



ST.MARY'S UNIVERSITY
SCHOOL OF CRAGUATE STUDIES

**AN ASSESSMENT OF THE PRACTICES AND
CHALLENGES OF BUSINESS PROCESS REENGINEERING
(BPR) IMPLEMENTATION:**

**THE CASE OF EDUCATIONAL MATERIALS
PRODUCTION AND DISTRIBUTION ENTERPRISE
(EMPDE)**

BY

TADELE KEBEDE JEMBER

JUNE 2014

ADDIS ABABA, ETHIOPIA

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**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY,
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ADDIS ABABA, ETHIOPIA

ST.MARY’S UNIVERSITY
SCHOOL OF CRAGUATE STUDIES
FUCULTY OF BUSINESS

AN ASSESSMENT OF THE PRACTICES AND CHALLENGES
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IMPLEMENTATION

THE CASE OF EDUCATIONAL MATERIALS PRODUCTION
AND DISTRIBUTION ENTERPRISE (EMPDE)

BY

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DECLARATION

I, the undersigned declare that this thesis is my original work and all sources of materials used for this thesis have been duly acknowledged. I further confirm that this thesis has not been submitted either in part or fully to any other higher learning institution for the purpose of earning any degree.

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ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a university advisor.

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ACRONYMS

EMPDE	Educational Materials Production and Distribution Enterprise
PPESA	Privatization and Public Enterprises Supervising Agency
SPSS	Statistical Package for Social Scientists
BPR	Business Process Reengineering
ICT	Information Communication Technology
IT	Information Technology
MIS	Management Information System

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Abstract

The purpose of this study was to assess employees' and management attitude towards Business Process Reengineering (BPR) implementation and identify the challenges occurred through the implementation process there by draw conclusion and recommendation. The former functional structure of EMPDE was focusing on tasks rather than processes that could bring one outcome. Lack of employees empowerment, lack of product quality and under production capacity utilization, lack of Management Information Support System were also some of the problems. EMPDE couldn't be able to reduce cost and also unable to deliver goods and services timely. All these inefficiencies impede the competitiveness of the enterprise in the market. To address those problems, the researcher used both qualitative and quantitative data collection methods. Questionnaire, interview and secondary data were used in the research and data presentation, analysis, discussion and interpretation are made. In light of the findings, the researcher reached at a conclusion that Business Process Reengineering (BPR) implementation in the enterprise didn't meet its objectives. This research will have significance in giving a lesson to any organization that sought to study and implement BPR and it can also help EMPDE to take corrective measure and proceed on the implementing process so that the enterprise can meet the desired change objectives.

Key words: Business Process reengineering, Practices and challenges.

CHAPTER ONE

I. INTRODUCTION

1.1. Background of the Study

Organizations strive for change in order to cope up with the continuously changing global environment.

The dynamic change in technology, economy, demography, culture and other environmental factors obliges companies to update their way of producing and delivering goods and services to satisfy the ever growing demand which is changing dynamically due to the continuous change in the external and internal environment.

Educational Materials Production and Distribution Enterprise (EMPDE) was born in the year 1975 after the downfall of the feudal government being structured under the Ministry of Education having an objective of manufacturing and distributing educational materials for the educational sector. After passing some development stages it was restructured again in the year 1991 as the result of the downfall of the Derg regime. Then after, the enterprise was restructured again in the year 1998 under the supervision of 'Privatization and Public Enterprises Supervising Agency' (PPESA), being capacitated in a way that it can fulfill the demand for various educational materials, which was created by the opportunity of the expansion of private and public universities, colleges, technical and vocational schools, high schools, elementary and also kindergarten schools.

Educational Materials Production and Distribution Enterprise (EMPDE) is engaged in manufacturing of various educational materials, such as chairs, tables, shelves, science kits, chalks, mobile and fixed white board and black board as well as all types of house hold and office furniture. It also produces exercise books, various types of forms, cards etc. It also renders various services such as printing of books, magazines maintenance of vehicles, training of handling science kits, transit and storage as well as transport service.

Globalization has increased the markets and opportunities for more growth and generation of revenue to the enterprise. However, increasing diverse markets have a wide variety of needs and expectation that must be properly understand and addressed. Based on this fact therefore, Educational Materials Production and Distribution Enterprise was initiated by the supervising agency (i.e. Privatization and Public Enterprises Supervising Agency/PPESA/) to transfer itself from the traditional way of operating its business into a modern system so that it can meet the current demand of customers through delivering high quality of products and services to take competitive advantage.

Therefore, it was decided to study and implement Business Process Re-engineering (BPR) in the year 2008 and the study was completed and implemented in the year 2012.

1.2. Statement of the Problem

As has been noted by Hammer and Champy (1993), BPR method as the primary reconsideration and the fundamental redesign of organizational process in order to accomplish dramatic improvement of current performance in terms of time management, quality of product and service delivery, cost effectiveness and satisfaction.

BPR avoid the repeating of old mistakes and to provide a new baseline for future improvement; it approaches with quick delivery of results, involvement and satisfaction of customers. It has also becoming a requirement in every manufacturing and service giving firms as customers have their own choice and this will bring about increased competition among firms.

As to the report of BPR technical committee issued in June 2009, various problems were identified before BPR and some of them are stated here under:

- ✓ The former functional /Departmental/ structure was focusing on tasks rather than processes and activities that can bring one outcome. Activities were found being fragmented in different departments which entailed inefficiency.
- ✓ There was no empowerment to make decision and these hindered employees' motivation for creativity and innovation.

- ✓ Preparation of interim and annual performance reports as well as preparation of strategic planning preparation was not done in time.
- ✓ Lack of product quality and timely delivery of product and service.
- ✓ Production was running under capacity.
- ✓ ICT was not in place so that MIS wasn't under practice which could assist and facilitate decision making. ('EMPDE's management report issued in June 2009 has also stated those problems)

Taking these factors into consideration which hindered performance enhancement, Educational Materials Production and Distribution Enterprise (EMPDE) has launched BPR by demolishing the existing system to satisfy the current needs and wants of customers by bringing radical change in the organizational structure, work method, procedure, processes, performance appraisal system, behavior and attitude of employees.

However, wastage of raw materials and other inputs, delay of order delivery and poor financial controlling problems were encountered after BPR implementation. Poor production capacity utilization was also one of the problems which resulted poor company performance in general after the implementation of BPR.

This problem has triggered the student researcher to study on this topic in this specific enterprise.

1.3. Basic Research Questions

- How do employees evaluate top management's knowledge and commitment for BPR implementation?
- How was employees' satisfaction by the launched BPR?
- How much customer's satisfaction was enhanced after the implementation of BPR?
- How successful was the implemented BPR in achieving its objectives?

1.4. Objective of the Study:

1.4.1 General Objective of the Study:

The general objective of this study was to examine the factors that hinder the effectiveness of BPR implemented in Educational Materials Production and Distribution Enterprise/EMPDE/ and

also to assess the challenges that the enterprise faced with regard to BPR implementation and recommend possible solution.

1.4.2 Specific Objective of the Study:

- To assess the attitude of employees and management towards BPR and its implementation.
- To assess the challenges that the firm faced during and after BPR implementation;
- To assess factors that hinder the successfulness of BPR

1.5. Significance of the Study

The researcher believes in that the result of this research can benefit the management of EMPDE and the supervising agency as well. It can also benefit any organization that sought an organizational change through BPR implementation.

1.6. Scope of the Study:

The study was delimited to examine the practice and challenges of BPR implementation in 'EMPDE' being restricted to collecting data, analyzing and interpreting data and identifying the factors that made the implemented BPR not to be effective in this specific enterprise.

By doing so, this research has tried to draw conclusion and recommendation.

CHAPTER TWO

2. LITERATURE REVIEW

The researcher has reviewed various literatures on Business Process Reengineering and related issues.

2.1. The Concept of Business Process Reengineering

According to Davenport and Short (1990), business process is a set of logically related tasks performed to achieve a defined business outcome. “A process” is a structured, measured set of activities designed to produce a specified output for a particular customer or market.

As defined by Michael Hammer and Jamel Champy, (Hammer and Champy, 1993), BPR is the fundamental rethinking and radical redesign of business process to achieve dramatic improvement in critical contemporary measure of performance, such as cost, quality, service and speed.

The primary objective of BPR is to make organizations more competitive by optimal utilization of resources, reducing costs, shortening product development cycles, improving quality, and satisfying customers (Vantrappen, 1992). According to Chang (1994), BPR’s distinguishing characteristics are radical change, cross-functionality, operating across organizational units, breaking outdated paradigms, and involves innovative application of technology. The change process challenges the old ways and proposes new process. The change process focuses on objectives and end results. It challenges the old ways of doing process, and proposes new methodologies. It identifies time as a prime competitive factor. It leads to value-added element for every activity, ensures quality at the source, planning for an end-to-end solution.

Al – Mashari & Zairi (2000) discussed that organization undergoing radical change process would set aggressive goals with updated technology, empowering people, building consensus on accepting changes, change processes that are necessary to company’s success.

Davenport (1993) views that BPR is setting new way of business processes, rather than concentrating on business functions or other organizational entities.

2.2 Principles of Business Process Reengineering

Hammer and Champy (1990), suggested seven principles:

- Organize around outcomes, not tasks.
- Identify all the processes in an organization and prioritize them in order of design urgency
- Integrate information processing in to the real work that produces the information.
- Treat geographically dispersed resources as though they were centralized.
- Link parallel activities in the workflow instead of just integrating their results.
- Put the decision point where the work is performed, and build control into the process
- Capture information once and at the source. These authors consider information technology (IT) as the key enabler of BPR.

2.3 Why reengineering?

Companies may go for reengineering for different reasons and the reason may be due to competitive pressure or defensive reaction to finance or it can be from customer concern.

A new technology may cause a company in a disadvantageous position or it may be a proactive to help the company to give competitive advantage.

The old way of doing business, the principle and technology that succeeds the business yesterday are not longer fit today's business environment. Customer relationship shifted and customers test and preference have got the upper hand and tell suppliers what they want, when and where they want to receive and at what price. This will create competition among suppliers and hence suppliers run to differentiate themselves in offering high quality for competitive price which require reengineering the business (Champy 1993).

2.4 Who needs a reengineering?

According to champy (1993) companies found in three different positions may under take business reengineering process as clarified hereunder.

a) Companies in deep trouble

Company's product fails twice or three times or more than the competitors' failure may cause reengineering or if customers complain against it, then reengineering will be required.

b) Companies that are not yet in trouble

When management foresight that there will be a financial trouble in the near future due to change in customer's test and preference or change in laws and regulations or change in the economic environment, then it needs reengineering.

c) Companies that are in peak condition

Even though a company doesn't have any difficulties currently, it may go for reengineering due to the ambitiousness and aggressiveness of the management.

2.5 Why BPR Project fails and what can be done about it?

Obstacles for the success of BPR are lack of sustained management commitment and leadership, unrealistic scope and expectation and resistance to change.

Bashein (1994) outline the positive preconditions for BPR success as; senior management commitment and sponsorship, realistic expectation, empowered and collaborative workers, strategic context of growth and expansion, shared vision, sound management practices, appropriate people participation and sufficient budget are all essential inputs. On the other hand lacking the above positive preconditions can be taken as a negative precondition. The wrong sponsor, personal interest inclined attitude, cost-cutting focus, and narrow technical focus, and unsound financial conditions, too many project underway, fear and lack of optimism can also be mentioned.

According to Dixon (1994) reengineering process requires top management commitment. Managers need to work dedicatedly by devoting the necessary time, money and other resources to bring the envisaged change. Again as to Grant (2002) and Crowe (2002), top management should have different knowledge about BPR and the realistic expectations of its results.

King (1994) views the primary reason of BPR failure as over emphasis on the tactical aspects and compromising the strategic dimensions. He discussed that there are three important strategic dimensions to BPR and these are Developing and Prioritizing Objectives, Defining the Process

Structure and Assumptions (i.e. Identifying Trade- Offs between Processes, Identifying New Product, and Market Opportunities, Coordinating the Reengineering effort and Developing Human Resource Strategy.

Finally he concluded that the ultimate success of BPR depends on the people who do it and how well they can be motivated.

Based up on the theoretical analysis and survey of literature relevant to reengineering, Kettinger and Grover (1995) outline to guide future inquiry in to BPR which centered around the concept of knowledge management, employee empowerment, adoption of new IT's and shared vision.

2.6 Organizing:

According to Jones and George (2009), organizing is the process by which managers establish the structure of working relationships among employees to allow them to achieve organizational goals efficiently and effectively.

Organizational Structure:

It is a formal system of tasks and reporting relationships that coordinates and motivates organizational members so that they work together to achieve organizational goals.

Organizational Design:

Organizational design is the process by which managers make specific organizing choices that result in a particular kind of organizational structure.

There are different options in structuring a firm and these options are divisional structure, product, market, and Geographic, Functional and Matrix structure.

a) Functional Structure:

This is an organizational structure composed of all departments that an organization requires to produce goods or services.

b) Divisional Structure:

It is an organizational structure composed of separate business units within which are the functions that work together to produce a specific product for a specific customer.

c) Geographic Structure:

This is an organizational structure in which each region of a country or area of the world is served by self-contained division.

The above discussed organizational structures are focusing on specific functions, units or specific locations or areas separately. These kinds of organizational structures in general differ from BPR principle and structural designing approach, because the concern of BPR is to bring all activities together so that they can give one single outcome and achieve dramatic improvement in performance.

2.7 Change Management

According to Robbins (2005), Change is a shift in some conditions or situation from its present state to a new and different state. Change management needs thoughtful planning and sensitive implementation, and above all, consultation with, and involvement of the people affected by the change. If you force change on people normally problem arise. Change must be realistic, achievable and measurable. Before starting organizational change, ask yourself: what do we want to achieve with this change? Why and how will we know that the change has been achieved? Who is affected by the change? And how will they react to it?

Change must involve the people, not be imposed up on the people.

2.7.1. Chang Management Principles [Plant R. (1987)]

- At all time involve , agree and support from people within system (i.e. environment, process, culture, relationship, behavior, etc., whether personal or organizational)
- Understand where you/the organization is at the moment
- Understand where you want to be, when, what and the measures will be for having got there.

- Plan development towards your goal in appropriate achievable measurable stages.
- Communicate, enable and facilitate the involvement from people earlier than and openly as fully as in possible.

According to Kotler 'the heart of change' (2002), eight points are identified to be considered for change to be successful and these are; **Increasing urgency, Get the vision right, Communicate for buy, Empower action, Create short- term wins, Don't let up, and Make change stick.** Getting the vision right, making the objective real and relevant will inspire people to move to the intended direction. Encouraging ongoing progress reporting, fostering and encouraging determination and persistence is essential as well. Proper communication is mandatory at every stage of the change in order to gain acceptance.

2.7.2. Strategies to Minimize Employee's Resistance to Change

Employee's resistance to change can be minimized by implementing the following strategies.

Honest and frequent communication

Top management should adopt an honest and frequent communication as the highest priority and strategy for restructuring the organization change. Communication helps to reduce employee's fears of the unknown, in terms of their job security and opportunities/career advancement.

Hence, management shall be honest and communicate the change at every stage.

Continuous action learning

Employees need new knowledge and skills to fit in the organization's new requirements and new products. Though learning is time-consuming, it is an important process in the change initiative because it helps employees to break old routines by learning new role patterns. Learning brings behavioral change.

Involve employees in the change program

Without seeking consent from the lower level employees, it is wrong to institute a program of change in the form of centralization. Authoritative approach will cause a change to be unsuccessful. When employees be involved in the change process, they will personally feel responsible for the success of the change effort.

Introduce stress management

There will be lot of stresses felt by the company's employees after the change effort. It is a stressful experience because it threatens self-esteem and creates uncertainty about the future. The top management, in particular Human Resource Department, has to introduce stress management practices to help employees cope with the changes.

Negotiate with the employees

Employees normally will have a tendency to resist the change effort, so the management has to adopt some "soft" influence tactics that involve the promise of future benefits or resources in exchange for the employee's compliance with their request. This strategy potentially activates any employees who would otherwise lose out from the change program.

Practice "soft" coercion tactics

Top management should also practice coercion tactics. "Soft" coercion tactics includes persistently reminding the employees of their obligations, frequently monitoring behavior to ensure compliance and confronting employees who resist change. But don't put it too radical, because it creates more fear and feelings of insecurities to the existing employees that may lead employees to engage in office politics.

2.8 Modernization of Printing Plant

Ethiopia is one of the major suppliers of school text books in Ethiopia. Today's growing demand for text books due to the expansion of elementary and high schools as well as colleges and universities and also demand for printing of fiction books, magazines, various kinds of cards, forms and etc, has put immense pressure on educational materials manufacturing sector to meet demand of the dynamic economic, social and political environment of Ethiopia.

The national current printing capacity for schools text books is 50% of the demand. The remaining school text books are therefore printed internationally outside Ethiopia. Hence, production capacity

enhancement is mandatory to utilize the available market opportunity which requires modern technology machines with high manufacturing capacity.

Printing Technology

There are four major processes in the printing industry:

- Letterpress,
- Flexography,
- Offset Lithography, and
- Gravure

Letterpress and Flexography prints from a raised surface and is distinguished by sharp, crisp printing, but produces grainy images and sharp breaks ingredient tins and vignette. Lithography, which prints from a plane surface, is characterized by soft, smooth transitions of colors and tones.

Gravure, which prints from sunken surfaces, has long tone scale and strong, saturated colors. In most cases, however, factors such as cost, availability and adaptability of equipment, speed of machinery, etc., are the main considerations in selecting printing processes rather than the quality or appearance of the image reproduction. Moreover, letterpresses are easily adaptable to the areas of die cutting, creasing, perforating and foil stamping.

Offset Lithography is the latest and most popular of the three major printing processes. The separations of image and non-image areas, which are on the same plane, are maintained chemically by the principle that grease and water do not mix. The basic difference is the manner in which ink is placed on paper; offsetting is first from plate to rubber blanket and then from blanket to paper. One major advantage of this process is that the soft rubber surface, as compared to letterpress metallic plates, creates a clearer impression on a wide variety of papers and other materials.

Offset lithography also allows extensive use of illustrations with a minimum of press make ready. Lithography at first used smooth porous stones. Later it was found that grained metal plates of zinc, copper or aluminum could be curved around a press cylinder, which made it possible for the high-speed lithography of today.

The word, offset, actually refers to the process that transfers an image to paper by means of three cylinders instead of two as in the case of letterpress. The inked and watered plate prints on a rubber blanket, which in turn offsets this ink impression to the paper, which is held to the impression cylinder. During the preparation stage of the printing plate, the printing image area is rendered grease receptive and water repellent, while the non-printing areas are rendered water receptive and ink repellent (Graphium consultant, 2007).

The plate is clamped to the plate cylinder of the press. While rotating, it comes in contact first with the dampening roller and then with the inking roller. The dampeners repel the ink from wetting the non-printing areas of the plate. The inked image is then transferred to the rubber blanket on the second cylinder. The paper is printed as it passes between the blanket and impression cylinder.

Gravure is an intaglio process. The image is etched or sunken below the surface. It is the exact opposite of letterpress. In rotogravure, the printing impression is obtained by transferring ink at high speed from cells or depressions of varying depth and/or areas

The decline of the letterpress process has been so rapid and pronounced that many printers consider letterpress either dead or almost so. Despite its decline, it should not be viewed as an outdated process. A sizeable portion of the total printing in Ethiopia as well as in the developed countries is done using the letterpress method. Although declines might continue, it is unlikely that the process should be considered alive and well for several reasons. There are many areas in various printing where letterpress can perform more efficiently and cheaper than any other process. The process is also ideal for short run, high quality etched into a copper cylinder to a web of paper. In the process of printing, the cylinder revolves in a trough of volatile ink, which fills the cells and also completely covers the surface. This surplus ink is removed by the rotation of the cylinder against a flexible steel knife known as a sector blade.

As discussed earlier, the letterpress printing method is the oldest technology and was followed by offset lithography. During the last 40 years, offset lithography has become increasingly more popular than other printing processes. The letterpress printing technology has the following disadvantages compared to lithography:

- High cost of preparation of image carrier

- Time consuming for making ready operation
- Obsolete technology. Today, the technology is not available as no manufacturer produces the machinery.

The gravure method is ideal for security printing, packaging, and for producing millions of copies in full color, which in effect, makes the cost- effectiveness of the gravure technology unsuitable for the printing plant, which is intended to print limited quantities.

(‘Modernization of Printing Plant’ by Graphium consultant (2007))

CHAPTER THREE

3. RESEARCH DESIGN AND METHODOLOGY

3.1 Research design and methodology

3.1.1 Research Design

The researcher has used both primary and secondary data sources based on random sampling techniques. Descriptive statistics using qualitative and quantitative data analysis method has been used being aided by **Statistics package for social scientists (SPSS)** computer soft ware.

3.1.2 Sampling and Sampling Techniques

The total population was 487 which is the total number of employees of the enterprise and by using simple random sampling technique 219 employees were selected as a sample through lottery method from the enterprise. Sample size was determined by using the formulae which was used by Glen D.

$$n = \frac{N}{1 + N(e^2)} ; \text{ Where } N = \text{Total population,}$$

n=Sample size, and 'e'= Significance

The researcher has taken 0.05 as a significance level.

Hence, $487 / 1 + 487(0.052) = 219.61$

3.1.3 Sources and Tools of Data Collection

3.1.3.1 Primary Data Collection

The researcher collected primary data in two ways. The first was collecting primary data was through distributing questionnaire to 219 employees with close-ended and open-ended questions and the entire questionnaire was collected. The second way was by interviewing top and middle management as well as one board member and this was well done through structured interview questions.

3.1.3.2 Secondary Source

- Different books written on the area of BPR were assessed and read by the researcher using libraries and also from internet.

- Various interim and annual reports prepared by the enterprise were read and used as an input for the data analysis and interpretation purpose.

3.1.4 Data Analysis

The researcher has used descriptive statistics method to analyze the data Collected from 219 respondents. In the descriptive statistics, tables are used for analysis and therefore any user of the research can easily understand by looking at the figures and percentages in the tables.

3.1.5 Reliability and validity

Reliability analysis refers to the consistency and dependability of a measuring instrument. It helps to show the dependability of an instrument to test what it was designed to test and as to the theory it ranges from 0 to 1.

There are several methods to assess the reliability of tests and **Cronbach's Alpha** is one of the methods used to test the reliability of questions.

Reliability Statistics

Cronbach's Alpha	N of Items
.972	26

As per the analysis made through using SPSS soft ware and presented in the above table, the reliability statistics test for the 26 questions presented on the questionnaire is 0.972 and this indicates that the measurements are reliable and very dependable.

3.1.6 Organization of the Research Paper

The research paper is properly presented in five chapters. Chapter one contained the introduction part which comprises the background of the study, statement of the problem, basic research questions, objective of the study, significance of the study, delimitation of the study and limitations Chapter two contained the literature review part and the research design and methodology is presented in chapter three. Data presentation, analysis, discussion and interpretation part is presented in chapter four.

Finally, the conclusion and the recommendation part are presented in chapter five.

CHAPTER FOUR

4.DATA PRSENTATION, ANALYSIS, DISCUSSION AND INTERPRETATION

This chapter presents the analysis and interpretation of the data collected from the employees and management as well as board member of EMPDE through questionnaire and an interview. Respondents profile is presented on table 4.1 followed with their data analysis, discussion and interpretation.

4.1. Respondents profile:

S.no	Category	Number	Percent
1	Sex:		
	Male	159	72.6
	Female	60	27.4
	Total	219	100
2	Qualification:		
	PHD	0	0
	MBA/MSC	1	0.5
	BA/BSC	45	20.5
	Diploma	108	49.3
	10 th /12 complete	65	29.7
	Total	219	100
3	Experience:		
	Less than two years	15	6.8
	3-5 years	38	17.4
	6-10 years	76	34.7
	11-20 years	89	40.6
	Above	1	0.5
	Total	219	100
4	Marital status:		
	Married	132	60.3
	Divorce	8	3.7
	Single	78	35.5
	Widow	1	0.5
	Total	219	100

Source: Survey questionnaire

1) Sex:

As shown on no.1, table 4.1 on the preceding page, 159 respondents were male while 60 out of the total were female, which means that 72.6% and 27.4% respectively. Only 27.4% of the respondents were women. This was because the enterprise has 125 female employees and this holds only 25% out of the total 487 employees. The researcher therefore has tried to take opinions from considerable number of women employees in relation to men –women ratio.

2) Qualification:

One respondent is MBA holder, 45 BA, 108 Diploma, and 65 are 10th grade or 12th grade completed in the previous curriculum. This indicates that 0.5%, 20.5% 49.3% and 29.7% respectively which implies that 70% of the total respondents are professionals and semi-professionals.

Hence it can relatively be possible to say that this literate man power can have positive contribution towards the BPR implementation process.

3) Experience:

As shown on no 3, table 4.1, only 15 respondents served for 2 or lesser years, 35 from 2-5years, 76 from 6-10 years, 89 from 11-20 years and one respondent has served above 20 years in the enterprise. Those who have served for 2 and lesser years comprise the 6.8 % of the total respondents and 17.4% comprises those who served from 3 up to 5 years, 34.7% served from 6-10 years, 40.6 % comprises those who served from 11-20 years and 0.5% have given a service above 20 years. This shows that almost 86% of the respondents have given a service beyond six years so that these people can judge the situation before and after BPR implementation in the enterprise so that their opinion can be valuable for the study and at the same time, we can assume that this experienced man power can have positive contribution towards BPR implementation.

4) Marital status:

As to the data shown on no. 4 table 4.1 again, 132 respondents (i.e. 60.3%) are married, 8 (3.7%) divorced, 78 (35.5%) single, and 1 (0.5%) is widow. The significant portion (60.3%) of the respondents being married can positively contribute to BPR implementation because it can be assumed that these people can stably continue working in the enterprise than that of the unmarried ones relatively which can have a positive contribution to the implemented BPR.

4.2 Employees, management and board member's attitude towards the implemented BPR:

According to data collected from employees using Questionnaire and an interview conducted with middle and top management as well as one board member, the data presentation, analysis, discussion and interpretation follows:

Table 4.2.1 Awareness creation during BPR implementation:

S. No	Item	R A T I N G					Total No of respondents (% age)
		SA (5)	A (4)	NI (3)	DA (2)	SDA (1)	
1	Every employee was aware why BPR was needed in the enterprise.	55(25.1)	76(34.7)	19(8.7)	58(26.5)	11(5%)	219(100)
2	Proper awareness creation has been achieved at every stage of BPR preparation	50(22.8)	79(36.1)	16(7.3)	58(26.5)	16(7.3)	219(100)
3	There was full participation of employees at every stage of BPR preparation.	34(15.5)	74(33.8)	25(11.4)	56(25.6)	30(13.7)	219(100)

Source: Survey questionnaire

1) Awareness about why BPR was needed?

As shown on table 4.2.1 no.1 above, 55 respondents answered that they strongly agree and 76 answered that they agree with the statement that says "...Every employee was aware why BPR was needed", This is 25.1% and 34.7% of the total respondents respectively. On the other hand, 19 gave no idea which is 8.7% and 58 respondents answered that they disagree while 11 strongly disagree with the statement which is 26.5% and 5% respectively. This implies that the majority (59.8%) were aware why BPR was needed.

Hence, it is possible to say that management has done well in this regard because this will have positive impact on employees' acceptance to implement the envisaged change.

2) Awareness creation at every stage of BPR implementation:

As shown on table 4.2.1 no.2, 50 respondents said that they strongly agree and 79 agree for the statement that says "...Proper awareness creation has been achieved at every stage of BPR preparation" while 16 gave no idea, 58 disagree and 16 strongly disagree with the statement. This holds 22.8%, 36.1%, 7.3%, 26.5% and 7.3% respectively. This implies that the majority (58.9%) witnessed that awareness creation was achieved at every stage of BPR implementation process and this is also a good achievement because it has a positive impact on BPR implementation.

3) Participation on BPR implementation:

For the third statement (table 4.2.1 no.3) "...There was full participation of employees at every stage of BPR implementation", 34 (15.5%) of the respondents said that they strongly agree, 74 (33.8%) agree, 25 (11.4%) gave no idea, 56 (25.6%) respondents disagree and 30 (13.7%) strongly disagree with the statement.

Those who answered agree and strongly agree together holds the 49.3% of the total respondents and this is less than half of the total respondents which shows that the implementation process was not fully participative.

Middle and top management has also said that BPR implementation was not fully participative because there was no enough time to adequately involve all employees at all stages of BPR implementation due to pressure made by the supervising authority to implement BPR the sooner possible. This supports the above idea so that it might have an adverse impact on employees' acceptance at the end.

Table 4.2.2 Employees response on how management followed BPR Principle in the Implementation process:

Item	R A T I N G					Number of Respondents
	SA (5)	A (4)	NI (3)	DA (2)	SDA (1)	% age
BPR has been implemented as per BPR principle	44(20.1)	58(26.5)	32(14.6)	48(21.9)	37(16.9)	219(100)

Source: Survey questionnaire

As can be seen from table 4.2.2 above, 44 (20.1%) of the total respondents strongly agree and 58(26.5%) agree with the statement "...BPR has been implemented as per BPR principle" while 32(14.6%) gave no idea, 48(21.9%) disagree and 37(16.9%) strongly disagree. This shows that only 46.6% of the respondents support the statement and this implies that management has failed to follow BPR principles in the implementation process and this indicates that there will be a problem to bring the desired change.

Table 4.2.3 Employees response on policies and procedures:

Item	R A T I N G					Number of Respondents
	SA (5)	A (4)	NI (3)	DA (2)	SDA (1)	% age
Policies and Procedures have been clearly defined and employees have understood those procedures	9(4.1)	66(30.1)	58(26.5)	47(21.5)	39(17.8)	219(100)

Source: Survey questionnaire

As shown on table 4.2,3 above, 9(4.1%) of the total respondents replied that they strongly agree and 66(30.1%) agree with the statement that says"... Policies and procedures have been clearly defined and employees have understood those policies and procedures"but 58(26.5%) replied no idea, 47(21.5%) disagree and 39(17.8%) strongly disagree. This shows that only the 34.2% of the total respondents witnessed that there are clear policies and procedures and are understood by employees, while the 39.3% strongly agreed and disagreed and 26.5% became neutral. Therefore, it indicates that there is no clear policy and procedure so that employees didn't understand it.

Table 4.2.4 Employees response on the fairness of job placement:

Item	R A T I N G					Number of Respondents
	SA (5)	A (4)	NI (3)	DA (2)	SDA (1)	% age
The job Placement was done based on qualification and experience so that it was fair	43(19.6)	60(27.4)	18(8.2)	62(28.4)	36(16.4)	100(100)

Source: Survey questionnaire

Table 4.2.4 shows that 43(19.6%) respondents have strongly agreed and 60(27.4%) agreed with the statement "...Job placement was done based on qualification and experience so that it was fair", while 18 (8.2%), 62(28.3%), and 36 (16.4%) of the respondents gave no idea, disagree, and strongly disagree respectively. Hence, only 47.0% of the total respondents support the statement which is minority, while the 44.8% counts for disagree and strongly disagree and 8.2% of the respondents stood neutral .The 44.8 % which is significant in number opposed the job placement decision and this unsatisfied portion could have an adverse impact on the implementation.

Table 4.2.5 Employees response on working culture after BPR:

Item	R A T I N G					No. of Respondents
	SA (5)	A (4)	NI (3)	DA (2)	SDA (1)	% age
Working Culture has been changed after BPR	32(14.6)	79(36.1)	20(9.1)	66(30.1)	22(10.0)	219(100)

Source: Survey questionnaire

Table 4.2.5 shows that 32 (14.6%) respondents replied strongly agree, 79 (36.1%) agree, 20 (9.1%) gave no idea, 66 (30.1%) disagree and 22 (10.0%) strongly disagree on the statement “...Working culture has been changed after BPR”. This shows that only 50.7 % of the respondents support the idea while disagree and strongly disagree sum for 40.1% which is significant portion. Besides, 9.1% stood neutral. Hence, it implies that BPR didn’t bring about change in working culture.

The data obtained from the interview also supports the above idea by saying that no working culture was achieved after BPR.

Table 4.2.6 Employees Responses on Knowledge and Skill of Top Management to Implement BPR

Item	R A T I N G					No. of Respondents
	SA (5)	A (4)	NI (3)	DA (2)	SDA (1)	% age
Top management is knowledgeable for BPR implementation	31(14.1)	84(38.4)	25(11.4)	65(29.7)	14(6.4)	219(100)

Source: Survey questionnaire

As to regards to knowledge and skill of top management 31 respondents said that they strongly agree with the statement “top management is knowledgeable and skillful for BPR implementation” and 84 respondents agree with the statement. This two (strongly agree and disagree) comprises 14.1% and 38.4% respectively. 25 respondents didn’t give their idea and this is 11.4%, while 65(i.e. 29.7%) disagree and 14(6.4%) strongly disagree. Therefore, out of 219 total respondents 115 which are 52.6% have agreed and strong agreed with the statement while only the 36.1% (minority) counts for strongly disagree and agree.

Hence it is possible to say that majority of the respondents have positive attitude to management knowledge and skill.

Table 4.2.7 Employees Response on the Commitment of Top Management for BPR Implementation

Item	R	A	T	I	NG	Number of Respondents
	SA (5)	A (4)	NI (3)	DA (2)	SDA (1)	% age
Top management has full commitment for BPR implementation	34(15.6)	79(36.1)	22(10.0)	73(33.3)	11(5.0)	219(100)

Source: Survey questionnaire

Table 4.2.7 above shows that 34 (15.6%) of the respondents have replied that they strongly agree, 79(36.1%) agree, 22 (10.0%) gave no idea, 73 (33.3%) respondents disagree and 11(5.0%) strongly disagree with the statement “Top management has full commitment for BPR implementation”. This shows that out of the total respondents the 51.7% have witnessed that top management is committed for BPR implementation. However, we can’t say that this is satisfactory because management commitment is the very crucial factor for BPR success so that it requires more effort.

Table 4.2.8 Employees Response on Customer Satisfaction:

S.N.	Item	Rating					Number of Respondent % age
		SA	A	NI	DA	SDA	
1	Goods and services delivery time have been improved	21(9.6)	78(35.6)	33(15.1)	72(32.9)	15(6.8)	219(100)
2	Cost has been reduced at all level after BPR	16(7.3)	54(24.7)	74(33.8)	48(21.9)	27(12.3)	219(100)
3	Customer satisfaction has increased after BPR	31(14.2)	73(33.3)	26(11.9)	63(28.8)	26(11.9)	219(100)

Source: Survey questionnaire

1) Delivery time of goods and services:

As can be seen from table 4.2.8 no.1 above, 21(9.6%) respondents replied strongly agree with the statement "...Goods and services delivery time have been improved", 78(35.6%) agree, 33(15.1%) gave no idea, 72(32.9%) disagree and 15(6.8%) respondents replied strongly disagree. This finding indicates that only 45.2% of the total respondents support the statement while the rest stood differently. Annual report of the company issued at end of June 2013 and customers' survey report has shown that delivery time of goods and services has not improved.

Hence, it indicates that delivery time of goods and services is not significantly improved.

2) Cost reduction:

As shown on table 4.2.8 no.2, only the 32% of the respondents answered strongly agree and agree together for the statement "...cost has been reduced at all level after BPR", while the rest fall on strongly disagree, disagree and for neutral. This directly indicates that the enterprise couldn't achieve the desired cost reduction at all level.

3) Customer satisfaction:

As shown on table 4.2.8 no.3, the minorities (47.5%) of the respondents answered strongly agree and agree together for the statement "...customer satisfaction has increased after BPR".

The data obtained from the interview has also supported this opinion by giving the reflection that customer satisfaction was not achieved after BPR. Besides, customers' survey report of the enterprise has stated that customers are dissatisfied by quality, price, and delivery of goods and services of the enterprise.

This implies that the enterprise has failed to meet customer's satisfaction which was the critical BPR objective so that this supports the above discussion.

Table 4.2.9 Response on Employees Empowerment for Decision Making after BPR:

Item	Rating					Number of Respondent % age
	SA (5)	A (4)	NI (3)	DA (2)	SDA (1)	
Employees are empowered and can give decision based on BPR allocation	29(13.2)	69(31.5)	19(8.7)	60(27.4)	42(19.2)	219(100)

Source: Survey questionnaire

Table 4.2.9 shows that 29 respondents (i.e. 13.2%) strongly agree and 69 (31.5%) agree with the statement "employees are empowered and can give decision based on BPR allocation". This portion holds only 44.7% which is minority, while 19.2%, 27.4% and 8.7% strongly disagree, disagree and gave no idea respectively.

Data obtained from the interview has also justified that full delegation of authority is not practical in the enterprise so that things are going as before.

According to Al-Mashari Be Zairi (2000), empowering people is one of the crucial factors for BPR project implementation.

King (1994), also underlines that the ultimate success of BPR depends on the people who do it and hence empowering people will motivate them to put their effort for its success.

However, EMPDE top management didn't empower its' employees to make decision and hence Based on this theory, it is possible to say that it is a failure not to empower employees.

Table 4.2.10 Response on Creativity and innovation

Item	Rating					Number of Respondent % age
	SA (5)	A (4)	NI (3)	DA (2)	SDA (1)	
Employees creativity and innovation has been increased after BPR	28(12.8)	70(32.0)	29(13.2)	61(27.9)	31(14.2)	219(100)

Source: Survey questionnaire

As shown on table 4.2.10above, 28(12.8%) strongly agree, 70(32.0%) agree, 29(13.2%) gave no idea, 61(27.9%) disagree and 31(14.2%) strongly disagree with the statement “employees’ creativity and innovation has been increased after BPR”.

This means that only (44.0%) of the respondents which counts together for strongly agree and agree shown positive attitude to the statement while the rest are in different and this indicates that creativity was not enhanced after BPR.

Table 4.2.11 Employees response on knowledge of BPR committee, budget control and motivational packages

S.No	Items	R A T I N G					No. of respondents (%)
		SA (5)	A (4)	NI (3)	DA (2)	SDA (1)	
1	The selection of BPR committee was based on knowledge, skill, experience and aptitude.	40(18.3)	60(27.4)	32(14.6)	64(29.2)	23(10.5)	219(100)
2	There is proper planning and budget control system	21(9.6)	59(26.9)	50(22.8)	50(22.8)	39(17.8)	219(100)
3	The necessary facilities and equipment such as IT has been fulfilled as per BPR study	24(11.0)	50(22.8)	29(13.2)	79(36.1)	37(16.9)	219 (100)
4	Motivation packages are introduced after BPR	35(16.0)	76(34.7)	28(12.8)	72(32.9)	8(3.7)	219(100)

Source: Survey questionnaire

1) Selection of BPR committee:

On table 4.2.11, no.1 above 40(18.3%) respondents strongly agree and 60(27.4%) agree with the statement "...the selection of BPR committee was based on knowledge skill and experience", where as 32 (14.6%), 64 (29.2%) and 23 (10.5%) gave no idea, disagree and strongly disagree respectively. Hence, strongly agree and agree together gives only 45.7% which is the minority.

2) Planning and budget control:

On table 4.2.11, no.2, 21(9.6%) respondents strongly agree and 59(26.9%) agree with the statement "there is proper planning and budget control system" whereas the 50(22.8%), 50(22.8%) and 39(17.8 %) replied no idea, disagree agree and strongly disagree respectively.

Hence, only the 36.5% comprises the respondents who answered strongly agree and agree together which is the minority.

3) Facility fulfillment:

For the statement "...the necessary facilities have been fulfilled", 24(11.0%), 50(22.8%), 29(13.2%), 79(36.1%) and 37(16.9%) replied strongly agree, agree, no idea, disagree and strongly disagree respectively and this shows that only 33.8% of the respondents gave positive answer which is the minority.

4) Motivational factors:

For the statement saying "...motivation packages are introduced after BPR", 35(16.1%), 76(34.7%), 28(12.8%), 72(32.9%) and 8(3.7%) respondents replied strongly agree, agree, no idea, disagree and strongly disagree respectively and this indicates that motivational packages are not fully implemented.

The data obtained from the interview also supports this idea because those interviewees said that motivational factors are not fulfilled except the salary increment made.

Table 4.2.12 Response on Employees Satisfaction by BPR Implementation:

Item	Rating					Number of Respondent % age
	SA	A	NI	DA	SDA	
Employees are satisfied by BPR implementation	35(16.0)	62(28.3)	22(10.0)	82(37.4)	18(8.2)	219(100)

Source: Survey questionnaire

As shown on the above table, 35(16.0%) and 62(28.3%) replied strongly agree and agree respectively and this together counts for only 42.3%, while the 22(10.0%), 82(37.4%) and 18(8.2%) respond no idea, disagree and agree respectively. This shows that minority of the respondents (42.3%) strongly agrees and agree.

Hence, it is possible to say that employees are not satisfied by the implemented BPR.

Table 4.2.13 Employees Response on “ICT” and “MIS” Implementation:

S.N.	Item	Rating					Number of Respondent % age
		SA	A	NI	DA	SDA	
1	ICT and MIS have been properly implemented	14(6.4)	53(24.2)	54(24.7)	77(35.2)	21(9.6)	219(100)
2	There is ICT proficiency in the enterprise	16(7.3)	60(27.4)	46(21.0)	76(34.7)	21(9.6)	219(100)

Source: Survey questionnaire

Implementation of ICT & MIS

The 77(35.2%) respondents disagree, 21(9.6%) strongly disagree and 54(24.7%) gave no idea while only 14(6.4%) and 53(24.2%) strongly agree and agree respectively with the statement “...ICT and MIS have been implemented” meaning that the minority (30.6%) gave positive answer and this shows the enterprise is not utilizing ICT effectively.

At the same time, only 16(7.3%) and 60(27.4%) of the respondents replied strongly agree and agree for the statement “there is ICT proficiency in the enterprise”, while the 9.6% of the respondents strongly disagree, 34.7% disagree and 21.0% gave no idea.

Data obtained from the interview also shows that MIS couldn’t be properly implemented, because ICT infrastructure cost is very high and also there are no sufficient qualified IT specialists in the enterprise.

Therefore it indicates that ICT which is the best enabler of BPR is not adequately put in place in the enterprise.

Table 4.2.14 Response on Employees Acceptance of the Implemented BPR:

Item	Rating					Number of Respondent % age
	SA	A	NI	DA	SDA	
BPR is accepted by employees of the enterprise	34(15.5)	70(32.0)	23(10.5)	73(33.3)	19(8.7)	219(100)

Source: Survey questionnaire

Only 34(15.5%) strongly agree and 70(32.0%) agree with the statement, while 23(10.5%), 73(33.3%) and 19(8.7%) replied no idea, disagree and strongly disagree respectively.

Hence, it is possible to say that BPR was not accepted, because the minorities (47.5%) of the respondents have supported the statement.

Table 4.2.15 Employees Response on the Successfulness of BPR in the Enterprise:

Item	Rating					Number of Respondent % age
	SA	A	NI	DA	SDA	
BPR was successful in this specific enterprise	37(16.9)	57(26.0)	22(10.0)	80(36.5)	23(10.5)	219(100)

As shown on the above table, 37 employees (16.9%) strongly agree, 57(26.0%) agree, 22(10%) gave no idea, 80 (36.5%) disagree and 23(10.5%) strongly disagree with the statement “... BPR was successful in this specific enterprise”. This shows that minority of the respondents (42.9%) support the statement.

The answer given by the interviewees for this specific question was that BPR was not unsuccessful in this enterprise because, many of the activities were not arranged into one process, MIS is not fully implemented and manufacturing quality product was not achieved due to some problems and challenges and these are:

- ICT installation cost was too high and was not affordable.
- There is no sufficient number of IT specialist in the enterprise so that management Information Support System couldn't be fully utilized.
- Modern technology machinery is not procured due to inadequate fund.
- Lack of qualified personnel at each position is also one of the problems.
- Sympathy was one of the challenges (not to down size employees)

BPR was studied and implemented only because of the initiative taken by the government and the enterprise was commanded by the supervising authority (PPESA) to implement.

Interim report issued in January 2014 stated that the enterprise was able to achieve only 84% the planed sales and 74% of profit.

The primary objective of BPR is to make organizations more competitive by optimal utilization of resources, reducing costs, shortening product development cycles, improving quality, and satisfying customers (Vantrappen, 1992). According to Chang (1994), BPR's distinguishing characteristics are radical change, cross-functionality, operating across organizational units, breaking outdated

paradigms, and involves innovative application of technology. The change process challenges the old ways and proposes new process. The change process focuses on objectives and end results. It challenges the old ways of doing process, and proposes new methodologies. It identifies time as a prime competitive factor. It leads to value-added element for every activity, ensures quality at the source, planning for an end-to-end solution (Vantrappen, 1992) (Chang 1994).

From the above theoretical point of view, the given employees opinion which is also supported by management is considerably correct.

Table 4.2.16 Response on Resistance

Item	Rating					Number of Respondent % age
	SA	A	NI	DA	SDA	
There is an employee's resistance	14(6.4)	31(14.2)	31(14.2)	66(30.1)	77(35.2)	219(100)

Source: Survey questionnaire

As can be seen from table 4.2.16 above, 14(6.4%) and 31(14.2%) replied strongly agree and agree with the statement “there is an employee resistance” whereas 31(14.2%) gave no idea, 66(30.1%), disagree and 77 (35.2%) strongly disagree meaning that above 55% of the respondents witnessed that there is no resistance.

Hence, we can say that there was no employees' resistance.

CHAPTER FIVE

5. SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of findings:

The following major findings were found from the study;

- Majority (55.8%) of the respondents didn't also support the statements "customers are satisfied". Besides, survey report prepared issued in June 2013 by EMPDE's customer service team shows that customers are unsatisfied.
- Minority (44.7%) of the respondents support the statement, "... Employees are empowered and can give decision based on BPR allocation." This implies that the statement was not supported by 55.3% of the respondents so that delegation of authority is not under practice.
- On ICT and MIS implementation issue the 65.3% of the respondents claims that there is no ICT infrastructure and also there is no ICT proficiency in EMPDE which reveals BPR implementation is unrealistic.
- Only 46.5% of the respondents have agreed and strongly agreed on the statement "...BPR has been implemented as per BPR principles"
- Middle and top management as well as board member have given their opinion by saying that BPR in EMPDE was not successful due to the following causes and challenges:
 - Many of the activities were not arranged into one process in line of outcome.
 - Management Information Support System is not supported by IT.
 - Modern technology machinery is not procured due to inadequate fund so that producing quality product was not achieved.
 - Lack of adequate number of qualified personnel at each position and Sympathy was one of the challenges (not to down size and retain employees)

5.2 Conclusion

BPR was considered as a solution for organizational problems. Problems can be expressed in any ways that hinder an organization to meet its objectives

The researcher had put an effort in assessing the practices and challenges of BPR implementation in 'EMPDE' based on the designed research method through using data collection and analysis techniques being aided by statistical package for social scientists (SPSS) software and finally interpreted the statistical results accordingly. This research paper has raised vital questions and gave answers.

The critical questions were;

- How top management was knowledgeable and committed for BPR implementation?
- To what extent were employees and customer satisfied by the launched BPR?
- How successful was the implemented BPR in achieving its objectives?

Reduction of cost, goods and service delivery time was taken to measure the post BPR customer satisfaction and participation of employees in the BPR implementation process, creativity and innovation, empowerment and mainly process change as well as other factors were also considered.

The primary objective of BPR is to make organizations more competitive by optimal utilization of resources, reducing costs, shortening product development cycles, improving quality, and satisfying customers.

Employees' empowerment in giving decision plays an important role towards the success of BPR project. When employees are allowed to make decision their motivation will increase and can put their effort towards the desired goal because, employees are the one who do the job so that it will be challenging to push the change forward without their full participation in decision making. However, EMPDE has failed to empower employees.

Management commitment and sponsorship is also crucial factor for BPR implementation. Without top management commitment change cannot be realized.

The very purpose of BPR is achieving process change through bringing fragmented activities in to one process so that they can yield one out come thereby reduce cost and delivery time of goods and services.

As to the evidence examined in this study it is demonstrated that BPR at EMPDE is unable to address customer satisfaction through effectively and efficiently delivering goods and services.

The enterprise couldn't reduce cost and this couldn't allow reduction of the prices of goods and service which in turn could bring about customer satisfaction.

As to the findings BPR principles were not followed in the implementation process.

Lack of adequate number of IT expertise and ICT infrastructure are also the problems in countered in the implementation of BPR in the enterprise and besides it is noted that the job placement was not fair.

In light of the study, it is possible to conclude that BPR has failed in EMPDE, because it didn't meet its objectives due to the very fact that the enterprise was not effective in reducing cost. Producing quality products and timely delivery of goods and services was not achieved. Though employees are happy by the salary increment made after BPR, they are not satisfied by BPR implementation besides, BPR did not bring about customer satisfaction.

5.3 Limitations of the study

Due to time and budget constraint the researcher couldn't include other private and/or public companies in the sector and therefore he was limited on single enterprise (EMPDE).

The researcher also couldn't find any research material done on BPR in this specific sector (i.e. Educational Materials Production and Distribution).

5.4 Recommendation

The researcher identified and addresses the following issues that EMPDE should improve and/or Remove.

- Full participation of employees in the preparation of strategic and/or annual plan is mandatory. Because, employees are the ones who do the planned activity.
- All the work processes should well studied and analyzed to bring activities together in to one process so that they can give one output.
- Management should empower employees to decide on their own job because empowering plays an important role in enhancing the creativity and innovation capacity of employees at all level.
- Management should reconsider employees' job placement so that the right person can be at the right place.
- ICT is the crucial enabler of BPR project; hence management has to take relevant action in this regard and sufficient IT specialists are needed. This will enable to design and utilize MIS to make efficient decision.
- Management need to bring about full commitment so that it can put an effort towards bringing the desired dramatic change.
- New technology machinery need to be procured and installed in order to produce quality products there by satisfy customers

In addition, upcoming researchers can do similar research towards success and failure factors of BPR in any other companies of same sector.

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St. MARY's UNIVERSITY

SCHOOL OF GRADUATE STUDIES

**Questionnaire to be filled by employees of Educational Materials
Production & Distribution Enterprise (EMPDE)**

Dear respondents,

I am a final year student of St. Mary's University in the MBA regular program.

This questionnaire is therefore developed for the purpose of collecting information on Business Process Reengineering (BPR) implementation practice in EMPDE.

The ultimate goal of gathering this information is just only for an academic purpose as partial fulfillment of the requirements for masters' degree in General Business Administration.

I would like to inform you that you have been selected as one of the respondents for this research and your opinion is highly important.

Therefore, I kindly request your cooperation in filling the questionnaire and return the soonest possible

Thank you in advance.

SECTION ONE: General Instruction

1. No need of writing your name
2. For closed-ended questions and check lists, please mark (√) mark on your answers in the box.
3. For the open-ended questions, please write your opinion on the space provided.

SECTION TWO: General Information

1. Name of your organization -----

2. Your job position in your organization -----

3. Sex:

Male Female

4. Your education level:

PhD MBA/MSc BA/BSc Diploma 10th/12th

5. Your experience (year of service) in your organization:

Less than two years 2-5 years 6-10 years 10-20

10-20years above 20

6 . Marital status:

Married divorce single widow

SECTION THREE: Employees' attitude towards BPR implementation In 'EMPDE'

Each items/ issues /mentioned in the table here under will be rated as follows and please put (√) mark under your choice of rating in the proper column.

- ❖ SA Strongly Agree =5
- ❖ A Agree =4
- ❖ NI No Idea=3
- ❖ DA Disagree =2
- ❖ SD Strongly Disagree=1

S.No	ITEM	R A T I N G				
		SA (5)	A (4)	NI (3)	DA (2)	SDA (1)
1	Every employee was aware why BPR was needed in the enterprise.					
2	Proper awareness creation has been achieved at every stage of BPR preparation					
3	There was full participation of employees at every stage of BPR preparation.					
4	The selection of BPR committee was based on knowledge, skill, experience and aptitude.					
5	BPR has been implemented as per BPR principles					
6	The job placement was done based on qualification and experience and it was also transparent and fair.					
7	Salary payment is based on job rank					
8	Information Communication Technology (ICT) and Management Information System (MIS) have been properly implemented.					
9	There is ICT proficiency in the enterprise.					
10	Employees are empowered and can make decision based on BPR allocation.					
11	Creativity and innovation has been increased after BPR implementation.					
12	Working culture of the enterprise has been enhanced by BPR implementation.					
13	Policies and procedures have been clearly defined and employees have understood those policies and procedures					
14	Employees participate in the preparation of strategic plan					
15	Cost has been reduced at all level after BPR					
16	Goods and service delivery time have been improved.					
17	Top management is knowledgeable and skillful for BPR implementation.					
18	The necessary facilities and equipment such as IT has been fulfilled as per BPR study					
19	Top management was committed for BPR implementation					
20	Employees are satisfied by BPR implementation					
21	BPR was successful in this specific enterprise					
22	There is an employees' resistance					

S.No	ITEM	R A T I N G				
		SA	A	NI	DA	SDA
23	BPR is accepted by employees of the enterprise					
24	Customers satisfaction has increased after BPR implementation					
25	Motivation packages are introduced after BPR					
26	Work culture is changed after BPR					

Please give your opinion for the following Open-ended questions;

1. What problems do you think are encountered in BPR implementation in EMPDE ?
.....
.....
2. What were the challenges in the process of implementing BPR implementation in EMPDE ?
.....
3. What improvements and successes are recorded after BPR implementation?
.....
.....

St. MARY's UNIVERSITY
SCHOOL OF GRADUATE STUDIES

**INTERVIEW QUESTIONS TO MIDDLE AND TOP MANSAGEMENT ON BPR IMPLIMENTATION
OF EMPDE.**

1. Is there proper resource allocation experience and budget control system?
2. What was the basis for the selection and assignment of the BPR technical committee?
3. Are there sufficient number of expertise at each position in the enterprise?
4. Are there adequate number of ICT professionals?
5. Is there MIS support system?
6. How do you evaluate the work culture of the enterprise? Is it improved after BPR?
7. Are employees empowered to give decision?
8. Are the activities redesigned?
9. What were the challenges in the process of BPR implementation?
10. What problems were encountered after BPR implementation?
11. To what extent those problems affect the enterprise's performance?
12. What remedies were taken to solve those problems?
13. Do you think that BPR implementation was successful?
14. Are the process owners empowered to make decision?
15. Is quality of product and delivery of goods and services delivery time improved?
16. Does customer's satisfaction increase after BPR implementation? If yes, discuss the achievements and if not, state briefly the failures.

Work Plan

S. No	Activities	Month																			
		February				March				April				May				June			
		1 st	2 nd	3 rd	4 th	1 st	2 nd	3 rd	4 th	1 st	2 nd	3 rd	4 th	1 st	2 nd	3 rd	4 th	1 st	2 nd	3 rd	4 th
1	Review of related literature	■	■	■	■																
2	Contacting the concerned bodies (EMPDE) in relations to the research				■																
3	Preparing the questionnaire					■															
4	Pretest collection of data						■														
5	Primary Data Collection							■	■												
6	Secondary Data Collection									■	■										
7	Primary and Secondary Data Entry											■	■								
8	Data analysis Preparing discussion part of the paper by interpreting the data table													■	■	■					
9	Final review																			■	
10	Submission of the draft paper																			■	
11	Submission of the final paper																			■	

Budget Plan

S. No	Activity and Related Expense	Quantity	Number of Days	Unit Cost (Br.)	Total Expense
1	Transportation – Fuel Expense	5lts of benzene per day	10	20	1000.00
2	Printing Cost:				
	• Printing Paper	2 rim	-	110	220.00
	• Toner	1	-	1500	1500.00
	• Paper for questionnaire	1 rim	-	110	110.00
3	Binding	6	-	100	600.00
4	CDMA Card	10	-	100	1000.00
5	Mobile Card	4	-	100	400.00
6	Other Utilities				500
	Total				5330.00

N.B.:

- The data entry and all typing task will be handle by my self
- Data will be collected by my own self, no need of enumeration.