ST. MARY'S UNIVERSITY COLLEGE

BUSINESS FACULTY

DEPARTMENT OF MANAGEMENT

ASSESSING THE BUSINESS PROCESS REENGINEERING IMPLEMENTATION PRACTICES OF GULLELE SUB-CITY LAND ADMINISTRATE AND DOCUMENTATION PROCESS TEAM

BY

MARETERAZE GEORGE DIBIANCO

JULY 2010

SMUC

ADDIS ABABA

ASSESSING THE BUSINESS PROCESS REENGINEERING

IMPLEMENTATION PRACTICES OF GULLELE SUB-CITY LAND

ADMINISTRATE AND DOCUMENTATION

PROCESS TEAM

A SENIOR ESSAY SUBMITTED

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IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR

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FACULTY OF BUSINESS
DEPARTMENT OF MANAGEMENT
APPROVED BY THE COMMITTEE OF EXAMINERS

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Advisor   **Signature**

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Internal Examiner   **Signature**

_____   _____
External Examiner   **Signature**

Acknowledgements

Success comes with sacrifice. Yes, this is it!

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List of Abbreviation

BPR   Business Process Re-engineering

GSC   Gullele Sub City

IT   Information technology

TQM   Total Quality Management

BSC   Balanced Scored Card

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www.addisababacitygov.et

APPENDICES

St. Mary's University College

Faculty of Business

Department of Management

Questionnaire to be filled by Customers

This questionnaire is prepared by St. Mary's University College undergraduate degree student to assess the Business Process Reengineering implementation practices of Gullelle Sub-City Land Administrate and Documentation process team. All information you provide to this study will be kept confidentially. Thank you for your cooperation to fill this questionnaire.

Instruction

- You are not required to write your name
- Put "✓" in the space for your answers
- If the question is related to your personal opinion write it shortly on the space provided.

PART I. General Characteristics of the respondent

1. Gender   a. Male _____   b. Female _____

2. Age   a. 18-27 years _____   b. 28-37 years _____

             c. 38-47 years _____   d. 48 and above _____

3. Educational qualification

   a. Less than 10th grade ____   e. Diploma _____
   b. 10th complete ____   f. 1st degree _____
   c. 12th complete ____   g. Masters and above _____
       d. Certificate_____

4. Occupation

       a. Government _____   b. Private _____
       c. Business Owner _____ d. Other _____

PART II. Questions related with the study

A. Question related to service delivery

	Strongly Agree	Agree	Medium	Disagree	Strongly Disagree
1. The physical facilities or environment of the business process is convenient to get the service you demand.					
2. The location of the Sub- city is convenient for you.					
	Very convenient	**convenient**	**convenient**	**inconvenient**	**very convenient**
3. Convenient the office layout and seating arrangement of the service provider based on the work flow?					

	Very High	High	Medium	Low	Very Low
4. How far do you trust the business process to deliver the promised service on time according to the stated standard?					
5. What is the extent of cooperativeness of the business process to meet your demand?					
6. How do you rate the service of business process compare to the promotion or advertisement about BPR?					
7. How do you evaluate the service delivery quality in terms of using computer technology?					
8. How do you evaluate the service delivery quality as compared to the previous service delivery quality?					

	Very long	Long	Medium	Short	Very short
9. How do you rate the service delivery time that has taken to accomplish your case?					

	Yes	No	I don't know
10. Is there enough assigned manpower according to each sub process?			

11. If your answer is **NO** to **Q. 12** would you like to give the reason?

_____

_____

	Yes	No	I don't know
12. Is BPR unnecessary steps of works?			

13. If your answer is No to Q. 2 would you like to give the reason?

_____

_____

	Strongly agree	Agree	Neutral	Un agree	Strongly un agree
14. Have you seen the difference between the previous and the current service delivery system of the process team					

2. Questions related with customer satisfaction

	Very high	High	Medium	Low	Very Low
1. Before you plan to go to land administrate and documentation business process how your expectation in terms of "customer service"?					

2. How would you rate your satisfaction regarding on customer handling of the service provider on the following?

	Very high	High	Medium	Low	Very Low
1. The service provider greetings in friendly manner					
2. Understand the specific need it you					
3. Politeness					
4. Respectfulness					
5. Willingness to help you					
6. Providing the service without bureaucratic influence					
7. Use working hours only to serve you					

	Strongly unsatisfied	Unsatisfied	Uncertain	Satisfied	Strongly Satisfied
3. The service that had provided according to the standard time?					

	Very poor	Poor	Medium	Good	Very good
4. How would you rate the number of assigned manpower to each sub-process?					

	Yes	No
5. Have you get the service in one place without many appointments?		

6. If your answer is **NO** to **Q. 10** would you like to give the reason?

_____

_____

7. How would you rate the service delivery system of the process team after implementing BPR?	Strongly satisfied	Satisfied	Uncertain	Unsatisfied	Strongly Unsatisfied

C. Questions related with Performance

1. How do you get the current performance of land administrate and documentation business process service against your pervious performance expectation?	Very Good	Good	Medium	Poor	Very Poor

2. How would you rate the process team performance on the following?

	Very Good	Good	Medium	Poor	Very Poor
1. Assigning qualified employee on each sub process					
2. Assigning enough manpower on each sub-process					
3. Service delivered according to the standard					
4. Equipment availability					
5. Accurate time for providing recent information					

3. How would you rate the service provider effectiveness on each sub-process on the following service factures?

• Knowledge to provide service • Skills to perform the service • Keep to service promises • Commitment to serve customers	Very Good	Good	Medium	Poor	Very Poor

	Very Good	Good	Medium	Poor	Very Poor
4. How would you rate the process team performance in terms of quality service provision?					

5. How would you evaluate the over all performance of the service provider?	Very good	Good	Medium	Poor	Very poor

D. Questions related to respondents personal opinion

1. Have you ever had a compliant regarding on the business process service?	Yes	No	I don't know

2. If your answer is **Yes** to Q 1 to whom did you communicate?

_____
_____

3. Have you seen any change on the process team due to implementation of BPR?	Yes	No	I don't know

4. If your answer is no to Q3, what measure problems did you see in the implementation practice?_____
_____

5. If your answer is yes to Q3 what are the factors to lead the BPR successful?

_____
_____

6. If you would like to add some more problems which are not mentioned before please write on the space provided?

_____
_____

7. What do you think the solution will be for those problems you mentioned on Q 6?

_____
_____

St. Mary's University College
Faculty of Business
Department of Management
Questionnaire to be filled by Employee

This questionnaire is prepared by St. Mary's University College Undergraduate degree student in order to assess the business process Reengineering implementation practices of Gullelle Land Administrate and Documentation Process Team. Your answer will be concrete bases for this student research paper. Please, fill all answer dedicatedly and honestly. All information you provide to this study will kept strictly confidential. Thank you in advance for your cooperation to fill this questionnaire.

Instruction

- You are not required to write your name
- Put "✓" in the space for your answers
- If the question is related to your personal opinion write it shortly on the space provided.

I. General characteristics of the respondent

1. Gender   a. Male _____   b. Female _____

2. Age   a. 18-27 years _____   b. 28-37 years _____

               c. 38-47 years _____   d. 48 and above _____

3. Educational qualification

         a) Less than 10th grade _____   e. Diploma _____
         b) 10th complete _____   f. 1st degree _____
         c) 12th complete _____   g. Masters and above _____
         d) Certificate _____

.

1. Evaluation of Employee's Knowledge about BPR

1 How long did you serve for Land Administrate and Documentation process team_____

	Yes	No
2. Do you agree that implementing of BPR is necessary to the process team?		
3. Do you agree top managers or stakeholders arranged the necessary during BPR implementation?		
4. Do you agree that customers have got the awareness about BPR?		

2. Questions related to service delivery

No		Strongly Agree	Agree	Neutral	Un agree	Strongly Un agree
1	The physical facilities or environment of the process team for you to provide the service?					
2	Before implementation of BPR, how would you rate the service providing?	Very good	Good	Medium	Poor	Very poor
3	The service delivery quality as compared to the pervious service delivery quality is?	Very high	High	Medium	Low	Very Low
4	Do you agree that customers received the service according to the stated standard time?	Yes			No	
5	Before implementation of BPR, do you agree that you have an ability to make decision on concerning cases by your own?					
6	There is well taught working manual to do jobs?	Strongly Agree	Agree	Neutral	Un agree	Strongly Un agree
7	Do you agree that BPR is eliminating the unnecessary steps of works?	Yes			No	
8	Have you seen the difference between the previous and the current service delivery system on the process team?	Strongly Agree	Agree	Neutral	Un agree	Strongly Un agree
9	Do you agree that customers are satisfied on the service delivery system of the process team?					
10	The service is provided in one place without many appointments?					

3. Questions related with performance

No	Item	Very good	Good	Medium	Poor	Very poor
1	How would you rate the current performance of the service against than your pervious					
2	Each sub-process is supported by computer?	**Strongly Agree**	**Agree**	**Neutral**	**Un agree**	**Strongly Un agree**
3	Have you got training on how to do your current job with computer?	**Yes**			**No**	
4	Do you agree that here is sufficient resource to provide the service?					
5	After implementing BPR how would you rate the over all internal team sprit among employees.	**Very high**	**High**	**Medium**	**Low**	**Very Low**
6	How do you rate the department on motivating and rewarding of each employee?					
7	Do you agree the process team in using performance measurements and evaluation system of employees?	**Yes**			**No**	
8	How do you rate your job satisfaction based on the relationship with customers?	**Very high**	**High**	**Medium**	**Low**	**Very Low**
9	Have you ever had a compliant regarding on the service from customers?	**Yes**			**No**	

D. Questions related to respondents personal opinion

1. What are the factors that are responsible for the result of the success?
   _____
   _____

2. If you would like to add some more problems which are not mentioned before please write here?
   _____
   _____

3. What do you think the solution will be for those problems you mentioned on Q2 ?
   _____
   _____

4. What will you recommended about the BPR implementation?
   _____
   _____

St. Mary's University College

Faculty of Business

Department of Management

Interview Checklist

This interview is prepared to ask Gullelle Sub- city Land Administrate and Documentation Business Process Officers in order to get input for the student researcher paper that aim assessing the business process reengineering implementation practices of the process team.

I.   General characteristics of the respondent

1. Gender   a. Male _____   b. Female _____

2. Age   a.18-27 years _____   b. 28-37 years ___c. 38-47 years ___   d.48 & above _____

3. Educational qualification
            a. Diploma _____   b.1st Degree _____   c. Masters and above _____

1.   Working Experience _____

II **Question directly related with the study.**

2.   Do you believe that BPR is necessary to Land Administration and Documentations department?

3. What was the initiative for the implementation of the BPR?

4. How was the attitude of the employees towards the BPR?

5. What changes are introduced as a result of the re-engineering of the business process?

6. Do you believe that implementing BPR is significant to goal achievement?

7. What measure problems did you see in the implementation practice?

8. What is employee's awareness about BPR?

9. To what extent the office is implementing the BPR successfully?

10. What was the response of customer to the service delivery after the implementation of BPR?

11. What result has been achieved?

12. Does implementing BPR change the process of service delivery as intended?

13. What do you say about policy implications that drawn from the experience or change?
14. At last what is your opinion about BPR?

Declaration

I, the undersigned, declare that this senior essay is my original work; prepared under the guidance of Zellalem Tadesse. All sources of material used for the manuscript have been duly acknowledged.

Name: _____

Signature _____

Place of Submission _____

Date of Submission _____

Submission Approval

This senior research paper has been submitted to the department of management in partial fulfillment of the requirements for BA degree in management with my approval as on advisor.

Name   Zellalem Tadesse

Signature   _____

Date   _____

CHAPTER ONE

INTRODUCTION

1.1. Background of the study

Hammer and Champy who have done the most to popularize the concept defined that "Business Process Reengineering is fundamental, rethinking and radical redesign of business process to achieve dramatic improvements in critical and contemporary measures of performance such as cost, quality, service and speed" (Hammer and Champy, 1993:32). Similarly Davenport in process innovation stated that "Reengineering is only part of what is necessary in radical change of process; it refers explicitly to the new process. The term process innovation encompasses the envisioning of new work strategies, the actual process design activity, and the implementation of the change in all its complex technological, human and organizational dimensions" (Davenport, 1993:2).

In today's ever changing world, organizations want to compete with others by providing quality service and having large number of customers in order to meet their target or mission by applying different strategies and management approaches.

More recently, the concept of Business Process Reengineering has gained major attention in Ethiopia. Different governmental and other public- sector institutions are applying the reengineering process. City administration of Addis Ababa is one of the largest governmental organizations. There were many departments and offices before 1997 E.C like wise the service activities were too many. Due to these conditions customers and employees couldn't agree to some extent. On late 1997 Addis Ababa was divided into ten sub-cities and 99 Kebeles (Sub city manual 2000, 5). This provided a great opportunity to customers, employee and the service it self in terms of adequacy and equity in service delivery, reliability of power transmission and distributions, speed and quality of service delivery, cost. Among the ten sub-cities Gullele sub-city is one of them and there are ten Kebele located with the sub-city population of 318,508 (www. addisababacity.gov. et).

Land administrates and Documentation process team is one of the highest service providers. Customers arrive in order to meet their needs. The great number of customers and their cases diversity, interests and expectation make the service complicated and vast. From this point of

view, the office has tried to satisfy its customer's needs as much as possible through its service. On the case of government policy and strategy, any application regarding on land is administrate or authorized seriously. Due to this reason the process team has a huge amount of work. The steps and rules involved in the job are making the service process slow and costy. When services are getting slow it will affect not only the customer but also employee of that department. For this, designing new road or way can be needed in order to have better image in customer and employee mind.

Ethiopian government has addressed the business process reengineering and it has implemented in governmental organization (City Administration of Addis Ababa report 2001:1). Gullelle Sub-City Land Administrates and Documentation process team is one of them and has implemented the business process since late 2000 E.C. According to their manual (2000: 11), the reengineering is designed to create a modern relation between the working process and customer by delivering a quality service that is needed and expected by customers and increasing the performance of employee with this the designing and implementing of the business process has create a new value.

In line with BPR assessment guide (May, 1997), "BPR is an approach for redesigning the way of doing work for better support of an organizations mission and reduce costs. Reengineering has focus on the business process as a whole in order to achieve the greatest possible success to the organization and the customers. Moreover, it reduces the steps and procedures that govern how resources are used to create products and services that meet the needs of particular customer or market."

Therefore, applying the designed business process reengineering has a linkage among the three major parties customer, process and employee in Gullele Land Administrate & Documentation process team. Better service is a necessary task for all stakeholders of the city administration bureau.

The student researcher would give special interest in business process because recently it becomes new, most acceptable and easy way of achieving the stated objective of the process team. To this end, the student researcher tried to assess the BPR implementation of Gullele sub-city land administrate and documentation process team in this study.

1.2. Statement of the Problem

According to Hummer and Champy (1993:32) reengineering is 'process change' which refers changing traditional working process. In line with the above view, Tenoer and DeToro (1982:58) highlighted that, a business process is one or more tasks that add value-by-transforming a set of inputs into a specified set of outputs (goods or services) for another person (customer) by combination of people, methods, and tools. Now-a-days BPR has changed the business process environment in an organization. It will help to determine which task fits the customer or works best in a given situation. If each step handles only the cases of one specific customer's need, it will be simpler to respond a range of situations. Reengineering also provide a distribution of work to a process team. That is, tasks of a process across several departments and divisions are now joined into one unit of people. Moreover, jobs will become more substantive, satisfying and rewarding.

A job is no longer a repetition of the same tasks, but all the tasks of the reengineering process provide an output that the customer appreciates. Hence, employees achieve a sense of accomplishment from their job. Land Administrates and Documentation process team has implemented business process reengineering to deliver tasks that are needed by the customers; additionally the reengineering process is new for each and every individual of customer & employee of the process team.

Based on this, the student researcher tried to see the business process reengineering implementation practices of Land Administrate and documentation process team and come up with the following observation as per the preliminary research. The Gullele Sub-city Land Administrates and Documentation process team is not assuring of most satisfaction to its service takers. Furthermore, the student researcher realizes that tasks which are needed by the customers were not accomplished according to their schedule. In addition to this there is shortage of qualified skilled man power and polices for specific tasks that are designed on the bases of the reengineering approach. This leads the student researcher to assess the implementation of BPR practices of the Gullele Sub-city Land Administrates and Documentation process team. Thus, this research study tried to find answer to the following research questions.

1.3. Research Questions

Based on the discussed problems the following research questions are stated:

1. What are the problems that are affecting the Business Process Reengineering implementation practices of Land Administrate and Documentation process team of the Gullele sub-city?

2. To what extent the process team is executing the Business Process Reengineering successfully?

3. Does implementing BPR change the process of service delivery as intended?

1.4. Objectives of the study

1.4.1. General Objective

The general objective of the study is to assess the business process reengineering implementation practices of Gullele sub-city Land Administrate and Documentation process team.

1.4.2. Specific objective

In addition to the stated general objective the study has the following specific objectives.

- ➢ To identify the problems that are affecting the business process reengineering implementation practices of the process team.
- ➢ To describe whether Business Process Reengineering implementation and practices successful or not.
- ➢ To examine whether the business process reengineering enhances service delivery or not.

1.5. Significance of the study

This study will have the following significance to different parties:

- ❖ It will create a very good opportunity to the student researcher to learn the practical research process and techniques.
- ❖ It can serve as input for other researchers who will like to do an in-depth research.

1.6. Scope (delimitation of the study)

Gullele Sub-City have Land Administrate and Building Permit process team, Land Authorization process team, Building Authorization and Land Administration and Documentation process team as a department. However, this study will be confined to Land Administrate and documentation process team. Because 95% of the service takers are served by this process team. This study focused on the current status of the process team which implements BPR on 2001E.C.

1.7. Definition of terms

a)   **Reengineering: -** It is about completely over hauling the operation, in revolutionary ways, in order to achieve the greatest possible benefits to the customer and organization (Hammer and Champy, 1993:32).

b)   **Radical:** -   Mean going to root of things. It is about beginning with the start   (Hammer and Champy, 1993: 32).

c)   **Redesign: -**   Making again an arrangement of elements (Hammer and Champy, 1993: 32).

d)   **Process:** -   Means a group of related tasks that together create value for customer (Hammer and Champy, 1993: 32).

1.8. Research Design and Methodology

1.8.1   Research Design

The student researcher used descriptive research design for this study. Because this method used describe the current status of Land Administrate and Documentation process team reengineering implementation practices. Furthermore, this method used issued to answer the research questions and to realize the specific objectives stated.

1.8.2   Population and Sampling technique

To make the research complete and holistic a total of three groups were considered as a unit of study. Hence, employees, customers, and officer's heads of Land administrate and documentation process team was considered as a population of the study.

Customers

The one who get service from Land Administrate and Documentation process team were considered as unit of study. It was difficult to cover the whole population in this study. So that the student researcher used the non-probability sampling method. This method used in if there is no assurance that every member of the population has same chance of being included in a sample. Therefore, the student researcher used convenient sampling technique. Because the units of samples is available in a certain specific time and place, like customers available in service delivery points. Moreover, it was not easy to determine the sample size of the customers of Land Administrate and Documentation process team. Thus, the student researcher contacted 200 customer respondents as a sample. This figure is representative as per the sample determination model set by (Malhotra, 2007:200).

Employees and Managers

The one who are working in Land Administrate and Documentation process team was considered as unit of study. Therefore, the student researcher used census in order to conclude about the whole population. Because the total number of employees including managers in the process team was 30 based on the process team profile Dec. 2009.

1.8.3. Types of data used

The student researcher used both primary and secondary data in order to make the study complete.

1.8.4. Method (s) of data collection

The student researcher used questionnaires and interview for primary data collection. Structured questionnaires were distributed to respective samples of customers and employee of the process team. Interview was arranged for those who are officers of different tasks of Land Administrate and Documentation process team of Gullele Sub- city. Secondary data were collected by reading documents, filing and manual of Land Administrate and Documentation process team.

1.8.5. Method (s) of data analysis

After collecting the necessary data from the selected sample the student researcher analyzed by using descriptive techniques, then it was summarized into percentage, ratio, and average techniques. At last the final result was presented in tables and charts.

1.9. Limitation of the study

The student researcher faced the following limitation. There was a huge shortage of books in the library focused on business process re-engineering and there was lack of time to accomplish the research.

1.10. Organization of the study

The study is organized in to four chapters. The first chapter consists of introduction, statement of the problem, research questions, objectives of the study, scope of the study, definitions of terms, and research design and methodology limitation of the study and organization of the study. The second chapter presents literature review. The third chapter includes data presentation analysis and interpretation. The fourth chapter will contain of summary, conclusions and recommendations of the study and finally questionnaire declaration and submission approval have attached.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2. Business Process Re-engineering Overview

In 1990, Michael Hammer, a former professor published an article in which he claimed that the major challenge for manager is to obliterate non-value adding work, rather than using technology for automating it. He claims that most work being done does not add any value for customers, and this work should be removed, not accelerated through automation. Instead, companies should reconsider their processes in order to maximize customer value, while, minimizing the consumption of resources required for delivering their product or service (Hammer, 1990:104). This idea, to unabashedly review a company's business processes, was rapidly adopted by a huge number of firms, which were striving for renewed competitiveness, which they had lost due to the market entrance of foreign competitors, their inability to satisfy customer needs, and their insufficient cost structure. Since 1990's, considering business processes as a starting point for business analysis and redesign has become a widely accepted approach. Indeed, companies started to consider the capabilities that reengineering offered in relationship to the way work was performed and organized (Meredith & Shafer, 2003:169).

2.1. What is Re-engineering?

The term 're-engineering' was first coined by Michael Hammer. It was called up the managers in the business sector to challenge centuries-old notations about work by realizing the real power of computers (Hammer, 1990:5). Recently, the new managerial concept called "re-engineering" entered management literature, and become the agenda of many companies (Koontz and Weihrich, 2004:134). Different scholars define re-engineering in different phrase and words. The formal definition is Re-engineering is the fundamental rethinking and radical redesign of business processes to bring about dramatic improvements in performance (Hammer and Stanton, 1995:3).

Re-engineering is the rapid and radical redesign of strategic, value- added business processes and the systems, policies, and organizational structures that support them, to optimized the work flows and productivity in an organization (Manganelli & Klein 1995:7).
Both definitions have basic concept about re-engineering and there are key components:

1. **Fundamental Rethinking**: - calls for questioning everything which has been followed, practiced and found acceptable for centuries. It rejects old legacies and proven practices. It calls for starting all over again (Rao & Jain 2003: 231). Asking fundamental questions forces people to look at the tacit rules and assumptions that under their businesses (Hammer & Champy, 1993: 32).

2. **Radical redesign:** - refers to going to the root of things, not about improving what already exists. Rather it is about throwing it away and stating over, beginning with the proverbial clean slate and reinventing how you do your work (Hammer & Stantion, 1995: 4). Reengineering is about business reinvention about starting all over. The key assertion behind reengineering is the following (Hammer and Champy, 1993:31):-

- It is no longer necessary or desirable for companies to organize their work around Adam Smith's division of labour.

- Task-oriented jobs in today's world of customers, completion, and change. Instead, companies must organize work around process and companies who organize work around processes will have a competitive advantage over those who do not. In addition Rao & Jain (2003:23) stated that radical redesign calls over trimming and chopping of designs. So that cost is reduced, service is improved and the customer gets the higher value at a greater speed. It calls for change in the technology, tools and techniques. Hammer & Champy (1993:33), states that radical redesign refers to disregarding all existing structures and procedures and inventing completely new ways of doing things, but not always the same things as before not improvement, enhancement or modifications of business.

3. **Process**: - it means a group of related tasks that together create value for a customer. The customer only concern is with the end result. This only way to achieve dramatic performance improvement is by holistically addressing its end to end processes. Generally it refers to the activities in an organization (Hammer & Stanton, 1995:5). A process is an interrelated series of activities that convert business inputs into business out puts. Processes are composed of three primary types of activities. Value adding activities, hand off activities, and control activities (Manganelli & Klein, 1994: 8).

4. **Dramatic improvement: -** it's about making marginal improvements to the business. It is not about making things making quantum leaps in performance, achieving break through. Here performance can be measured in various ways- reduced costs, increased speed, greater accuracy (Hammer & Stanton, 1995: 3).

2.2. The Link between Information Technology and BPR

Business process re-engineering began as an organizational technique to help organizations in order to improve customer service and cut operational costs world –class. For re-engineering has been continuing and accepting information technology has a great role in the forming and implementing BPR. In BPR, information technology is generally considered as playing a role as enabler of new forms of organizing and collaborated rather than supporting existing business functions. The people or human resources dimension deals with aspects such as education, training, motivation and reward systems. Most current literature on business process reengineering acknowledges the role that information technology must play in the procedure. Information technology should be viewed as more than an automating or mechanizing force; it can fundamentally reshape the business process. Thus, it is clear that information technology and BPR are intricately linked in the redesign of work processes. It is also clear that BPR represent a transition from stage one automation work to stage Two-redesigning work. Many of today's business processes were developed and institutionalized long before computers become the powerful tools they now are thus, information technology is viewed as an enabler in business process reengineering rather than a solution in itself (Grover & Kettinger, 1998: 148).

Furthermore, Hammer and Champy (1993:47) states that information technology plays a crucial role in BPR. Traditionally it was used for increasing organizational efficiency based on functional specialization. Now IT plays a role as an enabler that allows organization to do work in radically different ways of new organizational forms, and patterns of collaboration with in between organizations.

2.3. What Re-engineering isn't?

Business re-engineering means starting from scratch. What matters are how we want to organize work today, give the demands of today's markets and the power of today's technologies. How people and companies did things yesterday doesn't matter to the business reengineer (Hammer & Champy, 1993:2). There are many wide spread misconceptions about the nature of re-engineering (Hammer & Stanton, (1995:10) :-

- ➢ **Re- engineering is not downsizing.** Re- engineering is about rethinking work from the ground up in order to eliminate work that is not necessary and to find better ways of

doing work. Downsizing means getting rid of people and jobs to improve short term financial results re-engineering eliminates work, not jobs or people.

➢ **Re- engineering is also not restructuring**. It is centered on how work is done, not how an organization is structured. Re-engineering is also not to confused with automation. Even though technology plays an important role in re-engineering, its role is to enable new process designs, not to provide new mechanisms for performing old ones.

➢ **Reengineering is also not a fad**, not merely the latest in a long line of short – lived management panaceas.

➢ **Re-engineering is not more of the same**. It is a revolution, the most important one in business since the advent of the industrial revolution. The design of work must be based not on hierarchical management and the specialization of labor but on end-to-end processes and the creation of value for the customer.

Fundamentally, reengineering is about reversing the industrial revolution. It rejects the assumptions inherent in industrial stage. Re-engineering is the search for new models of organizing work. Tradition counts for nothing. It is a new beginning (Hammer & Champy, 1993: 49).

2.4. Why Re-engineering?

Reengineering should only be used when there is a need for dramatic improvements in performance with respect to critical, contemporary performance measures such as cost, quality, service, and speed. In reengineering, it is assumed that the current processes are too far away from the processes that are required and the only option is to start all over. Hence, improving existing processes is not the solution (Rao & Jain 2003: 231).

In today's environment nothing is constant or predictable not market growth, customer demand, product life cycles, the rate of technological change or the nature of competition (Hammer & Champy, 1993:17). The reengineering requires an understanding of process in their entirely, a perspective not usually possessed by those at or near the front line (Hammer & Stanton 1995:13). As one business leader has put it, "you don't reengineer unless you have to," and these days, almost everyone has to. Three forces, separately and in combination, are driving today's companies deeper and deeper into territory behind reengineering (Hammer & Stanton, 1995:12):-

- **Customers**:- have become much more sophisticated and demanding; they have a much grater range of alternatives, are much more knowledgeable about their own needs, and are exerting ever greater pressure on their suppliers because they know they can get more (Hammer & Stanton , 1995:12).
- **Competition** is the second C which at one time was local and relatively gentle, has become global and cutthroat. Technology changes the nature of competition ways companies don't expect. It allows innovators to devise entirely new technology in order to streamline the interaction between themselves and their customers (Hammer & Stanton, 1995:12). Competition used to be so simple; the company that could get to market with an acceptable product or service at the best price would get a sale (Hammer & Champy, 1993:22).
- **Change** is the third C. Organizations must change their priorities from a traditional focus on planning, controlling, and managing growth, to emphasize speed, innovation, flexibility, quality service, and cost (Hammer & Stanton, 1995:12).

The three Cs have created a new world for business, and it is becoming increasingly apparent the organizations designed to operate in one environment (Hammer & Stanton, 1995:12). Customers are aware of more alternatives how they can meet their need and employee greater pressure on suppliers with the age of globalization competition is not limited domestic supplies competition is globally, to meet such cutthroat computation organizations require redesign their business process. Organization must change their priorities from a traditional focus on planning and control to emphasize focus on planning and control on speed, innovation, flexibility service and cost (Abate, 2006: 15).

2.5. Essence of Re-engineering

According to Hammer, (1990:108) re- reengineering is the notion of discontinuous thinking of recognizing and breaking away from the outdated rules and fundamental assumption that underline operation. The rules must be changed not re-arranging them. These old rules and assumption made the business under perform. Therefore, they must be shed; these rules and assumptions are about technology, people and organizational goals that no longer hold, quality, innovation and service are more important than cost, growth and control. Conventional process structures core fragmented as piecemeal and lacked the integration necessary to maintain quality and service. Thus, reengineering looks at the fundamental

process of the business functional units involved in the process being reengineering looks at the fundamental process of the business from a "cross-functional" perspective, by assembling a team that represents the functional units involved in the process being reengineered and all the units that depend on it. Reengineering should use information technology, not to automate an existing process, but to enable new process, and yield effective and efficient results.

2.6. Principles of Re-engineering

Business Process Re-engineering has a list of principles to guide the fundamental rethinking and radical redesign of business processes. Hammer identifies seven principles of re-engineering that can help jump start BPR projects. These principles are (Grover & Kettinger, 1998:352):-

1. Organize around out comes, not tasks
2. Have those who use the out put of the process perform the process
3. Subsume information-processing work in to the real work that produces the information.
4. Threat geographically dispensed resources as through they were centralized.
5. Link parallel activities instead of integrating their results.
6. Put the decision point where the work is performed, and build control in to the process.
7. Capture information once and at the source.

2.7. The Top Mistakes in Reengineering

According to Hammer & Champy, 1993:2 we estimate that between 50 and 70 percent of reengineering efforts were not successful in achieving the desired break through performance. Unfortunately, this simple descriptive observation has been widely misinterpreted and transmogrified and distorted in to a normative statement. In other words, many people think it means that 50 to 70 percent of all reengineering efforts will fail. Nothing could be further from the truth. These are no inherent success or failure rate for reengineering. The result depends entirely on the quality, intensity, and intelligence of the effort. Failure is not by cosmic rays, bad luck, or other factors outside of human control. Failure is caused by people who don't know what they are doing and who do not implement reengineering the right way. Success in reengineering does not require personal heroics, extraordinary talent or capability, or enormous amounts of good luck. The real key to reengineering success is staying focused and avoiding mistakes.

2.8. Characteristics of BPR

Under rethinking business process, the context of the process is fundamental with in the function processes. Rethinking calls for questioning everything, which has been followed, practiced and found acceptable in different organization. It should be clear that a re-engineered business process look vastly different from a traditional process (Hammer & Champy, 1993:50). Here are some characteristics that frequently encounter in re-engineered business process.

- **Several jobs are combine into one** :- the most basic and common feature of re-engineered processes are the absence of an assembly line; that is, many formerly distinct jobs or tasks are integrated and compressed into one. Integrated processes have reduced process administration overheads (Hammer & Champy, 1993: 51).

- **Workers make decisions: -** companies that undertake re-engineering, not only compress processes horizontally by having case workers or case teams perform multiple, sequential tasks but vertically as well. Instead of separating decision-making from real work, decision- making becomes part of the work themselves. Worker themselves now do that portion of a job that, formerly, managers performed (Hammer & Champy, 1993: 53).

- **The steps in the process are performed in a natural order :-** the process steps should be delinearizing. In a traditional process, the steps are performed in a linearity order: that is one task does not start until the previous one is completely finished. The linearity among the tasks slows the work down. After re- engineering, the process is delinearized and work is ordered in terms of "What needs to follow what "(Hammer & Champy, 1993: 54).

- **Processes have multiple versions: -** traditional processes were intended to provide mass production for a mass market. Processes with multiple versions or paths usually begin with a 'triage' inputs we handled identically. Traditional one – size – fits all processes are usually very complex. A multi-version process by contrast, is clean and simple, because each version needs to handle only the cases for which it is appropriate. There are no special case and exceptions (Hammer & Champy, 1993: 55).

- **Work is performed where it makes the most sense: -** work is shifted across organizational boundaries to improve overall process performance. In traditional organizations, work is organized around specialists. After match of re-engineering,

much of the works done in organizations consist of integrating related pieces of work that independent organizational units perform (Hammer & Champy, 1993: 56).

- **Checks and controls are reduced:-** conventional processes are replete with checking and control steps, which add no value on the process. Many organizations fail to recognize the costs associated with strict control. It takes time and labour to do all. Worse the cost of the checking may even exceed the cost. In re-engineering processes exhibit a more balanced approach. In stead of tightly checking work as it is performed, reengineered processes often have aggregate. Reengineered processes use controls only to the extent that they make economic sense (Hammer & Champy, 1993: 58).

- **Reconciliation is minimized:-** another form of non-value adding work that re-engineered processes minimize is reconciliation. It is done by cutting back the number of external contact points that a process has, there by reducing the chances that inconsistent data requiring reconciliation will be received (Hammer & Champy, 1993: 59).

- **A case manager provides a single point of contact: -** a "case manger" is recurring characteristic that find in re-engineered processes. The mechanism proves useful when the steps of a process either are so complex or dispersed. The case manager needs access to all the information systems to act as a buffer between the complex process and the customer (Hammer & Champy, 1993: 62).

- **Hybrid centralized / decentralized operations are prevalent:-** companies that have re-engineered their processes have the ability to combine the advantages of centralization and decentralization in the same process. Information technology increasingly enables companies to operate as though their individual units were fully autonomous, while the organization still enjoys the economies of scale that centralization creates. The decentralized structure ensures that each division focuses on the products and services with which it has the most expertise, and simultaneously, promotes real entrepreneurial autonomy. Implemented databases that all operating units share can avoid the problems. Every unit the information into the data base and every unit use the database as a source of information. Re-engineer the process eliminate the bureaucratic of the organization. (Hammer & Champy, 1993: 63).

2.9. Objective of Business Process Re-engineering

According to Hammer (1990:19) business process re-engineering has its own objectives or goals.

Some of them are as follows:-

1. Improve efficiency of the key business process with view to improve quality, reduce cost and utilize few resources.
2. Encouraging team work and reducing a number of layers in the organization
3. Re-shaping business process in a holistic approach and not in isolation like taking only one of the functions or redesign separately.
4. Training and development human resources and improve information technology downsizing of necessary as a result of increased efficiency of the key process identifying efficiency of the key process
5. identifying competitive strength with a clear focus on goals to be achieved
6. increases process capacity
7. Increases, or satisfies, demand for products and services
8. Offer opportunities to increase revenue and broaden the scope of the business.

2.10. Scope of Business Process Re-engineering

Breadth and Depth are characteristics of Business, Breadth refers to scope: A process can be narrowly defined as a single business system for the business unit. Depth of the process refers to the linkage with other aspect of an organization like roles and responsibilities, measurements and incentives, organizational structure, Information technology, shared values and skills (Rao & Jain 2003:15).

2.11. The Impact of Business Process Re-engineering

Fundamental changes in business process have implications for many other parts, aspects and every part of an organization. The point that reengineering entails the radical redesign of a company's business process does start with process redesign, it doesn't end there. Practically every aspect of the organization is transformed. The following are the kind of changes that occur when company re-engineers its business process (Hammer & Champy, 1993:65):-

- ✓ Work units change-from functional departments to process teams
- ✓ Jobs changes-from simple tasks to multi-dimensional work
- ✓ People's roles change-from controlled to empowered
- ✓ Job preparation change-from training to education
- ✓ Focus of performance measures and compensation shifts-from activity to results
- ✓ Advancement criteria change-from performance to ability
- ✓ Values change-from protective to productive
- ✓ Managers change-from supervisors to coaches
- ✓ Organizational structures change-from hierarchical to flat
- ✓ Executives change-from scorekeeper to leader

3. Business-System Diamond

Every company-government-controlled institution or private enterprise when viewed as a business system-has the business-system diamond which consists of four nodes and four linkages. (Christopher & Katajanen, 2003: 14):
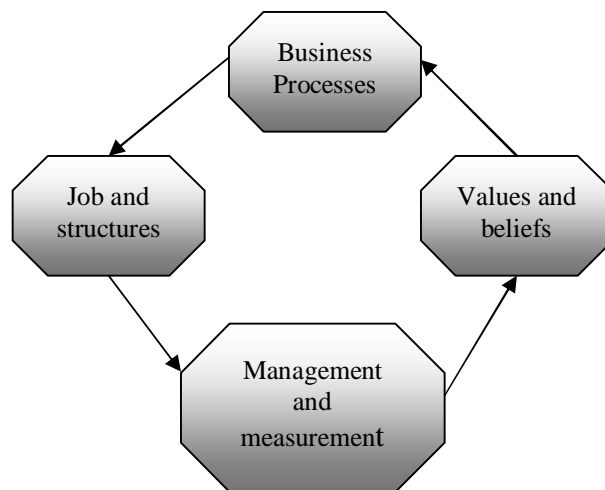
Business processes portray how work in an organization gets done. A (business) process is one or more tasks that add value by transforming a set of inputs into a specified set of outputs (goods or service) for another person (customer) by a combination of people, methods, and tools. A business process model consist of three constituents: providers, suppliers and customers (Christopher & Katajanen, 2003: 15).

Customers:- are individuals who receive the products or services produced by the process as outputs.

Providers:- are individuals who work within a process and transform input to output.

Suppliers:- are individuals who produced products or services to the process as inputs.

Customers and providers have requirements which describe the outputs expected by the providers and suppliers, respectively. Inputs and outputs can be broken down to resource and information. Resources are transformed in the process whereas information is used in the transformation of resources.

- **Jobs and structures:-** are what people are employed to do and how they are organized. Management and measurement systems portray the role of managers, measurement of performance, and compensation of people. Jobs structures determine management and measurement systems which in turn shape the values and beliefs of employees (Christopher & Katajanen, 2003: 15).

- **Values and beliefs**: - are the issues and concerns employees think are important. The linkage of the nodes in the system is cyclic. Starting from the top, the design of the business processes determines the jobs and structures in an organization. Finally, values and beliefs determine the performance of the business process (Christopher & Katajanen, 2003: 15).

Reengineering is essentially about replacing an existing business-system diamond with a new one. That is, it is not enough to reengineer business processes the other three nodes must change as well. All four nodes must fit together or the organization will not operate optimally (Christopher & Katajanen, 2003: 16). Processes can have a series of sub processes which delineate the tasks and activities transforming inputs to outputs. Sub processes receive inputs from sub process and deliver outputs to other sub process. Through a divide-and-conquer approach, sub processes enable detailed definition and better understanding of processes (Christopher & Katajanen, 2003: 17).

Key processes have a strategic importance and customer impact describe. - (Christopher & Katajanen, 2003: 17). Characteristics of key process in the following manner:

- Initiated by demands (requirements) from customers and terminated once the demands are fulfilled (outputs).

- Influence customer perception of the products or services delivered by an organization.

- Linked to the mission and goals of an organization.

- Differentiate an organization from its immediate competitors and create competitive advantages.

- Instrumental to the success of an organization.

- Span across organizational units within an organization (assuming that the organization has a functional or divisional structure).

3.1. Candidates for Re-engineering

Organizations which undertake reengineering can be classified into three categories by their current condition (Hammer & Champy, 1993: 36):

1. Organization that are in deep trouble.
2. Organizations that are not yet in trouble, but can see the trouble coming.
3. Organizations that are in peak condition and see reengineering as an opportunity to increase the lead over their competitors.

Obviously the first two states of condition require a change for the better. An organization in the third state always seized the opportunity to improve its performance the hallmark of the truly successful company is a willingness to abandon what has long been successful. The three states of condition do not exclude any organization as any organization can benefit from reengineering.

3.2. Types of performance measures

Performance measures provide information which allows qualified decisions to be taken and enable organizations to check whether their strategies are working. Performance measures, most fundamentally, are evaluative criteria, and a particular set of measures represents an explicit statement of expectations (Neely, 1997:42). More practically, performance measures quantify the performance of a process. Performance is measured by three types of measures which relate to distinct elements in the process model (Tenner & DeToro, 1997:76).

- **Efficiency:** The resource consumed in the process relative to minimum possible levels such as costs, variability, and cycle time. Efficiency-or doing things right-is measured with in a process. Measures of efficiency quantify the parameters which control the integration of people, inputs from suppliers, procedures, machines, and environment within a process or sub process, and are used to control performance and improve that if possible.

- **Effectiveness**: The ability of a process to deliver products or services according to their specifications. That is, output meets requirements. Effectiveness or doing the right thing- is measured by comparing the output of a process (before it is delivered to the customer) relative to the customer requirements.

- **Outcomes**: The ability of outputs to satisfy the needs of customers. Outcome is measured once the output-product or service-is delivered to the customer. From that point on the control of the output is in the hands of the customer. Consequently, outcome measurement involves the customer. Outcome measurement is a combination of the following two measures which quantify customer expectations and actions:
- **Product or service effectiveness**: Measures how well the output performs in the customer processes.
- **Customer satisfaction**: Measures how well the output satisfies the needs and expectations of customers.

The three type of performance measures are related to each other. Improvements in process effectiveness correlate with improvements in the measures of outcome as long the output match the needs of the customer. The measures of efficiency can help organizations to predict the expected output. A process has outputs and outcomes for other stakeholders too shareholders, employees, and community, e.g. a job is an output for employees and job satisfaction is an outcome for them. Organizations must select performance measures-effectiveness and outcome-and improve performance in the interest of all stakeholders in order to achieve long-term success. If the output satisfies the needs and expectation of customers, every time, the organization is world class. Hence, process outcome ultimately determines the fate of an organization (Tenner & DeToro, 1997:116).

3.3. The Role of Hierarchical Structure

Most theorists agree that power is a matter of organizational structure as well as personal skill, and the proposition appeals to common sense (Henry, 2003: 95). Analyses of organizations in the private sector find some real difference with the public sector. Although centrality is major determinant of sub units power in both private and public organizations. Power in organizations, is sum has many permutations. And it is the engine or organizational change (Henry, 2003: 96).

3.4. Fundamental Principles of the Public Service

The following fundamental principles of the public service are very relevant to serving the citizen as publics (Simiret, 2009:13-14):-

- Principles of equality of treatment:- all public services shall recognize the equality of citizen before the law.

- Proximity and accessibility of service: - the public service shall be organized along functional and decentralized line designed to bring public management closer to the people and provide them with appropriate and accessible basic services.
- **Effectiveness and efficiency**:- the public service shall ensure that making optimal use of the resources at its disposal provides the highest quality in to account the resources and means that users have available to them to benefit from public service.
- **Evaluation of services:** - the evaluation of the effectiveness and productivity of services shall be based on objectives and programmes of activities defined before hand, accompanied by performance indicators and criteria.
- **Transparency and information**: - administrative decisions shall always be taken in accordance with transparent, simple and understandable procedures, while ensuring accountability.
- **Speed and responsiveness**: - the public service shall determine and respect deadlines in the delivery of its services. These deadlines must be established by law and regulations and evidence of usually long delays, have to make the administration liable to legal action.

3.5. Changes in Jobs and Structures

Change is occurring at such a speed that most companies can no longer effect necessary changes in a gradual manner. Reengineering is about reversing the industrial revolution. Some of the assumptions in the industrial organization about people are the following (Grover & Kettinger, 1998:59):

- People work more efficiently when they have only one easily understood task to perform.
- People have few skills and little time or capacity for training.
- People do not have the time or the inclination to monitor and control their work.
- People lack knowledge to make decisions about their work.

Organizations to organize work around the concept of division of labour in which people have simple jobs and the organization is designed after a functional or divisional structure. In such organizations, tasks of a process are distributed among separate organizational units.

3.6. Changes in values and beliefs

A performance measurement and compensation system determines the values and beliefs of employees. In a reengineered organization, it is imperative that employees firmly believe that they work for the customers and that the performance measurement and compensation system reinforces this belief (Christopher & Katajanen, 2003:24).

3.7. Organization Culture

It is the general pattern of behavior, shared beliefs, and values that members have in common. Culture can be inferred from what people say, do and think with in an organizational seating. Organizational culture can be influence the effectiveness of an organization (Koontz & Weihrich, 2004:187). Changing a culture may take time. It demands changing values; symbols, myths, and behavior in may require first understanding the old culture, identifying a sub culture in the organization (Koontz & Weihrich, 2004: 191).

3.8. BPR and Organizational Change

Business process reengineering derives its existence from different disciplines, and four major areas can be identified as being subjected to change in the reengineering. These are organization, technology, strategy, and people (Leavitt, 1965:20).

- **Organization:** - An organization is a word many people use loosely. Some would say it includes all the behavior of all participants. Others would equate it with the total system of social and cultural relationships. The term organization implies the nature and content of organizational roles, people working together must fill certain roles and the roles peoples are asked to fill should be intentionally designed to ensure that required activities are done and that activities fit together so that people can work smoothly effectively and efficiently in groups (Koontz & Weihrich, 2004: 126). Organizations are different creatures and this phenomenon is unavoidable. Thus, organizations are defined accruing to the contexts and perspectives peculiar to the person doing the defining (Henery, 2003: 54). Organization implies the structural elements of the company, such as hierarchical levels, the composition of organizational units, and the distribution of work between them (Leavitt, 1965:20).

- **Technology:** - is concerned with the use of computer systems and other forms of communication technology in the business. In business process re-engineering, information technology is generally considered as playing role as enabler of new forms

of organizing and collaborating, rather than supporting existing business functions (Leavitt, 1965:20).

- **Business strategy** is the primary driver of BPR initiatives and the other dimensions are governed by strategy's encompassing role.
- **People/ human resource: -** dimension deals with aspects such as education, training, and motivation and reward systems.

4. Road map to Reengineering

Resistance to change is a huge challenge to any organization which undertakes reengineering. Reengineering will change the jobs of employees in the organization and reengineering will not succeed unless employees accept the need for dramatic changes. Organizations, which send the clearest massages about the need for change, are the one who succeed in reengineering. Management must communicate to the employees, preferably in a written form, why operational change is necessary and what the organization needs to become. The concept of business process interrelated activities aiming at getting a value added output to a customer is the basic underlying idea of BPR. These processes are characterized by a number of attributes process ownership, customer focus, value-adding, and cross-functionality. Business process are simply a set of activities that transform a set of inputs into a set of outputs (goods or services) for another person or process using people and tools. Re-engineering requires a change in attitude among all the individuals concerned, such as, trade unionists, employers, paid officials and civil servants. Decision making must be based on participative, democratic and consultative approach, where in all the stakeholders contribute to the final policies. (Christopher & Katajanen, 2003:27).

5. Re-engineering Vs other Programs

Re-engineering is about radical change. It is differs from other programs in several important ways. Reengineering seeks break- through in important measures of performance, pursues multifaceted improvement goals, including quality, cost, flexibility, speed accuracy, and customer satisfaction. Customer satisfaction, concurrently. Reengineering is adopts a process perspective of the business where as other programs focus on fewer goals or trade off among them and they are retain functional or organizational perspectives (Manganelli & Klein, 1994: 19).

Business process reengineering is

- not just automation, although often uses technology in creative and innovation ways (Manganelli & Klein, 1994: 19).
- not just requires organizational although it almost always requires organizational change(Manganelli & Klein, 1994: 19).
- not just downsizing, although it usually improves productivity (Manganelli & Klein, 1994: 19).
- not jut quality, although it is almost always focused on customer satisfaction and the processes that support (Manganelli & Klein, 1994: 19).
- also involves a willingness to rethink how work should be done, even to totally discard current practices if that should prove necessary (Manganelli & Klein, 1994: 20).
- Finally, business process re-engineering takes a holistic approach to business improvement, encompassing both the technical aspects of processes (technology, standards, procedures, systems, and controls) and social aspects (organization staffing, polices, jobs, career paths, and incentives). In other words, business process reengineering leverage technology and empowers people (Manganelli & Klein, 1994: 20).

	Reengineering	**Rightsizing**	**Restructuring**	**TQM**	**Automation**
Assumptions Questioned	Fundamental	Staffing	Reporting relationships	Customer wants and needs	Technology applications
Scopes of Change	Radical	Staffing, job responsibly	Organization	Bottom - up	Systems
Orientation	Processes	Functional	Functional	Processes	Procedures
Improvement Goals	Dramatic	Incremental	Incremental	Incremental	Incremental

Source: - Manganelli & Ktein, 1994:19.

CHAPTER THREE

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter deals with the presentation, analysis and interpretation of the data gathered from key respondents. The respondents which are involved in the study are customers (those who are user of the service) and employees (service providers) of the department.

The necessary data were obtained through questionnaires and interview. The questionnaires were distributed to both customers and employees. Interviews were held with managers. The questionnaires which were filled by both group of respondents contains open and close ended questions.

3.1. General Characteristics of the Respondents

This part of the paper presents general characteristics of the respondents.

Table:1 Gender, Age, Educational Qualification, Occupation and Working Experience of Respondents

S.N	Item	Customer		Employee	
		No	%	No	Percent
1	**Gender**				
	Male	133	66	16	53
	Female	67	34	14	47
	Total	**200**	**100**	**30**	**100**
2	**Age**				
	18-27 years	56	28.0	18	62.1
	28-37 years	88	44.0	10	31.0
	38-47 years	29	14.5	2	6.9
	48 & above	27	13.5	-	-
	Total	**200**	**100**	**30**	**100**
3	**Educational qualification**				
	<10th grade	11	5.5	2	6.7
	10th complete	24	12.0	1	3.3
	12th grade	16	8.0	1	3.3
	Certificate	33	16.5	-	-
	Diploma	70	35.0	14	46.7
	1st degree	31	15.5	11	36.7
	Masters and above	15	7.5	1	3.3
	Total	**200**	**100**	**30**	**100**
4	**Occupation**				
	Government (public service)	60	30.0	-	-
	Employed in NGO	30	15.0	-	-
	Business owner	100	50.0	-	-
	Other (house wife)	10	5.0	-	-
	Total	**200**	**100**	**-**	**-**
5	**Working experience**				
	Below 1 year	-	-	9	30.0
	1 Year	-	-	7	23.3
	2 Years	-	-	9	30.0
	2 Years & above	-	-	5	16.7
	Total	**-**	**-**	**30**	**100**

The first section of table 1 shows the gender of the respondent. Out of the total customer respondents 133 (66%) were male, while the rest 67 (34%) were female. And from the total employees respondents 16(53%) were male while the remaining 14 (47%) were female. The result indicates that, the gender distribution of the respondents of both groups was balanced.

The second section of table 1 shows different age groups of the of the total respondents. Out of the total respondents 56(28%) were from age 18-27, 88(44%) were from age 28-37, 29(14.5%) were from 38-47 at last 27(13.5%) were 48 and above age groups. According to the above information the age distribution of the respondents of both groups was balanced.

The third section of table 1 shows the educational background of the respondents. Out of the total respondents 11(5.5%) were less than 10th grade, 24 (12%) were 10th complete, 16(8%) were 12th complete, 33 (16.5%) were certificate holder, 70(35%) were diploma holder, 31(15.5%) were first degree holder and the remaining 15(7.5%) were masters and above. On the same table and item clarifies that 2(6.7%) employee respondents were below 11th grade, 2 (6.6%) were 10th complete, 12th complete respectively. Out of the employee respondents there is no one certificate holder, 14(46.7%) were diploma holders, 11(36.7%) were first degree holders at last 1 (3.3%) of them were masters and above. In view of the fact both group have education. So that they can understand the current and the past situation and can identify easily.

The fourth section of table 1 indicates the occupation of customers out of the total respondents 100(50%) were business owners, 60(30%) were working in government (public service), 30(15%) were working in NGO and the remaining 10(5%) respondents were house wives. The above result indicates that most of the customers were business owners and workers in public service (governmental places). This portion of the population can provide to the researcher adequate and reliable comment on the subject matter.

The fifth and the final section of table1 summarizes employees' working experience in the Land Administrate and Documentation process team. Among the total respondents 18(60%) had below 1 year and 2 years working experience in the process team. The remaining 7(23.3%) of respondents had 1 year experience and finally 5(16.7%) had 2 years and above in the team process. This implies that few employees had new to the process team according to BPR implementation. Furthermore, Hammer and Champy (1993:3) states that reengineering is about business reinvention about starting all over.

3.2 Analysis of the Major Findings

Table 2. Response on Tangibility Aspects

S.N	Item	Customer		Employee	
		No	%	No	Percent
1	**The physical facilities or environment of the department is convenient to get and to provide the service**				
	a) Strongly Agree	58	29.0	4	13.3
	b) Agree	82	41.0	11	36.7
	c) Neutral	27	13.5	4	13.3
	d) Disagree	18	9.0	2	6.7
	e) Strongly disagree	15	7.5	9	30.0
	Total	**200**	**100**	**30**	**100**
	Mean	3.75		3.0	
2	**The Location of the sub-city convenient for you**				
	a) Strongly Agree	70	35	-	-
	b) Agree	73	36.5	-	-
	c) Neutral	23	11.5	-	-
	d) Disagree	21	10.5	-	-
	e) Strongly disagree	13	6.5	-	-
	Total	**200**	**100**	**-**	**-**
	Mean	3.83		-	-
3	**Convenient of office layout & seating arrangement based on the work flow**				
	a) Very convenient	23	11.5	4	13.3
	b) Convenient	111	55.5	15	50.0
	c) Some what convenient	33	16.5	11	36.7
	d) Inconvenient	18	9.0	-	-
	e) Very Inconvenient	15	7.5	-	-
	Total	**200**	**100**	**-**	**-**
	Mean	3.55		3.77	
4	**There is well taught working manual to do jobs**				
	a) Strongly agree	-	-	18	60.0
	b) Agree	-	-	5	16.7
	c) Uncertain	-	-	3	10.0
	d) Disagree	-	-	2	6.7
	e) Strongly disagree	-	-	2	6.7
	Total	**-**	**-**	**30**	**100**
	Mean			4.17	
5	**Each processes are supported by computer**				
	a) Strongly agree	-	-	13	43.3
	b) Agree	-	-	17	56.7
	c) Uncertain	-	-	-	-
	d) Disagree	-	-	-	-
	e) Strongly disagree	-	-	-	-
	Total	**-**	**-**	**30**	**100**
	Mean			4.43	

The first item of table 2 summarizes the response of both groups about the convenient of process team physical facilities to get provide the service. Out of the total customer respondents 82(41%) replied agree, 58(29%) replied strongly agreed. While the remaining 27(13.5%), 18(9%) and 15(7.5%) replied neutral, disagree and strongly disagree respectively. Out of the other group of the respondents 11(36.7%) replied agree, 9(30%) rated strongly disagree 8(26.6%) replied strongly agree and neutral equally at last 2(6.7%) replied disagree about the physical facilities of process team. The result indicates that the physical facilities are at moderate level, and it indicates that it has its own part on service delivery and receiving atmosphere of the process team.

The second item of table 2 summarizes the replies of customers on the location of the sub-city. Out of the total respondent 73(36.5%) and 70(35%) replied agree and strongly agree. The remaining group replied 23(11.5%), 21(10.5%) and 13(6.5%) natural, disagree and strongly disagree respectively. The above summary shows that the location of the sub-city is convenient. It implies that the sub-city is found not to far or near from the customers residence.

The third item of table 2 is summarizing the office layout and seating arrangement based on the work flow. Out of the total customer group 111(55.5) replied convenient 23(11.5%) replied very convenient and the remaining 33(16.5%), 18(9%) and 15(7.5%) replied some what convenient, inconvenient and very inconvenient respectively. According to employee 15(50%) responded convenient, 11(36.7%) selected some what convenient and 4(13.3%) replied very convenient, no one do not replied inconvenient and very inconvenient from the group. The above two groups of respondent result indicates that the office lay out & seating arrangement of officers are stabled at moderate level, and it indicates that not too convenient for both group.

The fourth item of table 2 is about the working manual of the current job. Out of the total employees respondents 18(60%) were strongly agreed on the issue, the remaining replied 5(167%) agreed 3(10%) uncertain and 4(12.7%) disagreed and

strongly disagreed respectively. The result implies that majority employees have strongly agreed that there is working manual to do jobs. But this doesn't give guarantee that the manual is well taught. Because there are employees who don't received it. And this has its own impact on the effectiveness of the job, and on the process team goal.

The fifth item of table 2 has shows that each sub-processes are supported by computer. Out of the total respondents 17(56.7%) rated agree and the remaining 17 (43.3%) replied strongly agreed on the above request. The result implies that information technology has a great role in business process. This implies that each sub-process are totally supported by computer. (Leguitt 1965:20) states that technology (IT) or computer systems and other forms of communication technology is generally considered as playing role as enabler of new forms of organizing and collaborating, rather than supporting existing business functions.

Table 3: Respondents awareness towards BPR

S.N	Item	Employee	
		No	**%**
1	**Do you agree that implementing of BPR is necessary to the Land Administrate and Documentation process team?**		
	a) Yes	30	100
	b) No	-	-
	Total	**30**	**100**
2	**Do you agree that customers have got awareness about BPR?**		
	a) Yes	20	66.7
	b) No	10	33.4
	Total	**30**	**100**
3	**Do you agree top managers or stockholders arranged the necessary facilities during BPR implementation?**		
	a) Yes	58	26.7
	b) No	22	73.3
	Total	**30**	**100**

As it is revealed in item 1 of table 3 respondents were asked the necessity of implementing BPR on the process team. The total respondents 30(100%) of them replied strongly agree on the necessity of BPR implementation. It indicates that process team needs to be re-engineered badly. As the head of the process team

interview clearly indicates that BPR implementation on the process team is necessary because there was major problems that customers faces to receive the service. The process team was in peak condition and see reengineering as an opportunity to increase the performance and success.

Item 2 of table 3 summarizes the awareness of customers about BPR, out of the total employee respondents 20(66.7%) were agreed on the issue and the remaining 10(33.4%) did not get awareness. The result implies that the customer awareness is at moderate level. An awareness customer has a great role on implementation part. Because BPR is designed with the inputs that customers provide. For this customers must be award about the new working condition of the process team.

Item 3 of table 3 collected the summary of employees' response on top managers or stockholders arranged the necessary facilities during BPR implementation. Out of the total respondents 25(83.3%) of them replied that top managers did not arrange the facilities and the remaining 8(26.67%) replied yes respectively. The result implies that managers or stockholders did not arrange the facilities to inform to employees/service providers. Authors states that spreading a positive message about re-engineering implementation will bring benefits to both groups.

Table 4: Responsiveness of the Process Team

S.N	Item	Customer	
		No	**%**
1	**What is the extent of cooperativeness of the process team to meet your demand?**		
	a) Very high	34	12.0
	b) High	83	41.5
	c) Medium	63	31.5
	d) Low	16	8.0
	e) Very low	14	7.0
	Total	**200**	**100**
	Mean	**3.44**	
2	**How do you rate the service of the process team compare to the promotion or advertisement about BPR?**		
	a) Very high	23	11.5
	b) High	93	46.5
	c) Medium	53	26.5
	d) Low	17	8.5
	e) Very low	14	7.0
	Total	**200**	**100**
	Mean	**3.47**	

As presented in item 1 of table 4, respondents were asked the extent of responsiveness of the process team to meet customers demand, out of the total respondents 83(41.5%) replied high, 63(315%) replied medium and 34(12%) replied very high. The remaining 16(8%) and 14(7%) replied low and very low respectively. The result shows that the cooperativeness or willingness of the process team to meet customers demand is at medium level. The implication is that the actual performance is medium. According to fundamental principles of the public service responsiveness & shall determine and respect deadlines in the delivery of its service.

Item 2 of table 4 summarizes the comparison rate of BPR advertisement or promotion of the process team. Out of the total repliers 93(46.5%) responded high, and 53(26.5%) replied medium. The remaining 23 (11.5%) rated very high, 17(8.5%) replied low and at last 14(7%) rated very low. The above result indicates that the service which is provided by the process team is medium as compared to the promotion or advertisement about BPR.

Table 5: Respondents expectation and perception

S.N	Item	Customer		Employee	
		No	%	No	%
1	**How do you rate the service before business process reengineering (BPR) implementation?**				
	a) Very good	-	-	-	-
	b) Good	26	13.0	2	6.7
	c) Medium	38	19.0	5	16.7
	d) Poor	93	46.5	15	50.0
	e) Very poor	43	21.6	8	26.7
	Total	**200**	**100**	**30**	**100**
	Mean	**2.23**		**2.03**	
2	**How do you evaluate the service delivery quality as compared to the previous service delivery quality?**				
	a) Very high	43	21.5	8	26.7
	b) High	68	34.0	14	46.7
	c) Medium	38	19.0	8	26.7
	d) Low	26	13.0	-	-
	e) Very low	25	12.5	-	-
	Total	**200**	**100**	**30**	**100**
	Mean	**3.39**		**4.0**	
3	**How do you evaluate the service delivery quality in terms of using computer technology?**				
	a) Very high	56	28.0	-	-
	b) High	83	41.5	-	-
	c) Medium	33	16.5	-	-
	d) Low	14	7.0	-	-
	e) Very low	14	7.0	-	-
	Total	**200**	**100**	**-**	**-**
	Mean	**3.77**		**-**	**-**

As it shown in item 1 of table 5 both group of respondents were asked to rate their expectation on the service before BPR implementation, out of the total respondents 93(46.5%) of them rated poor, 43(21.6%) of them rated very poor, 38(19%) selected medium, 26(13%) rated good and none of the respondents rated very good. The other group of respondents rated 15(50%) poor and 8(26.7%) of the respondent rated very poor. The remaining replied 5(16.7%), 2(6.7%) medium and good respectively. The total result indicates that the process team needs to be reengineered.

Item 2 of table 5 summarizes the evaluation of service delivery quality as compared to the previous services delivery quality. Out of the total group of respondents 68(34%) replied that service delivery quality is high, 43(21.5%) rated very high. The remaining 38(19%), 26(13%) and 25(12.5%) of the respondents replied medium, low & very low respectively. Out of the total employee respondents 14 (46.7%) rated high, the remaining 16(53.4) rated very high and medium equally. None of the respondent's rated low and very low. The result shows that the service delivery quality is moderate than the previous according to both group response. The outcome is measured once the output (service) is delivered.

Item 3 of table 5 summarizes the evaluation of service delivery quality in terms of using computer technology, out of the total customer respondent 83(41.5%) rated high and 56(28%) replied very high quality. The remaining 33(16.5%) rated medium quality, 28(14%) replied low and very low respectively. The above result indicates that the service delivery quality by using computer technology is medium; this indicates that having computer by it self cannot make the service quality. But as Rao and Jain (2003:246) state that IT provides different capabilities to deal with requirements of the business process. IT helps to improve speed and response of basic steps, so IT is an intelligent partner in reengineering.

Table 6: Trust the process team to deliver promised service

S.N.	Item	Customer	
		No	%
	How far do you trust the process team to deliver the promised service on time according to the stated standard?		
1	a) Very High	27	13.5
	b) High	92	46.0
	c) Medium	50	25.0
	d) Low	16	8.0
	e) Very Low	15	7.5
	Total	**200**	**100**
	Mean	**3.5**	

As it is denoted in item 1 of table 6 respondents were asked to rate how far they trust the process team to deliver the promised service on time, out of the total respondents 92(46%) of them rated high demand of trust, 50(25%) of them rated medium level of trust. The remaining rated 27(13.5%) very high and 16(8%) and 15(7.5%) rated low and very low respectively. The result implies that the customers' level of trust is medium. They want to have service that has provided according to the stated standard. The process team should be trusted by the customers. Authors believe that once the customers become loyal the service will not easy to switch by others, this can lead to a long relationship with the existing customers as a result of this the process team will have the power to avoid doubt from the mind of the customers.

Table 7: Service delivery according to the stated standard

No.	Item	Customer		Employee	
		No	**%**	**No**	**%**
1	**How do you rate the service delivery time that has taken to accomplish your case?**				
	a) Very long	13	6.5	-	-
	b) Long	43	21.5	-	-
	c) Medium	108	54.0	-	-
	d) Short	23	11.5	-	-
	e) Very short	13	6.5	-	-
	Total	**200**	**100**	**-**	**-**
	Mean	3.1		-	-
2	**Do you agree that customers received the service according to the stated standard time?**	**-**	-	8	26.7
	a) Yes	**-**	-	22	73.3
	b) No				
	Total	**-**	**-**	**30**	**100**
3	**The service is provided in one place without many appointments.**				
	a) Strongly agree	55	27.5	5	16.7
	b) Agree	85	42.5	13	43.3
	c) Uncertain	15	7.5	4	13.3
	d) Disagree	30	15.0	5	16.7
	e) Strongly disagree	15	7.5	3	10.0
	Total	**200**	**100**	**30**	**100**
	Mean	3.7		3.4	
4	**Is BPR eliminating unnecessary steps of work?**				
	a) Yes	110	55	23	76.7
	b) No	64	32	5	16.7
	c) I don't Know	26	13	2	6.7
	Total	**200**	**100**	**30**	**100**

The first item of table 7 tries to summarize the response of customers about the service delivery time to accomplish there cases. Out of the total respondents 108(54%) replied that the service delivery time was medium, 43(21.5%) of them replied the service was taken long time and 23(11.5%) of customer replied the service was taken short time. Finally 26 (13%) of customers rated very long and very short equally. The above table result clearly indicates that the service delivery time is found at medium level, the implication is that the actual performance is medium.

As it is attested in item 2 of table 7 employees were asked to that whether customers receive the service according to the stated standard time. Among the total respondent 22(73.3%) of employee replied "**No**" 8(26.7%) of the remaining respondents replied yes customer have got the service according to the standard. This shows that the service did not deliver on time. As a result the effectiveness of the process team is poor.

Item 3 of table 7 summarizes the customers received or got the service in one place with out many appointment, out of the total group of customer 85(42.5%) agreed they have received the service without many appointments. 55(27.5%) replied strongly agree and The remaining 30(15%) and 15(7.5%) of customer replied disagree and strongly disagree, customers. The other group replied 13(43.3%) agree, 10(33.4%) replied strongly agree and disagree equally. The remaining employee 4(13.3%) and 3(10%) replied uncertain and strongly disagree respectively. The result indicates that both groups have notices that there is change on the structures and jobs. As Hammer and Champy (1993:68&77) states that if the hierarchical structure is charged to flat decisions can made by case officer and jobs changed from simple tasks to multi-dimension work. If the above conditions are practically apply customers will get the service and employees will be generalists. The interviews also agrees with the result, by accepting implementation of BPR has change the work flow of the process team.

Item 4 of table 7 summarizes the elimination of unnecessary steps of work flows. Out of the total customer respondents 110(55%) of them replied the steps are eliminated and 64(32%) of customer replied no unnecessary steps of work are not eliminated, 26(13%) of them replied I don't know. The same question has arisen to service providers, out of total group 23(76.7%) replied yes, 5(16.7%) replied no and 2(6.7%) respond I don't know. The above results show that evidently the unnecessary work steps /flows are eliminated. Both groups of respondents have agreed on the issue. The majority of both group respondent's states that at there appointment time they could not get the person who have given them the appointment due to meeting /seminar.

From employee side the reason was customer's documents might not correctly be arranged. So the document needs carefully reconciliation and checks.

Table 8: Employees decisions making power on the real work

S.N.	Item	Employee	
		No	**%**
1	**Before implementing of BPR, did you have an ability to make decision on concerting jobs /cases by your own?** a) Yes b) No **Total**	4 26	13.3 86.7
		30	**100**

The above table shows the analysis of worker/employees decision making powers before BPR. Out of the total respondents 4(13.3%) were agree that they were make decisions, 26(86.7%) of employees were disagree. The result indicates that, before BPR implementation only head of the jobs/works were making decision from real work. Decision making must be based on participative, and consultative. Quick decision making lead to higher managerial productivity.

Table 9: Courtesy of the service provider

S.N.	Item	Customer	
		No	**%**
1	**How would you rate your satisfaction on the service provider greetings in friendly manner and politeness?** a) Very high b) High c) Medium d) Low e) Very low **Total** **Mean**	38 99 25 30 8 **200**	19.0 49.5 12.5 15.0 4.0 **100**
		3.65	

The summary analysis of the above table is shows that the satisfaction rate of customers on courtesy of the service provider. Out of the total customer respondents 99(49.5%) of them highly satisfied, 38(19%) of them replied very high, 30(15%) of

customers rate low and the remaining 25(12.5%) and 8(4%) of customers rated medium and very low for there satisfaction. This implies that customer satisfaction on courtesy of the service provider is found at medium range. The goal of redesigning a process is to create a new one that better meets customer needs. For this, service provider has major role.

Table 10: Empathy of the service provider

S.N.	Item	Customer	
		No	%
1	**How would you rate your satisfaction on the service provider understanding of your specific need/demand, providing the service without bureaucratic influence and use working hours only to serve you?**		
	a) Strongly satisfied	33	16.5
	b) Satisfied	85	42.5
	c) Uncertain	44	22.0
	d) Unsatisfied	38	19.0
	e) Strongly unsatisfied	-	-
	Total	**200**	**100**
	Mean	**3.57**	

As it is denoted in above table the satisfaction of customers on empathy of the service provider was out of the total respondents 85(42.5%) of respondent rate satisfied, 44(22%) customers were uncertain about the issue, 38(19%) customers were strongly satisfied non of customers replied strongly unsatisfied. The result implies that the customer satisfaction is medium. Due to unexpected working conditions.

Table 11: Responsiveness of the service provider

S.N.	Item	Customer	
		No	**%**
1	**How would you rate your satisfaction on receptiveness and willingness of the service provider to help you?**		
	a) Strongly satisfied	35	17.5
	b) Satisfied	97	48.5
	c) Uncertain	22	11.0
	d) Unsatisfied	25	12.5
	e) Strongly unsatisfied	21	10.5
	Total	**200**	**100**
	Mean	**3.5**	

The above section of table 11 shows the responsiveness of the service provider. Among the total respondents 97(48.5%) were satisfied, 35(17.5%) were strongly satisfied, and the remaining 25 (12%), 22(11%) and 21(10.5%) were unsatisfied, uncertain & strongly unsatisfied respectively. In view of the fact, customers' satisfaction on the responsiveness of the service provider is at moderate level.

Table 12: Accomplishment of customer cases

S.N.	Item	Customer	
		No	**%**
1	**How would you rate your satisfaction on the service that had provided according to the standard time?**		
	a) Strongly satisfied	48	24
	b) Satisfied	49	24.5
	c) Uncertain	75	37.5
	d) Unsatisfied	15	7.5
	e) Strongly Unsatisfied	13	6.5
	Total	**200**	**100**
	Mean	**3.52**	

According to the information in item 1 of table 12 respondents were asked to rate their satisfaction on the service given by the process team if it is according to the stated standard time or not. Among the total respondents 75(37.5%) of them replied that there satisfaction is uncertain, 49(24.5%) of the respondents said that they are satisfied, 48(24%) of the customers expressed they are strongly satisfied with the

service they receive according to the state time. The remaining group of respondents 15(7.5%) and 13(6.5%) of them rated that their satisfaction level is unsatisfied and strongly unsatisfied.

Table 13: Satisfaction on service delivery

S.N.	Item	Employee	
		No	%

1	**As an employee do you agree that customers are satisfied on the service delivery system?**
	    a) Strongly Agreed
	    b) Agree
	    c) Uncertain
	    d) Disagree
	    e) Strongly disagree
		
		-
		-
		12
		18
		-
			
			-
			-
			40
			60
			-

	Total	30	100
	Mean	2.4	

2	**How would you rate your job satisfaction based on the relationship you have with customer of the process team?**
	    a) Very high
	    b) High
	    c) Medium
	    d) Low
	    e) Very low
		
		-
		16
		14
		-
		-
			
			-
			53.3
			46.7
			-
			-

	Total	30	100
	Mean	2.87	

Item 1 of table 13 summarizes the satisfaction of customers on the service delivery system in the eye of employees/service providers. Out of the total respondents 18(60%) of them rated disagree and 12(40%) of them uncertain about the issue. The result indicates that service delivery system of the process team is not highly satisfied the customers. The interviewee also agreed with the result, by implementing BPR the process team service delivery is changed. But the implication shows that customers are not satisfied fully.

Item 2 of table 13 have the summary of employee's job satisfaction based on the relationship with customers. Out of the total respondents, 16(53.3%) of them replied that their job satisfaction is high, 14(46.7%) of them replied medium. Non The result implies that the job satisfaction is at moderate level, and it has its own impact on the effectiveness of the job which is achieving goal. However, during the interview held

with the officers the interviewee underlined that there is salary incrimination and motivation problem in the process team.

Table 14: Work Load and Efforts to Motivate the Employees

S.N	Item	Customer		Employee	
		No	%	No	Percent
1	**How do you compare the number of man power against the load of work?** a) Very excess b) Excess c) Adequate d) Small e) Very small	 43 16 45 83 13	 21.5 8.0 22.5 41.5 6.5	 - - 23 7 -	 - - 76.7 23.3 -
	Total	**200**	**100**	**30**	**100**
	Mean	2.37		2.77	
2	**Do you agree that there is sufficient resource to provide the service as intended?** a) Yes b) No	 - -	 - -	 3 27	 10.0 90.0
	Total	**-**	**-**	**30**	**100**
3	**Do you agree that there is individual performance measurements and evaluation system for service providers?** a) Yes b) No	 - -	 - -	 12 18	 40 60
	Total	**-**	**-**	**30**	**100**
4	**Have you got training or education on how to do your current job?** a) Yes b) No	 - -	 - -	 12 18	 40 60
	Total	**-**	**-**	**30**	**100**
5	**How do you rate the process team managers on motivating and rewarding of each service provider?** a) Very high b) High c) Medium d) Low e) Very low	 - - - - -	 - - - - -	 - 8 22 - -	 - 26.7 73.3 - -
	Total	**-**	**-**	**30**	**100**
	Mean	**-**	**-**	3.27	
6	**After implementing BPR how would you rate the over all internal team sprit among employees of the process?** a) Very high b) High c) Medium d) Low e) Very low	 - - - - -	 - - - - -	 9 4 13 3 1	 30.0 13.3 43.3 10.0 3.3
	Total	**-**	**-**	**30**	**100**
	Mean	**-**	**-**	3.57	

As it is attested in item 1 of table 14 the number of employee against the load of work of the process team. Out of the total respondents of customers 83(41.5%) replied that there are small number, of manpower among the remaining respondents the greater 43(21.5%) and 45(22.5%) rated very excess and adequate for the request. The rest 16(8%) and 13(6.5%) of them were rated excess and very small. The result clearly indicates that the number of man power against the load of work is not compatible from the customer point of view. Where as the issue, is adequate to 23(76.7%) of the service provider. Also small to 7(23.3%) of them. This situation of small number of manpower & high work loads will make the service provider too busy to provide the service according to the stated standard and too long to take the service to customers.

The second item in table 14 summarize resources are found sufficiently in the process team. Out of the total respondents 27(90%) were disagreed about the issue, 3(10%) of rated agree. The result implies that process team has not sufficient resources to provide the service as intended. One of the major principles of the public service is being effective & efficient to ensure that making optimal use of the resources at its disposal provides the highest quality to users.

Item 3 of table 14 is revealed the individual performance measurements and evaluation system for service providers. Out of the total respondents, 12(40%) agree. 18(60%) of the respondents rate disagree. The result shows that employees were disagree that individual performance measurements and evaluation system shouldn't be necessary. Performance measurement is related with job and structure of the process team but the measurement should go along with payment and other motivational scheme to the employees.

Item 4 of table 14 analysis if the employees get training or education on how to do there current job? Among the respondents 12(40%) were agree that they had training or education. 18(60%) of employee replied, disagree. The above result indicates that few of the employee/service providers took training and education.

Item 5 of table 14 summarizes the managers are motivating and reward their employee out of the total employee of the process team 22(73.3%) of them replied that motivating and rewarding service provider medium, and 8(26.7%) rated motivating and rewarding will have higher value to service providers. The above summary result indicates that motivating and rewarding employees is medium for incitation. Traditionally working motivation and rewarding is done by after re-engineering the traditional measurement has changed on the process performance that value to the customer.

As it is depicted Item 6 of table 14 evaluated by the over all internal team sprit among employees of the process team. Among the total respondents & 13 (43.3%) of them replied that there is medium level of internal team sprit, 9(30%) of them rated they have very high internal team sprit among them and 4(13.3%) and 3(10%) of employees have replied high and low. At last 1 (3.3%) employee answered very low. The result implies that the overall internal spirit among employees has medium level, for this result the number of working experience in process team has its own factors. Because all employees are new to each other due to implementation of re-engineering. The process team should facilitate different activities to improve the team sprit.

Table 15: Process team performance

S.N	Item	Customer		Employee	
		No	**%**		
1	**How would you rate the current performance of the process team service against your pervious performance expectation?**				
	a) Very high	41	20.5	10	33.3
	b) High	120	60.0	13	43.3
	c) Medium	39	19.5	3	10.0
	d) Poor	-	-	3	10.0
	e) Very poor	-	-	1	3.3
	Total	**200**	**100**	**30**	**100**
	Mean	**4.01**		**3.93**	
2	**How would you rate the efficiency of the process team?**				
	a) Very good				
	b) Good	34	17.0	-	-
	c) Medium	92	46.0	-	-
	d) Poor	56	28.0	-	-
	e) Very poor	18	9.0	-	-
		-	-	-	-
	Total	**200**	**100**	**-**	**-**
	Mean	**3.71**		**-**	**-**
3	**How would you rate the effectiveness of service provider performance?**				
	a) very good	39	19.5	-	-
	b) Good	54	27.0	-	-
	c) Medium	81	40.5	-	-
	d) Poor	18	9.0	-	-
	e) Very poor	8	4.0	-	-
	Total	**200**	**100**	**-**	**-**
	Mean	**3.49**		**-**	**-**
4	**How would you rate the process team performance in terms of quality service provision?**				
	a) Very good	30	15.0	-	
	b) Good	61	30.5	-	-
	c) Medium	109	54.5	-	-
	d) Low	-	-	-	-
	e) Very low	-	-	-	-
	Total	**200**	**100**	**-**	**-**
	Mean	**3.61**		**-**	**-**
5	**How would you evaluate the overall performance of the service provider?**				
	a) Very good	32	16.0	-	-
	b) Good	56	28.0	-	-
	c) Medium	95	47.5	-	-
	d) Poor	17	8.5	-	-
	e) Very poor	-	-	-	-
	Total	**200**	**100**	**-**	**-**
	Mean	**3.52**		**-**	**-**

Item 1 of table 15 shows the current performance of the process team against the pervious performance. Out of the total respondents 120(60%) rated high performance and 41(20.5%) rated very high and the last one rated 39(19.5%) medium performance. Non of the respondents rated poor and very poor. The other group of respondents were rated high with 13(43.3%) and 10(33.3%) very high performance. The remaining 6(20%) and 1(3.3%) rated medium, poor which have equal selection and very poor respectively. The result implies that the current performance level is good than the previously performance.

Item 2 of table 15 analyze the efficiency of the process team. Out of the total respondent of customers 92(46%) rated good, 56(28%) rated medium, 34(17%) are rated very good and 18(9%) rated poor. Non of the customer rated very poor. The above summary shows that the efficiency of the process team is good. Even if there is no sufficient resources the process team have given service. According to Christopher and Katajainen (2003:18) efficiency or doing things right is measured within a process. Therefore, from the above analysise or summary the current performance of the process team can be indicates the integration of people, inputs from suppliers, procedures, and environment within a process or sub process are improve the team.

Item 3 of table 15 shows the summary statistics of effectiveness of the service provider. It is seen from the table that 81(40%) of the customers have seen medium performance, 54(27%) rate good, 39 (19.5%) of customers rated very good and the rest of the customers were rate 18(9%) and 8(4%) poor and very poor respectively. These results indicates that the effectiveness of the service provider is medium it implies the out put was not equally as compared to the estimation measured the output interims of knowledge to provide the service, skill to perform and to keep the service promises and commitment of the service provider performance. Customers measured the output process they demand relative to they obtained.

Table 15 item 4 summarizes the rate of the process team performance in terms of quality service provision, 109(54.5%) respondents replied medium, 61(30.5%) rated good and 30(15%) scaled very good quality service provision of the process team. This implies shows that the process team performance is found at a moderate level, the outcome doesn't fully satisfied customers.

Table 15 item 5 summaries the overall performance of the service provider. Out of the total customer respondents 95(47.5%) selected good, 56(28%) selected medium, 32(16%) were selected very good at last 17 (8.5%) rated poor. The over all implication of the above summary shows service provider's performance is medium.

Table 16: BPR Implementation and its result

S.N	Item	Customer		Employee	
		No	%	No	%
1	**The difference between the previous and the current service delivery system of the land administrate and documentation process team.** a) Very High b) High c) Medium d) Low e) Very low	 67 109 24 - -	 33.5 54.5 12.0 - -	 18 12 - - -	 60 40 - - -
	Total	**200**	**100**	**30**	**100**
	Mean	**4.21**		**4.6**	
2	**How would you rate your satisfaction on the service delivery system of process team after implementing BPR?** a) Very high b) High c) Medium d) Low e) Very low	 43 107 18 16 16	 21.5 53.5 9.0 8.0 8.0	 - - - - -	 - - - - -
	Total	**200**	**100**	**-**	**-**
	Mean	**3.73**		**-**	**-**

As it is depicted on item 1 of table 16 the difference between the pervious and current delivery system of the process team is presented as follows. Out of the total respondents 109 (54.5%) of them were replied high, 67(33.5%) of respondents replied very high and 24(12%) of them replied medium. Non of the customers replied low & very low. The other group of respondents 18(60%) of them replied very high and 12(40%) of them rated high. Non of the customers replied medium, low & very low. The result implies that the current service delivery system of the process team is different than the pervious. The interviewees also agree about the difference.

Item 2 of table 16 summarizes the satisfaction level of customers on the service delivery system of the process team. Out of the total customer respondents 107(53.55) of them were high, 43(21.5%) rated very high. The remaining 18(9%) and 32(16%) of them rated medium, low and very low respectively. The result clearly indicates that majority of the respondents' satisfaction is at moderate level; therefore the process team should take the necessary actions to achieve in intended service.

Table 17: Complain Handling

S.N	Item	Customer		Employee	
		No	%	No	%
1	**Is there compliant regarding on the process team service?** a) Yes b) No **Total**	110 90	55 45	18 12	60 40
		200	**100**	**30**	**100**
2	**If your answer is YES to whom did you communicate and how?** **Total**	110 90	55 45	- -	- -
		200	**100**	**-**	**-**

The first item of table 17 was about the understanding of the process team about it's customer complains. The process team's practices on the issue is summarizes that, out of the total customer respondents 110 (55%) of them replied Yes, 90(45%) of them replied No it means they have had complains and any of the choose. On the bases of the above information it can be conclude that the process team is not free/clear from defect. The other group also replied on the same issue. Out of the total service provider 18(60.56%) of them replied yes there are complains on the service and 12(40%) of the remaining respondents replied no they didn't complains about the service. The result clearly indicates that there are defect on the service of the process team.

As it is summarizes that for the above questions both groups were asked to state the complaints handling condition of the process team. Out of the total customers respondents who have had complains were asked to whom they communicate about their compliant and 110(55%) of them replied that they express there complain to the process team officers and to the office head face to face communication. The result shows that handling customers complains provides the process team to get feed back from customers. In order to deliver defect free service the process team should accept the complain and should have the potential to minimize them as much as possible. Therefore, the above facts most of the process team complaint goes to the officers and office head of the process team. Regarding on this indication the top level individuals should solve the problem and take the necessary action to enable the decision power of the officers. In addition to this the process team service providers should take inputs from the feedbacks in order to take corrective action.

Issues related to respondents personal opinion

Ultimately, respondents have given a change to forward their suggestions, comments and opinions related to the land administrate & documentation process team. There points are arranged and explained as follows:-

❖ Factors which lead BPR successful in land administrate and documentation process teams are the combination of several jobs into a single job and managed by a single case worker. Each process has its own stated standard time to be accomplished and there is no bureaucracy like the previous time. In addition to these, services are delivered by qualified and educated service providers with the help of information technology (IT). Checks and controls are reduced, and reconciliation is minimized. As per employee's point of view, jobs are provided in front of customers so that employees can easily observe the final result.

There are rules which are available for working processes. Moreover, employees are award about BPR and working manual of each processes employee's role has become empowered and this has given responsibility to make decisions.

❖ Both group of respondents have mention the following problems which are not stated before. Majority of customer respondents are said that there is no sufficient resource of material, and the service delivery speed is not comfortable. In addition to these most of the times employees are not presented on there appointment schedule due to unscheduled meeting and training. To get one final approval signature customers have to wait long time. The other group of respondent has said that employees attitude could not changed, there is no incentive compensations even if our performance measured. Service providers mentioned that they couldn't get sufficient education about their jobs and these conditions leads them to ask there coaches. Employees have raised the problem

of salary incrimination to the student researcher and they stated that even if they are being productive there salary does satisfy them.

- ❖ According to customer respondents of the process team, the solution for the above problems can be provide sufficient allocation of inputs like material resources, works jobs processes should be done according to the stated standard for quick service delivery system of the process team. Properly inform to employee who will be/have meeting or training at least before two days and this will help both customers and employees. Employees have mention there solution on the problem they have given to the above question. And they suggest that salary incriminations, education and training could be arranged by he head people. To all service provider in order to change the attitude of each employee feed backs of customers should be taken in to account.
- ❖ Recommendations given by the respondents are arranged as follows.

All respondents have agreed that implementation of BPR is very necessary to the process team. It provide a chance to all employees to work hard even if there is no sufficient resource allocation. Cases are accomplished according to the stated standard. BPR has being a great opportunity to customers. BPR has being a position to worker to make decision and to act as generalist of in every process. BPR being or try to changes employees attitudes from traditional work system. BPR is good because it's eradicating bureaucracy. Some employees have recommended that when BPR is being implementing it must be conducted according to our country's contacts. There must be great focus on employee who will be participate and management should make employees to participate in decision making power more than the implemented one. BPR make employee to be productive by adding different basic value. Moreover, implementing BPR is a good start but it needs regular follow up and correction to on problems and misunderstanding. In addition to this there must be employee motivation way.

Generally, implementation of BPR has being one stop shop service delivery mechanism, transformed to be more responsive and efficient and effective process team.

Issue related to respondents interviewee

All process team head officers are strongly believed that BPR is necessary to land administrate and documentation process team due to hierarchical with too much non-value adding works, positions or staffs, giving families or friends jobs, lack of transparency, accountability and corruption. In addition to these the reason was lack of leadership capacity, and measured of input not out put. In general implemented BPR has a reason that the current system has to be completely changed and redesigned. The attitude of employees towards BPR is accepted by new employees easily but old employees couldn't be adopt with the new working process change is resistance by it self. For these employee's awareness has done before it implemented but gradually when they participate in the new working environment they accept it.

In general BPR implementation is significant to goal achievement because process are done and evaluated with out comes rather our put.

Many changes are introduced as a result of the re-engineering of the process team these are services are delivered with in short time, there are highly competence employee, and there is responsiveness with high income of money.

Finally, the result that has been achieved is good administration, avoid non-value works, with the increasing of revenue and employees are working with responsiveness and motivate. The land administrate and documentation process team is implement BPR successfully to higher level of extent. Because the change is visible. This condition is lead the service to be change as intended. Because the service delivery system is one shop. For this the process team has received good feed back from customers.

The policies which are implicate the drawn from the experience or change serves a great role because it provides guidelines and goals to enable employees to implement BPR easily. Also it provides standard time to accomplish cases in order to provide quick service. Officers are said about BPR, that its provides the steps have been reduced time too. BPR help organizations fundamentally rethink how they do their work in order to automatically improve customer service, at operational costs and become primary competitor.

CHAPTER FOUR

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

As the ultimate goal of the study is to assess the BPR implementation practice in the case of Gullele sub-city Land Administrate and Documentation process team. Research questions were raised, related literature were reviewed and important data were collected through questionnaire, & interview. The gathered data was presented, analyzed and interpreted through descriptive method. This chapter is the last part of the study which deals with summary of the major findings, conclusions and recommendations.

4.1. Summary of the Major Findings

This part of the research paper is devoted to summary of the major findings of the study.

- ❖ In general the gender distribution of both groups was balanced. In the case of age 88(44%) of customers are between 28-37 years, where as 18(62.1%) of employees are found in 18-27 years of age. The educational qualification of both group are diploma holders. Regarding on their occupation of customers 100(50%) of respondents are business owners. Most of the service providers are above one year experience in the process team.

- ❖ Regarding on the tangibles, majority of both group respondents are convenient on physical facilities, location and office layout.

- ❖ As responses given by service providers of the process team on the working manual of the current job 18(60%) of them are strongly agreed about the issue. In addition to this 17(56.7%) of employee have agreed that each processes are supported by computer.

❖ All employee are strongly agreed that implementing of BPR is very necessary to the process team. However, 22(73.3%) of employee have not agreed that top managers or stockholders didn't arranged the necessary facilities to inform them on implementation of BPR on the contrary 20(66.7%) of customers have got awareness about BPR.

❖ The responsiveness of the process team in order to cooperative on the demand of customer is medium like wise the service which was delivered by the process team was medium than the promoted.

❖ According to customers and service providers expectation towards the process team before implementation of BPR, majority both group have rated the process team service was poor. Regarding on the service delivery quality majority of both group respondents rated high. Additionally, using computer technology make the service delivery quality higher.

❖ Trusting the process ream to keep it's promises regarding service delivery has high level from customers point of view. However, 108(54%) of customers rated accomplishment of cases in time is medium. Also 22(73.3%) of employees have rated that customers did not received the service according to the stated standard on the contrary both group have agreed that the customers have received the service in one place. Evidently unnecessary work steps/ flows are eliminated due to BPR implementation. However, 64(32%) of customer replied that due to meeting /seminar or short training they couldn't get the case holder. So that there are many appointments.

❖ Regarding on decision making ability of 26(86.7%) employees don't make decision before implementation of BPR.

❖ Generally majority of customers are satisfied on the courtesy, empathy and responsiveness of the service provider.

❖ Concerning about the accomplishment of customers cases according to the standard time 75(37.5%) of them are uncertain.

❖ According to 18(60%) of employee response customers are not satisfied on the service delivery system. On the other hand employees job satisfaction is medium.

❖ Majority of both group response indicates that the number of employee is not compatible with the work load of the process team. Moreover there is no sufficient resource to intend the service. Majority of both group response indicates that there is small number of employees but the work load is high. Additionally, there is no sufficient resource to intend the service.

❖ The study confirms that 18(60%) employee replied that there is no individual performance measurement. In addition to this majority of employee have not obtain enough education to carry out the current job. 22(73.3%) of employee replied that managers motivation and rewarding condition is medium. Generally, the over all internal team sprit among employee is medium.

❖ Both respondents have agreed that the current performance of the process team is higher than the pervious performance. Additionally, the efficiency and effectiveness of the process team, quality service provision, and responsiveness, using new technology, access speed, compliant handling and problem solving is good. Based on 95(47.5%) of respondents the over all performance of the service provider is medium.

❖ Almost all customers and employees observed that there is difference between the previous and current service delivery system after implementing BPR.

❖ Customers have answered that they have complain on the process team service. Those who have complain have inform there problems to officers of the case worker with the mechanism of face to face communication.

❖ In summarizing the both group of respondents regarding the open ended questions, most of the respondents view involves around no sufficient of resources, service delivery speed is not compatible with the number of work load and number of employees. There are too much meetings and seminars. Service providers sad that the work load is too much, there is no sufficient input, salary incrimination should be in considered when implementing of BPR is necessary for one organization there must be done according to the country's contacts or level. Generally, both customers and employees replied implementing BPR is very important. .

❖ As to interview response, according to the process team officers the Land Administrate and Documentation process team needs BPR implementation. The interviewees state that even if BPR is implemented employees couldn't resist the change. And they also agree that the material resource shortage is visible officers are also agree that customers are satisfied with the service they provide.

4.2. Conclusions

The following conclusions are presented on the basis of summary of the major findings.

❖ As it is discovered in the research findings, the factors that are affecting the BPR implementation practices of the process team was the attitude that resists changes and new idea was the number one ranked obstacles to BPR implementation on process team. From employee side of view re-engineering means downsizing or getting rid of them and their jobs. Also minimum knowledge of computer technology makes employee or the service provider not to act effectively.

❖ It is not easy to change process team which have been operating under a protected environment which are predominantly bureaucratic operating system consist of old age clerical operation carried out in sequential desk to desk manager. However, the process team cooperativeness on meeting the demand or want of customer also service provide is at moderate level, this implies that the process team availability of sufficient material like printer and other facilities is medium from the BPR point of view.

❖ The extent of the process team to execute BPR successfully has evaluated in different dimension. According to the findings that implement BPR to provide defect free service to customers. However, the process team performance is medium than expected. For this the fining implies that efficiency of the process team is medium due to lack of supplies and working environment. In the theoretical part it is implies that workers can make decision not only compress processes but also vertically. However, the employee decision making ability is poor. In addition to this unnecessary work steps /flows are not exist, but still the bureaucratic mechanism has observed in process team.

Additionally management/head of the process team could not be available on the appoint day. This condition make the service user to received the service with in medium time or above the stated standard.

❖ Implementing BPR change the process of service delivery as intended. As indicated on major findings the previous service delivery system is poor, than the present one, more over employees also agree that it is poor. This implies that re-engineering has a communication with customers.

❖ After implementing BPR there are changes which were observed. On the time of service delivery. However, the service delivery doesn't provide on the stated standard. Management of the process team couldn't arrange the material, couldn't arrange education regarding on the service to increase efficiency.

4.3. Recommendations

Based on the conclusions obtained the student researcher has forwarded the following recommendations.

❖ There must be sufficient human, material and financial resources to enable the implementation successfully.

❖ Service providers should get enough education without limitation because BPR practice can be gained from regular education. This leads the employee to be satisfied on the out put.

❖ Even if the necessity of BPR known with managements, the appropriate facilities should be arranged to in order to fulfill goal.

❖ Performance measurement & evaluation system and different types of incentives should be given to service provider in order to increase the effectiveness. Giving incentive and compensation, paying the current living situation, balancing the salary are solutions to motivate employees.

❖ Theoretical evidence shows that business process has one or more tasks that add value by transforming a set of inputs into a specified set of outputs by a combination of people, methods and tools. Therefore, there must be clear mechanism to implement BPR, with the help of well arranged computer network.

❖ BPR implementation brings the appropriate condition to handle customers compliant. The process team should provide the proper customer compliant handling to satisfied customers.

❖ Customers and employees have high expectation from the change. Work loads should be reduced by hiring qualified and competent employee in order to fill the gab. To be effective in BPR receiving customer feedback and giving a good care for employees. Because both are corner stone for one organization.

❖ BPR on white paper could be easily to read but change into visibility need cooperative coverage and full trust the change. Therefore, without knowing and educating change will not come quickly.