



Wolkite University
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Department of Management
**Challenges OF Implementing Business Processing Re-
Engineering**
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Art (BA) Degree in Management

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Abstract

The research was entitled challenges of implementing BPR in case of wolkite town municipality. The major objective was to identify the challenges of implementation of BPR in case of wolkite town municipality. Data for the study were from both primary and secondary sources. Secondary data were obtained from different documents which include information about reengineering process such as books, journals, websites and others. Primary data were obtained from employees of organization including manager of municipality. Convenience sampling technique was used to conduct the study and collect data. Descriptive statistics data analysis was used to analysis both primary and secondary data. It was presented using tables and percentage. The researcher use methods of data collection such questionnaire, interview and observation to generate adequate and reliable data. Accordingly, it was found that business process reengineering implementation has brought significant change in wolkite town municipality in relation with speed of service delivery, cost effect elimination of non value adding activities and transparency in delivering service. The municipality should buy modern technology such as internet (software) to facilitate the service delivered by town municipality. It is good if sufficient budget is allocated for expansion of different service like market place and recreational areas.

Key term: *re-engineering, business processing, business process re-engineering*

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CHAPTER ONE

INTRODUCTION

1.1 Background of the study

After down fall of military government, the new Ethiopian government (EPDRF) recognized the importance of services delivery system and creating accountable and responsible public service organizations capable of supporting the development effort of country. To achieve this objective government of Ethiopia formed five pillars of civil service reform program. Top management system, civil service ethics, expenditure management, service delivery and human resource management. (Tesfaye, 2009:p21).

Business process reengineering (BPR) is the fundamental radical design of business process to achieve dramatic improvement in critical contemporary measure of performance such as cost quality service and speed (Hammer and Champy, 1993: p32).

Many factors have challenged the effective implementation of BPR program. Among them some of factors are: allocation of resources, poor timing and planning and keeping organization on target. (Johnson, 2008: p 23-24). A result of implementation of BPR painful practices such as improved service delivery, making public instructions transparent in each public office will be identified. The need for under taking study was to identify and analyze challenges of implementing BPR in wolkite town municipality.

The prime motives of government to engage in BPR projects were to provide efficient and quality service to citizens, to minimize business deficits, to make country competitive in attracting investment (Tesfaye, 2009:p21).

Even if many researches had been done on the implementation of BPR there is a problem which is not yet solved in wolkite town municipality. Among the problems which still existed in municipality are lack of transparency in services delivery system, problem of non value adding works, poor communication and others (Tesfaye,2009:p21)

1.2 Statement of the problem

The federal civil service agency was created around 1960's to administer the staffing of civil service. This bureaucratic system too non-responsive to the technological and social changes that took place for decades after its establishment. Therefore, BPR is the right solution to whole problems before the implementation of the program.

Even if many research have been done on the implementation of BPR, there is a problem in municipality which not yet solved those are lack of transparency in service delivery system, problems of non value adding activities/works/ poor communication and others. Therefore, the study is aimed to deal with challenge of implementing BPR in wolkite town municipality to improve quality and quantity of services.

1.3 Objective of the study

1.3.1 General objectives

The general objective of the study is to assess the challenges of implementation of BPR program in wolkite town municipality.

1.3.2 Specific objectives

The specific objective of the study include:-

- a. To know the extent BPR is successful in Wolkite.
- b. To descried the major challenges faced by municipality
- c. To know the prospects of of implementing BPR in municipality

1.4 Research Question

In order to achieve the given objective a series of research question were out lined to explore the challenge posed to municipality with respect to implementation of BPR initiatives in wolkite municipality.

Those are:-

1. To what extent BPR is successful in wolkite municipality?
2. What are the major challenges faced by municipality?
3. What are the prospects of implementing BPR in municipality?

1.5 Significance of the study

The researchers wanted to conduct BPR in wolkite town municipality to assess the problem that exists in the municipality.

Conducting this study could be important to individual level to get current information about implementation of BPR in municipality. It helped organization to know how to alleviate the problem stated.

It also helped government bodies, stakeholders and other as a national level to complete their tasks in a short period of time. It also helped the researcher to gain practical research experience for the future endeavors.

1.6 Scope of the study

The study was focused on the challenges of implementing BPR in Wolaita town municipality. The municipality was expected to serve a large number of customers. The study was conducted starting from October, to June 2017/2018.

1.7 Limitation of the study

While we are doing this research there are limitations. The first and the major limitation of this study are concentrating only certain type of challenges of implementation of BPR in Wolaita town municipality. The second limitation is not including all Wolaita town sub city municipality that is concentrate only Arada sub city municipality. This research question, as limits to the generalizations of the findings of the study for all Ethiopia municipality implementation of BPR.

1.8 Organization of the study (the paper)

This paper has contained five chapters or the study has been organized in five chapters the first chapter deals with introduction part it focus on background of the study, statement of the problem, objective of the study, significance of the study, scope of the study, the second chapter deals with review of related literature. The third chapter will contain about research methodology the fourth chapter contains about data presentation, analysis interpretation and the final chapter will contain about conclusions and recommendations.

CHAPTER TWO

2. REVIEW OF LITERATURE.

2.1 Over view of business process reengineering

After down fall of military government, the new Ethiopian government recognized the importance of performance of services delivery and creation of accountable and responsible efforts in the country in 1994. To achieve those objectives, the government formed five pillars of civil service reform. They are 1. Top management system 2. Civil service improvement 3. Human resource management 4. Expenditure management 5. Ethics (Tesfaye, 2009:pp21). BPR originally designed as private sector model to help organization fundamentally rethink how they do their work in order to highly improve customer services, cost operational cost and become world class competitors.

BPR is one approach for redesigning the way work is done to better support the organization mission and reduce costs. Reengineering starts with high level assessment of organizations mission, strategic goals, and customer needs. With the frame work of the basic assessment of mission and goals, reengineering focuses on organization business process, the steps and procedures that govern how resource are used to create product and services that meet the need of particular or market. Reengineering identifies, analyzes, and redesigns organization core business process in the aim of achieving high improvement such as cost, quality service and speed. Key stimulus for reengineering has been the continuing development and deployment of sophisticated information technology network (Berihu, 2009:pp1).

2.2 Business Process Reengineering (BPR): theoretical perspectives

As indicated previously, BPR is one of the management tool undertaken by organizations to respond to the changing environment. BPR is about beginning a new from scratch, i.e., starting over entirely by considering how activities in the organization put together. Thus, it entails the fundamental and radical redesign of the old/traditional business processes for the pursuit of new direction and perspective of the organization. As Grover et al. (1995) indicated, the impetus for this change comes both reactively to competitive pressures and proactively to improve corporate responsiveness. Generally, Motwani et al.

(1998) noted that BPR hailed as one of the current major drivers of change within organizations in order to survive in the changing environment of today. The term „Business Process Reengineering“ was first introduced by Hammer (1990) and Davenport and Short (1990), and it thriving as a popular management tool for the past two decades. Supporting this, O’Neill and Sohal (1999) claimed Hammer (1990) and Davenport and Short (1990) as pioneers for BPR concept development during 1990. In connection with

its introduction, as Tanoglu (2004) noted, during the beginning of 1990s, with globalization and extraordinary pace of development in the information technology (IT) area, three driving forces (customers, competition and change) resulted BPR. Following the introduction of BPR by Hammer (1990) and Davenport and Short (1990), various authors called BPR as process innovation, business process redesign, business reengineering, or process reengineering (Revenaugh, 1994). Because of these nomenclature variations, Tanoglu (2004) claimed Hammer and Champy (1993) BPR definition as a widely accepted. As Hammer and Champy (1993) defined BPR: “...is the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service, and speed.” According to the Hammer and Champy (1993), the above definition comprises four keywords: fundamental, radical, dramatic and process. These four keywords of BPR implied that before redesigning the process understanding the „fundamental“ business operation is necessary, while it ignores the underlying rules and assumptions of the old/traditional business processes to „radically“ redesign the process for „dramatic“ performance of business „process“ that can be measured in terms of speed, cost and quality. Having this insight, BPR has its own methodology and principles that encompasses starting from determining whether the organization engage with BPR or not to the final implementation of redesigned processes and further revisions and improvements of processes. Thus, in order to carry out BPR project, a series of steps need to be followed. With respect to BPR methodology and principles, numerous authors (e.g., Hammer and Champy, 1993; Linden, 1998; Attaran and Wood, 1999; Wu and Du, 2010) published various sets of methodology and principles. To grasp the concepts of BPR, it is worth mentioning to highlight some of BPR methodology and principles. Thus, based on the scope of the study, some of them reviewed hereunder with special emphasis on BPR implementation.

According to Wu and Du (2010), to undertake BPR project, four basic phases followed. The first phase involves conducting need analysis to determine whether the organization to conduct BPR or not. In the second phase, organizations decided to engage with BPR need to make preliminary preparation in order to reconstruct concepts. As per Wu and DU (2010), this phase includes making reengineering objectives clear, forming of redesign team; establishing organization“s vision; good communication with employees; and establishing the appropriate organizational culture. In the third phase, redesign team formed at the second phase begin reengineering of process. As Wu and Du (2010) noted in third phase, the first step is to conduct an analysis of existing processes, identify problems in existing process; and the second step is the design of more effective new process. At the finally phase, newly design process piloted to test its performance and if necessary, revision and improvement made, in order to implement the process at organization wide. To ensure the success of BPR, this phase also includes reforming the original

organizational structure, staffing, performance evaluation, and technological alignment of the newly designed process. In connection with BPR implementation, Grover et al. (1995) conceptualized it as the ongoing process of preparing the organization for new system and introducing it to assure its successful use. Implementing the redesigned process is typically an intricate and complex process that involves strategy alignment, project planning and scheduling, and resource allocation. The earlier work of Hummer and Champy (1993) categorized the implementation phase into two points. One is the redesigned process tested and implemented, and the other point is the alignment of organization's structure, management and measurement system, values and beliefs, and IT to new process. More broadly, Linden (1998) mentioned appropriate sets of steps to be followed during implementation phase. The steps include: (i) developing a charter; (ii) establishing communication strategies; (iii) hold an all hand meeting to review the model; (iv) prepare a detailed implementation plan; (v) run pilot tests, revise the redesigned processes if needed; (vi) implement short-term changes; (vii) phase in long-term changes; and (viii) measure the performance of the new process. These steps of Linden (1998) stressed that an implementation plan should be developed to spells out the work that needs to be done, with timeframes, decision points, and resource allocations. Pilot testing provides a method for refining the process and building support for the full implementation. In addition, training and workforce issues are important for effective implementation plan. Moreover, the steps stressed the importance of ongoing performance measurement and feedback to continually improve the new processes once it is in place. Generally, Attaran and Wood's (1999) outlined basic guidelines of BPR. Some of the authors' guidelines include the following: reengineering effort should be constructed by a clearly defined strategic vision; reengineering should focus on important cross organizational business processes which are critical to the organization's vision; cost reduction is not the only goal of reengineering rather seeking opportunities for new sources of revenue growth could be an important driving for the reengineering efforts; and leadership plays an important role for the success of reengineering. Due to the complex and intricate nature of BPR implementation, Wu and Du (2010) stressed the importance of careful thinking about the necessity of BPR to the organization prior to engage with BPR project; otherwise, it cannot bring new vitality to the organization, but also create chaos businesses in the organization. So far, some highlights of BPR methodology and principles presented. Thus, the reviews suggest that organizations should adopt a suitable BPR methodology to serve as a framework for the success of BPR. The following section presents reviews regarding to BPR applicability in higher education.

2.3 Definition and description of BPR

A number of definitions were given by various authors; this part contains the definition provided in notable publication in the field. BPR defined as fundamental rethinking and radical redesign of business

process to achieve dramatic improvements in critical contemporary measures of performance, such as cost, quality, service and speed. (Hammer and Champy, 1993:pp32).

According to Hammer and Champy 1993 contain four key words further discussion

Fundamental: in doing reengineering people must ask most basic question about their organization. How they operate. That basic question can be why do we do what we do?

Radical: in reengineering radical redesign means disregarding all existing structure and procedure and investing completely new way of accomplishing work. It is business reorganizations, not about improvement.

Dramatic: this refers to achieving quantum leaps in performance but it is not about incremental improvement.

Process: business process is collation of activities that take one or more type of input and create an output that is value to the customer. Michael Hammer argued that is value to the customer. Michael Hammer argued that reengineering is not downsizing. It is about rethinking work from the ground up in order to eliminate work that is not necessary and to find a better way of doing work. Reengineering eliminates work not job or people Hammer also advocates the uniqueness and originality of BPR. According to him, reengineering is neither just more of the same nor old management tools and techniques.

2.4 Advantage (importance) of BPR

BPR plays an important role in today's business world. The key to BPR is for organization to look at their business process from a clean perspective and determine how they can best construct those processes to improve the performance of their business. Business process reengineering is also a management approach aimed at improving one's business by means of evaluating efficiency and effectiveness of processes that exist within an organization. Business process reengineering has the following importance:-

Put customer at the centre of organization.

Helps to identify core activities and processes as well as inefficiencies or obsolete ones.

Encourage staff involvement and help them focus on overall corporate objectives.

Can dramatically reduce customer response, new product development and process activity times.

Business journals, 4 Nov, 2011. <http://entrepreneur.com/> retrieved on 4. Nov 2011.

Challenges of implementing BPR

Many factors have challenged the effective implementation of BPR program. Among many factors some of them are: allocation of resources, poor timing planning, keeping team organization on target, and cost of change seem to later. (Johnson, 2008:pp23-24).

Lack of conducive work environment, in sufficient training on business process reengineering and related issues for performance problems in the current process, reliance on the existing process to strong issues are commonly cited as challenges by many scholars. (Eshete Abebe and Teka G/Yesus, 2009; pp23-24).

Success and failure factors of BPR implementation following the publication of the fundamental concepts of BPR. By (1990) Hammer and Davenport and Short (1990), many organizations have reported dramatic benefits gained from successful implementation of BPR. Despite the significant growth of the BPR concept, not all organizations embarking on BPR projects to achieve their extended result. Hammer and Champy (1993) estimated that as many as 70% do not achieve the dramatic results they seek reasons for BPR projects fail are:-

Lack of sustained management commitment and leadership's unrealistic scope and expectations, resistance to change. BPR has great potential for increasing productivity through reduce process time and cost, improved quality and great customer satisfaction.

2.5 Business process reengineering success factors

This part of the review shows the relevant factors attributed to the success of BPR implementation.

Training and education

Many researchers consider training and education to be an important component of successful BPR implementation (Towers, 1994, Barrington and Oblich, 1995; Bashein et al, 1994; Clemmer, 1994; Dawe, 1996).

Committed and strong leadership

Commitment and leadership are often cited as the most important factors of successful BPR projects (Jackson, 1957; Goper and Markus 1995, Holland and Kummer, 1995; Zairi and Sinclair, 1995), strong (Jackson, 1997; Jonson, 1992), Visible (Jackson 1997; Bashien et al, 1994), and creative in thinking and understanding (Hammer and Champy, 1993).

2.6 Business process reengineering failure factors

Effective communication

Effective communication is considered a major key to successful BPR related change efforts (Zairi and Sinclair: 1995; Hammmery and station, 1995; Arendet et.al....19995; Dawe: 1996). Communication is needed through the change process at all levels and for all audience (Davenport 1993), even with those not involved directly in the reengineering project (Dixon et al, 1994).

2. Problems in communications

This include in aducate communication of need to change (Daven port, 1993, Grover et, al....1995: Buddy, 1993), poor communication between BPR teams and other personnel (Grover et al, 1995), and lack of motivation and reward (Hammer and champy, 1993: Grover et al, 1995: Davidson, 1993).

3. Organizational resistance

Resistance to change (Jal war, 1993, moad, 1993: Jackson, 1997: Bashien et al-1994: Dawe, 1993) fear of jobless (Jalwar, 1993), and lack of educate planning for resistance to change (Hammer and champy, 1993), Grover et al 1995, David son 1993).

4. Problems related to IT investment and sourcing decision

Related to It investment and sourcing decision, the premature It sourcing (Mc far lance and Nolan, 1995: Earl, 1996) and optimizing lower-level process that can be out sourced for cheaper cost and less efforts (Almashari and Zairi, pp104).

2.7 Maganeli and paris (adapted from the reengineering handbook)

A step by step guided to business transformation 1994, involve the following steps.

1. Preparation:- it consists of

- ✓ Recognize need
- ✓ Develop executive consensus
- ✓ Train team
- ✓ Plan change

2. Identification

Recognize need, develop executive consensus, train team and plan change. This step includes,

- Model customer
- Define measure and performance
- Define entities
- Model process
- Identify activities
- Extend process model
- Map organization

- Map resources
- Prioritize processes

3. Vision

- Understand process structure
- Understand process flow
- Identify value added activities
- Bench mark performance
- Determine performance divers
- Estimate opportunity
- Envision the ideal (external)
- Integrate visions
- Define sub vision

4. Solution technical design: under this step, as follows

- ❖ Model entity relationship
- ❖ Reexamine process linkages
- ❖ Instrument and in format
- ❖ Consolidated interference and information
- ❖ Redefine alternatives
- ❖ Relocate and retime controls
- ❖ Modularize
- ❖ Specify deployment
- ❖ Apply technology
- ❖ Plan implementation

5. Transformation

- ✓ Complete system design
- ✓ Perform technical design
- ✓ Develop test and roll out plans
- ✓ Evaluate personnel
- ✓ Construct system
- ✓ Train staff
- ✓ Pilot need
- ✓ Refine transitional

- ✓ Continues improvement

2.8 Consolidated methodology of muths, Whiteman charagi

A consolidated methodology of BPR from preparation to implementation and improvement is adapted by Muthu, whiteman and charagi according to tries researchers a give phase approach was recommend starting and implementing BPR.

Phase one: is preparation for BPR, like any other activities to be successful planning and preparation is hence necessary. In this phase the question is BPR necessary? The justification of this need marks the beginning of the preparation activity. The activity commences with the development of executive consensus on the importance of reengineering and the link between break though business goals and reengineering project. A mandate for chage is produced and a cross functional team is established. Strategy goal for the reengineering effort by identifying customer driven objective is formulated. (Whiteman, charagi).

Phase two: is concerned with mapping and analyzing as is the process. The main objective of this phase is identify disconnects (anything that prevents the process form achieving desired results) and value adding process. The existing processes are documented with the time, coast and sequence of each activity (Whiteman, charagi).

Phase three: is about design to be process. The objective at this phase is to produces one or more alternatives to the current situation; the first activity in this step is bench marking. Bench marking is comparing of both the performance of the organization process and the way those process we conducted with those relevant organization to obtain ideas for improvement having identified the potential improvement to the existing process, the development of to be models of the to be models is done, bearing in mind the principles of process design. (White man charagi).

Phase four: deals with implementing the redesigned process. This stage is the most difficult, because of resistance from different people and group. The BPR team could expect to face all kind of deposition from hostile antagonists to passive adversaries. It is importance to understand the cause of the resistance and designing a cultural change program to win the hearts and minds of everyone involved in the BPR effort. Another important activity is aligning the organizational structure, information system and the business policies and procedures with the redesign processes. (White man and charagi).

Phase five: the last process concentrate on improving the process continuously. A very vital part in success of reengineering effort is improving the reengineering process continuously.

2.9 Empirical review of related literatures

Research conducted by Mengesha and Common (2007) evaluated the implementation of public sector capacity reform in Ethiopia on two selected Ministries - Ministry of Trade and Industry (MOTI) and Ministry of Education (MoE). In doing so, the researchers used a mixed method research design and gathered data using structured questionnaire and interview from respondents. Mengesha and Common (2007) based on their finding claimed that in each organization very high levels of user satisfaction and spectacular improvements in performance recorded because of BPR. However, the researchers also noted that the change process in both organizations tended has been sluggish. As per the researchers' recommendation, appropriate rewards and motivational instruments required to enhance the momentum of change reform in public organizations of Ethiopia.

The study conducted by Grover et al. (1995) on the research area of BPR implementation attempt to identify numerous challenging factors of BPR implementation. As the authors indicated, their research empirically sought to explore BPR implementation problems and the severities of problems how relates to BPR implementation success. To carry out this study, they have identified sixty-four BPR implementation problems based on past theories and research related to the implementation of organizational change as well as field experience of reengineering experts. Further, the authors categorized the identified problems in to six main groups, namely management support problems, technological competence problems, process delineation problems, project planning problems, change-management problems, and project management problems. Then, the authors used the identified problems in the survey instrument to generate responses from 239 individuals who have participated in BPR projects in 105 organizations.

The findings drawn from the study (Allen and Fiefield, 1999) are that the organizational culture and structure of higher education institutions limit the degree of change sought from BPR and insufficient attention given to the human resources side of change management. In other words, the project was not about radically changing the organization by obliterating existing processes, instead, it was process improvement. Thus, the radical change of BPR conflicted with the factors previously mentioned. Particularly, as Allen and Fiefield (1999) indicated, the power of

academic departments, the professional status of academics and inertia within the higher education institutions made radical change unlikely.

Research carried out by Ahmad et al. (2007) showed critical success factors of BPR in Malaysia higher education institutions. The study used a case study based on open-ended interviews with top managers and BPR team members of three-selected private higher education in Malaysia. The findings highlighted that seven factors were critical for the successful implementation of BPR. The factors are teamwork and quality culture, quality management system and satisfactory rewards, effective change management, less bureaucratic and participation, IT or information system, effective project management, and adequate financial resources. In general, their study provides important lessons as a condition for the success of BPR project.

Kontio (2007) undertaken case study research at Turku University of Applied Sciences to describe reengineering process of human resource management related to organizing teaching and other tasks in degree programs. As the researcher confirmed, human resource management process of the university has improved significantly by using BPR, but the overall process of the project took quite a long time. The research also confirms the essential role of management support for the success of BPR implementation at the university. As the author finally concluded, the relative advantage of new processes was clearly better than the previous way of doing businesses at the university.

The study of Debela (2009) showed the relationship between BPR theory and practice in Ethiopian public organization. Hence, the researcher used case study strategy to assess BPR experience of Ministry of Capacity Building and other civil service organizations in Ethiopia. As indicated by the researcher, data were collected using observation technique, participating in meetings, and interviewing officials and reengineering teams. Although the research tried to present BPR theory and practice by public organization, the finding report lacks consistency. For instance, the researcher indicated that improvement in the performance of agencies attributed to IT use in processing customer's request, while the researcher claimed that non-consideration of automation at the time of reengineering has made all the redesigned process to be incomplete and non-exhaustive.

Balaji (2004) conducted research using a case study strategy. The main purpose of the study was to gain an in depth insight of experience and understand the dynamics of process reengineering and implementation in the institute. As the researcher claimed, data gathered from semi structured interview with member of the institute and further analyses revealed the use of internal staff to drive BPR efforts resulted in higher level of organizational commitment to manage the process in the institute, which played a critical role in its success. Further, the researcher claimed that implementation of BPR in the institute yield better results, while information technology recognized as an important factor for the success of BPR.

Finally, Balaji (2004) conclude that BPR is a tool that is available for any organization institute in its artillery to improve its efficiency and performance.

CHAPTER THREE

3. METHODOLOGIES

3.1 Data type and source

Data for the study were collected from both primary and secondary sources. The primary data were obtained from the employees of the organization including manager of the municipality and secondary data were obtained from different documents, which include information about BPR such as books, journals, internets and others. The primary data were used because they provide the original and accurate information and secondary data were used for the purpose of getting much information in quick and cheap manner.

3.2 Research approach

We would use both qualitative and quantitative methods to conduct the research. The researcher could use the qualitative method to explain about the concepts, theories and description of things.

3.3 Research design

Descriptive research design would use because, it describe the state of affairs or state of nature as it exists at present and describes easily and filling that is related to challenges of implementing BPR.

3.4 Target population and sampling

The target population is employees and managers who work in the wolkite town municipality. The population of study includes 109 employees of municipality.

3.5 Method of data collection

A single method of data collection is impossible to satisfy the data requirements. Therefore, the researcher was used the following data collection techniques to generate adequate and reliable data.

3.5.1 Questionnaire

This method was used because of gathering large information from respondents. To obtain those data, questionnaires were distributed among employees and customer of the organization. Besides, the content of questionnaires comprises both an open and closed ended questions.

3.5.2 Interview

In depth interview of respondents using questions prepared beforehand, is used in survey techniques structured type of interview was used in order to obtain an overall picture and information which is relevant to the study.

Both direct and indirect observations were used to watch the result of interactions, process or behaviors. Observation method was used to provide little information from individuals for who you needed data in case of respondents is unwilling or unable to provide data through questioners or interviews.

3.6 Sampling Size

It is necessary to select from the employees to make the research more manageable. The sample size was determined by using formula of Taro Yamane (1967). Within this formula, the researchers were determined the sample size by assuming that 95% confidence level.

Then we were determine sample

$$\text{Sample size } n=86$$

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

$$N=\text{population size (109)} \quad n=\text{sample size} \quad e=\text{error}$$

$$N=109$$

$$1+109(0.05^2) \quad n = 86$$

The sample that was taken based on the formula is 86.

3.7 Sampling techniques

Non-Probability sampling which based on convenience sampling technique was used to conduct the study and collect data from population members who are conveniently available to participate in the study. This technique was used where the first available primary data source was used for the research without additional requirement.

3.8 Data processing and analysis

After all necessary data for the study were collected, the processing Analysis of data done.

Processing implies editing, coding and classification of the collected data so that they were suitable for further analysis.

The descriptive statistics data analyses were used to analyze both primary and secondary data. It was presented using tables and percentage.

CHAPTER FOUR

4. Conclusion And Recommendation of Related Literature Review

4.1 Conclusion

This study shows that BPR is being implemented in the public service; however, with respect to the recruitment process, the implementation is not carried out according to the planned imitative. The major challenge is that the implementing OMAs were not fully engaged during the redesigning of the process; this resulted in a lack of commitment from the OMAs to implement the re-engineered recruitment process.

As the authors indicated, their research empirically sought to explore BPR implementation problems and the severities of problems how relates to BPR implementation success. To carry out this study, they have identified sixty-four BPR implementation problems based on past theories and research related to the implementation of organizational change as well as field experience of reengineering experts. Further, the authors categorized the identified problems in to six main groups, namely management support problems, technological competence problems, process delineation problems, project-planning problems, change-management problems, and project management problems. Then, the authors used the identified problems in the survey instrument to generate responses from 239 individuals who have participated in BPR projects in 105 organizations.

In general, organizations used BPR to enhance their performances. Thus, implementing the redesigned processes in the organizations indicates that BPR efforts can yield better performance in terms of reducing processes' cycle time, increasing services' quality, increasing customers' satisfaction, reducing processes' cost, and increasing employees' satisfaction. However, organizations have been challenged to implement the redesigned processes by various factors. The factors are teamwork and quality culture, quality management system and satisfactory rewards, effective change management, less bureaucratic and participation, IT or information system, effective project management, and adequate financial resources. In general, their study provides important lessons as a condition for the success of BPR project.

Generally, researchers indicated that BPR can improve the implementation of the recruitment process, despite the challenges highlighted. There seem to be a number of opportunities that can still be explored, such as the use of IT as driver, ensuring that BPR also cuts the cost of recruitment and reviewing of the framework to accommodate bigger initiatives. Despite these opportunities, respondents were still optimistic that BPR is the management tool to radically change the speed of recruitment in the public service.

4.2 Recommendation

The researcher recommended considerable points regarding to BPR applicability to improve service delivery in Ethiopian public organizations. Such as to recognize the differences between the characteristics of government organizations and profit making corporations in process design, to recognize the use of IT as vital for successful BPR implementation, to recognize human resource capacity as determinant for the success of BPR, and so on. As per the researchers' recommendation, appropriate rewards and motivational instruments required to enhance the momentum of change reform in public organizations.

The municipality should bought modern technology such as internet (software) to facilitate the service delivered by the town municipality. Increasing the awareness of people toward BPR using different mechanisms. This is because of if the people become aware of BPR, their attitude toward BPR will be increased from time to time.

It is good if sufficient budget is allocated for expansion of different service like market place and recreational areas.

The town manager office or municipality manager should work hard on the creation of awareness about the program implementation, in delivering the service, financial provision status and service delivery

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APPENDIX

University of wolkite

College Of Business and Economics

Department of Management

This questionnaire is prepared as an input for the research proposal in partial fulfillment of requirement of the degree of Bachelor of Art in management department entitled, challenges of implementation of BPR in case of wolkite town municipality.

General instruction:

1. Put an (X) mark in the given box.
2. This is not test there is no true or wrong answer. It is means of collecting ideas and opinions. We highly appreciate your kind cooperation in advance!!h

3. Educational background

10th grade ?? Certificate?? Diploma ?? Degree ?? Others ??

4. Position of work Employee?? Manager ??

5. Year of working experience at wolkite town municipality.

a.1-3 years?? b. 4-6 years?? c. 7-10 years?? d. 10+ years??

6. Do you have clear understanding of the essence of BPR?

Yes ?? No ??

7. Are you satisfied by the service rendered by BPR?

Yes ?? No ??

8. Does BPR essentially help to provide better customer service?

Yes ?? No ??

9. Please indicate your nature and honest feeling about the items below by using.

Strongly agree?? Agree?? Disagree and?? strongly disagree ??

S.No	Item	Strongly disagree	Disagree	Neutral	agree	Strongly agree
1	The municipality has adequate human resource to implement BPR					
2	The financial provisions status of the municipality to meet the predetermined objectives are adequate					
3	wolkite town municipality is committing its self to serve the interest of public					
4	There is transparency in service delivery					
5	There is improvement in service delivery speed, after implementation of BPR program					
6	The program was implemented as intended					
7	The service being provided by the town municipality is cost effective					
8	BPR has increased customer satisfaction					
9	wolkite town municipality is using different mechanism to respond or know customer needs and to overcome challenges that occur in					

	implementations					
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Part II Opened ended questions

10. What kind of communication is there among the departments?

Horizontal ?? Vertical ?? Diagonal ??

11. Please mention some methods/or initiatives undertaken by the municipality to overcome challenges of implementing the program.

Part III Interviews

12. How BPR activity implementing in their town?

13. What is the reason BPR implementation is low in the business area?

THANK YOU FOR YOUR COLLABORATION!!