evolved from the experiences of the US based companies in the 1980s.these companies radically changed their processes by applied modern information technology innovatively, such as enterprise resource planning, in pursuit of change management and improved performance. since its inception two decade ago, BPR has become abuzz word to bring about innovative initiatives and cultural changes in the business world. Many companies deployed BPR and achieved new competitive advantages in the global market place .according to Huang and palvia (2001),change management and corporate culture have played significant roles in BPR and ERP

acceptance in various countries .factors affecting BPR implementation results can be classified in to two categories: national &environmental and organizational & internal.

National &environmental factors include such variables as economy and economic growth, infrastructure and government regulations. Organizational& internal factors describe such firm specific aspects as information technology maturity, BPR experience and computer culture. On the one hand IT such as ERP, enables and reinforces firms innovative behavioral as on of the key success factor for BPR and change management.(Carmeli, A & Tishler, A 2004,)

1.1.3 Practical Application of BPR in Ethiopia

Since1994, the government of Ethiopia has embarked on reforming its civil service organizations with the objective of improving the public sector service delivery system. The government sponsored a lot of management training programs to enhance the capacities of civil service employees and to implement result based performance management system in all of its service organizations. Though this brought some improvement in the performance of some civil service organizations, the effort required was to much as compared to the benefits obtained .since 2004,the government has also endorsed BPR as a foundation for strengthening result based performance management system in the civil service .scientific management ,system theory and operation management are the theoretical methodological foundations of BPR. For this reason, most corporation used BPR as transformation tool during the 1980 and 1990. However ,the characteristics of government organizations are different from corporate organizations. These distinguishing features constrain government organizations from emulating the BPR experience of corporate ones.

The fundamental and radical redesign of business process to achieve dramatic improvement in the critical measure of performance such as cost quality service and speed. (Tesfaye, 2009,p.29).

Business process re engineering is analysis and redesign of fundamental business to reduce or improve value added to one business. Even though this process is applied in the near time the process is recent idea with processes. Tradition of business process re engineering is an increasingly important in both public and private sector.

In every organization, the role of business process re engineering on profitability, quality, saving time and low cost of the organization is very important if the business process re-engineering is applied correctly. That means, if the materials that are needed to apply the business re engineering is fulfilled it is the best alternative to obtain the desired objective.

As the role of BPR on profitability of the business is very important, academic research on BPR in Ethiopia is rare. The few works conducted on BPR have not paid particular attention to the application of BPR and its impact. This study aims at filing this gap with aim of brining of the theoretical literature on the application of BPR to business success and profitability by taking trading and industry of governmental office in Wolkite city as a case study.

Moreover, business process re engineering consider technology that is if there is a problem of technology in any organization it is difficult to apply the process. So, the role of technology in applying the right BPR activity is very high.

In general business process re-engineering is a scientific or modern method to conduct any activity. So to obtain the objective of the organization that is customer satisfaction. The role of business process re engineering is very high, Subramanian . M (1998)

1.2 Statement of the Problem

Ethiopia is one of the least developed countries in the world and which is known as backward state. The management system in Ethiopia is more of bureaucratic and ill suit to bring change then observing the problem available, the government need to bring change in the management of human and resource for better service delivery of the society, (Tesfaye, 2009,p.29).

‘BPR” is a pipe line through a tube for transporting clean water even when it’s going through pure water the pipe we do not get clean water. This implies that BPR is the necessary tool to bring change. But there are challenges that hinder the implementation process which includes ineffective ss, redesign, lack of required resource for BPR effort unsound financial condition, poor implantation by consultants and lack of top management attention and support. (Majed and Mohammed , 1999, pp,101-102). the integration of technology into business process presents several challenges that can hinder effective implementation.

One of primary issue is the reliance on specific materials and tools such as computer system and various forms of communication techinology. These resourses are essential for modern operations , but thir avilablity and compatiblity can pose significant obstacle.

In addition to techinical challenges , there is often a problem with employee atitiude towards new technologies. Many employees may lack awarenass or understanding of the new processes, which can lead to resistance or slow adoption. This reluctance to embrace change can further complicate the transition , making it difficult for organization to fully leverage the benefits of technological advancements.

In summary , while technology of offers numerous advantages for improving business operations , challenges related to resource availability and employee engagement must be addressed to ensure a smooth and effective implementation.

1.3 Objective of the Study

1.3.1 General Objective

The general objective of this study is to examine business process re engineering application and its impact on organizational performance in the case of Wolkite city trading and industry governmental office.

1.3.2 Specific Objective

The specific objectives of the study addressed the following points.

To assess mainly on the core ideas of

- ❖ Being active participant and successful in work areas
- ❖ Mutual benefit and agreement among society
- ❖ Giving proper request to the society

- To assess the determinant factors responsible for the success and failure of implementing the BPR program in the case of Wolkite city trading and industry governmental office.

- To describe challenges during implementation of the BPR program.

-To assess the impact of BPR program in the organizational performance.

1.4 Research Question

The study should cover the following questions

. First why we need to apply BPR program in trading and industry of public of organization in Wolkite city?
. To what extent the BPR program is successful in the public office?
. What are the major challenges in applying and implementing the BPR program?

. What are the impact of BPR program in the public office?

1.5 Significance of the Study

The result of this study could be as a source of data for any interested researches and it would serves as a lesson for other organization that are practicing or wants to implement similar type of initiatives under similar context.

As the main objective of the BPR program could be to examine the organizational performance and also to improve organizational effectiveness.

These studies would also help the employees of the public office in fulfilling the implementation gap of the BPR program and to recover from this problem after it would be conducted and implemented correctly.

The study would be as aspiring board for researcher to gain practical research experience for future endeavors and to conduct further study of the issue and it helps the partial fulfillment of BA degree in management.

1.6 Scope of the Study

The scope of the study would be

1. Geographical scope: the researcher would bounded geographically this study in wolkite city Wolkite city trading and industry of public office

2. Conceptual scope: the researcher should bounded conceptually this study in core ideas of

- ❖ Being active participant and successful in work areas
- ❖ Mutual benefit and agreement among society
- ❖ Giving proper request to the society

1.7 Limitation of the Study

The limitation of the study could be

- ✓ The study would be demarcated to trading and industry of Wolkite city in , so they may not be representing the whole city of wolkite.
- ✓ The study would be bounded conceptually in the core ideas
    - ✓ Being active participant and successful in work areas
    - ✓ Mutual benefit and agreement among society
    - ✓ Giving proper request to the society

So they may not be represent the whole idea of study in the research

1.8 Definition of Key Terminologies and Concepts

BPR is a radical redesign or change in the work process of an organization to create an effective institution in critical measure of performance such as cost, quality service and speed.

BPR is fundamental radical redesign of business process to achieve dramatic improvement in critical contemporary measure of performance such as cost, quality service and speed (Hammer and Champy, 1993: p.32).

What is to be understood here is that whether the business process of an organization need radical change and break through the traditional workflow. It also conveys and break through the traditional workflow. It also conveys the meaning making a root change on the work of an organization. Another definition of BPR is "The analysis and design of work flows and process with an organization (Subramanian, 1998). It is also defined as a set of logically related tasks performed to achieve a defined business outcome. (Ibid). the operational definition of business process re engineering.

According to Hammer and Champy (1993) contains four key words which need further discussion.

A. Fundamentals: in doing re engineering people must ask the most basic questions about their organizations. And how they operate. These basic questions can be why do we do what we do? And why do it the way we do it? These basic questions force people to look at the tacit rules and assumption that underlie the way they conduct their business.
B. Radical redesign:- In re engineering, radical redesign means disregarding all existing structure and procedure and inventing completely new ways of accomplishing work. It is about business reinvention, not about improvement.
C. Dramatic: This refers to achieve quantum leaps in performance but it is not about incremental improvements.
D. Process: Business process is a collection of activities that take one or more types of input and create an out put that is value to customer.

In addition to the above definition " Business process re engineering is an initiative to accomplish strategy driven design of business process to achieve competitive break through in quality, responsiveness, cost, flexibility and satisfaction" (Marcel, 2003).

The concepts of business process re engineering (BPR) trace it's origin back to management theories developed as early as the nineteenth century. The key concepts associated with it have become quite imperative to the survival of current business organization (Marcel, 2003:p.415). Then it began as a private sectors technique to help organization.

Fundamentally rethink how they do their work in order to dramatically improve customers service, cut operational costs and become world class competitors (Beharu 2009:p-1). A key stimulus for re engineering has been the continuing development stimulus for re engineering has been the continuing development and development of sophisticated information and networks (ibid).

1.9 Organization of the study

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

Chapter Two

2. Literature Review

2.1 Advantages of BPR

Organization often bends over back work to avoid the radical redesign of organization structure. They will use automation employee empowerment, mission statements and management organization. As Mxajed and Mohamed (1999) describe in there study of BPR implementation process and analysis of BPR implementation process and analysis of key success and failure in Brad Ford University put that change management involves all human, social, cultural adjustment technique and insertion of new way of management in working practice.

In real world BPR can be called a lot of things cost cutting drives, restructuring traditional work habit, it is means reevaluating the existing process to optimize performance and do thing in a clear way.

Rapidly changing business environment, organizations are under pressure to affects dramatic performance improvements, productivity through design evaluation and the enabling power of modern technology, utilizing proven tools and techniques (Subramanian, 1998). The advantage of reduce the overall time require completing task; reduced the no of tasks that need to be completed and improve the quality and consequence of the overall work process. http://www inactivity comretrived on December 15,20011) work BPR Sonhtm.

2.2 Challenges of BPR Implementation

It is difficult to successfully re-engineer existing process to take advantage of the potential opportunities presented to take by technology without rehiring the existing hierarchical organizational structure and rigid process and procedure ill suited to meet the integrated information needs of business users.

In looking example of dramatic break through improvements achieved by organizations more often than not you will find fundamental change in work process have been implement and the organizational structure was modified to implement that changes . (http://www.edu.cavse//copy right htm) retrieved on December 15,2011.

Based on the reengineering evaluation, there are ten top mistakes that cause the reengineering effort fail. These mistakes are to say you are reengineering without actually doing it; don't focuses, spend a lot of time; analyzing the current situation; proceed without strong executive leadership; be timed in redesign; go directly from conceptual design to implementation; reengineering slowly; place some aspects of business of limits adopt conventional implementation style; and ignore the concerns of your people. (Hammer and Staton1994: pp.4-33).

In addition to the top ten mistakes there is also another challenge that faced re engineering effort. That challenges is the pain involved in getting people to let go of their old ways and embrace new ones. It is not surprise that people regards such traditional and anxiety that they find the experience it self to be unsetting and dislocating (hammer and Staton, 1994:p.119).

According to Majed and Mohammed (1999). There are many factors related to change of management system and culture.

1. **Problem in communication:-** In adequate communication of need to change, hiding uncertainties in communication, poor communication between BPR teams and other personal, and lack of motivation and reward.

2. **Organizational resistance:-** To change, fear, lack of optimism, and scepticism about BPR results, worries about Job security, fear of job loss , control and position middle impermeability ad lack of adequate planning for resistance to change.
3. **Problems related BPR resource:-** lack of required resource for BPR efforts, un sound financial condition, not understanding the total financial impact, and difficulty in forecasting human, financial and other resources.
4. **Lack of training and education:-** The absence of theory, lack of understanding BPR, and lack of appropriate training for those affected by BPR.
5. **In effective BPR team:-** lack of cross-functional project team, difficult in finding suitable team members.

2.3 BPR Success Factors

Factors relating to change management system and culture change management which involve all human and social related changes, cultural adjustment techniques needed by management to facilities the insertion newly designed process and structure in to working practice and to deal effectively with resistance is considered by many researchers to be a crucial comment of any BPR efforts. (Majed and Mahamed, 1999: p.88). Revisions of reward system, communication, empowerment, people involvement, training and deduction, creating a culture for change, stimulating receptivity of the organization to change, committed and strong leadership, an adequate job integration approach, effective BPR team, appropriate job definition and allocation of responsibilities, aligning BPR strategy with corporate strategy and effective planning and use of project management techniques are the most important factors related to change management and culture (Ibid).

Chapter Three

3. Methodology

3.1 Data Type and Source

The researcher would use both quantitative and qualitative data. This study would use both primary as well as secondary data sources to obtain the necessary data that answer the research questions The Primary data would gather from sample respondents (whom are primary Sources) which would chosen through sampling from the total study population.

Secondary Data Sources: The main sources use for secondary data will be from different advanced books, documents and published materials.

3.2 Study Design

The over all of this thesis is to assess the application and its impact of BPR on organizational performance accordingly the research method employed would be in a descriptive way. The approach is would be choose with the assumption that helps to identify the impact of BPR in organizational performance. Qualitative data would be the main type of data for the study.

3.3 Method of Data Collection and Data Source

For the purpose of this study, distribute questionnaire both to the customers and to employees of the public office. Are used to collect both quantitative and qualitative data. Primary data are data which the researcher used for the purpose of study at hand. It was gathered from primary source the basic advantage of using primary data in the research is that for the possibility of acquiring current and up to date information. Another data collected by referring different type of books, documents and other published material.

3.4 Sample Size and Techniques

The researcher would be use both stratified and simple random sampling technique .the reason for applying the first one is there is heterogeneous customers which is divided in to eight groups or strata's and has total population of 2583.in addition of this inside the public office there are eight employees and the researcher would take all employees of the organization as sample size. Finally the researcher would apply the simple random sampling technique from the total

populations of customers in each group then select 50 customers as sample randomly in each group and there would be total sample size of 58 in the study.

3.5 Data Processing and Presentation

The researcher would process the given data using either manual or automated tools. Because feature is sometimes uncertain if there is enough access internet and resource the researcher would prefer the automated one but if there is no it would be manual one. Then the researcher would presented the necessary data in the form of in table, percentage and ratio for the sake of good analysis.

3.6 Data Analysis

The researcher would analyzed the data after it would collect the necessary data and presented in able and percentage then interpret the raw data in understandable manner.

Chapter four

4. Data analysis and interpretation

4.1 introductions

This part covers data analysis and interpretation of various data collected through the use of questionnaire with the title of the application of BPR and its impact an organizational performance in the case of wolkite city trading and industry office. This questionnaire was prepared in English language and distribute to 58 respondents of them to the employees and customers of the office. Out of there the researcher collect 53/91.37%/ and came up with the necessary results, but the remaining percent is uncollectible due to lack of awareness of customers towards research and development.

4.2 characteristics of respondents

To start the basic part of the study, it is appropriate to know back ground information. Their profile and characteristics in terms of reader, age, educational level marital status, work experience and family size are summarized in table 1-6 as shown below.

Table 1 sex distribution of the respondents

Sex	Respondents	
	No	%age
Male	26	44.82
Female	27	46.55
Uncollected	5	8.62
Total	58	100%

Source: questionnaire2025

The above table shows that 44.82% of the respondents are male and 46.55% of the respondents are female.

This shows the no of females employee and customers in the organization is in a good condition than males,

In addition this shows also the organization gives priorities to female and more active in playing its roles,

Table 2 the age distribution of respondents

Age distribution	Respondents	
	No	%age
18-20	7	12.06
20-30	31	53.44
30-40	6	10.34
40-50	3	5.17
50-60	6	10.34
Un collect	5	8.62
Total	58	100%

Source: questionnaire2025

The above table shows that the respondents age is the other demographic information considering their category, 12.06% of the respondents are in the range between 18-20,53.44% of the respondents are in the range between 20-30, 10.344% of the respondents are in the range between 40-50, 10.34% of the respondents are in the range between 50-60 and the remaining 8.62% are uncollected. This shows that the majority of the customers and employees of the organization their age distribution is found between 20-30 /53.44%/ this indicates that the employees and customers of the organization is in the productive age group which is very help ful for facilitating BPR program.

Table 3 educational background

Age distribution	Respondents	
	No	%age
1-8	4	6.89
9-12	10	17.24
Certificate	6	10.34
Diploma	19	32.75
BA degree	11	18.96
MA degree	1	1.72
Other	2	3.44
Un collected	5	8.62
Total	58	100%

Source: questionnaire 2025

The above table shows that, 6.89% of the respondents are 1-8, 17.24% of the respondents are 9-12, 10.34% of the respondents are holds certificate, 18.96% of the respondents are BA degree, 32.75% of the respondents re holds MA degree, 3.44% of the respondents are holds other educational level and the remaining is un collect this implies that the majority of employees and customers of the organization are literate which holds diploma and they have good knowledge and experience about BPR. But this does not mean its level of education is very satisfactory to implement BPR program properly, how ever, it is same what good.

Table 4 work experience

Years of service	Respondents	
	Number	Percentage
Less than one year		
1-3 years	31	53.4
3-5 years		
More than 5 year	27	46.6
Total	58	100%

Source: questionnaire 2025

The above table shows that with regard to years of service of employees in the organization. The organization have not an employee less than one year and 3-5 years of service but it have 5 and 3 employees which have 1-3 years of service and more than 5 years of service respectively, from this data 52.4% of the respondents are 1-3 years of service and 46.6% of the respondents are more than 5 years of service.

This shows that the majority of the respondents have 1-3 years of service from this we can concluded that the employees of the organization are same what good experience but this is not enough for the organization it to implement BPR program properly because lacks more years of experience,

Table 5 family size

Years of service	Respondents	
	Number	Percentage
1-3	27	46.55%
4-6	16	27.5
7-9	8	13.79
>9	2	3.44
Un collect	2	8.62
Total	58	100%

Source: questionnaire 2025

The above table shows that, 46.55% of the respondent have 1-3 no of families, 27.58% of the respondent have 4-6 no families, 13.79% of the respondents have 7.9 no of families, 3.44% of the respondents have >9 no of families, this shows that the the employees and customers of the organization have a good understand about family planning its importance in working and economic condition.

Table 6 marital status

Marital status	Respondents	
	Number	Percentage
Single	14	24.63
Married	37	63.79
Divorce	1	1.72
Widow	1	1.72
Un collect	5	8.62
Total	58	100%

Source: questionnaire2025

The above table shows that related with marital status, from the data shows, 24.13 of the respondents are single, 63.79% of the respondents are married, 1.72% of the respondents are divorce, 1.72% of the respondents are also widow and there maining percent is un collected.

From this we can conclude that the majority of employees and customers of the organization are married.

4.2 performance of the organization

In this part of study, it is better to understand the performance of the organization in the main issues of

- Did the salary of employees very satisfactory
- Compared to service provided?
- Did BPR implemented properly?
- Did the problem of customer getting a solution?

Table 7 salary compared to service provide

Amount of salary you get compared to service you provide	Respondents	
	Number	Percentage
Very satisfactory	17	29.3
Satisfactory	13	22.4
Fairly satisfactory	18	33.10
Un satisfactory	10	17.2
Total	58	100%

Source; questionnaire 2025

According to the above table shows that 29.3% of the respondents says that they are very satisfied and in the same way 22.4% of the respondents reply that they are satisfied,33.10% of

the respondents are fairly satisfied and 17.2% of the respondents are unsatisfied.this shows the majority of the respondents are fairly satisfied with current salary.

Table 8 implementation of BPR

Do you believe that BPR is implemented properly in the organization?	Respondents	
	Number	Percentage
Yes	42	72.41
No	11	18.96
Un collect	5	8.62
Total	58	100%

Source: questionnaire 2025

The above table shows that 72.41%of the respondents suggested that BPR is properly implemented in the organization but 18.96% of the respondents reply inversely to that of other one and says BPR is not properly implemented in the organization because of several reasons. From this we can conclude that the majority of the employees and customers of the organization assured that BPR is implemented properly,

Table 9 problem of customer getting solution

Do you think that the problem of customer getting a solution after BPR is implemented?	Respondents	
	No	Percentage
Yes	44	75.86
No	9	15.51
Un collect	5	8.62
Total	58	100%

Source: questionnaire 2025

The above table shows that 75.86% of the respondents answered customers are getting solution for their its problems but 15.61% of the respondents answered that customers are still not getting a solution for their its problems. From this use can summarize that majority of respondents suggested that customers are getting solution for their problems after BPR is implemented.

Table10 ways of to solve customers problem

If your answer for question no 9 is yes in what way?	Respondents	
	Number	Percentage
By cutting operating cost	13	22.4
By providing quality	20	34.5
Insufficient	14	24.13
High sufficient	11	18.5
Total	58	100%

Source : questionnaire 2025

The above table shows that 22.4% of the respondents replies that customers problem are solved through cutting the operating cost, 34.5% of the respondents says that customers problem are solved through providing quality, 24.13% of the respondents suggested that customers problem are solved through in sufficient way and 18.55% of the respondents answered that customers problem are solved through highly sufficient way. This shows that the majority of the respondents suggested that problem of customers are solved by providing quality in work area.

4.3 determinant factors that responsible for success and failure of implementing BPR

in this part of study, it is best to understand the determinant to factors that responsible for the success and failure of implementing BPR program in the organization. From this the study focus on the issues of

- Did employees know how about BPR before implemented in the organization?
- How come to know about it?
- Does the organization share experience with other similar organization about BPR implementation?

Table 11 know how about BPR implementation

Do you know how about BPR before implementation?	Respondents	
	No	Percentage
Yes	29	50
No	29	50
Total	58	100%

Source: questionnaires2025

The above table shows that 50% of the respondent's replies that they have the know how about BPR before implemented in the organization but also50 % of the respondents suggested that they do not have the know how about BPR before implemented in the organization. This shows half of the respondents of employees of the organization they don't have the background of BPR and its understanding. From this use can conclude that employees of the organization is stay in the middle because 50% of the employees do not have the ability, skill, knowledge and capability how to implement BPR, as a result this also have its own negative impact on the organizational performance.

Table 12 how come to know about BPR

If your answer for question no 11 is yes how come to know about it	Respondents	
	No	Percentage
Through training	25	43.5
Through informally	33	56.5
Through other		-
Total	58	100%

Source questionnaire2025

The result obtained from the above table shows that 43.5% of the respondents can understand and gain knowledge about BPR implementation through training and 56.5% of the respondent can understand and gain the knowledge about BPR implementation through informally way. This shows majority of the employees comes through informally.

From this we can conclude that employees of the organization mostly they are not well trained and educated about BPR implementation and as a result of this there will be a negative impact on the organization performance.

Table 13 the organization share experience.

Does the organization share experience with other similar organization about BPR implementation?	Respondents	
	No	Percentage
Yes	38	65
No	20	34
Total	58	100%

Source: questionnaire2025

The above table shows that 65 .5% of the respondents says the organization share experience with other similar organization about BPR implementation and 34.5% of the respondents replies that the organization does not share experience with other similar organization about BPR implementation from this we can conclude that the organization share experience with other similar organization helps to increase awareness of employees towards BPR program.

4.4 challenges during BPR program implementation and its solution

In this part of the study, it is appropriate to know and understand the challenges with their appropriate solution to those problems. From this the study focus an the issues of

- Is there any challenge in the organization?
- What are the challenges?
- What are the appropriate solution?

Table 14 challenges during BPR implementation

Is there any challenge that you observe while implementing BPR in the organization?	Respondents	
	No	Percentage
Yes	30	51.72
No	23	39.65
Un collect	5	8.62
Total	58	100%

Source: questionnaire 2025

Based on the above table shows that 51.72% of the respondents observed that there have been challenges occurred during BPR is implemented in the organization, 39.65% of the respondents answered that there is no challenges have been occurred during BPR is implemented in the organization and there meaning percent is un collected. This shows the majority of the respondents both employees and customers of the organization suggested that the organization faces many challenges during BPR is implemented,

No 15 if your answer for question no14 is yes, please explain the challenges,

As we shown in the above table the majority of the respondents /51.72%/ are replies that the organization faces many challenges during BPR is implemented, among them are listed below

- Old and out dated organizational culture
- Conflict a manage employees
- Duplication of work
- Little awareness of employees towards BPR

- Lack of ability and skill related with BPR implementation e.t.c.

No 16 please mention methods or initiatives undertaken by the employees of the organization to overcome challenges of implementing the BPR program for the challenges that listed above the employees of the organization have been over come through intensifying awareness creation to employees by the organization, identifying and surfacing the dissatisfaction, building in full participation of employees in the organization. Changes particularly in the identification of existing problems such as duplication of work, performance is not dramatic as expected and problem with salary arrangements and forwarding possible solution such as, the organization use sophisticated technology that can decrease duplication of work and implementing BPR with right man power with right structure, developing and communicating a clear image of the future and well educated, finally leaders also who have good experience and good ethical characteristics were important for the success of overcoming the challenges,

4.5the impact of BPR program in the organizational performance

In this part of study it is better to understand and capture knowledge related with the impact of BPR in the organizational performance. So from this point the study is focus on the issues of

- Has the organization give sufficient service before BPR?
- How is it the level of sufficient service provided by the organization after BPR
- If the organization implement BPR properly what have been secured?
- If the organization is not properly implemented the BPR program what is the reason?

Table 15 impact of BPR

If your answer for question no 8 is yes what have been secured?	Respondents	
	No	Percentage
Cost has reduced	17	29.3
Speed improved	31	53.4
Quality improved	10	17.2
Other	-	-
Total	58	100%

Source: questionnaires 2025

The above table shows that 29.3% of the respondents said that BPR is implemented properly because cost has reduced for operating activity, 53.4% of the respondents suggested that BR is implemented properly because of sped improved when delivering the service and 17.2% of the respondents replies that BPR is implemented properly because quality improved in working areas. This shows that the majority of the respondents assured that BPR is implemented properly in the organization because of speed is improved. From this use can conclude that implementing BPR in a proper way have good impact on the organization performance because customers are more satisfied when the service is delivered on time,

Table 16 impact of BPR

If your answer for question no 8 is no way you say so	Respondents	
	No	Percentage
Performance improvement is decreased	26	44.82
Co change in value and attitudes of employees	20	34.48
No change in job and structures	12	20.68
Other	-	-
Total	58	100%

Source: questionnaire 2025

According to the above table shows that, 44.82% of the respondent answered that BPR is not properly implemented in the organization because of performance improvement is decreased, 34.48% of the respondents replies that BPR is not properly implemented in the organization because of no change in the values and attitudes of employees and 20.68% of the respondents says that BPR is not properly implemented in the organization because of no changes in job and structures of the organization. This shows that among the respondents the replies BPR is not properly implemented in the organization because of performance improvement is decreased is the majority. From this we can conclude that, even if the percent of respondents is small when

comparing to that of other says BPR is properly implemented in the organization, this indicates still the there is a problem in employees performance improvement in some condition,

Table-17 sufficient service to customers

Has the organization give sufficient service to its customers before BPR is implemented?	Respondents	
	No	Percentage
Yes	29	50
No	24	41.37
Un collect	5	8.62
Total	58	100%

Source: questionnaire 2025

The above table shows that, 50% of the respondents reply that the organization give sufficient service to its customers even before BPR is implemented in the organization, 41.37% of the respondents answered that the organization, 8.62% of the respondents answered that the organization does not give sufficient service to its customers before BPR is implemented in the organization this shows that the majority of the respondents suggested that the organization give sufficient service to its customers even before BPR is implemented in the organization.

Table -18 service provided by the organization

If your answer for question no 8 is yes what have been secured?	Respondents	
	No	Percentage
Highly sufficient	7	12.06
Sufficient	42	72.41
Insufficient	4	6.89
Highly insufficient	-	-
Un collect	5	8.62

Total	58	100%

Source: questionnaire 2025

The above table shows that, 12.06% of the respondent replies that the service provided by the organization to its customers after BPR is implemented just highly sufficient 72.41% of the respondents answered that the service provided by the organization to its customers after BPR is implemented were sufficient, but 6.89% of the respondent replies that the service provided by the organization to its customers after BPR is implemented were insufficient one. This shows that the majority of the respondents/72.41%/ stated that the service provided by the organization after BPR implemented in the organization is sufficient., BUT still there is a minor claims by the respondents which says the service provided by the organization after BPR is implemented were also in sufficient.

CHAPTER FIVE

5. SUMMARY, CONCLUSIION AND RECOMMENDATION

5.1 SUMMARY

This research was conducted to investigate the application of BPR and its impact on organizational performance in the case of wolkite city trading, and industry office. The researcher was summarized the study as focus.

When we look the demographic information of the respondents shows that the organization is give more priorities to females than males in facilitating their working conditions, this helps females are highly motivated in playing its own role and the respondents of both customer and employees of the organization is found in the productive age, which is very necessary for facilitating the BPR program in effective manner.

In addition to this the educational bar ground of the majority respondents were diploma holders and the employees years service also1-3 years, this shows the organization is somewhat good but this is not sufficient to implement BPR program properly because BPR requires highly profession and more educated.

According to table 5 and 6 shows that the majority of the respondents are married and their family size is 1-3, this indicates majority of the respondents have good understanding and knowledge about family planning and contraception.

The other basic part of the study is related to with performance of the organization. In this part of the organization are fairly satisfied with the current salary, occasionally related with implementation of BPR the majority of the respondents replies that BPR is implemented properly because of aped improved but 18% of the respondents says that BPR is not implemented properly because of performance improvement is decreased.

When we look table 9and 10 shows that, the majority of the respondents answered that the problem of customers are getting solution after BPR is implemented in the organization by providing quality in work area,

More over, table 11 and 12 shows that half off the respondents replies that they have the know how about BPR program before implemented in the organization and comes through informally way. in addition to this the majority of the respondents in table 17 says that the-organization gives sufficient service to its customers before BPR is implemented in the organization and also in the same way the majority of the respondents reply text the service provided by the organization is sufficient one after BPR is implemented.

The organization also shares experience with other similar organization about BPR implementation as in table 13 depicted that.

5.2 conclusions

Based on the finding of the study, the researcher draw the following conclusion.

As in table 7 shows that, the majority of the respondents /32.75%/ both employees and customers of the organization are holds diploma level. From those respondents employees are holds diploma level. From those respondents employees are under taken in the study, to this educational level is not a satisfactory one to understand BPR program properly and even If their years of service is also not good. As in table 7 shows that of employees of the organization near currently fairly satisfied with its salary payment but still there is /18.96%/ of the respondents with current salary is un satisfied, as a result of this those employees may not motivate told their work efficiently and effectively because most employees are give more focus to its our salary payment.

As in table 8 shows that, 18.96% of the respondent's replies that BPR is not properly implemented because performance improvement is decreased and problem of customers are not getting a solution after BPR is implemented in the organization. This indicates from the respondents view still the organization have a minor problems which affects the performance of the organization in a negative way,

from the table 11 indicated that half of the respondents /50%/ which is the employees of the organization suggested that they don't have the know how about BPR before implemented in the organization and even if the other half respondents says they have the know how about BPR before implemented in the organization are coming through informally way, all of those affects

the performance of the organization in a worse condition that hiders the development of BPR **program in organization.**

5.3 recommendation

Based on the finding of the study, the researcher for warded the following recommendation as follows.

The organization should include some masters and PHD status in employee member, in order to get more knowledge, ability and share idea internally with well educated person that is highly qualified with BPR implementation program.

The organization should balanced the salary of the employees with service they provide and if so employees are motivated and accomplish their duties and responsibilities properly which helps the organization to achieve its objective effectively,

To implement BPR properly, effectively and in a sustainable way the organization should first change the attitudes of employees to wards BPR program and after that give well trained program and educated the employees to provide a quick to service to our customers.

The organization should minimized the duplication of work by using sophisticated and new technology that speed out work and provide a qualitative service to customers,

In order to reduce the obstacles or challenges for proper service delivery the organization should solve the problems by coordinating efforts of employees, customers and managers. In addition to this employees of the organization should behave ethically in work areas or any where and stand for success of the objective or goal of the organization finally the researcher noticed that the ideas listed in both summary, conclusion and recommendation are take care of and give to concern bodies that is related t to with research and development department of the organization, because it is necessary for the organization sustainability and development.

Reference

Al-mashari M. & Zairi, M. (2000). Revisiting BPR: a holistic review of practice and development, *Business Process Management Journal,* Vol. 6, No. 1

Berihu Assefa, (2009). 'Business Process Reengineering in Ethiopia' May 2009.Ethiopia,Addis Ababa.

Champy . J and Hammer M (1993) " Reengineering the Corporation" A manifesto for Business Revolution, 1st edition, Harper business, New York, NY.

Carmeli, A & Tishler, A 2004, 'The relationships between intangible organizational elements and organizational performance', *Strategic Management Journal*, vol. 25, pp. 1257–1278.

Brancheau, J.C., Janz, B.D. and Wetherbe, J.C. (1996), Key issues in information systems management: 1994-95 *SIM Delphi results. MIS Quarterly*, 20(2), 225-242

Bryson, J, Ackermann, F & Eden, C (2007), 'Putting the resource-based view of strategy and distinctive competencies to work in public organizations', *Public Administration Review*, vol. 67, pp. 702–717.

Creswell, J. (2003). Research Design: *qualitative quantitative and mixed approaches*, 2nd ED., Thousand Oaks, CA: Sage Publications, Inc.

Davenport, T. & Short, J. (1990). The new industrial engineering: information technology and business process redesign. *Sloan Management Review* (31:4),

Groover V., Jeong S.R., Keitinger, W.J and Jeng J.T.C. (1995), The Implementation of Business Process Reengineering. *Journal of Management Information System* 12(1): 109 – 144.

Hammer, M. & J. Champy (1993). *Reengineering the corporation; a manifesto for business revolution.* New York, HarperCollins.

Hammer .M and Station . S (1995) " Reengineering Revolution the Corporation" edition, Harper Colling pub, London.

Hammer, M. (1990). Reengineering Work: Don't Automate, Obliterate. *Harvard Business Review* 68(4): 104-12.

Holland, D., & Kumar, S. (1995), *Getting past the obstacles to successful reengineering business horizons 38* (3), 79–85.

Luftman, J. and T. Ben-Zvi. (2009*),* Key Issues for IT Executives 2009: Difficult Economy's Impact on IT. *MIS Quarterly Executive* 9(1): 203-213.

Kotari, C.R (1990). *Research Methodology*: methods and techniques, 2nd Edition, Wishwa parakashan. New Delhi.

Majed and Mohammed (1999) " BPR Implementation Process" Analayis of Key Success and Failure factor, Brand Ford University Center, UK.

McDonald, H. (2005), Business strategy development, alignment, and redesign. In Scott- Morton, M.

Management Tools For Creating Government Responsiveness**:** Available at http://innovation.cc/case-studies/barrows-ed.pdf last accessed on 31October, 2014

Public value, politics and public management: Available at http://www.mbsportal.bl.uk /secure/subjareas/mgmt/twf/114532pvpoliticslitreview06.pdf last accessed on 31October, 2014

Subramanian . M (1998) " Business Process Reengineering" Dorest House, New York, NY.

New Public Management and Citizens' Perceptions of Local Service Efficiency, Responsiveness, Equity and Effectiveness: Cocops Working Paper No. 7 Rhys Andrews and Steven Van De Walle June 2012 http://www.cocops.eu/wpconten/_workingpaper_No7-.pdf last accessed on 31October, 2014 http://siteresources.worldbank.org 21

Tesfaye Debela (2009) " Business Process Reengineering in Ethiopia Public Organization" The relationship between theory and practice, vol.1 No.2. Ethiopia.

The new public management in developing countries: http://www.institutodelperu.org.pe/descargas/ciclo_de_conferencias/polidano_the_new_public_management_in_developing_countries.pdf, last accessed on 31October, 2014

Appendix

WOLKITE UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT

Dear Respondents, I am a student at Wolkite University in the college of Business and economic department of management. This questionnaire designed to carry out research entitled the ‘’the application of BPR and its impact on organizational performance in case of Wolkite city trading and industry office. this study is conducted as partial fulfillment of bachelor degree in management. Your views are very important for the success of the research. So you are kindly request to express your opinion, felling, and experiences as honestly.

- ❖ No need of writing your name
- ❖ Write your answer on the space provided with the sign (x)
- ❖ If you are additional idea write in the space provided

Put “X” mark for the closed ended questions and write answer for open ended questions.

A. personal information

1. Sex Male ☐ Female ☐

2. Age

18-20 ☐ 20-30 ☐ 30-40 ☐

40-50 ☐ 50-60 ☐

3. Educational background

1-8 ☐ 9-12 ☐ Certificate ☐ Diploma ☐

BA Degree ☐ MA degree ☐ Others ☐

4. Work experience

Less than one year ☐ 1-3 years ☐

3-5 ☐ More than 5 years ☐

5)family size 1-3 ☐ 4-6 ☐ 7-9 ☐ >9 ☐

6) marital status single ☐ married ☐ divorce ☐ widowed ☐

B. questioners related to performance of the organization

7). Amount of salary you get compared to service you provide?

Very satisfactory ☐ Satisfactory ☐ fairly satisfactory ☐

Unsatisfactory ☐

8). Do you believe that BPR properly implemented in your organization?

Yes ☐ No ☐

9) do you think that the problem of customer getting a solution after BPR is implemented?

yes ☐ no ☐

10) if your answer for question number 9 is yes in what way?

By cutting operating cost ☐ by providing quality☐

Insufficient ☐ high sufficient ☐

C) Questions related to the determinant factors that responsible for the success and failure of implementing BPR

11). Do you know- how about BPR before implementation?

Yes ☐ No ☐

12). if your answer is “yes: for no 6 how do you come to know about it?

Through training ☐ informally ☐ other ☐

13) Does the organization share experience with other similar organization about BPR implementation? Yes no

D) questions related to the challenges during implementation of the BPR program and its solution

14). Is there any challenge that you observe while implementing BPR in the organization?

Yes ☐ No ☐

15). If you say “yes” please explain the challenge? _____

_____

_____

_____

_____

16). Please mention methods/or initiatives undertaken by the employee of the organization to overcome challenges of implementing the BPR program?

_____

E) questions related to the impact of BPR program in the organizational performance

17). for question number 8 if you say “yes” what have been secured?

Cost has reduced ☐ Speed improve ☐

Quality improved ☐ other ☐

18). For question number 8 if you say “no” why you say so?

Performance improvement is decreased ☐

No change in the value and attitudes of employees ☐

No change in jobs and structures ☐

other ☐

19) has the organization give sufficient service to its customers before BPR is implemented? Yes ☐ no ☐

20) how do you see the service provided by the organization action after BPR is implemented? Highly sufficient ☐ sufficient ☐ insufficient ☐ highly insufficient☐

Thank You