

**SCHOOL OF MANAGEMENT STUDIES
INDRA GANDI NATIONAL OPEN UNIVERSITY
MAIDAN GARHI, NEW DELHI--- 110068**

**Employees' Attitude Towards the Implementation of BPR
at Ethiopian Airport Enterprise.**

**BY
AYALEW SIMUR**

**NOVEMBER , 2014
ADDIS ABABA**

Employees' Attitude Towards the Implementation of BPR at Ethiopian Airport Enterprise.

By
Ayalew Simur

**Submitted to:- The Coordinator (Projects) School
Of Management Studies, IGNOU,
Maidan, Garhi, New Delhi – 110068**

**In Partial Fulfillment of the Award of Masters of
Business Administration (MBA) of Indra Gandhi
National Open University.**

Advisor: Shoa Jemal (Asst. Prof.)

Novemeber, 2014
Addis Ababa, Ethiopia

CERTIFICATE OF ORIGINALITY

This is to certify that the project titled “Employees’ Attitude Towards the Implementation of BPR at Ethiopian Airports Enterprise .” is an original work of the student and is being submitted in partial fulfillment for the award of the Master’s Degree in Business Administration of Indira Gandhi National Open University . This report has not been submitted earlier either to this university or to any other University /Institution for the fulfillment of requirement of a course of study.

SIGNATURE OF SUPERVISOR

SIGNATURE OF STUDENT

Place:

Place:

Date:

Date:

Acknowledgements

First and for most I would like to express my deep sense of gratitude to the management of Ethiopian Air Port Enterprise specifically to the change and reform management unit officials for their cooperation and collaboration . And to my advisor, Assistant Professor Shoa Jemal for his invaluable and constructive comments. Without these individuals help and support, this study could not have been completed.

Finally, I would like to acknowledge and thank all friends and colleges in EMI who provided me their support in many ways during the entire processes of this research work.

Acronyms

BPR	Business Process Re-engineering
BSC	Balanced Scorecard
CSRP	Civil Service Reform Program
EAE	Ethiopian Air ports Enterprise
ECSO	Ethiopian Civil Service Organizations
ECSR	Ethiopian Civil Service Reform Program
EMI	Ethiopian Management Institute
EPSCP	Ethiopian Public Sector Capacity-building Program
FGD	Focused Group Discussion
GTP	Growth and Transformation Plan
SPSS	Statistical Package for Social Sciences

List of Figures and Tables

Table No.	Title	Page
Figure 2.1	The Conceptual Frame Work of BPR	10
Table No.4:1	General Characteristics of Respondents	25
Table No.4:2	Employee Attitude towards the Implementation of BPR.	28
Table No. 4:3	Employees Perception based on Work Process	30
Table No. 4:4	Employees Perception based on Gender	31
Table No. 4:5	Employees Perception based on Age Category	32
Table No. 4:6	Employees Perception based on Education Level	33
Table No. 4:7	Employees Perception based on Work Experience	34
Table No. 4:8	The Level of Leadership Contributions in the Implementation of BPR in the Organization	36
Table No. 4:9	The Extent of Communication to Employees in the Implementation of the Change Tool.	38
Table No. 4:10	The Availability of an Enabling Environment for Proper Implementation of the Change Tool in the Organization	40
Table No. 4:11	Respondents View on Key Problems and Challenges	42
Table No. 4:12	Respondents View on Possible Solutions	44

Abstract

The purpose of this study is to investigate attitude of employees towards BPR implementation in the Ethiopian Airports Enterprise. To achieve this, descriptive survey research integrated with quantitative and qualitative methods are used. Further primary data from 237 randomly selected employees from different departments are collected. In addition interview with selected three middle and supervisory level leaders and FGD with BPR engineering team members are conducted. In order to know the perception difference among employees, individual, organizational and sectoral-related variables are analyzed using both descriptive and inferential statistics; whereas the data obtained via FGD are treated and analyzed with qualitative narration. Results in general indicated that majority (76%) of employees have positive attitude towards BPR implementation. Despite the overall positive attitudes shown on the majority of employees to BPR, there is variation on the level of employees' attitudes towards the change tool as compare to core and support processes, age, work experience and educational qualification of employee. Accordingly, it is found that core Process staffs have positive attitude than support Process staff. Moreover, it is found that age, level of education and extent of work experience affects employees' attitude towards BPR . Further, the overall leadership commitment and support; communication efforts and enabling environment towards the implementation of the change tool are found as satisfactory in view of employees. Moreover, the key challenges to successfully sustain BPR are found as: competency gap; implementation problem due to lack of expertise support, lack of coordination and integration and poor alignment of the implementation process with recognition and reward. It is therefore concluded that although the overall attitude of employees is good in the organization, it is recommended that capacity-building through training and development, having process consultation, establishing appropriate governance structure, establishing enabling environment in the implementation process and creating collaboration and coordination within the units in the organization are critical to the reform efforts in general and to BPR implementation in particular in the organization.

Table of Contents

Chapter one: Introduction	page
1.1 Background of the Study.....	1
1.2 Operational Definitions of Key Terms.....	3
1.3 Statement of the Problem.....	3
1.4 Objectives of the Study	5
1.4.1 General Objective of the Study.....	5
1.4.2 Specific Objectives of the Study.....	5
1.5 Significance of the Study.....	6
1.6 Scope of the Study.....	6
1.7 Limitations of the Study.....	6
1.8 Organization of the Study.....	7
Chapter Two: Review of Related Literature	
2.1 Change in an Organization.....	8
2.2 The Concept of Business Process Re-engineering.....	9
2.3 BPR Implementation Challenges.....	12
2.4 Employees' Attitude in Implementing BPR.....	13
2.4.1 The Concept of Attitude.....	13
2.4.2 Factors Influencing Employees' Attitude in Implementing BPR.....	14
2.4.2.1 Employee Related Factors.....	15
2.4.2.2. Organizational Factors.....	16
2.4.2.3 External and Institutional Factors.....	19
Chapter Three: Research Design and Methodology	
3.1 Research Design.....	20
3.2 Source of Data.....	21
3.3 Study Population and Sampling Techniques.....	21
3.4. Instruments of Data Collection.....	21
3.5 Methods of Data Analysis.....	22

3.6 Ethical Considerations.....	23
Chapter Four: Data Presentation, Analysis and Interpretation	
4.1 Demographic Characteristics of Respondents.....	25
4.2 Analysis of Collected Data.....	28
4.2.1 Analysis of Employees' Variables.....	28
4.2.2 Analysis of Organizational and Managerial Variables.....	36
4.2.2.1 Leadership Contributions towards BPR Implementation.....	36
4.2.2.2 Communication and Awareness Creation Strategies.....	39
4.2.2.3 Availability of Enabling Environment.....	41
4.2.3 Analysis of Other Related Variables.....	43
Chapter Five: Summary, Conclusions and Recommendations	
5.1 Summary of the Major Findings.....	47
5.2 Conclusions.....	51
5.3 Recommendations.....	54
REFERENCES.....	57
Annexes.....	60
Annex-1.....	60
Annex-2.....	64

CHAPTER ONE

INTRODUCTION

This chapter deals with the background of the study, definition of terms, statement of the problem, objectives of the study, significance of the study, scope of the study, limitations of the study, and organization of the study. The details are as follows.

1.1. Background of the Study

Looking at its background, the Ethiopian Civil Service Reform Program (ECSR) has been undergoing various re-structuring activities since 1996. When the CSRP was introduced at that time there were five major reform pillars in order to improve and modernize the Ethiopian civil service. These five major pillars were: Top Management, Human Resource Management, Service Delivery, Ethics and Expenditure Management and Control. These major pillars have also 13 components and further sub-components under various projects.

Among the five major pillars the service delivery initiative is designed to improve or change the long standing service delivery system in the country's civil service so that establish efficient and effective service delivery system to provide quality service to citizens .So as to realize this mission BPR, the change management tool for quality service delivery system, is chosen and implemented in the civil service and government owned organizations in the country, Ethiopia.

BPR was first introduced in 2003 in few federal organizations, and now executed almost in all government organizations. By implementing this change tool organizations are expected to create smooth environment for sustainable economic development of the country in turn via efficient, transparent, responsive, and ethical civil service. However, the implementation of the tool and the acquired results are not as it was expected before and as well not uniform across organizations in the country. This might be due to wrong perception and conception towards the change tool as employees commonly consider the tool, BPR, as a downsizing tool.

Hence, this study is designed to see the attitude of employees towards the effect of change tools implementation specifically BPR in one of the organizations in Ethiopia, Ethiopian Airports Enterprise (EAE) where this tool is implemented effectively. Ethiopian Airports Enterprise is a government owned organization that administers all the Airports in the country.

Understanding the attitude of civil servants towards the implementation of BPR makes sense for resultant measures to realize successful organizational change. If there are negative or skeptic civil servants towards the tool, BPR, organizations may not bring the desired organizational change as attitude influences their action. Ahadi (2003) confirmed this idea as:

“Employee attitudes are essential for organizational change to an extent that a negative employee attitudes i.e skepticism and cynicism and resistance can easily nullify the change effort.” Furthermore, some research works conducted and presented in various workshops in the civil service organizations in relation with BPR and other change tool implementation indicated that there are contradicting opinions in terms of the effectiveness of this change tool.

More specifically outputs of various studies on BPR and empirical evidences on employee view towards this tool are not consistent. In this regard, the Civil Service continuously failed to address the desired level of service delivery to the public at large as a result of global and contextual (or cultural) issues, among others, (Greenfield, 1965; Hiwet, 1975;) On the other hand it has been identified by some researchers that BPR in Addis Ababa municipality and banking services—is relatively satisfactory. Further Bezabih (2009) confirmed that the attitude of respondents towards service delivery policy with BPR has brought some improvements in some civil service organizations. This improvement is expressed in terms of provision of fast service delivery, positive behavior of civil servants to serve their clients, and engagement towards their work.

Consequently with this general background that the study is designed to investigate the attitudes of employees towards the tool in the organization where it is fully implemented. As this study is a survey research, its conceptualization as the dependent variable is the status of employee’s attitude towards the change tool BPR; whereas the independent variables is individual and organizational variables.

Therefore, a conceptual framework is developed. The framework I primarily focuses on themes like demographic factors; leadership commitment and support; communication strategies to employees; extent of an enabling environment, and institutional challenges and dynamics in implementing BPR and the corresponding views of employees in the organization.

Moreover, understanding the employee’s attitude in the organization supports or provides inputs to develop knowledge on human resource management which is crucial to achieving success in the organization and so that for organizational development.

1.2 Operational Definitions of Key Terms

Attitude: It is a predisposition or a tendency to respond positively or negatively towards a certain idea, object, person or situation. Attitude influences an individual's choice of action, and responses to challenges, incentives, and rewards.

BPR: is the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance such as cost, quality, service, and speed (Hammer & Champy, 1993).

Civil Servants: are those employees and leaders or managers who are as defined above for the purpose of clarity in this study.

Employees: Employees are permanent workers in the Core business and Support processes of the federal civil service organizations in Ethiopia, excluding first, middle and top level leadership, as well as military and police organizations.

Leadership: includes all leaders of the civil service organization in Ethiopia including all levels first, middle and top level.

1.3 Statement of the Problem

The rationales for selecting this topic as a priority area emanates from the conception that employee's attitude are important to the successful implementation of any change tool like BPR in an organization. Employees are undoubtedly the most affected body in the implementation of any organizational changes, such as BPR. During such changes, the first challenge leaders need to deal with employees as implementers of change tools. This is one of the issues that need to be addressed before the implementation of any change tool for instance BPR. If this part is missed, the involvement and willingness of employees to shoulder their full responsibility would fall and may develop negative attitudes to the change which is very difficult to reverse.

According to the study conducted in Addis Ababa City Administration, employees underscored their feeling to resist change for the reasons that the work environment is uncomfortable; fear of losing their job and position and even become skeptic towards the results of BPR. In line with this, the achievements

after the implementation of BPR in the civil service organizations are not as to its expectation. One of the factors that contribute for this unsatisfactory performance is the concern of employees and leadership commitment to deliver services to their maximum effort. As EAE is one of the leading organizations in the implementation of the tool, BPR, such type of problem has been observed in the organization employees. How is the level of existence of the problem in the employees of the organization is the point to be addressed. Moreover, the on/off practices observed on follow up and support from leadership at various levels could have been the reflection of attitudes of leadership to change interventions.

Researches confirmed that employees attitude to BPR are vital for the realization of desired ends. This is because positive attitudes produce behaviors that are focused, persistent and effortful in their attempts to support and facilitate the implementation of the change (Hussey, 1995). Assessing the attitudes of employees related to change is valuable for an organization as this information can help the leadership devise appropriate strategies in tackling attitude problems and cope up with the implementation of change tools (Vakola and Nikolaou, 2005).

Therefore, the study intends to investigate the attitudes of employees in Ethiopian Airport Enterprise (EAE) to the implementation of BPR and finds out whether the attitudes held to this change tool coincide with the desired objectives of the organization. By doing so insights can be obtained empirically on the extent to which employees react to the implementation of the change tool and how the employees and leaders attitudes facilitate or retard the implementation of this tool in government organizations. Based on the findings from the study, recommendations is forwarded to decision makers of other organizations on how to devise appropriate strategies in dealing with employees' attitudes in sustaining the change tool, BPR in their organization.

Hence this research is carried out to investigate how is the employee's attitude towards the implementation of the change tool, BPR, in the Ethiopian Airport Enterprise. And then possible solutions are provided to the following basic research questions.

1. What is the attitude of employees of EAE towards BPR implementation?
2. What are the key factors and challenges that influence EAE employees' attitude in the implementation of BPR?
3. How is the role and level of commitment of employees and the leadership in the organization towards the implementation of the change tool?
4. How is the work environment in the organization to begin, implement and sustain the change tool with the required level of intensity?

5. How is the level and ways of communication to create awareness and develop better understanding about the change tool, BPR, upon employees in the organization?

1.4 Objective of the Study

1.4.1 General Objective of the Study

The research project has been conducted to describe how individual and organizational variables positively or negatively influence attitudes of employees' with respect to BPR implementation.

1.4.2 Specific Objectives of the Study

With the umbrella of the general objective mentioned above the research project has specifically intended:

- To identify the attitude of employees of EAE about BPR implementation ;
- To distinguish the key factors that influence employees of EAE attitude to BPR implementation.
- To identify the role of employees and leaders in implementing the change tool, BPR, in the organization.
- To evaluate the level and ways of communication to make familiar employees and develop better attitude towards the change tool, BPR.
- To provide policy recommendations to the management of EAE and even other related government organizations on how to tackle attitude related issues in sustaining the implementation of BPR and other change tools.

1.5 Significance of the Study

The research project has got the following significances to the users of the findings.

- It adds knowledge and understanding on the situation of employees' attitude on the implementation the change tools in the organization so that the organization designs the required strategy for effective implementation other change management tool applied in the future.
- The study has provided timely policy recommendations and feedback to EAE management on the overall existing practice of change intervention.
- Scalable lessons can be drawn from the implementation of the change tool ie. BPR in the organization that could be a lesson to other similar government owned organizations in Ethiopia.
- It paves the way for further study.

1.6 Scope of the study

The study has been carried out on Ethiopian Airports Enterprise, government owned service providing organization to local and international customers in Ethiopia. The research is undertaken based on the responses obtained from employees and the middle and supervisory level leadership. No other data collection approaches is used except those discussed in the review of related literatures. The data used for the analysis is based on single time measurements.

1.7 Limitation of the study

The study may have a number of its own limitations mentioned below. The study methodologically depends only on responses obtained from questionnaire, interview conducted with selected management members and focus group discussion with BPR technical team members, but measuring attitude is very difficult in a single point in time data collected from respondents. This is because attitude of employees may change over time, and requires pertinent treatments accordingly. Also some of the respondents may

tend to show reservations in putting the reality in giving responses regardless of the clarities given on the purpose of the research. Besides to these there might be inaccuracy of data, sampling errors, etc.

1.8 Organization of the Study

The research paper has got five chapters. The first chapter is introduction which deals with ; Background of the Study, Definition of Key Terms, Statement of the Problem, Objectives of the Study, Significant of the Study, Scope of the Study, Limitations of the Study and Organization of the Study. The second chapter deals with Literature Review. The third chapter dowels up on Research Design and Methodology. The fourth chapter contains Data Analysis and Interpretations of the study and the fifth chapter will have Summary of findings, Conclusion and Recommendations. Finally other considerations which include references used to clarify concepts, assumptions, the instruments used to collect data are also incorporated in the paper.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Change in an Organization

Organizations need to conduct change because of many different reasons as per the actual situation of the organization. However, most commonly change can come from reversing recent underperformance, responding to a changing competitive environment or stretching the organization to be much better than it currently is. (Kaplan and Norton, 2001)

A change that is undertaken in an organization if it is expected to bring the right organizational change it should be revolutionary. Revolutionary change is defined as a change that is rapid, dramatic, and broadly focused (George and Jones, 1996). Revolutionary change comprises reengineering, restructuring, and innovation. Re-engineering involves the fundamental rethinking and radical design of businesses to achieve dramatic improvements in critical, contemporary measures of performance such as cost, quality, service, and speed (Hammer and Champy, 1993). George and Jones define business processes as any activity that is vital to the quick delivery of goods and services to customers that promotes high quality at low costs. According to them (these authors) business processes involves activity across functions. It involves artists, writers and editors. "Because reengineering always focuses on a business process and not on functions, a reengineering organization always adopts a new approach to organizing activities" (George and Jones; 1996).

Managers have taken up reengineering, starts the reengineering process with the customer, ignoring the existing arrangement of the tasks, roles, and work activities, putting the question how we can reorganize the way in which it is done, work, our business process, providing the best quality, low cost goods and services to the customers of the organization.

Revolutionary change refers to the restructuring involving the turnaround of things by restructuring when the organizations experience a rapid deterioration. The organization then resorts to restructuring by reducing its levels of differentiation and integration by eliminating divisions, departments, or lower levels in the hierarchy and down sizes by getting rid of employees to lower operating costs. Sometimes restructuring becomes necessary and an organization need to be downsized as unforeseen changes in the environments occur via a shift in technology makes the company's products absolute or a worldwide recession reduces demands for its products. And sometimes organizations downsize because they have

grown too tall and bureaucratic and their operation costs have become far too high (George and Jones, 1996).

Lastly revolutionary change, innovation, which comprises restructuring, is often necessary. Innovation refers to restructuring which is often necessary because changes in technology make the technology an organization uses to produce goods and services absolute. If an organization is to avoid being left behind in the competitive race to produce new goods and services, it must take steps to introduce new products or develop new technologies to produce those products reliable at low cost. Innovation can result in spectacular success (George and Jones, 1996) speaks about the so-called “product champion” referring to the attempts of an organization to increase at a success rate of innovation to a new product development.

2.2 The Concept of Business Process Re-engineering

Business process reengineering is as it is defined by Hammer and Champy it is the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service and speed. (Hammer, 1993) Reengineering the business process normally includes a fundamental analysis of the organization and a redesign of business work flows, job definitions, organizational structure, control process and reinforcing mechanisms.

It is generally conceived as consisting of four elements to be considered. These four elements which need to be considered are strategies, processes, technology and humans. .Strategies and processes are building the ground for the enabling utilization of technologies and the redesign of the human activity system.

The strategy dimension has to cover strategies within the other areas under concern, namely organization strategy, technology strategy and human resources strategy. Processes can be defined on different levels within the organization. The most important thing is to identify core processes which are satisfying customer needs and add value for them. And the other one the support process which provide the necessary input and support to the core process. Information technology is considered as the major enabler for spanning processes over functional and organizational boundaries and supporting process driven organizations. The human activity system within the organization is the most critical factor for reengineering.

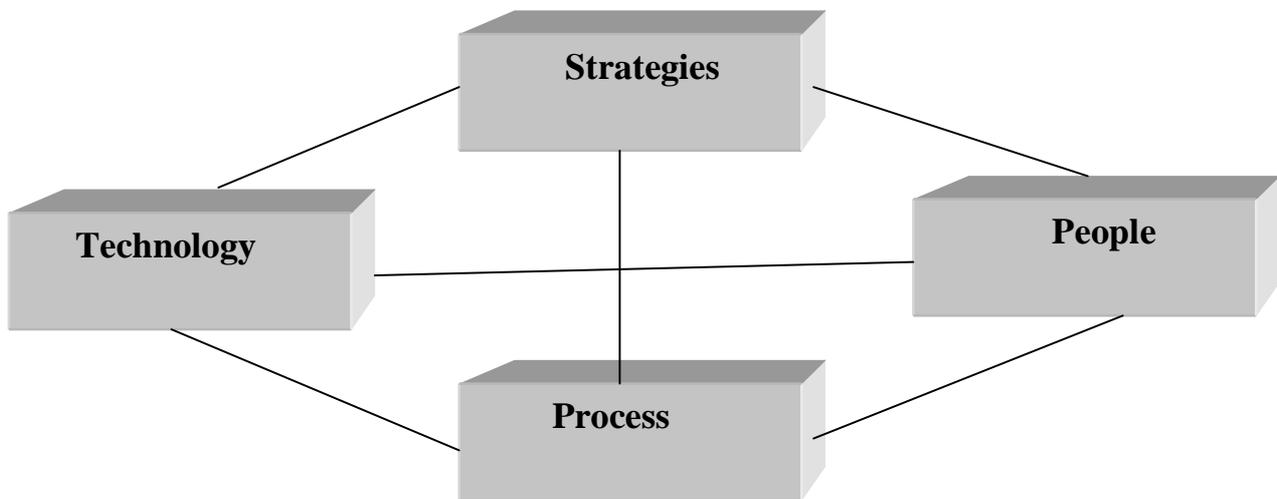


Figure 2.1 The Conceptual Frame Work of BPR (Kai A .Simon, 1994)

Ambitious objectives, creative teams, process based approach and integration of IT are among the main success factors for Business Process Re-engineering. According to Ascari (1995) as cited in (Hailekiros & Ajit, 2012), culture, processes, structure, and technology mentioned as important success factors for business process re-engineering. In line with this top-level management commitment and sufficient resources are crucial in ensuring project success. In particular, a thorough process analysis as well as a suitable implementation map/concept provides a sound footing for any subsequent activities (Marlen, 2012).

Moreover, Al-Mashari & Zairi (1999), the dimensions of the critical factors for BPR includes: change management, competency and support in management, information infrastructure, and project planning and management system. Moreover, these authors suggested that human issues should be given more due for BPR to function well. Employees must share a common understanding and acceptance of the ways the new business process is embodied in activities at the individual and unit or subunit levels which requires supportive organizational culture which is strong on communication and on intra-organizational synergy.

Employees are undoubtedly the most affected entity in any organization when organizational changes, using any change tools including BPR, are undertaking in an organization. According to Nickols (2003), employees are people who think of themselves as members of the organization. This view suggests that

employees are people who commit themselves to achieve the objectives of the organization and, in exchange, the organization offers them pay and a good working environment. In creating this Nhemachena1 (2004), recommended some points mentioned below to be considered by the management of an organization.

Understand the needs of employees: Every employee has his own individual set of needs. Leaders of organizations must be sensitive to employees needs and make every effort to stay attuned in this respect. This way, a manager can better assign work to the employee most qualified and most suitable for the task in question.

Establish the guiding principles: When introducing a change, the manager should create an environment that actively seeks out employees' ideas to better implement that change. A successful change also depends on having employees see, own and embrace both the need for change and the proposed way forward.

Keep to the principles: Trust is generally something that is earned over time. Leaders of organizations can build trust by demonstrating that they are guided by ethical standards and beliefs, and then by exhibiting behaviors that are consistent with these standards and beliefs. They should demonstrate an understanding of employees' problems and issues and show willingness to become involved in their resolution.

Engage in constant, honest two-way communication: Clear, honest, open communication is important in keeping employees interest in the success of change. Employees and managers must have an ongoing, honest dialogue about the change process. Educating employees about the business strategy, market forces and financial realities driving the change will increase employees' understanding of the need for change.

Reinforce through consistent behavior: In the process of change, leaders of organizations can keep trust from employees by sustaining respectful and amicable relationships and by giving employees freedom and opportunities to excel. They have to allow employees to question assumptions, debate ideas, make proposals, and evaluate the change on its merits.

2.3 BPR Implementation Challenges

There are accounts of failures recorded in the reengineering efforts of business companies, and government institutions as well. In addition to the effort exerted and time spent many of reengineering initiatives have made organizations to cost large amount of money. Even Hammer and Champy admit that many companies that begin with reengineering do not succeed; estimating that as many as 50 to 70 per cent of the organizations that tried a reengineering effort have not achieved the dramatic results intended (Hammer and Champy, 1993).

The common reason advanced is that some corporations that proceeded with the strategy failed because they introduced incremental changes from set procedures instead of totally discarding them and starting a new. This practice tends to impugn the credibility of reengineering as a technique, for much too often, efforts undertaken by organizations have been labeled as “re-engineering” when in fact they are not in the real sense of the word, and would merely involve reorganization, incremental changes in procedures, rewriting of policies, etc. Other reasons are listed, from merely fixing a process instead of changing it, quitting too early, not having expert advice and dissipating energies across a great number of reengineering projects. Some experts even claim that reengineering has peaked and its days are numbered (Halachmi, 1995).

In the face of all these therefore, reengineering has received its share of skepticism. Applied to the public sector, reengineering fundamentals of “breaking away from the past” may be a major obstacle that public sector organizations must overcome. For one, the culture of bureaucracies has been so ingrained that any effort to modify it may receive resistance not only from the bureaucrats, and politicians but also from some interest groups as well.

Another difficulty that lies at the heart of the problem is that reengineering requires substantial investments in developing or even upgrading information technology. Reengineering methods of employing information technology in government organizations may put government budgets under severe pressure considering the costs of hardware, consultant’s fee, constant upgrading and maintenance, as well as training and re-training of employees. This issue would certainly be prominent among developing countries where public spending needs to be carefully prioritized in the light of habitual neglect of marginalized sectors trapped in poverty, lack of opportunities and livelihood, and denied of access to basic social services. A public agency that allocates a substantial amount of its budget to information technology, hardware, software and all may be subject to much criticism and public censure.

The other major issue that would have to be addressed in the reengineering process is that downsizing of employees. This may not be a popular one and may invite the wrath of both the management of an organization and employees. Wide-scale removal or dismissal of government personnel at any level for reasons of redundancy will always be an explosive and sensitive issue that may not generate sympathy from the public (Halachmi, 1995).

For most public organizations, undertaking radical changes in the way they actually deliver their services and products could be problematic. In line with this as cited in Hassen (2012), Bucci (2007) have identified the specific barriers to the successful implementation of business improvement techniques in the public sector. These include:

- Public sector culture.
- Lack of a clear customer focus.
- Too many procedures.
- Employees working in silos.
- Lack of awareness of strategic direction
- The general belief that staff are overworked and underpaid.
- A lack of understanding of the effect of variation, systems thinking and process flow.
- The professional versus managerial role within public services.
- Not understanding the process at either the front line or across organizational boundaries.
- The transient nature of political leader

2.4 Employees Attitude in Implementing BPR

2.4.1 The Concept of Attitude

An attitude is referred to as a hypothetical construct representing an individual's degree of like or dislike for an item (Ajzen, 2004). Attitudes are generally positive or negative views of a person, place, thing, or event. These views are often referred to as the attitude object.

Four major components of attitude are:

- 1) Affective; emotions or feelings
- 2) Cognitive: belief or opinions held consciously
- 3) Conative: inclination for action.

4) Evaluative: positive or negative response to stimuli. (John T. Cocioppo and others: The Ohio State University)

Attitudes towards change may be defined as certain regularities of an individual's feelings, thoughts and predispositions to act toward some aspect of his or her environment.

Moreover, Schabracq (2007) defined attitude as "a mental and neural state of readiness, organized through experience, exerting a directive or dynamic influence upon the individual's response to all objects and situations with which it is related", one can reason that attitude induces not only pre-determined responses but also tendencies towards performing of such responses.

Attitudes can be based on different types of information (Ioana, 2013). One popular conceptualization of the attitude construct, the tripartite theory, holds that there are three primary types of information on which attitudes can be based: cognitions or beliefs, affect or feelings, and actions or behavior (Schabracq, 2007). Attitudes refer to the general and relatively enduring evaluations people have of other people, objects, or ideas. These overall evaluations can be positive, negative, or neutral, and can vary in their extremity.

Thus, a positive attitude towards organizational change may promote a positive perception of the change, weaken any feeling of uneasiness with the presence of the change, and thus facilitate a decision to accept or support a change (Visagie, 2010). On the other hand, a negative attitude towards change may create negative perceptions of a current change and/or feelings of uncomfortable with a current change, which can result in a distortion of perceptual process (Wheeler and Petty, 2003). In this sense, employees who have a negative attitude towards organizational change may have a negative perception of organizational change that promotes feelings of uneasiness with the presence of organizational change and thus leads to higher levels resistance to change and lower levels of support for change.

2.4.2 Factors Influencing Employees Attitude in Implementing BPR

Ioana (2013) in his work suggested that employees' feelings, intentions and thoughts about change (i.e., attitude) should be determined before an organization can move ahead with the planning and implementation of change. It is believed that employees' positive attitudes toward change are essential to successful organizational change implementation. Whereas not well-planned and communicated

organizational change endeavors may conversely cause employees to hesitate it and finally resist in various ways. Consequently the causes of resistance to organizational change may be classified in to three levels for the purpose of conducting this study. And these classifications of organizational change are presented as follows below.

2.4.2.1 Employee Related Factors

Employees are undoubtedly the most affected entity in any organization when some change management tools, such as BPR are being introduced and implemented in the organization. During any major change, the first challenge organizational leaders need to deal with is employees' (potential) lack of trust in that change. There are various factors that determine individual's attitude to implementation of BPR (Asli, 2012).The main ones are:

Security: employees with a high need for security are likely to resist change because it threatens their feelings of safety and individuals naturally rush to defend the status quo if they feel their security or status is threatened.

Therefore, since BPR is characterized by dramatic change, employees could have personal difficulties, surrounded by confusion, frustration, and sometimes panic.

Selective information processing: Individuals shape their world through their perceptions. There is a significant relationship between perceived usefulness of business process reengineering and cooperation in its performance. It means that the more perception of advantages of process reengineering in employees mind , the more their cooperation in implementation (Haghighat,2012;Vithessonthi,2005).

Moreover, the works of Ahadi (2003) strengths the above literatures that employee resistance can prevent BPR projects from succeeding. This can be caused by: the danger of losing job; skill or knowledge requirement; and skepticism about results.

Moreover, demographic factors such as gender, age, income, work experience are also that determine individuals attitude to implementation of organizational changes like BPR. Martin (2006), reiterates this notion as: "...studies in both the U.S. and Europe generally indicate that women are somewhat more likely than men tends to accept organizational change and reacts quickly to environmental dynamics". Inversely he explains "...it may be, too, that men generally have a greater tolerance for risk than do women and may place relatively higher value on utilitarian, compared to moral, goals".

Further Phillips (2002) conducted "A Case Study of the Efficacy of HR managers serving as Change Agents", and he found that a substantial perception differences exist among individuals based on differences being academician versus practitioner; responsibility/accountability and income wise etc. disparities. Therefore it can be easily understood from these and other authors that demographic factors can probably create distinguishing features on attitudes and behaviors of people about something. That is why this study is intending to investigate and analyze the problem in terms of the specified demographic variables stated in the background section in relation with attitude of employees towards BPR implementation.

2.4.2.2 Organizational Factors

In an organizational context, employees may support or resist change efforts with their behaviors, and stand depending on the organizational philosophy and management's practice. Even though the nature of human being has a tendency to seek real change, the majority of literature focuses on the opposite inclination; that is rejection of change– and attempts to identify causes of employee resistance (Carter, 1995).

So among the organizational variables that influence employees' attitude, in this study, are leadership commitment and support, communication and motivation, organizational culture and structure, extent of organizational capacity and an enabling environment to manage change and the outcome of change including attitudes, perceptions and reactions as major constructs.

In this regards, in the beginning, leadership may easily agree to support the project because the organizational change process is so crucial and strategic to the organization, and leaders see the value in a system that can clearly communicate strategic direction and demonstrate measurable results. And there is usually palpable excitement and enthusiasm over the rapid results achieved during the fast process of developing the organizational change process.

Most organizations experience an immediate improvement in internal communications and understanding, a breakdown of silos, and a heightened sense of alignment and shared purpose. But when the senior leaders leave the "mountaintop high" of the strategic sessions and pass the torch to objective owners and others, the project can stall as the organization returns to its old habits of a daily operational focus. Based on this notion, organizational factors that facilitate or impede the change process can be seen in the following manners.

Organizational environment: Stimulation of employees and organization to accept the changes, members' cooperation, suitable ways of encouragement and reward, creativity improvement and establishing effective connections. Therefore, the stronger the organizational culture, beliefs and values in an organization, the more perceived usefulness and ease of use in reengineering performance (Haghighat, 2012).

Leadership commitment: Considering extension of change dimension a knowledgeable supportive leader can guarantee successful implementation of reengineering. Leadership support is an important ingredient in the implementation of BPR in making the change sustainable. The support must be obtained and sustained to successfully implement BPR (Ahadi, 2003). In line with this according to Albizu and Olazaran (2006), leadership and management style, which tend to be reflected in the structure's lower levels, constitute a real incentive for change. The leadership exercised by the executives of several of our sample's companies is clearly a key factor in BPR implementations.

For example, Qayoumi (2000) has identified the following factors are the major one which affect performers attitude in implementing BPR in any organization. These are:

- Strong (and visible) support of the project by the top leadership and management;
- Availability of systematic plan and control system;
- Adequate resources;
- Linkage to overall organizational strategies;
- Use of best employees;
- Close attention to organizational culture;
- Focus on process change not improvements;
- Reward for strategic team members and
- Celebration of successes.

On top of this Qayoumi in the same publication argues, "Regardless of what an organization's leaders say, an organization's employees soon figure out how to behave to be successful within their particular environment. This is because every organization operates under tacit rules and expectations, namely

organizational culture, that in most cases are more powerful than the formal mode of control.” And the extent of the supportive and open work culture has the power either to speed up or hinder BPR, may be any other change tool, implementation in an organizational context.

There is usually an uncomfortable period of time in which the organization is caught between the old way and the new way – letting go of the old and embracing the new while continuing to drive the organization forward at competitive speed. Therefore, it takes senior leadership authority to make key decisions to stop working on non-strategic activities and projects (let go of the old) and to strategically re-prioritize the organization’s fundamental resources which help to successfully implement the desired changes.

Communication: The manner in which change is communicated is important since communication alters the attitudes and behaviors of employees in accordance with the objectives of the change initiative (Ioana, 2013). Communication is very important in an organization because it enables organization’s members to discuss critical organizational experiences and develop relevant information; communication helps organization members accomplish both individual and organizational goals by enabling them to interpret the implementation of any change tool including BPR, and ultimately enabling them to coordinate their fulfillment of personal needs with their accomplishment of their evolving organizational responsibilities. On the other hand, poorly managed change communication could result in rumors, resistance to change, the exaggeration of negative aspects of change and ultimately a crisis.

An important aspect that may ensure successful implementation of BPR initiatives is proper communication with employees. BPR initiatives often fail as a result of poorly-managed change communication and may result in rumors, resistance to change, the exaggeration of negative aspects of change and ultimately a crisis (Visagie, 2010).

Employees should be well informed on when the change takes place, how the change is implemented, what is expected of them, how the change will influence their jobs, and how the company will support and motivate them to be more committed to the change. Early communication can decrease cynicism and uncertainty, neutralize rumors before they spread throughout the whole organization.

Information Technology: Recognizing the role of information technology in reengineering, establishing effective infrastructure, investment and supplying financial sources and appropriate integration of informational systems.

Because of the reason that Business Process Re-engineering is about creating new attitudes and ways of collective thinking to address customer needs with efficient and effective services. But in this practice employees may have different and antagonistic view. People feel threatened, uncomfortable or uncertain because of these changes. This is because people want security and stability-not change (Matebu, 2009). Re-engineering business process is complex enough without delving in to what people think about it. Hence, it is logical for the engineer to ask why he or she should care about people's attitudes about the organizational engineering. There are various reasons for this. First, an individual's attitudes influence his interpretation and attributions about the reasons underlying management actions. In this sense, an individual's attitude could determine whether he or she sees management's motivation for reengineering as necessary to remain in the business, to serve the customer better, or to eliminate middle managers and other employees. Second, attitudes influence a person's reconstruction of past events.

2.4.2.3 External and Institutional Factors

Implementing any organizational change tools in an organization including BPR can also be influenced by other external factors such as factors outside of the organization. Various literatures show that there are several external factors that lead BPR implementation in to success. Examples of these factors include: the societal culture, economic stability, and technological change, environmental and political coalitions (Meyer, Brooks and Goes, et al., 1990).

As organizations, whether public or private, operate in the open system they interact with these external factors. To provide their goods and services to their clients they depend on the environment to receive the input, process their operations and deliver their goods and services in one way or another they get affected by these external factors. So understanding the extent of influence these factors have in our case makes sense to know the status of BPR implementation.

A generally positive attitude towards reengineering can prompt more positive collections of earlier re-engineering efforts even if considerable difficulties are encountered during these projects. Third, an individual's attitude influences the evaluation of other social stimuli surrounding reengineering. Fourth, an individual's attitude influence expectations for and evaluations of the results of management actions. Translated in to this study context, the above four issues imply that if reengineering is considered to be good, then it is more likely to having good effects, such as empowering employees by giving them the authority to make their own decisions, rather than having bad effects such as dumping more works on individuals without having fair and proper compensation.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

In general when we say research design and methodology, it means that the strategic decisions applied in designing and conducting the research study. And the specific research design, method and other procedures have been presented below.

3.1. Research Design

Due to its nature of inquiry and scope, the research design which this study used is descriptive survey method with mainly quantitative and in addition qualitative approaches so it can be called a mixed approach.

As it can be understood from various sources, for example, survey research is designed to ensure objectivity, generalizability and reliability by employing specific techniques in participant selection, analysis and inferences to the entire population frame of the study in terms of relationships among specific variables (Creswell 2009).

Likewise the mixed approach design throughout the research process helps to provide a comprehensive analysis of the research problem, and explains the outcome (Creswell 2009). The mixed method approach is found to be most appropriate other than using either the qualitative or the quantitative approach alone. So the main reason to employ this approach is to properly understand the research problem that is the attitude of employees in the organization.

And in fact it helps to stick or supplement findings via complementing data gathering tools that could not otherwise be obtained by one types of design or instrument. Because, mixed research designs help to come up with reliable and inclusive findings within a limited time period that objectively measures and indicates its meanings, relationships, facts etc. in the actual work settings.

Furthermore it ought to be clear that the conceptual framework served as a point of departure for designing the mixed approach design, framing the instruments and methods of data collection, and predicting the conclusion based on the findings of the variables relationships.

The descriptive method is the method used to investigate the attitude of employees on the change tool, BPR, implementation practices in the organization. It enables to find out the existing facts regarding the real situations, attitudes, perceptions and views of respondents' towards the implementation endeavors. So it is believed that descriptive survey method fits the ideal expectations of the inquiry in an attempt to

find out the existing reality by means of the crafted research questions, and to attain the stated objectives of the study.

3.2. Source of Data

Both primary and secondary data are used for analysis. The primary data are obtained from randomly selected target groups of employees and management team members. On the other hand, different types of documents like pertinent books; different types of published or unpublished documents; the internet; archives; miscellaneous operational documents like strategic plan, BPR and BSC documents, organizational policies, periodic change evaluation reviews, etc from the organization, EAE, and even from other government organizations are used as secondary data source. These types of data help the researcher to compare and triangulate findings so as to increase credibility.

3.3. Study Population and Sampling Techniques

The study is conducted on the Ethiopian Airport Enterprise (EAE) head office located in Addis Ababa. The head office is the place where all the work process such as the core process, the support process and the other management process is found. All the working units of the organization presented in the organ gram of the organization and in addition 2/3 rd. of the total population of the organization are found in the head office. There are four core processes and four support processes in the organization. In determining the actual sample size, Hair et al. (2006) advises that the minimum required returned sample size, type of data analysis to be used and the expected rate of missing data should be taken in to account. Out of the 260 questionnaires prepared and dispatched around 32 questionnaires are distributed to each core and support process units to make the distribution fair and representative among employees in the departments.

3.4 Instrument of Data Collection

To collect the mandatory data for the study, basic instruments for descriptive survey method such as semi-structured questionnaire, interview with guiding questions are prepared and tested ahead to ascertain its reliability. The parameters used in the study are made to pinpoint for conformity with the theoretical framework of attitude variables at different levels; such as employees and leadership commitment, communication and motivation etc. to the change tool BPR is explored.

Likewise, using Likert scale attitude statement and open-ended questionnaire are employed to obtain the required data. In addition to the questionnaires administered in collecting data, interview are held with top and middle level managers to gather data which can complement with survey data gathered by using questionnaires.

3.5 Methods of Data Analysis

As to the data analysis is concerned, descriptive statistics integrated with qualitative techniques are used. After the data have been collected, the responses given by the respondents are initially verified, edited, categorized, encoded, tabulated, and analyzed using statistical packages. As to the data analysis is concerned, descriptive statistics integrated with qualitative techniques were used. After the data had been collected, the responses given by the respondents were initially verified, edited, categorized, encoded, tabulated, and analyzed using statistical packages. The statistical packages used are SPSS versions 16.0 and 17.0 software.

The analysis of data is made by using frequencies, percentages and mean values. These measures of central tendency are mainly used to describe the data in a meaningful manner that could portray the attitude of employees to the implementation of the mentioned change tools.

The use of these tools in the analysis part is mainly to check whether the differences in responses are significant. These procedures helped the researcher to eventually come up with valid and reliable findings which are free from methodological errors and personal biases.

Further, to investigate the extent of the perception to which respondents favor or differ toward the change tools, inferential relationship tests are made whether the responses provided by the two groups of respondents demonstrate significant differences.

Specific Procedures Followed To Analyze Demographic Variables

To provide the general picture of respondents' bio-data descriptive statistics is employed and it is presented on table 4.1 in chapter four. So as to clearly present, analyze, interpret and conclude based on the collected data employing descriptive statistics helped the researcher to understand the extent of representation and to know their implications toward the BPR views. These demographic characteristics of respondents are thus incorporated with some attributes such as distribution frequencies, ratios and percentages.

Then an attempt has been made to investigate certain population characteristics with the help of means, standard deviations, standard errors and other central tendency measures to understand how these characteristics relate and influence employees' attitude. Thus the individual variables treated are population characteristics like mainly the bio-data of respondents; their context of workplace as determined by the organizational structure as core and support processes. Regarding the bio-data are concerned such as gender, age, educational qualification and work experiences are the main individual variables of investigation.

These variables are included in the first part of the questionnaire and filled out by employees of core and support processes of the studied organization. So this categorization is taken as one of the independent variable as it is one of the implicit inquiries of the researcher which could be affecting employees' attitude. The collected data are treated based on these individual variables accordingly. Further a preliminary analysis on missing data is carried out to produce error free data for the proposed employees' attitude analysis. This is done for not to include any outlying responses that may lead to invalid results. Questionnaires with serious errors have been excluded from the analysis.

Once these quantitative analyses of the questionnaire have been completed, the data obtained from the interview are transcribed, analyzed and interpreted along with the main themes of quantitative analysis. The use of both quantitative and qualitative data is deliberately made so as to come with reach and reliable data that can complement each other to come up with valid findings.

Merriam (1998) discusses that qualitative researchers should analyze data as they are collecting that data. Thus the researcher has taken each note while conducting the interview with the managers and employees. Then the notes are transcribed and analyzed promptly.

This procedure also helped the researcher to supplement both the quantitative and qualitative methods, and to evaluate the similarities and differences of the findings. This deliberate procedure ensures or helps to triangulate both methods in order to have comprehensive findings, reliable and valid results based on multi approaches of data collection and analysis.

3.6 Ethical Considerations

Once the target population and sample sizes are recognized from the organization database, the next decision is to approach the representatives and respondents of the study. First it is started with a formal letter communication with the management of the organization. After ensuring their willingness to

participate in the study and the data collection procedure is conducted accordingly. Thus the whole research project is undertaken in accordance with consent and willingness of every participant.

As a result with all these procedures the data collection is successfully completed. And out of the total 260 questionnaires distributed, 237 (91%) of the questionnaires are successfully filled out and included in the analysis process.

Moreover, 3 people from the top management members selected from different departments are participated in the interview. Focus group discussion with the technical team of the change management tool in the organization took place to counter check the reliability of the data gathered in the questioners from the employees. In addition the researcher attended the top management discussion meeting of the application of the change management tool.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter deals with hard facts of data presentation, analysis, and interpretation or implications of the analyzed data. It includes two major analysis techniques. The first section presents the general characteristics and demographic features of respondents which are the subjects of the study. They are employees of the organization from whom data are collected, analyzed, inferred and generalized. Whereas the second section of the chapter discusses about the concrete results, meanings, interpretation and implications of the finding after tested by inferential statistics based on the stated variables whereby relating to the research questions.

4.1 Demographic Characteristics of Respondents

In the first part of the survey questionnaire respondents are required to provide their bio-data. The bio data questions include gender, types of process as core or support , since BPR classifies process as core and support process, age, educational qualifications and length of service in the organization. Accordingly, the general characteristics and composition of respondents are shown in the following table. It should thus be noted that this table entirely presents the general bio-data characteristics of respondents mentioned above, with the help of percentages related to a specific statistic.

Table 4:1 General Characteristics of Respondents

S.No.	Variables	Frequency	Percentage
1	Gender		
	<i>Male</i>	152	64
	<i>Female</i>	85	36
	Sub Total	237	100%
2	Types of Process		
	<i>Core Process</i>	105	44
	<i>Support Process</i>	132	56
	Sub Total	237	100%
3	Age Category		
	<i>< 25 Years</i>	20	8
	<i>25-34 Years</i>	107	45
	<i>35-44 Years</i>	100	42
	<i>44-54 Years</i>	10	5
	<i>55 and above Years</i>
	Sub Total	237	100%
4	Educational Qualifications		
	<i><10th Grade</i>
	<i>10th-10+2</i>	12	5
	<i>Diploma/10+3</i>	68	29
	<i>B.A/BSc</i>	147	62
	<i>Masters</i>	10	4
	<i>PHD</i>
	Sub Total	237	100 %
5	Work Experiences		
	<i><5 Years</i>	18	8
	<i>6-10 Years</i>	132	56
	<i>11-15 Years</i>	65	27
	<i>16-20 Years</i>	17	7
	<i>>21 Years</i>	5	2
	Sub Total	237	100%
	Total	237	100 %

These issues are intentionally incorporated in the questionnaire to assess whether they have influence up on employees attitude or not. Therefore they are considered as independent variable in order to know their similarities or differences in terms of employees' perception towards the change tool implementation which is considered as a dependent variable.

With this notion in mind, the collected data are checked, coded, analyzed, organized and presented in table 4.1 above. This table indicates, out of the total 260 questionnaires dispatched 237 (91%) are successfully completed and returned. That is the collectability rate of the questionnaires distributed to employees is 91% which implies very dependable figure to conclude about the target population the total staff of the organization. Some others the remaining questionnaires are found drastically incomplete, null or unable to be returned by respondents, so that they are fully excluded from the research.

In addition gender is also treated as a study variable. Accordingly a total of 152 (64%) males and 85 (36%) females are involved in the study. This shows that the ratio is somewhat close to one-half mix. Hence, one can easily be convinced that the comparison between these two groups can signify the underlying similarities or differences although the ratio slightly differs.

The other major variable which is taken as a major variable of the study and reference for comparison is the types of job of employees which is defined above as core and support process. As shown in the table 4.1, 105 (44%) and 132 (56%) respondents are from the core and support processes respectively. Hence, it can be understood that the proportion of respondents is not highly polarized—that is dependable for comparison.

Likewise concerning the age distribution of respondents, table 4.1 shows reasonable age distribution. From this table it is clear that majority (45%) of the respondents are found in the age group of 25 to 34 followed by 42% age group of 35 to 44 and 8% and 5% in the age group of <25 and 45 to 54 respectively. And again there is no participant from the age group 55 and above. This might be by chance or it is obvious that employees of this age group are small in number in many organizations. This implies that respondents of the survey study are fairly included from all age groups although the majorities are in the middle of the frequency distribution.

Even though the majorities of the respondents are found between the age groups ranges of 25-34 years, it is also indicated that it declines its extent to the lower extreme—that is at the entry level. While it increases to the right side of the distribution. So this implies that majority of the employees are found at the entry level of their professional career stage. Even though there are considerable respondents next to this large frequency distribution, there are similarities in number at the entry and exit stages of employees' career.

Regarding the educational backgrounds of respondents is concerned; the majority (62%) of respondents is first degree holders. And this condition shall be considered its positive or negative implication as an independent variable to understand employees' attitude towards BPR implementation. Thus this situation

implies that the respondents are relatively with better levels of educational qualification and likelihood of general awareness towards the subject matter of the study. And this circumstance positively contributes to the reliability of the findings of the study regardless of its results.

Furthermore an attempt has been made to measure the extent of work experience and respondents are asked about their length of service. Hence the majority (56%) of respondents in both processes are between 6 to 10 years of working experience. This shows that the respondents of the survey study have neither less nor long work experience to evaluate the change process and it might have fair implication on the level of awareness about the change tool.

4.2 Analysis of Collected Data

4.2.1 Analysis of employees' variables

This section discusses the attitude of respondents regarding the variables related to BPR implementation in the organization. So as to measure this variable, the researcher used an attitude scale and respondents are requested their level of agreement or disagreement about the parameters of the study. This attitude scale was the Likert's five points scale in the questionnaire, and compared the views of the sample groups by validating in relation to the stated variables.

Thus, each opinion provided in the questionnaire's measurement scale has had the following rate.

5 = **SA** = "Strongly Agree"

4 = **A** = "Agree"

3 = **N** = "Neutral"

2 = **D** = "Disagree"

and

1 = **SD** = "Strongly Disagree"

Table 4:2 Employees Attitude towards the Implementation of BPR.

*Frequency

S.No.	Variables		Responses					Total
			SA	A	N	D	SD	
1.	The initiative of implementing BPR by government organization is primarily to improve the efficiency and effectiveness of government organizations.	*F	104	95	26	9	3	237
		%	44%	40%	11%	4%	1%	100 %
2.	As a result of implementing BPR empowering employees is the right action to facilitate decision making	F	78	85	31	31	12	237
		%	33%	36%	13%	13%	5%	100 %
3.	BPR is an appropriate tool to solve the problems of service delivery in this organization.	F	116	64	40	14	3	237
		%	49%	27%	17%	6%	1%	100 %
4.	BPR is an appropriate intervention to serve customers with better speed, quality and cost.	F	116	76	33	9	3	237
		%	49%	32%	14%	4%	1%	100 %
5.	Employees in this organization have shown a sense of ownership to BPR implementation	F	114	66	14	31	12	237
		%	48%	28%	6%	13%	5%	100 %
6.	The leadership of this organization has shown a sense of ownership to BPR implementation.	F	90	81	40	17	9	237
		%	38%	34%	17%	7%	4%	100 %
7.	The implementation of BPR is essential in improving the measurement and management of performance in this organization.	F	111	62	38	21	5	237
		%	47%	26%	16%	9%	2%	100 %
8.	The perceived importance of BPR is getting improved by employees from time to time.	F	114	74	21	19	9	237
		%	48%	31%	9%	8%	4%	100 %
9.	In this organization, implementing BPR does not have an impact on employees' job security.	F	90	81	38	23	5	237
		%	38%	34%	16%	10%	2%	100 %
10.	The Government should work to sustain BPR for the future.	F	85	104	26	14	7	237
		%	36%	44%	11%	6%	3%	100 %
Cumulative figures		F	102	79	31	18	7	237
		%	43%	33%	13%	8%	3%	100%

As we see in the above frequency distribution table the overall views of respondents' regarding the existing BPR implementation in their organization, 181(76%) is a significant number to judge or

comprehend that the employees of the organization have good or positive attitude towards the implementation of the tool in their organization.

Whereas about 56 (24%), from the returned questionnaires, respondents have replied either their neutral stand or negative feelings towards the implementation. And out of this number even though the number is small 7(3%) of respondents expressed their strong disagreement to the implementation of the change tool in their organization. Mean while from the same table it is also observed that the importance of BPR to solve the problems of service delivery; providing quality service with maximum speed and minimum cost after the implementation of BPR have been underscored by some respondents.

From this result it may be argued that although the majorities (76%) of the employees have had better awareness and positive attitude towards the change tool, a small number of employees 24% are still out of the ongoing change game in the organization. It must be kept in mind, therefore, that though the disparity is small since implementing any organizational change tool like BPR effectively require the involvement of all in an organization, and much effort and application of various mechanisms need to be applied in the organization to create better awareness so that acquire positive attitude upon employees.

From these results, therefore, it is obvious or it can be safely concluded that majority of the employees have positive attitude towards BPR implementation in the organization.

The next sections attempt to investigate in depth by considering how the individual variables positively or negatively contributed towards employees' attitude in this regard.

On the other hand, it was the researcher expectation that a mere differences in perception of respondents may lead to wrong conclusion. For instance language barriers and misunderstanding between the researcher's intention and respondent's interpretation of the questionnaire; by chance err or guessing in filling the questionnaire, sampling error and other extraneous variables which inhibit correct score. So first recognizing the source of differences and second to what extent are these differences significant or true differences should be addressed. The researcher assumed that some variables related to individual parameters may be the source of differences, and these differences have an implication on the attitude of employees. By recognizing these parameters that the first research question can be answered.

Thus as discussed so far in general, and some variables related to individual parameters in particular are analyzed in this section and presented as shown in the following manner. Among such variables related to individuals is the context of workplace of employees or process-wise dissimilarity of cases. That is the results and analysis of core and support process condition integrated with gender of respondents is presented in the tables that follow.

Table 4:3 Employees perception based on Work Processes

S.No.	Work Processes		Responses					Total
			SA	A	N	D	SD	
1.	Core Process	F	44	42	12	6	1	105
		%	42%	40%	11%	6%	1%	100 %
2.	Support Process	F	46	50	13	16	7	132
		%	35%	38%	10%	12%	5%	100 %

Regarding employees' attitude in terms of the core and support process as we see in the table 4:3 above 82% of employees from the core process marked their agreement and 7 % of employees have negative attitude towards the implementation of the tool. When we compare the two categories the core and support process the core process employees have positive attitude towards the change tool this implies good as the core process employees are those workers who perform the main activities of the organization and as well this part of the work force that have frequent contact with the organization customers. And it is understood that quality and timely services are expected much from this work force as the BPR theories explain core business workers should provide high quality service within short period of time to customers.

In the case of employees in the support process, while 73% of respondents from this group expressed their positive attitude, at about 17 % of respondents expressed their negative attitude. In both groups, the core and support process employees' almost equal number of respondents at about 10% marked the neutral option. This also has some implication as the point of the research is attitude a behavioral concept but it requires further study to identify the reason reach at a conclusion.

Table 4:4 Employees perception based on Gender

S.No.	Gender		Responses					Total
			SA	A	N	D	SD	
1.	Male	F	61	68	9	6	8	152
		%	40%	45%	6%	4%	5%	100 %
2.	Female	F	38	39	4	4	85
		%	44%	46%	5%	5%	100 %

Demographic factors such as gender, age, income, work experience are also that determine individuals attitude to implementation of changes in an organization. In terms the first factor gender women are somewhat more likely than men tends to accept organizational change and reacts quickly to environmental dynamics, Martin (2006). Inversely he explains “...it may be, too, that men generally have a greater tolerance for risk than do women and may place relatively higher value on utilitarian, compared to moral, goals”. Therefore it is good to see the attitude difference if there is between the two sexes so as to see employees related factor in the implementation of the change tool in the organization.

Regarding employees’ attitude in terms of gender as we see in table 4:4 above 85% of 152 male employees marked their agreement whereas 9 % of this group have negative attitude towards the implementation of the tool. When we compare the two categories 90% of 85 female employees have positive attitude towards the change tool whereas 5% of female respondents has expressed their negative attitude by choosing the D option. However, no one has chosen the SD option from the female respondents while there are 5 % of male respondents who has chosen this option. This implies good as the number of female respondents in the study is not small and even though the number of female staff in general in the organization are attributed to the support process.

Nevertheless, there is no significant difference between the views of male and female as evidenced in the frequency distribution table above. This implies gender does not affect the attitude of employees in the organization. Hence the implication of this finding confirms that there are fundamental differences in perception between the core and support processes employees towards BPR implementation roughly in the organization.

So from the overall result of this analysis it can be inferred that the core process employees have better attitude towards the implementation of the change tool than the support process employees; whereas there is no basic differences exclusively based on gender.

Table 4:4 Employees perception based on Age Category

S.No.	Age Category		Responses					
			SA	A	N	D	SD	Total
1.	<25 years	F	11	8	1	20
		%	54%	40%	6%	100 %
2.	25-34 years	F	53	36	3	8	7	107
		%	50%	34%	3%	7%	6%	100 %
3.	35-44 years	F	45	43	5	7	100
		%	45%	43%	5%	7%	100 %
4.	45-54 years	F	4	3	3	10
		%	40%	30%	30%	100 %
5.	55 years and above	F
		%

As we see in the above table 4:4 many of the work force in the organization is in the age group of 25-34 years. When we evaluate the attitude of this group towards the implementation of the change tool more than half percent that is 53% of employees in this age group has marked the SA option and 6% of respondents have selected the SD option too. In addition 36% of this group has also expressed their positive attitude by selecting the Agree option. Totally 89% of employees in this group have positive attitude towards the implementation of the change tool in the organization. The other largest work force next to the age group 25-34 is 35-44 age groups. Out of the total 237 number of the respondents 100 employees belong to this group. 88% of respondents from this group has got positive attitude towards the change group. What we haven't seen in the other groups, no one has chosen the SD option from this group. Even though the number of employees in the age group <25 years is small as it is compared with the other group, 94% of employees in this group have chosen the A and SA options. It means that they have positive attitude towards the change tool. Among the 10 people who are in the age group of 45-54 years and filled the questionnaire 6 people expressed their disagreement and the rest became neutral. So we can't see any positive attitude towards the change tool in this age group. From this data analysis we can infer that relatively the higher the age group do not have positive attitude where as the smaller the

age group has got positive attitude towards the change tool. The reason behind might require further study.

Table 4:5 Employees perception based on Education Level

S.No.	Education Level		Responses					
			SA	A	N	D	SD	Total
1.	<10 th. Grade	F
		%
2.	10 th .- 10+2	F	6	6	12
		%	51%	49%	100 %
3.	College Diploma or 10+3	F	45	21	2	68
		%	66%	31%	3%	100 %
4.	B.A or BSc.	F	69	49	9	14	6	147
		%	45%	35%	6%	10%	4%	100 %
5.	Masters Degree	F	7	1	1	1	10
		%	70%	10%	10%	10%	100 %
6.	PHD	F
		%

The other issue of analysis related to individual variable is whether level of education has influence on employees' attitude towards BPR or not.

When we see the employees' attitude based on their education level in the above table 4:5 it is possible to say there is no attitude difference with respect to education level difference. Among employees who filled the questionnaire almost all or more than 90% of employees from the three level of education such as 10th.- 10+2, college diploma and 1st. degree holders marked the SA and A options . No disagreement option is selected but the 3% of college diploma employees. When we see the professional groups, 80 % of the first degree holder's respondents have replied their agreement towards the change tool. However, not small number that is 14% of respondents from this group has expressed their negative feelings. Having this amount of negative response from this group cannot be considered as simple as majority of

the total respondents are from this group. In addition since the main working force of the organization is from this group, having the positive attitude of this force is crucial for implementation of any change tool. As the number of master's degree holder's employees is small as we see in the table above, no one has chosen the D and SD options except 8% of respondents opt the N option.

Thus this result implies that scholars in the studied organization do have positive perception to the implementation of the change tool. Consequently from this finding it can be concluded that employees with higher levels of education in EAE show positive attitude towards BPR.

Table 4:6 Employees Perception based on Work Experience

S.No.	Work Experience		Responses					Total
			SA	A	N	D	SD	
1.	0 to 5 years	F	8	10	18
		%	45%	55%	100 %
2.	6 to 10 years	F	62	44	11	15	132
		%	47%	33%	8%	12%	100 %
3.	11 to 15 years	F	26	21	10	8	65
		%	40%	32%	15%	13%	100 %
4.	16 to 20 years.	F	9	2	4	2	17
		%	53%	15%	22%	10%	100 %
5.	21 and above years	F	5	5
		%	100%	100 %

The last, but not the least, item which is classified as an individual variable under the bio-data of the questionnaire is work experience. To understand this notion the respondents are categorized in five work experience group. As the outputs of the frequency distribution table above has shown, among the positive attitude that can be seen in the first three groups can't be seen in the last two groups of work experience. From the table we can understand that in the first experience group 0 to 5 years even though the number of participants is small in number all the participants have expressed their positive attitude. The second experience group, 6 to 10 years, which the number of respondents is large 80% (106 out of 132)

responses show good attitude. In this group while 80% of respondents have expressed their positive view no one has chosen the SD option though there are 12% responses in the option D. Generally employees in this service year group have good opinion up on the change tool implementation.

The second largest number of participant in the study is the 11 to 15 years experience group. Like the previous experience group respondents in this group also haven't chosen the SD option. However, 11(15%) of respondents have opted the N option . Being neutral in case of attitude taste may have its own reason which requires further study to identify the root cause.

In the group of 16 to 20 years experience out of the 17(100%) respondents 2(10 %) of employees express their strong disagreement towards the change tool, and again as we see from the table no one has chosen the SA option from this group. In addition the last experience group of 21 and above years experience all the respondents have chosen the option A but the number of respondents is quite small. Differences among the various groups classified in the work experience shows that the extent of views among these various groups is not consistent towards BPR implementation. This finding led the researcher to the conclusion that employees in the organization have significant perception difference exclusively based on their work experience. From the above analysis we can conclude that small years experienced employees have positive attitude where as the long years experience workers in the organization do not have positive attitude towards the change tool which lead to further study to find out the reason why this happened.

4.2.2 Analysis of Organizational and Managerial Variables

After discussing the individuals' related variables in the previous topic, it is found appropriate to assess how is the managerial and organizational factors in relation to the implementation of the change tool ,BPR , look like in the organization.

To understand this issue the assessment mainly focused on the extent of leadership commitment and support from initiation up to implementation stages; level of communication strategies to employees in the process of implementing the tool and the degree of an enabling environment as a result of this change tool. To this end respondents are requested to provide their opinion with respect to these three dimensions which are classified as organizational and managerial variables.

4.2.2.1 Leadership Contributions towards BPR Implementation

Leadership contributions in terms providing the necessary direction and support with the required level of commitment plays a vital role for overall achievement in general and specifically for successful implementation of an effective change program in an organization. From its name the leadership may be

judged in terms of work outcomes of the change since the success or failure of work outcomes might be considered to be consequences of leader behaviors. Having this in mind the questions distributed and the respondent's opinion gathered from are presented and analyzed below.

Table 4:7 the level of leadership contributions in the implementation of BPR in the organization

S.No.	Statements		Responses					Total
			SA	A	N	D	SD	
1.	The leadership takes the leading role by being example from idea initiation stages of BPR implementation.	F	104	95	18	9	9	237
		%	44%	40%	8%	4%	4%	100 %
2.	Employees are provided adequate training that can help them in implementing BPR in their respective assignments.	F	107	111	18	237
		%	45%	47%	8%	100 %
3.	The leadership support is consistently available to employees in solving problems encountered while implementing BPR.	F	92	100	24	14	7	237
		%	39%	42%	10%	6%	3%	100 %
4.	The leadership uses a pull approach in making employees accept BPR initiatives.	F	100	76	24	38	237
		%	42%	32%	10%	16%	100 %
5.	The leadership involved employees from the beginning up to the implementation phases of BPR.	F	114	66	14	31	12	237
		%	48%	28%	6%	13%	5%	100 %
6.	The leadership is providing credit to employees' contribution in implementing BPR.	F	95	90	24	12	237
		%	40%	38%	17%	5%	100 %
7.	The leadership of the organization is providing due attention to sustain the implementation of BPR through continuous follow up and feedback.	F	111	71	38	17	237
		%	47%	30%	16%	7%	100 %
	Cumulative Average	F	103	87	20	20	7	237
		%	43 %	37 %	8 %	8 %	4 %	100 %

When we evaluate the leadership commitment and support in the implementation of BPR in the organization from the respondents opinion in the table 4:7 above the cumulative average shows that the leadership of the organization have played its leading role well in the change process because 80% of the respondents have expressed their positive opinion towards this idea even though 12 % of the respondents have expressed their negative opinion. When we see the cases specifically we can say that the leadership has played well its role in terms of providing adequate training and building employee's capacity and make ready for the change. More than 90% of respondent's response assures this point. Regarding problem solving roles of leadership, 81% of respondent's opinion shows positive attitude where as 9 % of respondent's response shows negative. This is not observed in the other points of the leadership role. Therefore, possible to say the leadership role in terms solving problems in the change process may have got some limitation. The other point presented in the questionnaire to see the leadership role in the change process is how the leadership role in making employees involve in the change process is. Like in the previous case here also 18% of respondents have expressed their negative opinion even though around 76% of them have positive opinion to the point. Therefore here also the leadership commitment and support has got some limitation in terms of evolving employees in the change process.

Regarding providing credit to employee's contribution in the change process and providing due attention and undertaking the required follow up more than 75% of respondents expressed their positive attitude to the leadership where as at about 5% of respondents expressed their negative attitude. Generally speaking from the above analysis we can conclude that the leadership role and support which is critical as it is mentioned in the literature review part in the implementation of BPR in the organization as per employees opinion is very good and beyond satisfactory .

Likewise according to the interview made with the middle management group and the change management technical team, the commitment of leadership in sustaining and keeping the momentum of the change was encouraging and good efforts were made especially from the top leadership and from the middle to some extent. During the implementation phase, standards and procedures were developed and communicated to employees and the study documents were issued and the required trainings were provided to all employees to create awareness. In addition to this the implementation phase was undertaken with the required level of control and support through proper monitoring and evaluation mechanism in weekly bases. The implementation phase was carried out through implementation plan strategies and the overall change process was supported by an independent professional advisory team.

From these quantitative and qualitative results it can be concluded that all respondents have common understanding towards leadership commitment and support in the process of implementing BPR in the organization. And of course this does not mean that the leadership has reached its maximum potential in supporting the change process as there are some figures are shown in the respondent's opinion reflected in the table 4:7 above.

4.2.2.2 Communication and Awareness Creation Strategies

The level of communication and awareness creation strategies in the implementation of the change tool in the organization is the other point of analysis under the organizational and managerial factors of this study. So this section presents and discusses the attitude of respondents towards this variable in their organization, EAE in the implementation of BPR. Similar to the other variables presented so far, an attitude scale is used and respondents are asked to provide their level of agreement or disagreement to the levels of communication strategies to employees and their views are analyzed quantitatively.

Table: 4.8 the extent of communication to employees in the implementation of the change tool.

S.No.	Statements		Responses					Total
			SA	A	N	D	SD	
1.	Training and awareness programs created clarity about the purposes and needs of implementing BPR.	F	109	104	24	237
		%	46%	44%	10%	100 %
2.	There has been a clear channel of communication about BPR implementation across the organization.	F	71	135	12	12	12	237
		%	30%	57%	5%	5%	3%	100 %
3.	This organization always attempts to identify problems and challenges in implementing BPR and communicates to employees accordingly.	F	45	123	24	38	7	237
		%	19%	52%	10%	16%	3%	100 %
4.	The organization tries to share best practices among employees about BPR implementation.	F	95	81	24	24	13	237
		%	40%	34%	10%	10%	6%	100 %
.	Cumulative Average	F	80	111	21	19	8	237
		%	34%	47%	9%	8%	3%	100 %

When we see the respondents' response in relation with the communication and awareness creation works in the organization, in terms of creating awareness through trainings has been done well because 90 % of the respondents approve this by expressing their positive opinion. Moreover, choosing the appropriate channel to communicate the change tool is also done satisfactorily as per the response of the respondents though there are 8 % of negative opinion more than 85% of responses depicts positive opinion of employees. However, from the points rose to assess the communication aspects relatively significant number of respondents' response depicts negative opinion towards communicating of

problems and challenges while implementing the change tools. That is around 19% of respondents has expressed their negative opinion where as 10 % remains neutral. The same is true for how is the sharing of best practices among employees in the implementation. That is at about 16% of responses show negative opinion while 74% of responses depict the positive one. To sum up when we see the cumulative average figures more than 80% of the responses show the positive opinion of respondents while 10% of the figure is negative opinion and the rest around 8% of the average response is neutral. Based on this figure we can conclude that the level of communication to employees in the implementation of BPR in the organization is satisfactory so employees of the organization have well communicated and are aware of the change tool.

Moreover, from the interview and technical group discussion it is found that the organization has implemented different communication strategies using mechanisms such as Microsoft outlook, weekly report by employees, periodic meetings, orientation and training to create awareness & develop common understanding on the change tool.

In addition some employees selected from different departments attended a forum for exchanging information organized by government body in the implementation of the change tool. Despite these efforts, most of the participants in the discussion pointed out that, employee mobilization works are not as their expectation.

Similarly there are times where the monitoring and evaluation endeavors become highly tightened and in some cases loose. Therefore it is concluded that although variations in some responses are observed, the overall attempt to communicate the change tool applying different strategies is good in view of the majority of respondents.

4.2.2.3 Availability of Enabling Environment.

The other organizational variable classified as the third major issue is establishing an enabling environment for the change process. The concept of enabling environment in sustaining a change tool implementation including BPR is discussed in the literature review part. To this end, the following part discusses the attitude of respondents towards this variable in the implementation process in the organization. Therefore, in relation with this variable, how is the respondents response for the questions presented in the questioner and its analysis are provided as follows.

Table 4.9 the availability of an enabling environment for proper implementation of the change tool in the organization.

S.No.	Statements		Responses					
			SA	A	N	D	SD	Total
1.	There is a positive relationship among organizational members in the process of implementing BPR.	F	95	100	22	20	237
		%	40%	42%	10%	8%	100 %
2.	BPR has helped this organization to have clear systems, processes and procedures with a reasonable balance between employees' empowerment and safeguarding of organizational resources.	F	83	118	12	12	12	237
		%	35%	50%	5%	5%	5%	100 %
3.	This organization has successfully supported BPR with information technology which speeds up daily operations.	F	52	118	23	23	21	237
		%	21%	50%	10%	10%	9%	100 %
4.	The organization has created the platform for proper identification and solving problems encountered in implementing BPR.	F	81	103	15	23	15	237
		%	34%	44%	6%	10%	6%	100 %
5.	The implementation of BPR has enabled to differentiate good performers from poor performers.	F	95	81	15	23	23	237
		%	40%	34%	6%	10%	10%	100 %
6.	The implementation process was supported by appropriate systems of motivational schemes for better performance.	F	71	47	28	45	16	237
		%	30%	32%	12%	19%	7%	100 %
	Cumulative Average	F	82	97	19	24	15	237
		%	35%	41%	8%	10%	6%	100 %

Respondents' response on the availability of an enabling environment in the organization as we see in the table 4.9 above more than 75% of the respondents' response from the cumulative average shows positive opinion. However, not small number of responses such as around 16% of responses shows the negative one. Among the items listed to evaluate the availability of an enabling environment in the organization 82% of respondents' responses expressed their positive opinion where as 8% marked the option D and there is no SD for the item whether there is good relationship among members of the organization or not. From the figures we can say that there is good relationship among members such as department, units,

teams and even individuals in the organization. Having good relationship among change players in the change process is critical in an organization as change requires effective team work and integration as it is mentioned in the literature review part. For the item to see the role of the change tool in terms of establishing good systems, having workable policies and procedures and empowering employees 85 % of respondents has expressed their positive opinion but here even though the amount is small 5% of respondents' response show SD. This implies that the BPR undertaken has brought good system and created suitable working environment in the organization. However, in relation with the use of information technology in supporting the change process as per the figure observed in the table though 71% of responses show respondents positive opinion 19% of responses which can' be seen in the other items show negative opinion. This implies that the change process has got limitation in terms of being supported by the required information technology. But IT is one of the major critical elements in undertaking BPR in an organization.

The other item used to assess the enabling environment for the change is creating plat form to identify and solve problems encountered in the implementation process. Here also even though around 78% of responses show positive opinion at about 16 % of the total response depicts negative opinion. In terms of identifying and solving problems the figure implies that there is some sort of limitations.

So from this quantitative analysis it is indicated that there are no independent organizational and managerial factors which are exclusively related to the enabling environment variable. And it is concluded that although some respondents have lower level or neutral view towards the availability of an enabling environment gained from the change tool implementation, almost all employees who are either from the core or support processes have common understanding in the BPR implementation, and this is an indication of good efforts in the organization enabling environment.

With regard to an enabling environment the information gathered in the interview confirmed that there is lack of explicit and formal performance based motivation system applied or available for effective implementation of BPR in the organization. This could have a negative impact on the sustainability of the change tool. However, it is also mentioned by some of the management team members in the interview that the motivation scheme which is under study will be finalized and implemented soon so the problem might not stay for long.

Thus these results of quantitative and qualitative findings imply that there is no significant perception difference between respondents towards an enabling environment variable. And this condition implies and also leads to generalize almost all employees of the organization have common understanding in these managerial and organizational variables.

Finally, we can conclude that despite the fact that some or far below the average views' of respondents have negative view, and some of the specific cases mentioned in the analysis which have some actual limitations the organizational and managerial factors when they are evaluated at organizational level are found to be satisfactory and the attitude of employees regarding the implementation of BPR is very good in the organization.

4.2.3 Analysis of Other Related Variables

Subsequently in order to comprehend the concern of individual and organizational factors affect employee's attitude in the implementation of the change process respondents are requested in the open ended part of the questionnaire to provide their opinions about the major problems and challenges their organization faced in implementing BPR. The open ended questions are focused on what key problems and challenges are being faced; why these problems are pertaining and what should be done to alleviate these problems.

Table 4.10 Respondents view on key problems and challenges

S.No.	Major Themes	Respondents Number	Percentage	Remark
1.	Competency gap of employees	205	86 %	
2.	Implementation problems	200	84%	
3.	Lack of coordination and integration	182	76%	
4.	Reluctance and resistance of employees	22	9 %	
5.	Others (different cases)	21	9 %	

According to table 4.10 above, the largest portion of the figures 205(86%), which is most repeatedly cited theme is competency gap of employees. This shows that the critical problem in implementing BPR in the organization is related with having the required skill and knowledge up on employees. This problem might be existed due to lack of having proper awareness creation sessions using different mechanisms.

On the second place next to this theme is implementation problem which has 200(84%) of the total. When we evaluate and analyze the kind of this implementation problem, it has close relationship with the competency gap. The implementation problems could exist due to lack of technical skill on performers, lack of working manuals and shortage of appropriate direction and follow up. Lack of coordination and integration is the other point raised as a problem by some respondents at about 182 (76%) of respondents have mentioned this as one of the possible problem in the implementation of the change tool. Respondents have also mentioned some points related with reluctance and resistance of employees even though this point is not stated by many of the respondents. As we see in the table above 22(9%) of respondents indicated this as the possible problem. Employees' resistance and reluctance may be caused due to the other reasons mentioned by many respondents like competency gap of employees and some implementation problems mentioned above. Employees usually get reluctant and become resistant if they lack competency up on something then lose interest. Therefore the reasons mentioned by respondents are interrelated each other. Then other issues like lack of transparent evaluation mechanism, lack of equal pay for equal jobs, and problems of resources or input allocations has got 21 (9 %) of the total response.

This implies that although there is encouraging results in terms of employees' attitude towards the implementation of the change tool in the organization still a number of 22(9%) opinion of reluctance and resistance cases require further study to analyze the root causes.

Next to identifying the key problems and challenges analyzed above respondents are requested to propose solutions of their own to alleviate the problems they have already mentioned via the open-ended questionnaire, and the result of this question is summarized in the following table:

Table 4.11 Respondents view on possible solutions

S.No.	Major Themes	Respondents Number	Percentage	Remark
1.	Sufficient training and awareness creation program	198	84%	
2.	Alignment of incentives	190	80%	
3.	Appropriate technical support by subject expertise	132	56%	
4.	Continuous monitoring and follow up during implementation	34	14%	
5.	Establishment of good system	32	13.5%	

As we observe in the above table 4.11 the summary of the respondents opinion in the open ended part of the questionnaire 198(84%) of respondents proposed that providing sufficient training and awareness creation are the possible solutions to alleviate the problems mentioned by them. As the second possible solutions proposed by the respondents is alignment of incentives. 190 (80%) of respondents proposed this as solution to alleviate the problems. These two issues are very critical or have got strong impact upon employees' attitude in the implementation of change tool in the organization. Application of appropriate incentive mechanism motivates employees to understand and perform much and go along with the required momentum in the change process. Even in the above analysis of table 4.9 above we have observed that for the point that used to assess whether the implementation process was supported by appropriate systems of motivational schemes or not 26 % of respondents expressed their negative opinion. This confirm that the implementation process has got some sort of limitation and it is possible to say the organization need to work differently in terms of supporting the process with appropriate incentives mechanisms.

Sufficient training and awareness creation program is the other point proposed as a solution to alleviate the problems mentioned above. As we see from the table this point is also proposed by many respondents. But this idea might be contradict with similar idea in the other part of the questionnaire. Respondents have already given positive opinion that is 90% for the question that asks if the training and awareness programs given to employees created clarity about the change process. However, we can't say there was lack of training and awareness creation programs; it is obvious that having additional training and capacity building sessions in the organization more clarify ambiguities if there is and capacitates employees for better implementation of the change process.

Acquiring technical support from subject matter experts is the other point raised as a solution for the problems. 132 (52%) of the total respondents proposed this idea as a solution. An advisory or consulting team in the implementation of BPR is one of the bodies with others like steering team and technical team required in the governance structure of BPR implementing organization So it is rational to have an experts power to solve problems like competency gap and implementation problems indicated by employees in the previous table.

Continuous follow up and establishing good system are the other points proposed by respondents as solutions to alleviate the problems. These two points are proposed by almost equal number of people. 34 (14%) and 32 (13.5%) respectively of the total respondents proposed these solutions. The points such as having a continuous follow up and establishing good system is naturally interrelated each other.

Establishing good system means it is having a system of monitoring and follows up, a mechanism of solving problems and providing immediate solutions and having appropriate policies and procedures etc The information gathered from the interview is also recognized these points assertively. A continuous capacity building programs to employees, having a consulting body on technical matters and a close monitoring and follows up are the issues raised by all interviewees repetitively as solutions to minimize problems and increase the attitude of employees towards implementation of any change tools including BPR in their as well even in other organizations.

To sum up continuous monitoring and follows up mechanisms, equitable incentive system, capacity building programs, having a consulting body for technical issues and establishing good supporting system are the organizational and managerial variables that affect the attitude of employees in the implementation of the change tool in the organization

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents the summary of the major findings of the study, conclusions and possible recommendations based on the analysis and interpretation of the data that are collected through questionnaires, interview, and group discussions. the attitude of employees towards the implementation of BPR in the Ethiopian Airports Enterprise.

5.1 Summary of the Major Findings

This study attempted to investigate the attitude of employees towards the implementation of BPR in the Ethiopian Airports Enterprise (EAE). The study provides the management of the organization and other concerned bodies possible policy recommendations and change management tool implementation methodologies based on the findings. Therefore it helps the management of the organization not only to inform about current employees' attitude towards BPR implementation but also to decide on future directions and planning activities of reform efforts undertaking in the organization in general and about BPR implementation in particular. Moreover other government organizations which are engaged in BPR and other change management tool implementation may also learn from these findings and inculcate important lessons onto their specific contexts.

Regarding Individual Variables on Attitude of Employees.

☞ The collected primary data from employees through the survey questionnaire indicated that majority 76% of the respondents have expressed their agreements on the scale and this shows employees of the organization have positive attitudes towards the implementation of BPR in the organization. Having larger amount of employees positive attitude towards the implementation of a change tool specifically BPR which require the involvement of all in an organization is a good opportunity for the organization to implement its strategy successfully.

☞ Furthermore, in the analysis of employees in the work process as core & support process since this classification is basic in the concept of BPR, it is discovered that the core processes employees have higher or better positive attitude than the support processes employees. Having greater amount of positive attitude in the core staff is remarkable in the implementation of BPR as the core staff employees are more responsible to accomplish the mission of the organization.

☞ Regarding employees' attitude in terms of gender, there is no significant difference between the views of male and female employees in the implementation of BPR in the organization. As the matter of fact it can be possible to say that gender does not affect the attitude of employees in the organization.

☞ Employees attitude in terms of age group the age group 25-34 in which many employees belong to have higher positive attitude towards the implementation of the change tool than the other groups. Employees from the second largest group, 35-44 age groups, has got positive attitude next to the first group. Though the number of employees in the age group of 45-54 years is small as it is compared with the other, employees in this age group do not have positive attitude towards the change tool in the organization.

☞ It is also ascertained that employees in the organization do not have significant attitude difference towards BPR implementation based on educational differences. More than 90% of employees from the three level of education such as 10th- 10+2, college diploma and 1st. degree holders have positive view towards the change tool. Significant number of the professional groups, first degree holder employees has replied their agreement towards the change tool. Thus this result implies that scholars in the studied organization do have positive perception to the implementation of the change tool.

☞ The other individual variable under the bio-data of the study is work experience. The second experience group, 6 to 10 years experience, which has large number of workers in the organization shows higher positive attitude than the others work experience group. Having positive attitude in this experience year's group is critical and essential for the organization as the group is the largest group and potentially sufficient group as their experience in the organization is small as compared with the other groups.

☞ The second largest experience group in the organization, 11 to 15 years experience group, is the second work experience group which show positive attitude towards the implementation of the change tool next to 6 to 10 years experience group .

When we summarize the above findings in general employees' attitude gets lower as their experience gets higher in the organization. That is might be due to fearing of losing jobs or positions since BPR is a change tool that brings a radical and fundamental change in an organization.

However, the number of employees is getting less as the experience is getting higher. Therefore, it can be said that the largest working force in the organization has got positive attitude towards the

implementation of BPR which is desirable for getting the intended result out of the implementation of the change tool.

Regarding Variables Related To Organizational and Managerial Factors.

After the analysis of individual related variables, it makes sense to know that how organizational and managerial related variables affect employees' attitude towards BPR implementation in the organization. The following findings are determined from the investigation in relation to this variable:

☞ In general, it is found that the leadership commitment and support the implementation of the change tool in the organization is good. The leadership of the organization has played its leading role well in the change process.

☞ The leadership role in terms of providing adequate training and building employee's capacity at the time of implementation is very remarkable as it is compared with other roles like solving problems and involving employees in the change process.

☞ Solving problems during implementation of the change tool have been done better than involving employees to the required level in the change process. Therefore, making employees involve in the change process require much effort to be done well in the organization from the leadership perspective.

☞ Likewise, the commitment of leadership in sustaining and keeping the momentum of the change was encouraging and good efforts were made especially from the top leadership than from the middle level.

Regarding Variables Related to the Extent of Communication to Employees

The extent of effective communication to employees, during the implementation of BPR in the organization is found to be very satisfactory.

☞ In terms of creating awareness through trainings have been done well moreover, choosing the appropriate channel to communicate the change tool is also done satisfactorily

☞ Regarding communicating of problems and challenges while implementing the change tool, by applying different communication strategies using mechanisms such as Microsoft outlook, weekly report by employees, periodic meetings, orientation and training to create awareness & develop common understanding on the change tool have been undertaken to the required level . This implies that the

communication aspect has been addressed well in the organization. That is why the employees have positive attitude in general towards the change tool.

Regarding Variables Related To Enabling Environment

In relation with the availability of an enabling environment in the organization, generally the organization has created conducive and enabling environment to employees in the implementation of the change tool in the organization.

☞ It is assured that there is good relationship among members of the organization such as department, units, teams and even individuals in the organization.

☞ The management has played significant role to create enabling environment in terms of establishing good systems, having workable policies and procedures and empowering employees. However, in relation with the use of information technology in supporting the change process, the change process has got limitation and not possible to say the process is being supported by the required information technology system.

☞ With regard to creating platform to identify and solve problems encountered in the implementation process, much effort has been exerted and significant change has been achieved. However, the process lacks sustainability throughout the implementation of the change tool due to lack of effective employees' involvement.

☞ Moreover, the information gathered in the interview confirmed that there is lack of explicit and formal performance based motivation system applied or available for effective implementation of BPR in the organization.

Regarding Variables Related to Institutional Factors

☞ The other related factors that affect the implementation of BPR in the organization is competency gap of employees reflected at various level up on employees in the working process. The implementation problems has existed due to lack of technical skill on performers, lack of working manuals and shortage of appropriate direction and follow up.

☞ The implementation process has also encountered problems on having sufficient coordination and integration activities. Organizational change always requires the mobilization of everybody in the

organization and this again requires proper coordination and integration among members in the organization so that the involvement of all could be recognized and utilized to the required level.

☞ Providing sufficient training and awareness creation are the possible solutions to alleviate the problems existed in the implementation process. In addition application of appropriate incentive mechanism motivates employees to understand and perform much and go along with the required momentum in the change process. In respect to having incentives the organization needs to support the implementation process with appropriate incentives mechanisms.

5.2 Conclusions

Having large number such as 76% of employees' positive attitude towards the implementation of the change tool in the organization shows there is a sustainable situation for BPR in the organization. In addition, even though the attitude of employees towards BPR implementation in the organization is satisfactory, it can be concluded from the findings that its sustainability is being affected by various individual as well as organizational and managerial factors. The implications of these specific factors and the conclusions are presented below:

- In terms of organizational set up core process employees have better and positive attitude than support process employees towards the change tool implementation in the organization. And this implies good for the organization as the core process employees are the main working force that accomplishes the overall mission of the organization and again the larger number of employees in the organization.
- Since, there is no significant difference between the views of male and female employees; it is possible to conclude that gender does not affect the attitude of employees in the organization.
- Age affects employees' attitude towards the change tool to some extent. As the age increases the attitude has become negative but as well the number of employees gets lower. The early age workers have better attitude than the late employees in the organization
- It is also ascertained that educational differences do not have significant attitude difference towards BPR implementation in the organization.

- Similar to age of employees, work experience of employees affects attitude of employees toward BPR implementation in the organization. Employees whose experience is small in the organization have shown positive attitude while those who have long years experience haven't.

- The leadership commitment and support in the implementation process of the change tool ,BPR, in the organization is high and though there are some limitations in the lower level and in the middle level to some extent due to lack of technical skill .

- The level of communication to employees in the implementation of BPR in the organization is very satisfactory so employees of the organization have well communicated and are aware of the change tool.
- The communication and awareness creation sessions were carried out by applying different communication strategies using mechanisms such as Microsoft outlook, weekly report by employees, periodic meetings, orientation and training to create awareness & develop common understanding on the change tool.

- Respondents' response on the availability of an enabling environment in the organization more than 75% of the respondents' response from the cumulative average shows positive opinion. However, not small number of responses such as around 16% of responses shows the negative one. With regard to an enabling environment the information gathered in the interview confirmed that there is lack of explicit and formal performance based motivation system applied or available for effective implementation of BPR in the organization. This could have a negative impact on the sustainability of the change tool.
- Lack of having the required skill and knowledge up on employees on the change tool, implementation problem such as lack of working manuals, limitations in terms of coordination and integration and to some extent resistance of employees are some of the points raised by respondents as problems of effective implementation of the change tool in the organization.

- Providing sufficient training and awareness creation programs, alignment of appropriate incentive mechanisms, acquiring technical support from subject matter experts, continuous follow

ups and establishing good system are the possible solutions that forwarded by respondents to alleviate the problems existed and upraise employees' attitude in the implementation of the change tool in the organization. Application of appropriate incentive mechanism motivates employees to understand and perform much and go along with the required momentum in the change process.

To sum up, employees of EAE have good and positive attitude in general towards the implementation of BPR in the organization. However, factors such as mainly individual, managerial & organizational negatively affect the attitude of employees in the organization. Moreover, critical issues like communication and awareness creation programs, mobilization and close follow-ups, ensuring an enabling and motivating environment through incentives mechanisms as well as capacity building issues need to be enhanced in the organization so as to be benefited much from the implementation of the change tool .BPR, and satisfy more all stakeholders of the enterprise.

5.3 Recommendations

Following, from the analysis, findings and conclusions undertaken yet, some general as well as specific and fundamental policy recommendations are provided and presented. Hopefully, the recommendations are helpful for effective implementation of the change tool so that the management of EAE and even other organizations may take care of it. It is obvious that there are some things identified in the study which require reconsideration in the implementation process as evidenced by the findings. In light of the findings the recommendations are categorized into capacity building through training and development, process consultation, establishing appropriate governance structure, establishing enabling environment and collaboration and coordination .

Capacity building through training and development:

- ✓ In order to tackle the indicated competency gaps of individual employees and leaders, the EAE management in general but the human resource development section and the organization change and reform unit in particular have to pay due attention and work together to capacitate employees with the necessary skill and knowledge about BPR or even other change management tools that could be implemented in the organization in the future. This should be implemented through well organized and designed system in collaboration with organizational reform oriented institutions to newly recruited and existing employees as well as different level management leaders. This must be applied through proper identification of individual gaps, design of intervention, delivery and evaluation of outcome.
- ✓ EAE management has to be strictly serious in introducing BPR to newly employed employees during induction programs and arrange separate training programs on this and even other change tools to make them aware about and involve them actively in the change process.

Process consultation:

- ✓ The capacity building program and the organizational reform programs should be undertaken with support of technical professionals who are the subject matter expertise experienced in consulting different organizations better if acquire experience in the sector. Process consultation is the appropriate consultation method for organizational reform programs specially in conducting

BPR in an organization. In process consultation method the subject matter expertise or the consulting team undertake its consultation by working together with the technical team of the organization that carry out the change process in the organization. Such type of consultation process is appropriate to EAE to minimize the competency gap of utilizing the change tool by employees and avoid the implementation problem that can be existed during the implementation process.

Establishing appropriate governance structure:

- ✓ Establishment of good system in the implementation process like having governance structure of its own for the implementation of BPR in the organization which is out of the regular operation or day to day activities and implementation plan are some of the systems need to be established. The implementation plan serves as a road map for undertaking the change process. While preparing the implementation plan implementers will have the chance to see the possible challenges and problems that come across in advance so that they can prepare alternative ways of action as remedy. The implementation plan provides information about the resource required for the implementation, period of time for testing, mechanisms for monitoring and evaluation and responsible bodies for specific activities.

Establishing enabling environment:

- ✓ Administrative interventions are those activities and decisions taken by the top executive to alleviate the observed problems and challenges step-by-step in the short term. Problems observed in communication and mobilization especially the absence of an enabling and motivating environment needs urgent decision. These decisions may relate to the review of existing remuneration and providing new motivating incentive schemes in the organization.
- ✓ EAE management has to play its role in mobilizing employees in the organization through arranging workshops, forums and conferences where the management members and all other staff in the organization participate. Such types of arrangements are critically important to create learning opportunities and problems solving mechanisms that can be shared among the community of the organization. Moreover, such arrangements can facilitate the initiation of directions to be taken by the higher government officials.

- ✓ The top leadership of the organization must strengthen its support and follow up sustainably to keep the momentum of change consistently. They need to create followers both at the middle and lower level who are passionate to realize the objectives of changes implemented in the organization. They should attempt to lead the change from top to bottom approach by practically visiting actual situations, encouraging good performers and exchanging feedbacks.

Collaboration and coordination:

- ✓ All the core business unit and other support process units in the organization should work together collaboratively with the change and reform unit which is the most responsible unit to introduce and implement change management tools including BPR in the organization. Since implementing organizational change requires the mobilization of all in an organization the collaborative effort of the involving units is critical in the organization.
- ✓ The change and reform unit should coordinate the change process by providing the necessary support in terms of designing mechanisms and strategies and employing the required monitoring and follow up.

References

- Ahadi Hamid (2003). *An Examination of the Role of Organizational Enablers in Business Process Reengineering and the Impact of Information Technology*. School of Economics & Management. Tsinghua University: Tsinghua.
- Akin, G. (2006). *Managing Organizational Change. A Multiple Perspectives Approach*. McGraw-Hill: Irwin.
- Ajzen, I. (2004). *Attitude Assessment*. University of Massachusetts – Amherest, London: Sage Publications.
- Al-Mashari, M., & Zairi, M. (1999). BPR Implementation Process: An Analysis of Key Success and Failure Factors. *Business Process Management Journal*, 5(1), 87-112.
- Asli Goksoy (2012). *Business Process Reengineering: Strategic Tool for Managing Organizational Change: An Application in a Multinational Company*. American University: Bulgaria.
- Atakilti and Tesfaye (2011). *Design and Implementation of BPR in the Ethiopian Public Sector: An Assessment of Four Organizations*, Organization for Social Science Research in Eastern and Southern Africa (OSSREA). Addis Ababa: OSSREA Publishing.
- Brinkerhoff, D.W. & Goldsmith, A.A. (1992). Promoting the Sustainability and Development of Institutions: a framework for strategy. *World Development*, 369-383.
- Conner, D. R. (1992). *Managing at the Speed of Change: How Resilient Managers Succeed and Prosper Where Others Fail*. New York: Villard Books.
- Creswell, W. (2009). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches* (3rd edn.). Upper Saddle: Pearson Allyn & Bacon, NJ.
- Ethiopian Civil Service College (2009) *Proceedings of the 5th National Conference on: Assessment of the Practices of Civil Service Reform Program in Ethiopia*, November 18-19, Addis Ababa-ECSC.
- Ethiopian Management Institute- EMI (2012). *Proceedings of the 2nd National Conference on Management Development in Ethiopia*, July14-16, Addis Ababa-EMI.
- George, J.N. and Jones, G.R. (1996). *Understanding and Managing Organizational Behavior*. Reading: Mass, Addison-Wesley Publishing Company.
- Habtamu, H (2010) *An Assessment of Service Delivery Performance in the Aftermath of Business Process Reengineering Implementation, the Case of Ethiopian Civil Aviation Authority* (Unpublished master's Thesis Submitted To Addis Ababa University) Addis Ababa.

Haghighat, F. (2012). Designing the Model of Effective Factors on Acceptance of Business Process Reengineering (BPR): Interdisciplinary Journal of Contemporary Research in Business. Najafabad: Akmal Publishers.

Hailekiros, S. & Ajit Pal, S. (2012). Evaluation on BPR Implementation in Ethiopian Higher Education Institutions, Global Journal of Management and Business Research Volume 12 Issue 11, July 2012.

Hammer, M and Champy, J. (1993). Re-engineering the Corporation. Newyork, NY: Harper and Collins.

Hammer, M. (1990). Reengineering Work: Don't Automate, Obliterate. Harvard Business Review, 69(4), 104-112.

Hultman, K. (1998). Making Change Irresistible: Overcoming Resistance to Change in your Organization, Palo-Alto, CA: Davies-Black Publishing.

Huizing, A, Koster, E. and Bouman, W. (1997). 'Balance in Business Reengineering: an Empirical Study of fit and Performance'. Journal of Management Information Systems, vol. 14, no. 1, pp. 118.

Hussey, D. (1995). How to Manage Organizational Change. London: Kogan Page.

Ioana V. (2013) Organizational Change and Employees' Reactions – A Theoretical and Practical Framework Ph.D Student Academy of Economic Studies. Bucharest: Riana.

Matebu, Y. (2009). Awareness and Attitude of Employees towards BPR in selected Ministries. Conference Proceeding in EMI. Addis Ababa: ECSC.

Martin, P. (2006). Public Attitudes and Behavior About Environmental Change: What Shapes Them and How to Influence Them?. (3rd ed.) Purdue: Outreach Publication (0601).

Marlen, C. (2012). A Review of Success Factors and Challenges of Public Sector BPR Implementations; 45th Hawaii International Conference on System Sciences: Hawaii.

Mehret, A. (1997). Public Administration in Ethiopia (1974-1992). Administrative and Policy Response to Turbulence Published PhD Thesis. New York, NY: State University of New York.

Melone, J. (1998). When People Work Scorecard: Understanding Attitudes and Gaining Commitment in BPR. Ohio: Idea Group Publishing.

Mengesha, GH and Common, R. (2007). 'Public Sector Capacity Reform in Ethiopia: a Tale of Success in Two Ministries.' Public Administration and Development, vol. 27, no. 5, pp. 367–380.

Organizational Responses to Discontinuous Change and Reengineering, Strategic Management Journal, 11: 93-110.

Mohammed, K. (2011). Business Process Reengineering Factors and Employee Performance: The Case of Addis Ababa City Administration, A Research Report Presented to Graduate School of Business Administration, Addis Ababa University.

Phillips, P.J (2002) Case Study of the Efficacy of Human Resource Managers Serving as Change Agents (Unpublished Dissertation).

Qayoumi, M. H. (2000). Benchmarking and Organizational Change. Alexandria, VA: APPA- The Association of Higher Education Facilities Officers.

Schabracq, J. (2007). Changing Organizational Culture: The Change Agent's Guidebook, University Of Amsterdam, The Netherlands, John Wiley and Sons Ltd.

Tilaye, K. (2007). Civil Service Reform Program: In Proceedings of the First National Conference on the Achievements, Challenges and prospects of the Civil Service Reform Program Implementation in Ethiopia. Addis Ababa: Ethiopian Civil Service College.

Thurstone, L. (1946). Commitment, American Journal of Sociology, Vol 2 39-50.

Vakola and Nikolaou (2005). Attitudes towards Organizational Change: What is the Role of Employees' Stress and Commitment?. Athens: Athens University of Economics and Business, Athens.

Visagie, C. (2010). The Relationship Between Employee Attitudes towards Planned Organizational Change and Organizational Commitment: An Investigation of a Selected Case within the South African Telecommunications Industry. Pretoria: University of South Africa.

Vithessonthi, C. (2005). Published Dissertation on A Perception-Based View of the Employee: A Study of Employees' Reactions to Change. Gallen: The University of St. Gallen.

Annexes

Annex-1

A survey Questionnaire for EAE employees

The purpose of this questionnaire is to gather data for the study of **employees' attitude on BPR implementation**. The findings of the study will serve as an input to improve BPR implementation process in your organization. So we kindly request you to respond to all questions honestly and to the best of your knowledge. We strongly confirm that your responses will be kept confidential. Finally, we would like to thank and appreciate, in advance, for your kind cooperation and filling the questionnaire.

Instructions :

- No need of writing your name in the questionnaire.
- Before you try to answer the questions, please read carefully and understand them well.
- To indicate your response, **please tick () on the appropriate box or write on the space provided** that most closely represents your opinion.

Part One: General Information

1. Name of your Department/Process you are currently working in _____

2. Your Current Title/Position _____

3. Gender: Male Female

4. Your Age: < 25 years 25-34 years 35-44 years 45-54 years > 55 years

5. Your Highest Educational status:

< 10th Grade 10th – 10+2 College Dipl. or 10+3 1st Degree
 Master's PhD

6. Your Total Work Experience in this organization:

0-5 years 6-10 years 11-15years
 16-20years 21 years and above

Part Two: Perception of employees about **BPR** implementation.

7. Please indicate your level of agreement or disagreement on the following statements. While responding **circle** your answer from the alternatives given in the table below.

Strongly Agree = 5 **Agree** = 4 **Neutral** = 3 **Disagree** = 2 **Strongly Disagree** = 1

		SA	A	N	D	SD
7.1	The initiative of implementing BPR by government organization is primarily to improve the efficiency and effectiveness of civil service institutions.	5	4	3	2	1
7.2	As a result of implementing BPR in your organization, empowering the employees is the right action to facilitate decision making					
7.3	BPR is an appropriate tool to solve the problems of service delivery in this organization.					
7.4	BPR is an appropriate intervention to serve citizens with better speed, quality and cost.					
7.5	Employees in this organization have shown a sense of ownership to BPR implementation					
7.6	The leadership of this organization has shown a sense of ownership to BPR implementation.					
7.7	The implementation of BPR is an essential tool in improving the measurement and management of performance in this organization.					
7.8	The perceived importance of BPR is getting improved by employees from time to time.					
7.9	In this organization, implementing BPR does not have an impact on employees' job security.					
7.10	The Government should work to sustain BPR for the future.					

8. In your opinion, how is/was **the level of Leadership Commitment and Support** to implement BPR in your organization effectively? Please **Circle** your answer.

		SA	A	N	D	SD
8.1	The leadership takes the leading role by being example from idea initiation stages of BPR implementation in this organization.	5	4	3	2	1
8.2	Employees are provided adequate training that can help them in implementing BPR in their respective assignments.	5	4	3	2	1
8.3	The leadership support is consistently available to employees in solving problems encountered while implementing BPR.	5	4	3	2	1
8.4	The leadership uses a pull approach in making employees accept both BPR initiatives.	5	4	3	2	1

8.5	The leadership involved employees from the beginning of up to the implementation phases of BPR .	5	4	3	2	1
8.6	The leadership is providing credit to employees' contribution in implementing BPR .	5	4	3	2	1
8.7	The leadership of the organization is providing due attention to sustain the implementation of BPR through continuous follow up and feedback.	5	4	3	2	1

9. Extent of Communication to employees towards implementing BPR.

Please indicate your level of agreement or disagreement on the following statements. While responding **circle** your answer from the alternatives given in the table below.

9.1	Training and awareness programs created clarity about the purposes and needs of implementing BPR	SA	A	N	D	SD
		5	4	3	2	1
9.2	There has been a clear channel of communication about BPR implementation across the organization.	5	4	3	2	1
9.3	This organization always attempts to identify problems and challenges in implementing BPR and communicates to employees accordingly	5	4	3	2	1
9.4	The organization tries to share best practices among employees about BPR implementation.	5	4	3	2	1

Availability of an **enabling environment** for proper implementation of BPR in the organization.

10. Please indicate your level of agreement or disagreement on the following statements. While responding **circle** your answer from the alternatives given in the table below.

10.1	There is a positive relationship among organizational members in the process of implementing BPR .	SA	A	N	D	SD
		5	4	3	2	1
10.2	BPR have helped this organization to have clear systems, processes and procedures with a reasonable balance between employees' empowerment and safeguarding of organizational resources.	5	4	3	2	1
10.3	This organization has successfully supported BPR projects with information technology which speeds up daily operations.	5	4	3	2	1
10.4	The organization has created the platform for problem identification and forum for solving problems encountered in implementing BPR	5	4	3	2	1
10.5	The implementation of BPR has enabled to differentiate good performers from poor performers.	5	4	3	2	1
10.6	The implementation of BPR is supported by appropriate systems of motivational schemes for better performance.	5	4	3	2	1

Part Three: Attitude of Employees towards the Major Factors that influence the implementation of BPR .

11. What are the major problems and challenges you have noticed on employees of this organization with regard to the implementation of BPR?

13. Please write again the possible solutions or remedies to take that you propose to alleviate the problems and challenges you mentioned above.

Interview Guiding Questions .

.....

1. (BPR implementation)
.....?

➤?

➤?

2.
.....?

➤?

➤?

➤ / /?

3. (Communication) ..
..... (Organized Mobilizations)

➤?

➤ (.....)

➤

4.
.....?

5. / /?

➤?

6.
.....?

➤ ? ?

7.?

.....!!!!!!