ST. MARY'S UNIVERSITY COLLEGE

FACULTY OF BUSINESS

DEPARTMENT OF MANAGEMENT

Challenges and Prospects of BPR Implementation in Administrative Business Process: The Case of Nifas Silk Lafto Sub City

By - Negussie Abnet

July, 2010

SMUC

ADDIS ABABA

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Approved by the committee of examiners

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EXCUTIVE SUMMARY

Providing timely and quality service delivery system is one of the primary and key tool in achieving good governance and socio-economic development. In order to realize this and satisfy the need of customers, organizations use different types of management tools. Now a day, to enhance efficiency and effectiveness of government service delivery, business process reengineering is introduced in Ethiopia. The major purpose of this study is to identify the current problems (challenges) and achievements of BPR implementation and to come up with the possible solution to minimize the existing problems. The researcher used both quantitative and qualitative data that are collected using questionnaire, interview and observation of real environment. The data collected are analyzed by using percentage and tables. The findings indicated that the results obtained from BPR implementation are not as expected as the intended change at the time of design. This is due to lack of adequate skilled man power, unclear boundary of task between Kebeles and Sub-city, absence of motivational mechanism, unavailability of customers' document in the Kebele (office), and lack of finance and office equipment. On the other hand good relationship and complaint handling mechanism, employees' empowerment, good team spirit, customers and employees positive attitude towards BPR are factors of positive achievements. Finally, it is recommended that there should be a clear demarcation between Sub-city and Kebele responsibilities. In addition employees and customers' motivation mechanism should be addressed properly.

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CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Business process Reengineering is one of the critical tools used as a mechanism to bring radical, fundamental and dynamic transformation in a way of doing only a given undertaking. It is used as a mechanism of throwing away the old way of doing things and starting a fresh. It requires a radical and break through transformation on every possible standards including cost, speed, customer satisfaction and other things. Because of its radical nature, BPR is a very challenging task (Linden 994, Hammer and Champy,1993, p.268).

According to Michael Hammer and James Champy, "BPR is the fundamental rethinking and radical redesign of the business process to achieve dramatic improvements in contemporary measure of performance such as cost, quality, service and speed". BPR requires challenge of fundamental assumptions on which bureaucracies are built and radically redesign these organizations around desired outcomes rather than functions or departments (Linden 1994). It is about rejecting the conventional wisdom and received assumptions of the past and re inventing new approaches in every aspects of business in the organization.

The structure and the system of the Ethiopian civil service has been operating in the traditional way for a long time. The service delivery was not functioning along with the need of customers and dynamic global and local change. As a result, the country's civil service was not efficient, effective and customer focused.

In order to minimize these problems nowadays the Ethiopian government launched a comprehensive civil service reform program (CSRP), which focuses on five major areas; expenditure control and management, human resource management, top management system, service delivery, and ethnics.

In order to satisfy the need of their customers, private or government organization use different types of management tools, each of them have their own advantage and

disadvantage in different aspects. Nowadays, the new management tool that is introduced in Ethiopia is called Business Process Reengineering (BPR). Companies or organizations often reengineer when they want to dramatically change their way of doing business or when the current way of doing activities is not efficient and effective. From practice of some international companies, BPR produces highly positive results including significant reduction in cost, time and errors, increasing customer satisfaction and better overall organization efficiency and effectiveness.

In Ethiopia implementation capacity building lies at the heart of development strategies. That is why government institutions, now give high concern for institutional capacity building. BPR is one of the critical tools selected and being implemented in the government institutions so as to put into concrete practices what has been laid down as a basic guide lines, principles, and paradigms by the reform program. As a nation, most organizations and sectors have already entered the implementation phase of BPR.

In the same manner Addis Ababa city administration has carried out BPR studies, in a number of bureaus, agencies, and all sub cities have started implementation. For the purpose of my study, I selected Nefas Silk Lafto sub- city, in the case of Land and Construction Permission.

1.2. Background of the Organization

Nifas Silk - Lafto sub-city is one of the sub cities of Addis Ababa administrative office. It was established in 1995E.C./2002. It is bounded to the north by Kolife Qeranio and Lideta sub – Cities, to the south east by Oromia region, south west Akaki Kality sub- city and to the North West direction by Cherqos sub city.

In the sub city there are 10 Kebeles and different major offices. These are General Manager, Capacity Building, Land and Construction Permission, Information, Education, Finance and Economic Executive Head Office, Trade and Industry, Law and Justice, Culture and Tourism, Women Affairs, Youth and Sport, Health offices. Among the 10 Kebeles, Kebele 15 and 16/17 were selected in the case of administrative business process office for the purpose of my study.

1.3. Statement of the Problem

In Ethiopia for the last few years, the concept of BPR has been used as a tool for institutional transformation in many federal organizations, regional bureaus and two administrative cities to realize the reform program. Nowadays almost all bureaus, organizations, sub cities and Kebeles have started BPR implementation. But due to different reasons, BPR programs are often accompanied by considerable amount of resistance from organization members and outside forces. There are also conceptions associated with the over all change effort; reform is a means for political end using by the ruling party, challenges of attitudinal change, organizational resistance, lack of organizational readiness for change, communication problem related to the culture for change, lack of training and education and the like. In addition to this, technical obstacles may prevent business process reengineering (BPR) implementation success.

IN Nifas Silk Lafto sub city, Kebeles 15 and 16/17, before the implementation of new management tool called BPR the service delivery was not efficient and effective this is because of backward attitude of the top and middle level managers and employees towards service delivery and due to the structural arrangement with many ups and downs. The service delivery was not customer focused. The employees of the Kebele was giving less value for customers, low educational status of the employees, lack of transparency, responsiveness and accountability. To overcome these problems, the reengineering team has set stretched objectives and crafted a new design. Furthermore the BPR design has been implemented in the last 7 months.

Recently conducted, observations and discussions made with some customers of the sub city revealed that, the service delivery system was not effective and efficient as expected from the BPR implementation point of view, especially in administrative business process. Therefore, this study was intended to investigate the achievements and the challenges faced during the implementation of BPR.

1.4. Research Questions

This research has attempted to answer the following questions.
- What are the intended changes incorporated in the design?
- What is the attitude of employees and customers towards BPR in Kebeles?

- What is the role and commitment level of top leaders and the middle level managers in Kebeles?
- What is the level of service delivery improvement as compared to the intended improvement? Is it dramatic?
- What are the factors contributing for improvement and the existing challenges or problems that need attention?
- What should be done to maintain the successes and overcome the problems or challenges?

1.5. Objectives of the Study

General Objective

The general objective of the study was to indicate the challenges and prospects of BPR implementation in Nifas Silk Lafto sub city administrative office.

Specific Objectives

More specifically, this research has endeavored to maintain the following particular objective

- Identify the intended changes incorporate in the design
- Assess the attitude of employees and customers towards BPR
- Understand the roll and the commitment level of top leaders and middle level managers in Kebeles.
- Show the big picture of service delivery improvement and recommend the improvement direction.
- Offer the possible measures that can be taken by the responsible body to minimize the existing challenges or problems and maximizing the success.

1.6. Significance of the Study

This research proposal paper would have the following importance or contribution.

- Provide new insights for the problems and challenges.
- Used as an indicator for the BPR designers and helps them to see challenges and prospects of BPR implantation
- Used as a key factor to bring a solution for BPR implementation.

1.7. Delimitation of the study

The scope of this study has been limited on Nifas Silk Lafto sub city Kebele 15 and 16/17 with special attention on the implementation phase of business processer found under the general manager offices particularly this research proposal was limited to land and construction permission administration business process.

1.8. Definitions of terms

In the definition of BPR, four key words has been considered that help us to understand the idea of BPR. The words are:

Fundamental Rethinking

It is asking the most basic questions about the organizations and how they operate questions like

- How do you do?
- What do we do? The way we do Reengineering takes nothing for grant. It ignores what in and concentrates on what should be

Radical Redesign

- Radical redesign means getting to the root of things, not making superficial changes or fiddling with what is already in place, but through way the old.
- Reengineering is about business reinvention not business improvement, business enhancement, or business modification.

Dramatic improvement

- Reengineering is not about marginal or incremental improvement, but about achieving quantum leaps in performance.

Process

- Process is a location of activities that take one or more kind of input and create an output of value to customers. (Hammer and Champy,1993;32–35)

1.9. Research Design and Methodology

1.9.1. Research Design

For the reason that the intention of the study was to describe the present practice of BPR implementation in Nifas Silk Lafto sub-city (Kebele 15 and 16\17), the research was designed to be descriptive type.

1.9.2. Population and Sampling Technique

Population

The total number of population in the main office and the two Kebeles were 120 and 58 employees were selected in business process. Among these ten (three managers and seven employees) from the main office, nine (three managers and six employees) from Kebele 15, ten (three managers and seven employees) from Kebele 16\17 were taken.

In addition to this, to keep the representativeness of the sample the researcher took 29 (50%) of customers who came to get service delivery from Kebeles (offices) in five days a week through judgmental sampling techniques.

From the selected business process employees of the size 58 two of them were second degree holders, seven of them were first degree holders and the remaining were certified by diploma and few by certificate.

Defining sampling unit

The focus group (sampling unit) were degree and diploma holders who are employees and general managers of Nifas silk Lafto Sub-city main office, Kebele 15 and 16/17, Moreover, some customers were also given a chance to be considered in the sample, they have contribute their ideas and feelings on the challenges and prospects of BPR implementation.

Sampling techniques

Both Simple random and stratified probability sampling and purposive non probability sampling techniques were used.

For the purpose of this research the population was classified in to three strata, namely Management bodies, Employees and Service users. After the sample elements were distributed proportionally, among each stratum, the general manager and service users were selected by judgmental sampling techniques and sample elements taken from managers and employees were selected using simple random probability sampling technique.

1.9.3. Types of Data Used

Two basic types of data were used, primary and secondary data. Primary data includes information from respondents, which were collected through questionnaire, interview, observation, and it was assumed that this data would provide original information to the study. On the other side, secondary data has was obtained from related literature, it includes different kinds of published and unpublished books, journal, internets and other relevant available materials.

1.9.4. Methods of Data Collection

The primary data was collected through questionnaires and interviews. The questionnaires were distributed to the target respondents found in the administrative office and the two Kebele offices. The questions were both closed and open ended in type. The second tool of collecting information that was used in gathering the desired data was semi-structured interview. This might help the researcher to get a chance to dig out and raise some main questions and based on the interviewees responses.

1.9.5. Methods of Data Analysis

Qualitative analysis methods under the descriptive statistics were applied to analyze the collected, organized and presented data. Furthermore, the qualitative methods of data analysis were also implemented to identify the differences in perception among different respondents.

1.10. Limitation of the Study

During the time of the study the researcher faced with the following problems

- Lack of earlier study related to the topic
- Lack of well organized information in the Kebeles(office)
- Lack of sufficient time to gather more information
- Respondents understanding about BPR

1.11. Organization of the Study

Back ground of the study, statement of the problem, research questions, objectives of the study, significance of the study, delimitation of the study, definition of terms, research design and methodology, has been organized in the first chapter of the research paper. In the second chapter, the review of related literature was presented. The third chapter dealt with data presentation and discussion. Summary, conclusions and recommendations of the research project was included in the fourth chapter.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. INTRODUCTION

In this chapter the related works in challenging and prospects of BPR implementation from other researchers, books, implementing guide lines (manual) and electronic sources are presented. I believe that this framework is helpful for the readers of this project work to comprehend and visualize the work of others.

So giving more emphasizes: to business companies, government organizations, and public enterprises, all of them, regardless of their site or any natural existence has been facing very challenging business environment that can determine their existence, success or failure.

Mainly, for today's world globalization:

- Put organization in challenging and impose the need to reduce costs.
- Seek greater responsiveness to customers needs.
- Challenge in changing flexible need of customer to cope up with fierce competition and rapid changing environment.
- Drive for challenging business life.

Therefore, three forces separately and in combination with 3Cs drive the changes. These are Customer, Competition and Change.

Even though these factors (3Cs) are hardly new in names, their characteristics are remarkably far different from what they were in the past. In the new world their nature create challenge in organizations in addressing the flexible and changing characteristics of customers, living and responding the changing (flux) nature of competition and change.

The new world requires the organization to build a working system that is responsive, flexible and customer focused. The old business system does not fit this nature. The companies (organizations) must learn to work in today's new world, they have to confront the reality facing them, they have to learn reengineering. This is the critical and central solution for the reality. This is a paradigm shift.

Reengineering is:

- Responding to the reality in order to live within today's new business world and is a fitting system for today's business world.
- The solution for today's business environment as Adam Smith's ideas were to the industrial revolution for the last two hundred years.
- Generally these 3Cs – customer, competition and changing have created a new world for business.

The old way of doing business, the principles and techniques that succeeded the business yesterday do not no longer fit today's business world. Therefore, even though a lot of reform has been made within bureaucracy (decentralization, down sitting and the like to reduce the costs of bureaucracy), these traditional way of doing business cannot respond the need of flexibility, responsiveness and customer focus. This implies that it did not give dramatic improvement in performance (cost, quality service, speed) within the new world. However, reengineering could enable organization the system to be responsive, flexibility and customer focus. Organizing the jobs around this process could address those needs. Reengineering is critical for organization (companies) to live within the new business world.

To sum up, organizations must start going toward the inevitable world. There is no way, except to confront the reality, other wise the other way round is facing the chance of cease to exist. Now reengineering top agenda to survive, unlearn the yesterday's… but learn reengineering to live; the radical departure from the whole organizational rationale that has prevailed for most of this century and is a paradigm shift.

2.2. Definition and Concepts of BPR

2.2.1. Definition of BPR

Business process reengineering is one of the critical tools used as a mechanism to bring radical, fundamental and dynamic transformation in a way of doing only given undertaking. It is used as a mechanism of throwing away the old way of doing things and starting a fresh. It requires a radical and break throw transformation on every possible standards including cost, speed, customer satisfaction and other things. Because of its

radical nature, BPR is a very challenging task (Linden, 1994, Hammer and Champy, 1993 cited in preceding of the first national conference 2007: 268).

As cited in the first national conference 2007, according to Michael Hammer and James champy,"BPR is the fundamental rethinking and radical redesign of business process to achieve dramatic improvements in contemporary measure of performance such as cost, quality, service and speed." BPR requires challenge fundamental assumptions on which bureaucracies are built and radically redesign these organizations around desired outcomes rather than functions or departments (Linden, 1994). It is about rejecting the conventional wisdom and received assumption of the past and reinventing new approaches in every aspects of business in the organization.

2.2.2. Concepts of BPR

The concept of BPR was successfully popularized by two sets of consultants: Hammer and Champy (1993) and Davenport (1993).

Reengineering means

- Challenging the status quo 'starting over'
- A' fresh start',' blank sheet' start.

It does not mean

- Trying to repair or improve the existing system so that they work better. But abandoning long established procedures and looking afresh.
- Trying to make incremental improvement such as 10%, but dramatic change such as 10X.

Generally, reengineering is creation, reinvention of new way of doing business, recreation of different new form of organization. In the definition of BPR, there are four key words which are pillars or building blocks of BPR.

Fundamental rethinking:
- A fresh start, blank sheet review
- Start challenging the status quo by asking basic questions about the organization and how they operate questions like:
  - Why do we do what we do?

- Why do we do it the way we do?
- Reengineering takes nothing for granted. It ignores what is and concentrates on what should be.

Radical redesign

- Radical redesign means getting to the root of things, not improving the existing system to make better or not superficial change or modification, but throwing away the old.
- Reengineering is about business reinvention- not business improvement, business enhancement or business modification.

Dramatic improvement

- Reengineering is not about making marginal or incremental improvement. But about achieving quantum leaps in performance.
- It is about bringing drastic cost reduction, (e.g. not 10% but 10X) dramatic improvement in quality, speed and service level.

Processes

- It is only business processes the object of reengineering. Processes mean simply a set of activities together produce a result of value to customer (Negesso, 2006: 13)
- Process is a collection of activities that take one or more kind of input and create an output that is of value to customers (Hammer and Champy, 1993: 32-35).

2.2.3. What Reengineering is not?

Automation:

Automation simply provides more efficient ways of doing the existing working system. Automating existing process with information technology is analogous to paving cow path.

Downsizing or Restructuring:

Downsizing or restructuring only mean doing less with less but reengineering by contrast means doing more with less. The focus of reengineering is eliminating non value adding activities not people and it is a right sizing.

Not the same as Reorganizing, Delivering or Flatting organization:

Although reengineering may produce flatter organization, the problems of facing organizations do not result from their organizational structure but their process structure.

Not the same as TQM:

Total quality management (TQM) and Business process Reengineering share a number of common themes. Some of these are both recognizing importance of process, both start with the need of the process of customers and both promote team works. But TQM and BPR have fundamental differences (Hammer and Champy, 1993: 47-48).

2.3. Who need BPR?

There are three organizations find to undertake reengineering.

I. Organizations that find themselves in deep trouble:

- Costs are higher than business sale and competitions;   customers are dissatisfying about the services the organization offer and openly rail against it. etc.
- Massive public (customer) dissatisfaction about service that the organization is offering.
- These organizations have no choice, no time.

II. Organizations that are not yet in trouble, but whose management has the fore sight to see trouble coming:

- Even though they are in healthy financial condition attractive (good) profitability level, but management see that new competitors entering the market, changing customers characteristics, changed regulatory (policy) change in economy development, the technology advancement etc.

III. Organizations that are in peak condition:

- They have no discernible difficulty, either now or in the horizon, but their management is ambitious and aggressive.
- They need reengineering as an opportunity to further their lead over their competition, to keep the position.

Why BPR is useful?

Improvements in business performance of, say, 10 – 15 percent can be achieved in most organizations using conventional consultancy techniques. Where quantum leaps are required, for example where the old needs to be completely placed with the new then, re-

engineering is a good way forward. The key to grasping the way BPR differs from other improvement studies lies in understanding the focus, breadth and duration of the reengineering process (Hammer and Champy, 1993).

The primary focus is on the customer, those people who pay the money which keeps the business going. So if a process does not help to serve a customer then why we have the process in the first instance? Although BPR requires a detailed knowledge of what the customers want it does not demand a highly detailed understanding of the tasks involved in every activity of the business. This makes BPR economical in terms of investigation time when compared with conventional methods, in which highly detailed studies are usually undertaken before any change is made. BPR requires that those conducting the study are highly experienced in business practices and systems, and are able to identify the features of the business which are crucial to its success. A high level in house team, working with experienced consultants, would be able to provide the necessary expertise.

A further aspect of the BPR approach concerned the speed with which changes are introduced. Conventional wisdom states that change is best brought about through an evolutionary approach. If it is required to introduce a radically changed organization, it can be argued that it makes good sense to carry out the necessary changes quickly. Many major BPR projects have been implemented within one year.

Challenges of BPR

According to Manganelli and Klein (1994: 225- 261) there are nine fatal mistakes that causes reengineering fail. Some of these related to the implementation phase are:

Fatal mistake 1: Unclear Definition

Some managers and executives think that BPR is a process and automation, reorganization, downsizing and incremental change. But from the view of BPR, it is not just automation, reorganization, downsizing and incremental change rather BPR seeks breakthrough in important measurement of performance, pursues multifaceted improvement goals – including quality , cost, flexibility, speed, accuracy and customer satisfaction. BPR also involves a willingness to rethink how work should be done; even totally discard current practices if that should prove necessary. Moreover, BPR takes a

holistic approach to business improvement, encompassing both the technical aspects of process (technology, standards, procedures, system and control) and the social aspect (organization, staffing, policies, job, career path and incentives).

Fatal mistake2: Inadequate Resource

As with many other project face the common dilemma that the people best suited to perform the work of the project are usually the once who can least be spread from their normal duties. It helps to understand that there is no good solution to this problem and that any accommodation will be a compromise.

Hiring consultants may be a good idea, but they can't replace your own people on the BPR project. Employees bring the reengineering team an understanding of current processes, key individuals, and cultures that are difficult for outsider to obtain. Outsiders whether they are consultants' employees from a different vision, all new hires play an invaluable role in BPR. They bring a fresh perspective and the creative naiveté' to ask "why do we do things this way?" Consultants can play another role as well; they can bring a method for BPR and experience doing it. So the first requirement for adequately resourcing a BPR project is to provide a balanced mix of insider to outsiders on the reengineering team. The second requirement is to give the people on the reengineering team enough time to do their work. The third requirement is an adequate budget; for insiders' salaries, for outsider's fees. Finally and most importantly, it is often not enough to simply assign employees send them to seminars and turn them loose. They must be trained and supported.

Fatal Mistake 3: Unrealistic Expectations

Perhaps because of unclear definitions of what BPR is and over enthusiastic promotion of BPR's benefits, many senior executives have unrealistic expectations of what a reengineering project can accomplish. Although there are examples of 3,000 percent improvements in performance as a result of reengineering, these are exceptions needed be readily attainable with BPR. But in another aspects, 30 percent improvement may well represent a break through, particularly if it involves a broad aggregate measure of performance such as profitability. The point is that BPR can produce performance break

through where as more traditional improvements programs produce only increment gains.

Certainly one should undertake a BPR project with willingness even a hope for order of magnitude gains. But goal should be set and expectations conditioned on the basis of realistic analysis performed during the project. In addition to unrealistic expectations about the size of the gain from BPR. Some executives are mistaken about the domain of its applicability. BPR is applicable to the operational level of a business not the strategies or even the tactical.

Fatal Mistake 4: Lack of Sponsorship

Meeting senior executives' expectations for results and their tolerance of delay are certainly necessary to retain their sponsorship, as is satisfying their appetites for cost and risk but one must obtain that sponsorship in the first place. Senior management must sponsor BPR for several reasons. First, the impact of BPR is so broad that only senior management can sanction it. Second, BPR usually involves a shift in culture and it is uniquely senior management role to set the culture. Third, BPR requires leadership of the most visible sort. Maneganlli and Klein (1994:256) states that:

"In order to obtain sponsorship, an executive generally must go through four stages-awareness, curiosity, interest and belief before he or she will commit to sponsorship. To move to the interest stage an executive must have credible evidence that BPR has worked for others and recognition of the need that BPR might satisfy. To convert the interest in to belief, the executives must be convinced that BPR will help meet the need. One way of accomplishing this is by showing the executive administrated success with in the company. Another way is by showing the executive exactly how you propose to carry out the BPR project."

Fatal mistake 5: Techno Centrism

Certainly technology is a key enabler of BPR but technology is not BPR. BPR changes the business process that the way the work is done. Applying technology to current process has been rightly called paving the cow path. Although some technology like desktop computers for personal productivity of mobile telephone are quick and easy to install, technologies that support and enhance a process as a whole are often more social side.

Processes-empowerment usually can be implemented faster and often provides the majority of the benefits. Many of the most successful BPR projects have been ones in which technology was delayed to later phases. This is not to say that the social changes are easy but they are faster to implement. In fact, the opposite is true – the social change is almost always harder than the technology change.

Fatal mistake 6: Lack of Effective Methodology

A BPR methodology provides the discipline and specific methods needed to break out the old narrow of thinking about the business, envision a better way, and realize that vision. A good methodology provides a road map of reengineering. That is it enables an organization to select the most appropriate destination and then find the best route to get there. There are many ways to use the methodology and each organization will have to select the approach that the best fits its needs. Some will resequence the task or omit some entirely. Other will adapt tasks their own style and culture. But without a good BPR methodology organizations are left with the "what" but not the: how to". Without a methodology reengineering project run the risk of deteriorating in to, on the one hand, brain storming sessions and quality circles or on the other hand more of the same old automation or operations improvement projects.

BPR projects are no more risky than other types of corporate projects with similar ambitions. Indeed, BPR may be the only way in the long run to achieve really ambitious operational goal. Failures in BPR projects have usually come from mistakes in defining, organizing or conducting the project. To avoid these mistakes, follow the nine commandments of BPR. These are Be clear, Be realistic, Be prepared, Hurry up, Focuses, Technology yes, but people first, Don't get snowed, Follow a methodology, Have a champion. (Manganelli and Klein, 1994:262)

The Driving Forces of BPR

No one feel compelled to undertake BPR, even where radical change is needed, activities such as creative thinking, benchmarking, corporate transformation, culture change and involution can be undertaken quite independently of BPR. Many other frame works and

approaches, exist and these may or may not include the use of certain change elements that have been claimed by advocators of BPR. (Thomas, 1994: 28)

Whether or not BPR is desirable will depending up on the reasons for undertaking it. The motivations or drives for considering or embracing reengineering can be extremely varied. They could include survival, differentiation, competitive advantage or a desire for early wines and quick fixes.

Some of the derivers are negative or positive. BPR could be used as a cosmetic to demonstrate action or to avoid difficult choices. It could be used to squeeze more blood out of managers already working harder than they have ever done before. Alternatively, it could liberate them from less essential and non values added tasks in order to get more time for creative thinking. Sadly, most BPR practitioners appear to achieve the former at the expense of the latter. (Thomas, 1994:28)

Other drivers of BPR include head count and cost reduction rather than values to customers. In itself, BPR is a neutral instrument. We determine whether it turns out to be help or hindrance. Whether or not BPR is of central or marginal importance will depend on what it is applied to, how it is used and the goal that are set.

The Principle of Business Reengineering
The principle of business reengineering emerged during the early 1990's and the following are some of the important principles (Thomas 1994)
- Externally focuses on the end customers and the generation greater values for customers.
- Give customers and users a single and accessible point of contact through which they can harness whatever resources and people are relevant to their needs and interests.
- Internally, focus on harnessing more of the potential of people and applying into those activities which identify and deliver value to customers. This principle tends to be overlooked.
- Encourage learning and development by building creative working environments. This principle has been almost forgotten in many organizations, the current

emphasis being to squeeze make out of people and working them harder, rather than improving the quality of working life and working more cleverly.

- Think and execute as much as activity as possible horizontally, concerning on flow and process including communication through the organization.

- Give priority to the drivers of value rather than maintenance of management control. The role of the manager is being redefined and an emphasis on command and control is giving way to empowerment, and the notion of the coach and facilitator.

- Network related people and activities. Vertical Corporation is becoming common place in some business sectors.

- Encourage involvement and participation. This requires error tolerant leadership.

- Keep a number of core processes to a minimum (approximately 12). They all should be directed to external customers. Management processes such as corporate planning processes which deliver too late have any real impact can lack both internal and external customers.

- Building learning, renewal and short feedback loops into business processes.

- Ensure the continuous implement is built into implemented solutions. Experience of business reengineering can reawaken interest in TQM; both are natural complements. This is widely overlooked.

Methodology for BPR

A methodology is a systematic or clearly defined way of accomplishing an end. This definition contains further specifications that a successful methodology for BPR must:

- Begin with the development of a clear statement of corporate goal and strategies.

- Consider satisfying the customers as the driving force behind this strategies and goals.

- Address business processes, rather than functions and align process and corporate goals.

- Identifying the value-add process, along with those support processes that contribute to the value.

- Make appropriate use of proven and available management techniques and tools to ensure the quality of both information used and BPR deliverables.

- Provide analysis of current operations and identification of process that are not value add.

- Provide for the development of breakthrough visions that represent radical rather than incremental change, faster and provoke thought as the means of attaining and evaluation this visions.

- Consider solution in which employees' empowerment and technology are the basis for implementing the changes.

- Provides for the development of a complete business case to provide convincing information and arguments to the decision makers.

- Develop an actionable implementation plan to satisfy tasks, resources and timing of events, following approval (Manganelli and Kleil, 19994:25-26)

Consolidated Methodology

A consolidated methodology has five activities: prepare for reengineering, map and analyzed As-Is process, design To-be process, implement reengineered process and improve continuously. This is the methodology which is currently applied in Ethiopia.

Activity 1: **Prepare for Reengineering**

Planning and preparation are vital factors for any activity or event to be successful, and reengineering is no exception. Before attempting reengineering, the question ' Is BPR necessary?' should be asked? There should be a significant need for the process to be reengineered. The justification of this need marks the beginning of the preparation activity. This activity begins with the development of executive consensus on the importance of reengineering and the link between breakthrough business goals and reengineering projects. A mandate for change is produced and a cross-functional team is established with a game plan for the process of reengineering. While forming the cross-functional team, steps should be taken to ensure that the organization continues to function in the absence of several key players. As typical BPR projects involve cross-functional cooperation and significant changes to the status quo, the planning for organizational changes is difficult to conduct without strategic direction from the top. The impact of the environmental changes that serve as the impetus for the reengineering effort must also be considered in establishing guidelines for the reengineering project. Another

important factor to be considered while establishing the strategic goals for the reengineering effort, is to make it your first priority to understand the expectations of your customers and where your existing process falls short of meeting those requirements. Having identified the customer driven objectives, the mission or vision statement is formulated. The vision is what a company believes it wants to achieve when it is done, and a well-defined vision will sustain a company's resolve through the stress of the reengineering process. It can act as the flag around which to rally the troops when the morale begins to sag and it provides the yard stick for measuring the company's progress.

(WWW.twsu.Edu/whit man/pepers/Ljii gg muthus.pdf)

Activity 2: **Map and Analyze As-Is Process**

Before the reengineering team can proceed to redesign the process, they should understand the existing process. The main objective of this phase is to identify disconnects (anything that prevents the process from achieving desired results and in particular information transfer between organizations or people) and value adding processes. This is initiated by first creation and documentation of Activity and Process models making use of the various modeling methods available. Then, the amount of time that each activity takes and the cost that each activity requires in terms of resources is calculated through simulation and activity based costing. All the groundwork required having been completed, the processes that need to be reengineered are identified. (Ibid)

Activity 3: **Design To-Be process**

The objective of this phase is to produce one or more alternatives to the current situation, which satisfy the strategic goals of the enterprise. The first step in this phase is benchmarking. Benchmarking is the comparing of both the performance of the organization's processes and the way those processes are conducted with those relevant peer organizations to obtain ideas for improvement. The peer organizations need not be competitors or even from the same industry. Innovative practices can be adopted from anywhere, no matter what their source. Having identified the potential improvements to the existing processes, the development of the To-Be models is done using the various modeling methods available, bearing in mind the principles of process design. Then,

similar to the As-Is model, we perform simulation and activity base costing to analyze factors like the time and cost involved. It should be noted that this activity is an iterative process and cannot be done overnight. The several To-Be models that are finally arrived at are validated. By performing Trade off Analysis the best possible To-Be scenarios are selected for implementation. (Ibid)

Activity 4: **Implement Reengineered Process**

The implementation stage is where reengineering efforts meet the most resistance and hence it is by far the most difficult one. If we expect that the environment would be conducive to the reengineering effort we are sadly mistaken. We could expect to face all kinds of opposition- from blatantly hostile antagonists to passive adversaries: all of them determined to kill the effort. When so much time and effort is spent on analyzing the current processes, redesigning them and planning the migration, it would indeed be prudent to run a culture change program simultaneously with all the planning and preparation. This would enable the organization to undergo a much more facile transition. But whatever may be initiated, it should be rooted in our minds that winning the hearts and minds of everyone involved in the BPR effort is most vital for the success of the effort. Once this has been done, the next step is to develop a transition plan from the As-Is to the redesigned process. This plan must align the organizational structure, information systems, and the business policies and procedures with the redesigned processes. Rapid implementation of the information system that is required to support a reengineered business process is critical to the success of the BPR project. Additional requirements for the construction of the To-Be components can be added and the result organized into a Work Breakdown Structure (WBS). Recent developments in BPR software technologies enable automatic migration of these WBS activity/relationships into a process modeling environment. The benefit here is that we can now define the causal and time sequential relationships between the activities planned. Using prototyping and simulation techniques, the transition plan is validated and it's pilot versions are designed and demonstrated. Training programs for the workers are initiated and the plan is executed in full scale. (Ibid)

Activity 5: **Improve Process Continuously**

A process cannot be reengineered overnight. A very vital part in the success of every reengineering effort lies in improving the reengineered process continuously. The first step in this activity is monitoring. Two things have to be monitored – the progress of action and the results. The progress of action is measured by seeing how much more informed the people feel, how much more commitment the management shows and how well the change teams are accepted in the broader perspectives of the organization. This can be achieved by conducting attitude surveys with those initially not directly involved with the change. As for monitoring the results, the monitoring should include such measures as employee attitudes, customer perceptions, supplier responsiveness etc. Communication is strengthened throughout the organization, ongoing measurement is initiated, team reviewing of performance against clearly defined targets is done and a feedback loop is set up wherein the process is remapped, reanalyzed and redesigned.

Continuous improvement (TQM) and BPR have always been considered mutually exclusive to each other. But on the contrary, if performed simultaneously they would complement each other wonderfully well. In fact TQM can be used as a tool to handle the various problems encountered during the BPR effort and to continuously improve the process. In corporations that have not adopted the TQM culture as yet, application of TQM to the newly designed processes should be undertaken as a part of the reengineering effort. (Ibid)

CHAPTER THREE
DATA PRESENTATION AND ANALYSIS

This chapter deals with presentation and analysis of data, which were collected from four groups(general managers, middle managers, employees and customers) through open ended and close ended questioners and interviews.

3.1. Characteristics of the Study of Population

A total of 58 questionnaires distributed to randomly selected employees, judgmentally selected managers and customers, and interview presented to the general managers of the main office and the two Kebeles. Among these respondents 9 (15.5%) from managers, 20 (34.5%) from employees and 29 (50%) from customers were included. All the questionnaires were completed and returned to the researcher.

For the data presentation and analysis, without including the general managers (interview) in the first part of respondents were divided into three groups which were middle level managers, employees (non-managers) and customers and next to that the first part, the data obtained from interview were presented.

The characteristics and respondents expressed in terms of sex, educational status. Based on these the information obtained from respondents presented as follows in the table below.

Table 1: Respondents by sex and educational status

Items	Managers		Employees		Customers	
	NO	%	NO	%	NO	%
Sex						
Female	3	33.33	5	25	8	27.59
Male	6	66.67	15	75	21	72.41
Total	9	100	20	100	29	100

Table 1: Continued

Items	Managers		Employees		Customers	
	N<u>o</u>	%	N<u>o</u>	%	N<u>o</u>	%
Educational Status						
Primary school	-	-	-	-	-	-
Secondary school	-	-	-	-	-	-
Certificate	-	-	-	-	11	39.93
Diploma	-	-	10	50.00	18	62.07
Degree	7	77.78	10	50.00	-	-
M. Sc. or M. A.	2	22.22	-	-	-	-
Total	9	100	20	100	29	100

Source: Compiled from the Questionnaire, 2010

As shown in the above table item 1 from top to bottom, 3 (33.33%) of managers, 5 (25%) of employees and 8 (27.59%) of customers were females and the remaining 6 (66.67%) of managers, 15 (75%) of employees and 21 (72.41%) of customers were males respectively.

In addition to this as observed from item 2, 7 (77.78%) of managers, 10 (50%) of employees were degree holders or first degree in their profession, and 2 (22.22%) of managers were second degree holders. The remaining 11 (37.93%) and 18 (62.07%) of customers had certificate and diploma respectively. From the data we have seen that the number of female and male was not proportional, so females should become almost near to the male employees. But all managers had a good educational status. And most employees also had a good educational status. This helps them to perform their task and duties in a better way.

3.2. Analysis of the Findings of the Study

Table 2: Commitment level and business process result [9 Managers]

Items	NO	%
How do you evaluate employees' initiation and commitment toward BPR implementation?		
Low	2	22.22
Very low	2	22.22
Moderate	3	33.33
High	2	22.22
Very high	-	-
Total	9	99.99
What is the level of commitment of top leadership?		
High	2	22.22
Very high	1	11.11
Satisfactory	6	66.67
Poor(low)	-	-
Very poor(very low)	-	-
Total	9	100
How do you express the overall result of reengineering in your business process?		
Radical	2	22.22
Incremental	6	66.67
No change	1	11.11
Decreasing	-	-
Total	9	100

Source: Compiled from the Questionnaire, 2010

In Table 3, item 1 from top to bottom, show that 2 (22.22%) of the respondents believed that the initiation and commitment level of employees toward the implementation of BPR was low and 2 (22.22%) also very low, 3 (33.33%) rated moderate. In same way 2 (22.22%) of the respondents said to managers were committed high. And also item 2, 2(22.22%) respondents said top managers were committed high and 1 (11.11%) very high. But 6 (66.67%) rated that satisfactory. As shown in the table item 3, among the respondents 2

(22.22%) of them evaluated the overall result of their business process were radical, on the other side 6 (66.67%) said the result was incremental and 1 (11.11%) rated no change.

From the data we have seen the majority of the respondents support the idea that top managers were committed satisfactory and employees had also less commitment for the implementation of BPR.

Table 3: Employees performance and reward mechanism

Items	NO	%
Is employees' performance improved after the implementation of BPR?		
Yes	5	55.56
No	4	44.44
Total	**9**	**100**
Are there good motivational factors (system) in your Kebele for employees having good performances? What are those motivations?		
Financial reward	2	22.22
Saying thank you in front of colleagues	3	33.33
Other mechanisms	4	44.44
Total	**9**	**99.99**
Did management provide training opportunities for staff on BPR?		
Yes, but it is not adequate.	5	55.56
Yes, it is adequate.	3	33.33
Yes, it is moderate.	1	11.11
Total	**9**	**100**

Source: Compiled from the Questionnaire, 2010

In Table 4, item 1 from to bottom indicated that 5 (55.56%) of the respondents said BPR results performance improvements of employees and 4 (44.44%) rated not improved. In the same table item 2, 2 (22.22%) of respondents selected financial reward for motivational factors, 3(33.33%) rated saying thank you in front of colleagues, and 4 (44.44%) of other mechanisms. For item 3, with related to training opportunity, 5 (55.56%) of respondents believed there was opportunity but was not adequate, 3 (33.33%) rated it is adequate, 1 (11.11%) of the respondents support moderate level training.

In general the above data shows that employees' performance improved due to the implementation of BPR and in order to sustain this improvement employees were appreciated by other mechanisms and by saying thank you in front of their colleagues. More over majority respondents rated that management of the main office and the two Kebeles provides training and opportunity with related to BPR for their employees but it was not adequate.

Table 4: Problems before the implementation of BPR

Items	Speed		Quality customer satisfaction		Cost		Quantity		Service	
	Nº.	%	Nº.	%	Nº.	%	Nº.	%	Nº.	%
What was the pain (wrong) with the process before the implementation of BPR studies with respect to speed, quality, cost, quantity and service delivery?										
Low	9	100	7	77.78	-	-	6	66.67	7	77.78
Medium	-	-	2	22.22	2	22.22	3	33.33	2	22.22
High	-	-	-	-	7	77.78	-	-	-	-
Total	**9**	**100**	**9**	**100**	**9**	**100**	**9**	**100**	**9**	**100**

Source: Compiled from the Questionnaire, 2010

As shown from Table 4, in terms of speed, 9 (100%) of the respondents judge the performances of main office and Kebele as low before the implementation of BPR. And also 7 (77.78%) quality of customer satisfaction, 6 (66.67%) of quantity, 7 (77.78%) of service delivery was low before BPR implementation. In the same way, 2 (22.22%) of quality of customers satisfaction, 2 (22.22%) of cost, 3 (33.33%) quantity and 2 (22.22%) service delivery said the respondents medium. With respect to cost 7 (77.78%) of them assure the Kebele and main office incurred high cost.

Table 5: Level of service delivery and BPR implementation

Items	NO	%
How do you rate the service delivery in your Kebele before BPR is implemented?		
Good	5	25
Very good	-	-
Moderate	5	25
Poor [Low]	10	50
Very poor [Very low]	-	-
Total	**20**	**100**
Is there a service delivery improvement in your Kebele (office) during the implementation of BPR?		
Yes	15	75
No	5	25
Total	**20**	**100**
How do you rate the level of customer satisfaction on the change (BPR)?		
Low	4	44.44
Very low	-	-
Moderate	5	55.56
High	-	-
Very high	-	-
Total	**9**	**100**
How do you see BPR implementation in your Kebele (office)?		
It is succeeded.	-	-
On the right direction despite some minor challenges.	3	33.33
Full of problems despite some minor achievements**.**	6	66.67
It is fail	-	-
Total	**9**	**100**

Source: Compiled from the Questionnaire, 2010

From Table 5, item 1 from top to bottom, among the respondent 5 (25%) of them said the service delivery of their Kebele before the implementation of BPR was good, 5 (25%) was expressed as moderate, 10 (50%) as poor. For item 2, 15 (75%) of the respondents believed that there was a service delivery improvement due to the implementation of BPR, but

others 5 (25%) disagreed with this idea. From the same table, item 3, with related to customer satisfaction 4 (44.44%) respond as customers satisfaction was low, 5 (55.56%) concluded that customers were moderately satisfied results from BPR. In addition as item 4, shows that 3 (33.33%) of respondents answered BPR, implementation, said it is the right direction despite some minor challenges and the remaining 6 (66.67%) of gave there respond, it is full of problems despite some minor achievements.

As conclude from the above data before BPR, most of the respondents agreed that the service delivery was poor. In addition to these the majority of the respondents said BPR implementation is full of problems despite some minor achievements.

Table 6: Employees and managers level and commitment for BPR implementation

Items	NO	%
How do you see employees work culture as civil servant after BPR is implemented?		
Positively improved	15	75
Decreased relatively to the previous	5	25
No any change	-	-
Total	**20**	**100**
How do you rate the team sprit?		
High	8	40
Very high	-	-
Moderate	8	40
Low	2	10
Very low	2	10
Total	**20**	**100**
How do you rate managers' level of commitment for BPR implementation?		
Low	5	25
Very low	2	10
Moderate	8	40
High	5	25
Very high	-	-
Total	**20**	**100**

Source: Compiled from the Questionnaire, 2010

From Table 6, item 1 from top to bottom, 15 (75%) of respondents answered employees work culture were positively improved after the implementation of BPR. On the other side, 5 (25%) of them responded by saying that their work culture decrease relative to the previous one. The data shows BPR play a great role to enhance employees work culture. With regard to item 2, 8 (40%) of the respondents rated the team sprit as high and moderate 8 (40%) and 2 (10%) rated for each low and very low respectively. From the above table item 3, with related to commitment level of managers, 5 (25%) low, 2 (10%) very low, 8 (40%) rated moderate and 5 (25%) rated high. So, most of the respondents believed that managers were moderately committed for the implementation of BPR.

Table 7: BPR results

Item	Reduction of cycle time		Quality improvement		Cost reduction		Nº. of customers served per day	
	Nº.	%	**Nº.**	%	**Nº.**	%	**Nº.**	%
How do you express the improvement in your Kebele?								
No change	2	10	3	15	5	25	3	15
Incremental	15	75	16	80	12	60	15	75
Dramatic	3	15	1	5	3	15	2	10
Total	**20**	**100**	**20**	**100**	**20**	**100**	**20**	**100**

Source: Compiled from the Questionnaire, 2010

From the above table with regard to the type of changes in the main office and Kebeles, 2 (10%) of the respondents said no changes on reduction cycle, 3 (15%) rated the changes as quality improvement, 5 (25%) rated cost reduction, 3 (15%) rated changes as a number of customers served per day as no change. In terms of incremental change, 15 (75%) respondents rated reduction of time cycle, 16 (80%) respondents rated quality improvement,12 (60%) rated cost reduction,15 (75%) number of customers served per day.

In case of dramatic changes, 3 (15%) of respondents rated reduction cycle time, 1 (5%) rated quality improvement, 3(15%) rated cost reduction, 2 (10%) of the respondents rated number of customers served per day. As it was concluded from the data most of the respondents agreed on incremental changes.

Table 8: Employees placement evaluation

Item	Was there a clear evaluation criteria?		Did employee comment on the placement criteria?		Was there a placement as per criteria?		Was there clear Compliant Handling mechanism?		Were Complaints Handled properly?	
	Nº.	%	**Nº.**	%	**Nº.**	%	**Nº.**	%	**Nº.**	%
When employees assigned due to BPR, how do you see it with respect to the above points										
Yes	15	75	6	30	8	40	7	35	4	20
No	5	25	14	70	12	60	13	65	16	80
Total	**20**	**100**	**20**	**100**	**20**	**100**	**20**	**100**	**20**	**100**

Source: Compiled from the Questionnaire, 2010

From the table above, among the respondents 15 (75%) respond as there was a clear evaluation criteria, but others, 5 (25%) oppose this idea. 14 (70%) said employees did not give a comment and the remaining 6 (30%) answered they gave their comment. In another way 8 (40%) of them agreed that the placement was made as per criteria but 12 (60%) did not rate this expression. In addition to this 13 (65%) rated that there were no a clear compliant handling mechanism, but the rest 7 (35%) of respondents said that there was a clear mechanism to handle complaints and 16 (80%) rated that complaints did not handle properly and only 4 (20%) respondents rated that complaints handed properly.

As it was perceived from the data the majority of the respondents expressed that employees' comment on the placement criteria, as placement per criteria and compliant handling mechanism need a great improvement.

Table 9: Training on BPR and employees performance

Items	NO	%
Did you take training on BPR?		
Yes, but it is not adequate.	11	55
Yes, it is adequate	4	20
Yes, it is medium	5	25
No, I didn't take	-	-
Total	**20**	**100**
How much you are capable of performing and discharging your duties and tasks?		
Very capable	4	20
Capable	5	25
I need training to be capable enough	8	40
I am very less capable, I need a great assistance.	3	15
Total	**20**	**100**
Do you think that BPR improve employees performance?		
Yes	16	80
No	4	20
Total	**20**	**100**

Source: Compiled from the Questionnaire, 2010

As shown in Table 9, item 1 from top to bottom, among the respondents 11 (55%) said they were taken training on BPR but not adequate, 4 (20%) said it is adequate and the remaining 5 (25%) said the training they were taken was medium. As conclude from the information majority of employees did not take enough training on BPR.

From the same table, item 2, it was also realized that 4 (20%) of respondents real rated as they were very capable to perform their duties, 5 (25%) rated as to be capable, 8 (40%) rated as to be capable enough they need training, 3 (15%) said they were less capable and need a great assistance. As the data shows the majorities were capable, but still large numbers of employees need training in order to improve their capability of performing job. With regarding item 3, 16 (80%) of employees responded as BPR results performance improvement and the remaining 4 (20%) responded as opposite. From this one can easily perceived that almost all employees believed that BPR improve their performance.

Table 10: Employees resistance for BPR implementation

Items	№	%
Is there employee's resistance for BPR implementation?		
Yes	12	60
No	8	40
Total	**20**	**100**
If employees resist BPR implementation why they do this?		
The new structure did not consider employees benefit	5	25
Fear of job loss	8	40
Lack of awareness about BPR	3	15
The approach of managers is not good	4	20
Total	20	100
Was there actual job loss after or during placement of employees?		
Yes, there was a significant loss	6	30
Yes, but insignificant	8	40
No job loss	6	30
Total	20	100

Source: Compiled from the Questionnaire, 2010

From the above table item 1 form to bottom: 12 (60%) of respondents rated employees' resistance in BPR implementation, 8 (40%) said no resistance. From this we conclude most employees resist BPR implementation.

Item 2 revealed that 5 (25%) respondents rated that the new structure did not consider employees benefit, 8 (40%) said due to fear of job loss, 3 (15%) rated due to lack of awareness about BPR and the rest 4 (20%) said approaches of managers is not good. As observed from the data majority of employees' resistances were the result of fear of job loss.

From the same table item 3, questions related to the number of employees who lost their job is as follows: 6 (30%) of the respondents said there was a significance number of employees who lost their job. 8 (40%) respond as the number was insignificant and the remaining 6 (30%) of them said there was no any job lost as a result of the new structure

BPR. As the data indicates majority of respondents said there was a job loss results from BPR and there affect employees sense of ownership.

Table 11: Challenges of BPR

Item	Yes		No		Total	
	Nº	%	Nº	%	Nº	%
During BPR implementation which type of challenges did your Kebele (office) faced						
• Resistance and lack of commitment	6	66	3	33	9	100
• Not executing what has been studied quickly	9	100	-	-	9	100
• Lack of appropriate number of skilled and knowledgeable man power	7	77.78	2	22.22	9	100
• Inadequate support of sponsor	5	55.56	4	44.44	9	100
• Unclear process boundaries and descriptions	7	77.78	2	22.22	9	100
• Attitudinal problem	8	88.89	1	11.11	9	100
• Lack of motivation mechanism	5	55.56	4	44.44	9	100

Source: Compiled from the Questionnaire, 2010

Table 11 made known that 6 (66.67%) of respondents believed that resistance and lack of commitment is the challenge and 3 (33.33%) respondents stated no. 9 (100%) rated that challenges were not executing what has been studied quickly, 7 (77.78%) of respondents said lack of appropriate number of skilled and knowledgeable man power was true and 2 (22.22%) said not. 5 (55.56%) of respondents said inadequate support of sponsor and 4 (44.44%) rated inadequate. From the point of view that 7 (77.78%) of respondents unclear process boundaries and descriptions were the challenges and 2 (22.22%) said no challenges

In another way 8 (88.89%) respondents rated challenges and 1 (11.11%) said no challenges. 5 (55.56%) respondents selected lack of motivation mechanism as true and 4 (44.44%) rated not lack of motivation mechanism. As the data shows not executing what has been studied quickly, attitudinal problem, unclear process boundaries and descriptions attitudinal problem, unclear process boundaries and descriptions and lack of appropriate number of skilled man and knowledgeable man power were the major challenges of BPR implementation.

Table 12: Kebele (Office) performance to aware customers how to receive service

Items	№	%
How do you rate the service delivery of the Kebele after BPR is implemented with related to the previous?		
Highly improve	5	17.24
Moderately improved	15	51.72
No any improvement	5	17.24
Less than the previous	4	13.79
Total	29	99.99
How do you rate the effectiveness of the Kebele (office) in making customers aware of where, how, and from whom to get service after the implementation of BPR?		
Good	13	44.83
Moderate	7	24.14
Very high	9	31.03
Total	**29**	**100**
How do you rate the Kebele in making awareness of customers to present complaints after BPR is implemented?		
Good	10	34.48
Moderate	13	44.83
Very high	1	3.45
Weak	-	-
Low	5	17.24
Total	**29**	**100.00**

Source: Compiled from the Questionnaire, 2010

As indicated in the table, item 1 from top to bottom: 5 (17.24%) of the respondents said the service delivery of their Kebeles (office) was highly improved after BPR is implemented, 15 (51.72%) said that it achieved a moderate improvement, 5 (17.24%) of them rated no any improvement, and4 (13.79%) of said that the service delivery was less than the previous.

Item 2 of Table 12 made also clear that 13(44.83%) rated was good in creating awareness about how, where, from whom the service delivery was delivered and 7 (24.14%) evaluate as the activities in these aspect were moderate, and 9 (31.03%) said very well. In similar

way the respondents also evaluate the effort Kebele (office) to create conductive environment for customers to present their complaints as follows 10 (34.48%) rated as good, 13 (44.83%) as moderate, 1 (3.45%) as very high and the remaining 5 (17.24%) said it was low. From these data, the researcher professed that the greater number of respondents the Kebele (office) did well on the 3 items was in the moderate way.

Table 13: BPR and service provision

Items	№	%
Do you think that the service delivery in the Kebele is based on customers need?		
Yes	10	34.48
No	19	65.52
Total	**29**	**100.00**
How do you see usefulness of BPR in the service delivery?		
It is highly important and it should be continue	7	24.14
It is not necessary	7	24.14
It is good but need some improvement	15	51.72
I don't know	-	-
Total	**29**	**100.00**
What is your level of satisfaction with the service delivered by your Kebele after BPR is implemented?		
High	5	17.24
Very high	4	13.79
Moderate	15	51.72
Low	5	17.24
Very low	-	-
Total	**29**	**99.99**

Source: Compiled from the Questionnaire, 2010

Item 1 of Table 13 from top to bottom made clear that 10 (34.48%) of the respondents believe that their Kebele (office) provide service based on customers need, and the rest 19 (65.52%) said did not consider customers need. In the same manner in item 2 from top to bottom, questions related to usefulness of BPR among the respondents 7 (24.14%) said BPR

is highly important and it should be continue, 7 (24.14%) respond as it is not necessary, and the remaining 15 (51.72%) believed BPR is good but it needs some improvements. For item 3, 5 (17.24%) respondents were highly satisfied with the service received from their Kebele after BPR is implemented, 4 (13.79%) expressed their satisfaction as very high and others 15 (51.72%) said that BPR was implemented in the Kebele (office) their satisfaction is moderate, the remaining 5 (17.24%) respondents said their satisfaction is low.

From the above data it was supposed that a few of the respondents agreed with their Kebele provide service based on customers need, With some improvement BPR is good for service provision and the respondents strength the above idea by saying they were not satisfied by the service received from their Kebele (office).

Table 14: Problems exist before and during BPR

Items	Did the problem exist before BPR?				Is the problem solved after BPR?			
	Yes		No		Yes		No	
	№.	%	№.	%	№.	%	№.	%
• Ethics in service delivery and customer handling	29	100	-	-	4	13.79	25	86.21
• Transparency	29	100	-	-	3	10.35	26	89.65
• Corruption	29	100	-	-	2	6.9	27	93.10
• Fairness	27	93.10	2	6.9	5	17.24	24	82.76
• Service quality	26	89.66	3	10.34	7	24.14	22	75.86
• Matching service delivery with customers need	28	96.55	1	3.45	6	20.69	23	79.31
• Speed of service delivery	29	100	-	-	7	24.14	22	75.86
• Communication b/n employees and customers	26	89.66	3	10.34	9	31.03	20	68.97

Source: Compiled from the Questionnaire, 2010

Table 14 disclosed that 29 (100%) of respondents said there was an ethical and customer handling problem before BPR was implemented. Among these respondents 4 (13.70%) said the problem was solved after BPR implementation and the majority 25 (86.21%) said that the problem is still existing during implementation period. With related to transparency 29 (100%) answered lack of transparency observed in each Kebeles (office)

and 3 (10.35%) said the problem is solved after BPR implementation but 25 (86.21%) rated that the problem is still existing. From view of corruption all respondents 29 (100%) respond as corruption was the problem of their Kebele and 2 (6.9%) said now the problem is solved after the implementation of BPR and others 27 (93.10%) said the opposite. In terms of fairness, 27 (93.10%) said unfair service delivery is observed, 2 (6.9%) said fair service delivery was observed. From the same respondents 5 (17.24%) said that the problem is solving. On the other side the majority 24 (82.76%) did not accept this expression. In the same way with related service quality, 26(89.66%) of respondents observed problems of service quality, 3 (10.34%) of them disagreed with this idea, 7 (24.14%) observed that the problem is solved and the remaining of the majority, 22 (75.86%) said that the problem is still existing. In the case of speed of service delivery, all respondents 29 (100%) responds as a problem of their Kebeles (offices) and 7 (24.14%) said now the problem is solved after BPR implementation, but the majority 22 (75.86%) said the problem is still present. In addition to these 26 (89.66%) said employees and customers communication was a problem before BPR launched, but the remaining a few 3 (10.34%) said there was not a problem before BPR implementation. On the other side 9 (31.03%) respond as it was solved on time, the remaining 20 (68.97%) disagree the idea. In general the data shows that the entire problem was not solved.

In addition to questionnaires, the researcher used an interview as a method of data collection and it was presented to the general mangers of the main office and the two Kebeles. The interview consists of 10 Questions. The information obtained from the three mangers were integrated   and listed as shown below

To identify the sub-city and the Kebele preparation for BPR implementation
- What type of preparation was made before BPR implemented? Was it presented to the general managers? The respondents said the sub city and the Kebeles gave attention for employees recruitment, to fill the gaps purchasing of office equipment, building a new offices and train employees who works in the Kebeles,
- For the second question what are the intended changes your Kebeles put in the design? As the general managers expressed the core of the intended that incorporated in the oriented service delivery.

This realized by organization structural change, minimizing steps in service delivery, good office management, (one window service), empowering employees, etc. With regard to problems and challenges of BPR the general mangers asked to explain things which fulfilled or not in the Kebele that are important for BPR implementation. For this question the respondents said BPR needs well organized plan and preparation. As the result our Kebele took actions that help for BPR implementation. Among these the Kebele organized offices on the bases of customers need; training related to BPR was given for employees although it not adequate, standards also stetted for each based on the study. On the other hand as the general manger said, still Kebeles don't have appropriate number of skilled man power, even hired employees leave the organization within a short period, and adequate training on BPR is not available for all employees. As conclude from the above information, employees turnover, shortage of employees (skilled manpower), inaccessibility of adequate training for all employees on BPR are existing problems in the Kebeles.

The general manger asked to explain the attitude of employees and customers towards BPR. With regard to this question the general managers expressed the attitude of employees in two periods which are before and after the implementation BPR. As they said before the implementation of BPR employees did not feel good. This is because they think BPR results in job loss. But after its implementation employees did not see things as they expected and they also know more about BPR from training that provided by the Kebele. And the managers said nowadays employees and customers understand BPR is useful in different aspects. They support their idea by assured employees expressed a positive feeling at the time of meeting and group discussion and customers also tried to tell their benefit from BPR. In general, as shown the above data from questionnaires and interviewee both employees and customers have positive attitude towards BPR implementation.

The general managers were asked to explain the commitment level of managers for the implementation of BPR.

As the interviewees expressed the role of managers are receiving information from top managers or sub-city and disseminate it into team members, facilitate daily discussions at the end of work time to evaluate the daily performance/activities done in the business process and report it to the responsible body, mobilize employees in order to perform duties and activities by their own without waiting external pressure, and they also act as role model for other employees by showing their commitment in performing tasks' to achieve business level goal as well as Kebeles goal. In addition to this, the respondents said most of the time managers did their task in rest time without asking additional payment. In sum, from data presented in the above we conclude that managers play a great role in creating communication among employees, between Kebeles and sub-cities, facilitate conducive environment for discussing, initiating employees to perform their task without strong external control and moreover managers were highly committed for the implementation of BPR.

Questions having similar concept with employees and managers, also asked to the general managers and they gave response for question "What is the level of service delivery as compiled to the intended change?" According to the response of the general managers their Kebeles provide better service with related to what it did in the previous time (before the implantation of BPR) but when the result is compared with the intended change, it is not enough or below what is expected. They also said, as the beginner the result is a motivator for both employees and customers to achieve the intended goal and objectives by taking a corrective action from the data expressed above we conclude that there was a service delivery improvement in the Kebele but still it is not proportional to the expected improvement, and by taking a corrective action it is possible to achieve the intended change.

The general managers also asked to express the positive achievements (change) from BPR. Based on this question the respondents list the following as positive achievement (changes) of BPR:

- Nowadays, the service delivered at the sub-city level in earlier time is provided by the Kebele and nearer to the public.
- Performance measurement changed from subjective nature to objective nature.

- Each activity is performed based on plan.

- Due to decentralization employees were empowered and made decision by themselves. This results speed up the service delivery.

- It positively change customers attitude towards Kebele.

- Non value-add activities (process) are removed.

- It creates a better work environment and two way communications between employees and managers.

- It helps to create open and clear organizational structure.

From the above information BPR results in different type of changes that related to service delivery improvement.

According to Thomas (1994) as cited from managing barriers to business success (Schumacher, p.9) one of the principles of business reengineering is externally focuses on the end customers and the generation greater value for customers. From this point of view as observed in the above data providing customer oriented service is the intended change that is put in the design. This shows the Kebeles also give more attention to their customers and it satisfied the principle of business reengineering.

For question "What are the challenges and problems that was faced during BPR implementation in their Kebeles?" According to the respondents, lacks of office equipment, difficulty of solving some questions raised by some customers related to ownership were challenges for the Kebeles. They also said that there are problems like

- Unavailability of residence document in their Kebele.

- Difficulty of solving problems with related to unregistered houses

- The service provided by the Kebeles and sub-city not clearly specified

- High employees turnover

Finally, the general managers asked to identify the factors for challenges or problems and positive achievements of BPR. Based on this question the respondents highlighted that lack of finance, weak motivational mechanism (less employees benefit), and the design itself particularly activities called "plan convention" are factors for existing problems. As the general managers said customers are expected to go both in sub-city and Kebele, in

order to get services related to plane convention. This is because authority and responsibility related to plane convention did not give absolutely for the Kebeles and it is performed with the integration of the two parties. As the result customers are forced to incur transport cost and wastage of time. On the other hand the general managers also said good leadership, manager's commitment, employees and customer's positive attitude towards BPR were the major factors that contribute for the positive achievement of BPR. In addition to this, the general managers suggest that in order to overcome challenges and problems and to keep positive achievement the following action should be taken.

- Provide training with related to BPR for employees
- Transfer the public document to their Kebele
- Recruit employees based on the standard
- Create good work environment by facilitating office equipment

CHAPTER FOUR

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter contains the findings, conclusions and recommendation based on the data analyzed in the previous chapter

4.1. Summary of Findings

Findings of the study were made from the analysis of primary and secondary data, interview and observation. Depending on the result of data analysis the following major findings are obtained

- The intended change that incorporates in the design is to create customer oriented service delivery.

- Both employers and customers have positive attitude towards BPR.

- Mangers play a great role in :
  - Creating good communication among employees, between Kebeles and sub city.
  - Facilitating conducive environment to discuss daily problems and achievements
  - Initiating employees to perform their tasks without waiting strong external control.

- Mangers are highly committed for BPR implantation and they act as role model for other employees in performing tasks to achieve business level goal as well as Kebeles goal

- The Kebele improve its service delivery in dramatic manner especially in cycle time reduction, quality, number of customer served per-day, but in terms of cost the change is incremental. As compared to the intended change the result is not too much enough.

- The challenges or problems of BPR implementation are:
  - Lack of office equipment
  - Difficulty of solving question raised by customer with related to ownership
  - Declining of employees motivation
  - Lack of appropriate number of skilled man power
  - Employees turn over
  - Corruption, unfair service provision and customer handling problems

- o Difficulty of solving problems related to un reregistered house
- o Service driveled by the Kebele and sub city not clearly specified

Factors for challenges or problems:
- Inadequate trainings on BPR
- Lack of different type of motivational mechanism (less employees benefit)
- Not incorporating employees comment in placement criteria
- Lack of finance
- Unclear authority and responsibility between Kebeles and sub-city on plane convention.

4.2. Conclusions

BPR is one of the critical tools selected and being implemented in the government institution to realize the civil service reform program. This study has located at challenges and prospects of BPR implementation in Nifas Silk Lafto sub – city main office, Kebele 15 and Kebele 16/17. Data obtained from the Kebele show that BPR resulted is not equivalent to the intended change.

Some of findings include lack of appropriate number of employees, high turnover, corruption, unclear authority and responsibility between the Kebele and sub city, difficulty of solving problems with related to ownership and unregistered houses are problems and challenges of BPR implementation.

As the findings indicate customers and employees positive attitude improving customers awareness, good leadership, compliant handling mechanism, mangers commitment are the factors for dramatically implement of service delivery in the Kebele and the main office.

Although the Kebele plan and want to achieve dramatically improvement in every aspect of service delivery, due to unclear boundary of services delivered by the Kebele and sub city, lack of skilled man power, lack of financial, lack of motivational mechanism, and inaccessibility if document the Kebele did not fully realized the intended result and objective.

4.3. Recommendations

To solve the existing problem and to keep positive achievements related to BPR implementation the following recommendations are forwarded.

- To attain the intended changes fully, the Kebeles and sub- city better to discuss and, take corrective action on the design particularly activities in plan convention.

- By searching sponsors the Kebeles should facilitate office equipment to utilize employee's maximum effort and skill by keeping their positive attitude towards BPR.

- The Kebeles should keep the dramatically improvement and take corrective action with related to cost reduction in order achieve the intended change that put in the design.

- To minimize challenges and problems, there should be a clear cut boundary of authority and responsibility between sub-city and Kebeles, and sub-city better to transfer or send all the necessary customer's document to the responsible Kebeles.

- In order to cope up employee's skill and knowledge with the dynamic environment especially for BPR implementation, the Kebeles need to facilitate trainings and development for its employees.

- Employees are motivated by unsatisfied needs, based on their need the Kebeles should give reward and recognition for those employees perform better at business level as well as Kebeles level which help employees to develop healthy completion and realize the desired objective.

- Specifically to attain the intended changes fully, there should be change of management and a continuous training towards BPR implementation.

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APPENDICES

A. Questionnaire for Managers [English Version]

Survey on Challenges and Prospects of BPR Implementation in Administrative

Business Process: The Case of Nifas Silk Lafto Sub City

Addis Ababa, 2010

For Managers Use only

<u>Informed Confidentially and Consent</u>

This questionnaire is prepared by a graduating class student of St. Mary's University College for the purpose of writing a senior thesis. The objective of the questionnaire is to understand what challenges and prospects of BPR implementation in administrative business process exist at Nifas Silk Lafto Sub City and to know problems associated with the practice. Your genuine response will contribute a lot for the study and also the results of the study may be used as an input by Nifas Silk Lafto Sub City and by other similar firms.

As you response is kept confidential, you don't need to write your name on the questionnaire.

Thank you for your cooperation.

Part One: Background Characteristics of Respondents

1. Sex:

                                            Female   Male

2. Age in completed years:

                                              15 – 19   20 - 24

                                              25 – 29   30 – 34

                                              Above 35

3. Educational level attained or completed:

                                            Diploma   Degree

                                              M.A. (M.Sc.)   PHD

4. Year of stay in the origination in completed years:

                                            0 – 2   3 – 5

                                            6 – 8   Above 9

5. Current position obtained in the organization:

        _____

6. Year of stay in the origination in completed years:

    |__|__|

Part Two: Questions on Challenges and Prospects of BPR Implementation

1. How do you evaluate the implementation of BPR in relation to your Kebele's service delivery be for BPR was implemented?

    Good   Very good

    Favorable   Poor

    Very pool

2. During BPR implementation, is there service delivery improvement in your Kebele?

    Yes   No

3. Which business process do you manage?

    _____

    _____

    _____

4. What was wrong (pain) with the process in the implementation of the BPR Studies?

	Low	Medium	High

Speed

Quality (Customer Satisfaction)

Cost

Quantity

Service delivery

5. Which of the following changes do you think were introduced to overcome the problems (the pains) to the customers?

The stretched objectives

The design (systemic) changes were

The change in IT, empowerment, organization

6. For Question Number "2" if your answer is yes, list the types of service and its improvement in terms of time, cost, and number of customers in relation to, before BPR implementation?

Name of service	Before BPR implementation			During BPR implementation		
	Cost	Time	NO of customers received the service per day	Cost	Time	NO of customers received the service per day

7. During BPR implementation which types of challenges did your kebele faced?

                                                    Yes   No

Resistance and lack of commitment

Not executing what has been studied quickly

Lack of skill and knowledge

Inadequate support of sponsor

Unclear process boundaries and description

Attitudinal problem

Lack of motivation mechanism

8. How did you manage these challenges listed above

_____

_____

_____

_____

_____

_____

10. How do you see BPR implementation in your Kebele\office?

It is succeeded

On the right direction depict the some minor challenges

Full of problem despite same minor achievements

It is failed

11. For Question Number "10" if your answer is the first two, how do you describe the change (shift) With respect to:

Philosophical (principle) change

_____

System change

_____

_____

Performance Change

_____

Organizational change

_____

_____

12. For Question Number "10" if your answer is the last two which of the following are the reasons?

	Yes	No
Lack of skilled manpower		
Lack of appropriate technology		
Poor leadership		
Lack of material, finance and other resource		
The design was not radical		
All or some of the old rules producers are still in place		
Inadequate improvement capacity of existing man power		
Other reasons		

13. Are employees Performances improved after the implementation of BPR?

Yes   No

14. How do you express the overall result of reengineering in your business process?

Radical   Incremental

No change   Decreasing

15. Did management provide training opportunities for staff on BPR?

Yes, but it is not adequate

Yes, it is adequate

Yes, it is moderate

16. How do you rate customers' satisfaction after BPR is implemented?

Low   High

Very low   Very high

Moderate

17. How do you evaluate employees' initiation and commitment towards BPR implementation?

Low   High

Very low   Very high

Moderate

18. Are there good motivational factors (systems) in your kebele (office) for employees' of having good performance?

Yes   No

19. For question Number "17" if your answer is "Yes", what are this motivations?

Financial rewards

Saying thank you in front of Colleagues

Others, please, state

_____

_____

20. What is the level of commitment of top leader ship?

High   Satisfactory

Very high   Poor (Low)

Very poor (low)

21. What problems have been faced during the implementation of the new design (BPR)?

_____

_____

22. How did you solve these problems?

_____

_____

23. What other challenges are still affecting the implementation?

_____

_____

24. What measures do you think should be taken to overcome challenges/problems and to maintain the success?

_____

_____

B. Questionnaire for Employees [English Version]

Survey on Challenges and Prospects of BPR Implementation in Administrative Business Process: The Case of Nifas Silk Lafto Sub City

Addis Ababa, 2010

For Employees Use only

Informed Confidentially and Consent

This questionnaire is prepared by a graduating class student of St. Mary's University College for the purpose of writing a senior thesis. The objective of the questionnaire is to understand what challenges and prospects of BPR implementation in administrative business process exist at Nifas Silk Lafto Sub City and to know problems associated with the practice. Your genuine response will contribute a lot for the study and also the results of the study may be used as an input by Nifas Silk Lafto Sub City and by other similar firms.

As you response is kept confidential, you don't need to write your name on the questionnaire.

Thank you for your cooperation.

Part One: Background Characteristics of Respondents

1. Sex:

                                    Female   Male

2. Age in completed years:

                                    15 – 19   20 - 24

                                    25 – 29   30 – 34

                                    Above 35

3. Educational level attained or completed:

                                    Diploma   Degree

                                    M.A. (M.Sc.)   PHD

4. Work experience in completed years:

                                    0 – 5   6 – 10

                                    11 – 15   16 – 20

                                    Above 20

5. Current position obtained in the organization: _____

6. Year of stay in the origination in completed years: |__|__|

Part Two: Questions on Challenges and Prospects of BPR Implementation

1. How do you rate the service delivery of your Kebele before BPR was implemented?

    Good   Very good

    Moderate   Poor

    Very pool

2. Is there any service delivery improvement in your kebele (office) during the implementation of BPR?

    Yes   No

3. If your answer to Question Number "2" is "yes", how do you describe the improvement?

                                                No change   Increased Dramatic

    Reduction in cycle time

    Quality improvement (Customer satisfaction

    Cost Reduction

    №. of customers served per day/per month

4. How do you rate managers' level of commitment for BPR implementation?

Low   High

Very low   Very high

Moderate

5. Did you take training on BPR?

Yes, but it is not adequate

Yes, it is adequate

Yes, it is medium

No I didn't take

6. If your answer is yes, what were the focuses of the training?

_____

_____

7. When employees' are assigned due to the new structure or BPR, how do you see it with respect to the following points?

	Yes	No
Was there a clear evaluation criteria		
Did employees' comment on the placement criteria?		
Was there a placement as per criteria?		
Was there clear complaint handling mechanism?		
Were complaints handled properly?		

8. Do you think that BPR improves employees performance?

Yes   No

9. What is the feedback (satisfaction) of customers on the change (BPR)?

Low   High

Very low   Very high

Moderate

10. How do you see BPR implementation in your Kebele (office)?

It is succeeded

On the right direction depict the some minor challenges

Full of problem despite same minor achievements

It is failed

11. In Question Number "10" if your answer is yes for the first two, what factors were responsible for this?

Skilled man power

Existence of appropriate technologies

Good leadership

Enough supply of finance, material and other resources

If others factors, please state:

_____

_____

12. For Question Number "10" if your answer is the last two which of the following are the reasons?

	Yes	No
Lack of skilled manpower		
Lack of appropriate technology		
Poor leadership		
Lack of material, finance and other resource		
The design was not radical		
All or some of the old rules producers are still in place		
Inadequate improvement capacity of existing man power		
Other reasons, please, state		

13. Are there employees' resistant to BPR implementation?

Yes   No

14. For question NO "15", if your answer is "yes", why employees' resist BPR implementation?

The new structure did not consider employees' benefit

Fear of job loss

Lack of awareness about BPR

The approaches of managers is not good

15. Was there actual job loss after placement of employees?

Yes, there was a significant loss

Yes, but insignificant

No job loss

16. How do you rate the team sprit

    High   Low

    Very high   Very low

    Moderate

17. How much you are capable of performing and discharging your duties and tasks

    Very capable

    Capable

    I need training to be capable enough

    I am very less capable, I need a great assistance

18. How do you see employees work culture as civil servant during BPR implementation?

    Positively improved

    Decrease relative to the previous

    No any change

19. What are the challenges and problems, that your kebele/office / is faced during the

    implementation of BPR?

    Challenges:

    _____

    _____

    Problems:

    _____

    _____

20. How did your Kebele\office/ solve these problems/challenges?

    _____

    _____

21. What other challenges are still affecting the implementation?

    _____

    _____

22. What measures do you think should be taken to overcome challenges/problems and to

    maintain the success?

    _____

    _____

C. Interview for Managers [English Version]

Survey on Challenges and Prospects of BPR Implementation in Administrative

Business Process: The Case of Nifas Silk Lafto Sub City

Addis Ababa, 2010

For General Managers Use only

1. What types of preparation were taken before BPR was implemented?

2. What are the intended changes that your Kebele put in the design?

3. Do you think that your Kebele is successfully implementing BPR? If yes which issues are implemented successfully? If not which issues are not implemented successfully? If yes which things are satisfied?

4. What is the attitude of employees and customers towards BPR?

5. What are the role and the level of managers' commitment for the implementation of BPR?

6. What is the level of service delivery improvement as compared to the intended result?

7. What are the positive achievements from BPR?

8. What are the challenges and problems your Kebele faced during the implementation of the BPR?

9. What are the factors for the challenges or problems and positive achievements of BPR?

10. What measures should be taken to overcome the challenges and problems, to keep the achievement of BPR?

D. Questionnaire for Customers [Amharic Version]

Survey on Challenges and Prospects of BPR Implementation in Administrative

Business Process: The Case of Nifas Silk Lafto Sub City

Addis Ababa, 2010

For Customer Use only

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DECLARATION

I, the undersigned, declare that this senior essay is my original work, prepared under the guidance of Ato Daniel Meread. All sources of materials used for the manuscript have been duly acknowledged.

Name: Negussie Abnet

Signature: _____

Place of submissions: St. Mary's University College

                             Faculty of Business

                             Department of Management

                             Addis Ababa

Date of submission: _____

SUBMISSION APPROVAL SHEET

This Senior Research Paper has been submitted to the Department of Management in partial fulfillment for the requirement of BA Degree in Management with my approval as an advisor.

Name: Daniel Meread

Signature: _____

Date: _____