BUSINESS PROCESS RE-ENGINEERING AND ORGANIZATION CULTURE

CASE STUDY: MINISTRY OF PUBLIC SERVICE

KINALWA MARTHA

2014-M102-20031

A DISSERTATION SUBMITTED TO THE FACULTY OF BUSINESS ADMINISTRATION AND MANAGEMENT AS PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTER OF BUSINESS ADMINISTRATION AND MANAGEMENT

UGANDA MARTYRS UNIVERSITY

October, 2016

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

ABREVIATIONS

BPR	Business Process Re-engineering
EADBU	East African Development Bank in Uganda
ERP	Enterprise Resource Planning
IPPS:	Integrated Personnel and Payroll System
IT	Information Technology

ABSTRACT

The study examined Business Process Re-Engineering and organization culture with specific reference to Ministry of Public Service in Uganda. It was guided by three research objectives which were; the influence of work process redesign, IT enabled processes and employee empowerment on organization culture.

The study used a cross sectional survey design with both qualitative and quantitative results. Data was collected using questionnaires and interviews.

In data analysis frequencies, percentages and mean, correlations and regressions to show the magnitude of effect the independent variables have on the dependent variable. Study findings revealed that work process redesign have a positive significant relationship to and organizational culture ($r=.220$, $p < 0.01$). Findings also revealed that IT enabled processes significantly affect organizational culture ($r=.336$, $p < 0.01$). Also it was found out that there is a positive significant relationship between employee empowerment and organizational culture ($r=.503$, $p < 0.01$).

It was therefore concluded that work process redesign has improved work flow bringing about realignment of roles, IT enabled processes have changed the way of doing things in the organization due to the ease with which information can be accessed and employee empowerment that comes with Business Process Re-Engineering makes employees feel valued.

It was therefore recommended that employees should be involved in the reengineering process so as to ensure their buy in right from the start, hire a consultant to offer further training in the new work processes to adopt more easily, ensure that IT enabled processes are more interactive in a way that allows easy usability.

CHAPTER ONE

1.0 Introduction

According to Eke and Adaku (2014), the market place is highly competitive and constantly changing and in order to thrive and operate successfully, it is inevitable for companies to give up obsolete ways of doing business and adjust to changes in their environment. Business Process Re-engineering as a strategy can be used by organisations to cope with the ever changing market place (Grover and Malhotra 1997). As a business management strategy, Business Process Re-Engineering was originally pioneered in the early 1990s, as a private sector technique focusing on the analysis and design of workflows and business processes within an organization (Debela, 2010).

Business Process Re-Engineering is the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance like cost, quality service and speed (Hammer and Champy, 1993). Davenport and Short (1990) further described BRP as the analysis and design of work flows and processes within and between organizations. Kumar and Bhatia (2012) argue that new methods, technologies and major changes are rapidly bringing about new capabilities to businesses and Business Process Re-Engineering is one approach that can be used for rapid change and spectacular improvement.

Organizational culture is an important concept in organizational analysis which looks at reviewing the work environment, the human resource as well as the operations of the business (Kappos, 2000). Skerlavaj et,al (2006) define organizational culture as the customary and traditional way of doing things, which is shared to a greater or lesser degree by all members

and which the new members must learn and at least partially accept in order to be accepted for the firm's services. Further, Manetje and Martins (2009) define organisation culture as the distinctive norms, beliefs, principles and ways of behaving that combine to give each organisation its distinct character.

Grau and Moormann (2014) quoted Schein (1995) who explains how and why cultures develop within organizations by describing the need for integration and sense in the actions of the members of the organization. This essential need leads to the evolution of shared elements among the members of an organization, such as shared values, beliefs, and procedures which prove successful and are asserted over time. Such values, beliefs, and procedures are learned by new members of the organization as part of the socialization process (Grau and Moormann, 2014).

Skerlavaj et,al (2006) and Williams (2005) suggest that there is a notion that organization culture is key to any change initiative like Business Process Re-Engineering . This notion arose from the idea of determining critical success factors of Business Process Re-Engineering which emerged as a response to the low success rates of Business Process Re-Engineering projects. Skerlavaj et,al (2006) further states that altering the way people perceive changes and react to them plays an important role in change management efforts like Business Process Re-Engineering.

Beugré (1998) states that it is vital for any company choosing to adopt Business Process Re-Engineering to redefine its culture to a certain extent and that success in implementing Business Process Re-Engineering depends on organizational culture. It is worth noting that culture has been shown to have a significant impact on how the objectives of a Business Process Re-Engineering project are accomplished.

1.1 Background to the study

There may be a relationship between Business Process Re-Engineering and organizational culture especially in public service, since the changes in the Business Process Re-Engineering may affect the way people do things in the organization. Organizational culture is an important factor in successful Business Process Re-Engineering implementation (Davenport and Short, 2010). Cooperation, coordination, and empowerment of employees are the standard characteristics of an innovative organizational environment that determine whether employees will successfully adopt to the new ways of doing things as the result of Business Process Re-Engineering. Egalitarian culture supports these attitudes (Salimifard, et.al, 2010).

Siegel, et al (2010) defines egalitarian culture as the belief that all people are of equal worth and should be treated equally in society. An egalitarian culture should be developed in the organization to enable successful implementation of any organizational change. It also avoids stress and resistance to change among employees which is acknowledged as being a fundamental barrier to change (Abdolvand et al, 2008).

Effective implementation of Business Process Re-Engineering may lead to improved organizational culture in terms of the beliefs, assumptions among employees in the organisation (Janssen, and Dwivedi, 2011) through improved processes, reduced cycle time by coordinating work across functions (Ezigbo, 2011). It also improves delivery speed, delivery reliability, and product development speed (Jacobs, et.al 2004). For speed as a competitive dimension, it improves delivering speed by shortening cycle time in serving a customer, minimizing delays in serving a customer, speed up communication, fastening decision making and shortening the period taken to deliver a service (Slack, Chambers and Johnston, 2007). Organisation culture

seems to be a crucial factor in affecting innovation in general and the strategic management process in particular thus organization culture can determine the outcome of recent initiatives to influence productivity as demonstrated by various experiences with Business Process Re-Engineering (Garnett and Kouzmin, 1997).

Brown, (2008) explains Business Process Re-Engineering as the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service and speed (Hindle, 2008). It is a method which encompasses the envisioning of new work strategies, the actual process design activity, and the implementation of the change in all its complex technological, human, and organizational dimensions. Business re-engineering involves rethinking, restructuring and streamlining of the business structures, processes, methods of working, management systems and external relationships through which value is created and delivered (Caldwell, 2004).

Business Process Re-engineering derives its existence from different disciplines, and four major areas that can be identified as being subjected to change in Business Process Re-Engineering include; organization, technology, strategy, and people where a process view is used as common framework for considering these dimensions (Leavitt, 2005). Business Process Re-Engineering is strategically important because it gives a new direction and hope for the organization's future. It is driven from top, it requires conceptual skills, strategic thinking and constant commitment from top level managers during all stages, from planning to implementation stages.

Al-Mashari and Zairi (2006) suggest that reengineering of business processes involves changes in people in terms of behavior, processes and technology. As a result, there are many factors that prevent the effective implementation of Business Process Re-Engineering and hence, restrict

innovation and continuous improvement. Some of the factors were identified by Irani et al, (2007) to include senior management who are comfortable in their positions, lack of holistic focus and settling for minor improvement gains, human and organizational issues, organizational culture, attitudes and skills based and resource restrictions and fear of information technology replacing their labor (Zargar, 2002).

Martins and Terblanch (2003) explain organizational culture as a system of shared meaning held by members, distinguishing the organization from other organizations. Arnold (2005) asserts that organizational culture is the distinctive norms, beliefs, principles and ways of behaving that combine to give each organization its distinct character. However Schein (2007) explains organizational culture as a pattern of basic assumptions invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration that has worked well enough to be considered valid, and therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. In this, organizational culture is seen as assumptions, which are accepted as a way of doing things and are passed on to new members of an organization.

Organizational culture has been variously defined (Schein 2010). It denotes a wide range of social phenomena, including an organization's customary dress, language, behavior, beliefs, values, assumptions, symbols of status and authority, myths, ceremonies and rituals, and modes of deference and subversion; all of which help to define an organization's character and norms (Scott and Marshall 2003).

Change management which involves all human and social – related changes and cultural adjustment techniques is required by management to facilitate the insertion of newly designed

processes and structures into working practice and to deal effectively with resistance (Sturdy, 2010). Much effort is needed in developing Business Process Re-Engineering in a radical process change since the culture of the organisation is changed in the long run and this affects employees' ways of doing things (Peppard and Fitzgerald, 2007). Some other causes of Business Process Re-Engineering failure are lack of top management support and financial resources (Al-Mashari and Zairi, 2009), people resistance (Stoddard et al., 2006), Information Technology (IT) related problems (Smith, 2003), ineffective Business Process Re-Engineering teams, lack of project management, and problems in communication (Smith, 2003).

The Denison organizational culture model which was developed by Dr. Daniel Denison in 1990 was used to guide the study. Denison's model shows the link existing between organizational culture and efficiency. It is based on four features of organinsation culture that is involvement, adaptability, consistency and mission. Mission entails organization's aims and directions of a strategic development while involvement is a state during which the employees feel that their activity is tightly linked with the goals of organization, that they have been empowered, that team work is to be valued and the priority is given to the development of employees' capabilities, Consistency is the high level of integration and coordination and adaptability is a state within the frame of which the organization flexibly responds to costumers' requirements, take risks as well as learn from their own mistakes (Kokina and Ostrovska 2013).

Hall et al. (2013) assert that 50-70 per cent of Business Process Re-engineering initiatives fail to deliver the expected results because of failure to adopt to new ways of working by employees in public institutions. This is much common in government institutions where work has less of innovativeness in the work processes but rather monotonous and repetitive work routines (Zinser

et al. 2008). Much effort is needed in developing Business Process Re-engineering in a radical process change since the culture of the organisation is changed in the long run and this affects employees' ways of doing things (Peppard and Fitzgerald, 2007). Some other causes of Business Process Re-engineering failure are lack of top management support and financial resources (Al-Mashari and Zairi, 2009), people resistance (Stoddard et al., 2006), IT related problems (Smith, 2003), ineffective Business Process Re-engineering teams, lack of project management, and problems in communication (Smith, 2003).

In Uganda, Business Process Re-Engineering is a concept that has not been fully adopted especially among public institutions since they have a customized mode of working where there is less innovativeness and creativeness. However it has been adopted in some institutions like Makerere University Business School which undertook a BPR project, Socket Works (Uganda) in 2007 to develop a university portal which was meant to automate all the processes ranging from application, payment of tuition and registration. Unfortunately, the venture failed with most of the processes not implemented as employees could not quickly adopt and embrace the system ways of working to fit in their beliefs, norms and general ways of doing work (Mlay et al 2013).

Background to the case study

Ministry of Public Service is a Government Ministry providing strategic and managerial leadership on all matters of human resource in Uganda's public service. It is geared towards facilitating an efficient and effective Public Service through taking care of enabling policies, systems and structures. Ministry of Public Service is mandated to develop, manage and administer Human Resource Polices, Management Systems, Procedures and Structure for the

Public Service as well as negotiate, conclude and implement bilateral and multilateral agreements regarding human resource in Uganda's public service (ministry of public service).

Organizations are adopting Enterprise Resource Planning (ERP) systems due to its claimed benefits. Different business processes are integrated by ERP systems which improve the competence and effectiveness of the endeavor. Implementation of ERP requires extensive Business Process Reengineering (Bibi and Hassan, 2014). Ministry of Public Service adopted the Integrated Personnel and Payroll System (IPPS) in a bid to improve competencies, efficiency and effectiveness of the processes done by the Ministry for example payroll, pensions and performance management, succession planning, time and attendance to duty to mention but a few. The adoption of Business Process Re-Engineering through IPPS has not been fully embraced by all employees and other stakeholders in the ministry as most are still stuck in the previous ways of doing things in terms of beliefs and norms assumptions.

1.2 Statement of the problem

Business process re-engineering is an important aspect that helps organizations revitalize their organizational operations to ensure there is effective cost management in the organizations activities, quality in the organizations operations and efficiency in the service delivery process especially in public led institutions for example Ford, Hallmark and Taco bell (Mlay et al 2013).

Ministry of Public Service is mandated to develop, manage and administer Human Resource Policies, Management Systems, Procedures and Structures for the Public Service. To ensure this, the ministry through its user departments and other stakeholders implemented Public Service Reform Program (PSRP) through the introduction of the Integrated Personnel and Payroll

System (IPPS) meant to re-engineer the business processes of the institution. This was aimed at improving efficiency, effectiveness and quality of the public service in this organization.

Despite the efforts made by Ministry of Public Service to revitalize its operations and ensure effective cost management and reduced cycle time, the Ministry performance audit report 2014 shows that the initiatives have failed to deliver the expected results and therefore the researcher intends to explore if Business Process Re-Engineering has a relationship with organizational culture.

1.3 Objectives of the study

1.3.1 Major Objective Of The Study

The purpose of the study is to examine the influence of Business Process Re-Engineering on organisation culture with specific reference to Ministry of Public Service in Uganda.

1.3.2 Specific Objectives

i) To establish the influence of work process redesign on organization culture.

ii) To establish how information technology enabled processes influence organization culture.

iii) To examine the relationship between employee empowerment and organization culture.

1.4 Research Questions

i) How does work process redesign influence organization culture?

ii) How do information technology enabled processes influence organization culture?

iii) What is the relationship between employee empowerment and organization culture?

1.5 Hypotheses

H_0= Work Process Redesign significantly influences organisation culture

H_1 =There is a positive significant relationship between Information Technology enabled processes and organisation culture

H_2= Employee empowerment significantly influences organisation culture

1.6 Scope Of The Study

1.6.1 Content scope

The study examined the influence of business process re-engineering on organization culture at Ministry of Public Service. The study basically looked at multiple disciplines like Human Resource Management, Strategic Human Resource Management, Change Management, Culture, Operations Management, Organisation Behaviour, Organisation Development. Generally the study looked at three objectives in the independent variable business process re-engineering and dependent variable being organizational culture and specifically looked at three objectives that is; work process redesign, information technology enabled processes and employee empowerment and how all these influence organizational culture bearing in mind the moderator variable which is work environment that had dimensions like policies and procedures and top management support.

1.6.2 Geographical scope

The study focused on Ministry of Public Service as a case study whose findings were generalized to the entire Public Service of Uganda because it is mandated to develop, manage and administer management systems and it was one of the eleven pilot sites during the implementation of the

Integrated Personnel and Payroll System (IPPS Project Charter, 2007). Ministry of Public Service is located on Plot 12 Nakasero Hill Road, Wandegeya, Kampala.

1.6.3 Time scope

The study focused on the period between 2008 and 2015. This is because Ministry of Public Service started planning to acquire an Enterprise Resource Planning as a Business Process Re-Engineering strategy in 2008 and its implementation was carried out in a phased manner beginning from 1st July 2010 to 30th June 2015. The actual research started from October 2015 to July 2016.

1.7 Significance Of The Study

At policy level, the findings of the study will provide feedback to and help the management at Ministry of Public Service and other stakeholders on how everyone can be involved in the business re-engineering process through the recommendation section of the study. This may help such the organizations to adopt such recommendations so as to improve on service delivery.

To managers in the organization this study may help them understand the concept of business process re-engineering and its key components and how it affects organizational culture and then draw ways on how best the effects in business re-engineering can be managed. This may be done in the recommendations that will be suggested in this study.

To the researcher, the study will deepen the understanding of business re-engineering and how it affects organizational culture. The study will enhance the knowledge and understanding of the stakeholders.

The study will generate up-to-date information and hence add to the existing volume of knowledge on business re-engineering especially in Uganda where such research on the relationship is still limited. This could also help in other business enterprises in general especially in business re-engineering process.

The moderating role of the working environment is looked at in this study so it will guide the organizations that by aligning the working environment (policies and procedures as well as top management support) with the culture and Business Process Re-Engineering can better improve the implementation of Business Process Re-Engineering initiatives and their success.

1.8 Justification Of The Study

The study is justified because government institutions in Uganda are perceived to have poor service delivery despite them being core in rendering services to the population as evidenced in the National Service Delivery Survey, 2010. The study is therefore timely considering it comes at a time when different organizations both governmental and non-governmental are trying to ensure service delivery is improved through the implementation of the Public Service Reform Program initiatives and therefore through such research initiatives and its recommendations Business Process Re-Engineering implementation will be more successful.

Prior studies have shown that very little research has been carried out to determine if Business Process Re-Engineering influences organizational culture in light of the fact that it is assumed that organizational culture determines the success or failure of Business Process Re-Engineering. The study is meant to assess if the relationship exists and guide managers when introducing Business Process Re-Engineering strategies to focus on various aspects like organization culture as opposed to simply automating the processes.

There is need to emphasize the need for Business Process Re-Engineering especially in government institutions where there is less or no innovativeness. The study in business process re-engineering will show the importance of this towards improvement in organizational culture and general improvement in service delivery in the overall organization.

1.9 Operational Definitions

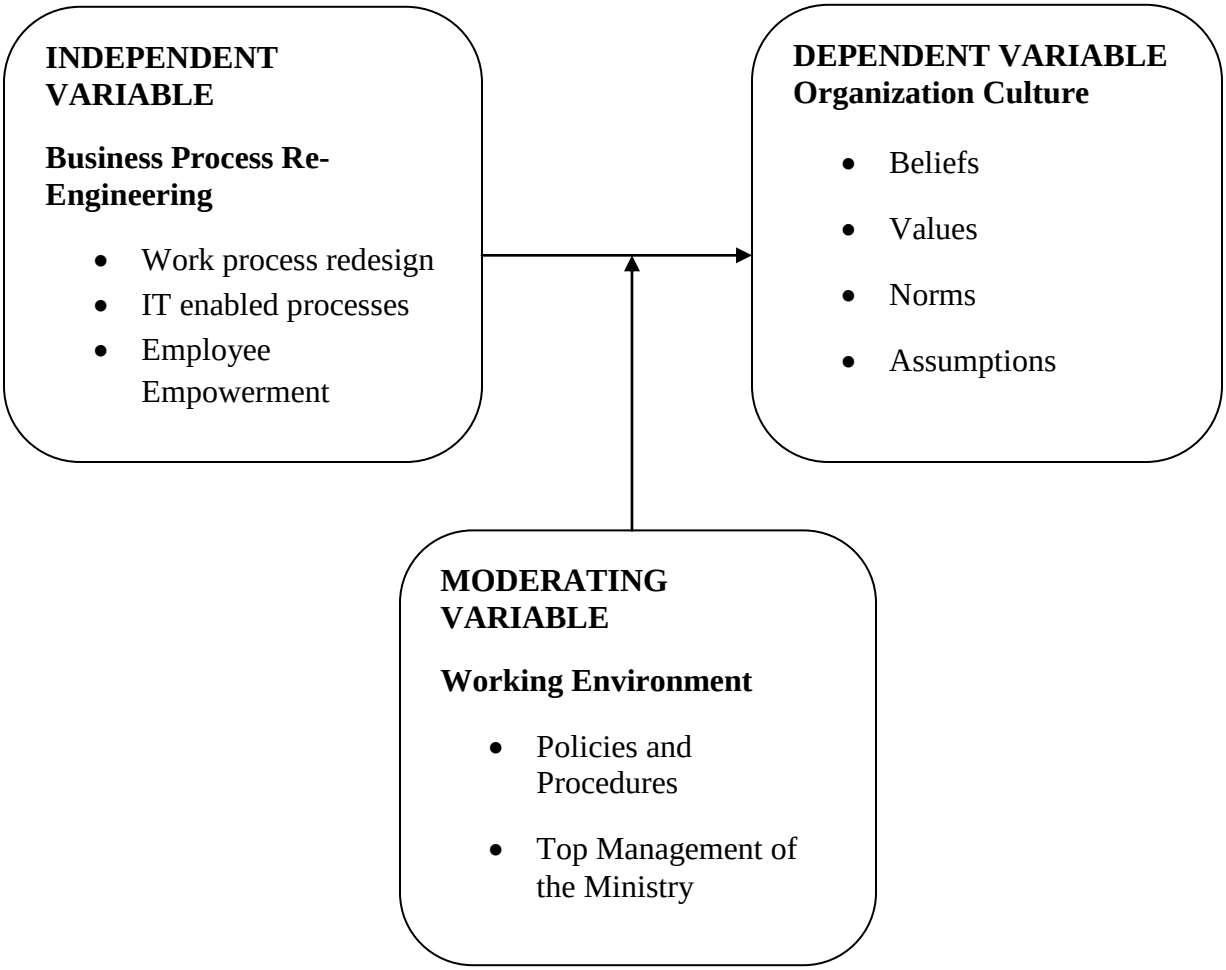
Business Process Reengineering; According to Van der Aalst and van Hee (1995), Business Process Re-Engineering is tossing aside existing processes and starting over. However, the study will look at Business Process Re-Engineering as the redesign of processes and workflow between and within organizations.

Organizational Culture; Moorhead and Griffin (1995) describe organizational culture as a set of values that help people in an organization to understand which actions are considered acceptable and which are unacceptable to the organization and its members. The study will refer to organizational culture as the way things are done in an organization as known by both employees and other stakeholders.

1.10 Conceptual Framework

This framework is a representation of the research variables meant to serve as a basis to better understand the interrelation between the two concepts. It illustrates that Business Process Re-Engineering influences Organisation Culture, and this is further affected by a moderating variable known as the working environment. It may be important to note that the relationship of both concepts can have a direct or indirect effect on the overall performance of an organization as well as service delivery.

Fig 1: Conceptual Framework



Source: Adopted and modified from Hammer and Champy (1990) and Brown, 2008

The framework is conceptualized that in business process re-engineering there is work process redesign, IT enabled processes and employee empowerment and the way in which these aspects significantly influence the organizational culture in the organization, in terms of beliefs, norms, assumption and values. In other words, the manner in which Business Process Re-Engineering aspects are handled will influence the way things are done in the organization. This inter-relation is moderated by the work environment. For Business Process Re-Engineering to be implemented, it must be supported by top management and should be in line with the existing policies and

procedures. In addition to this, organisation culture stems from top management and later trickles down and it is formed on the basis of the policies and procedures existing in the organisation.

In line with the organizational culture theory of Schein (1990), the concept of organizational culture in the above framework will be based on three interrelated levels (basic assumptions, beliefs, values and norms). In order to positively influence or change the culture of an organization, it is crucial to be aware of these levels and the conceptual mechanisms of their interrelation (Grau and Moormann (2014). Business Process Re-Engineering on the other hand will be based on work process redesign, IT enabled processes and employee empowerment.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

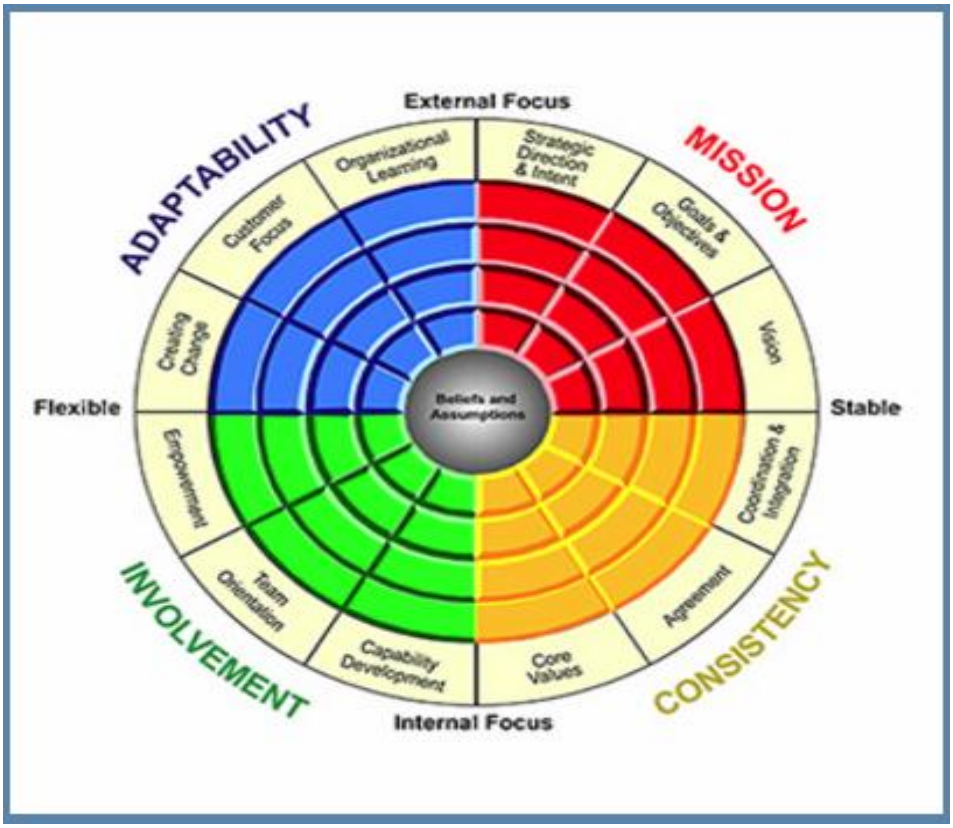
This chapter explores studies that have been conducted by researchers and scholars that have a bearing on the study objectives. The literature is organized according to the objectives of the study.

2.1 Theoretical Review

The study was guided by the Denison organizational culture model which was developed by Dr. Daniel Denison in 1990. Dr. Denison was formerly at University of Michigan Business School, and currently Professor of Organization Development at IMD - International Institute of Management Development in Lausanne, Switzerland. His research focuses on the link between organizational culture and bottom line performance measures such as profitability, growth, quality, innovation, and customer and employee satisfaction.

At the very center of the Denison model illustrated in figure 2 below are "beliefs and assumptions" which provide a foundation from which behavior and action spring. Every individual deeply holds beliefs about their organization, co-workers, the industry, customers and even competitors which creates a tightly knit logic that holds the organization together. The beliefs, assumptions and associated behavior determine the behavior of the organization (Denison, et.al, 2006).

Figure 2:



Source: Herzka and Turáková (2010)

The Denison model as illustrated in figure 2 above is based on four cultural traits which are measured with three component indexes namely; involvement which entails empowerment of employees, team orientation and capability development; consistency which entails core values, agreement, coordination and integration, adaptability which entails creating change, customer focus and organizational learning and lastly mission which entails strategic direction and intent, goals and objectives and the vision of the organization.

According to Denison and Neale (1996), the Denison Organizational Culture model is a powerful tool that enables leaders, key stakeholders, and employees to understand the impact their culture

has on the organization's performance and learn how to redirect their culture to improve organizational effectiveness.

It is believed that an organisation is an alive organism that is constantly changing and evolving (Herzka and Turáková, 2010) and the development of any organisation is dependent on its culture. According to Pirayesh et.al (2009), the probability of success of any re-engineering project is based on evaluating the organisation's cultural readiness for re-engineering.

Therefore before undertaking any re-engineering project, the culture of the organization must be considered for example according to the Denison model (1990), it is important to determine the level of involvement of employees which usually creates a sense of ownership and responsibility, employees should be empowered to perform their duties, encouraged to work in teams where creative ideas are captured and they should be trained to be able to take the new responsibilities brought by Business Process Re-Engineering.

In addition to the above, it is important to ascertain the strategic direction of the organization, the goals and objectives that help employees to see how their daily activities contribute to the overall organizational mission, the core values which help employees to make consistent decisions and behave in a consistent manner as well as employees understanding how the work they do affects others (Denison, 2010)

2.2 Business Process Re-Engineering And Organisation Culture

2.2.1 Business Process Re-engineering

Business process reengineering traces its roots back to management theories developed in the early 19th century. Fredrick Taylor suggested it as far back as the 1860's (Sturdy, 2010). But in

1990, the idea of re-engineering was first propounded in an article in Harvard Business Review by Michael Hammer. The method was popularly referred to as business process re-engineering and was based on an examination of the way information technology was affecting business processes. Business Process Re-Engineering's originators, Hammer and Champy (1990) maintained that re-engineering had a wider significance than mere processes.

Business Process Re-Engineering began as a private sector technique to help organizations fundamentally rethink how they do their work in order to dramatically improve customer service, cut operational costs, and become world-class competitors. It has become a popular management tool for dealing with rapid technological and business change in today's competitive environment (Shahzad, 2012). With the rise of e-commerce, enterprise systems, customer relationship management and other technology-enabled new business practices, businesses now face major changes in much shorter time periods. The challenges of the new Internet economy may offer an opportunity to apply the lessons learned from a decade of business process reengineering efforts, which likewise sought ways to manage major change (Castro and Martins, 2010).

Business process reengineering is a popular management approach, which enables organizations to conduct substantial business and technological improvements. Successful implementation of Business Process Re-Engineering can assist organizations to change their old-fashioned practices into innovative processes through reorganizing and eliminating some processes and/or finding innovative ways to conduct business activities (Masumi, 2013). Business process reengineering, often cross-functional and always radical, is a one-time project aimed at drastic redesign (Davidson, 2003)

Talwar (2003) explains Business Process Re-Engineering as the ability to rethink, restructure and streamline the business structures, process, methods of working management systems and external relationships through which we create and deliver value. Attaran and Wood (2009) commented that the overall theme of Business Process Re-Engineering is the quest for improvement through quick and substantial gains in the organizational performance.

Business process reengineering focuses on redesigning processes to support strategy and objective attainment rather than on examining or redesigning the strategy or objectives. Business process reengineering is not systems reengineering. Systems reengineering is redesigning the computer architecture upon which the organization's systems are built (Boynton, Victor, and Pine, 2003). Systems reengineering includes downsizing or rightsizing, code restructuring, or migrating systems to more efficient languages.

Business process reengineering is the main way in which organisations become more functional by identifying the critical business processes, analyzing these processes and redesigning them for efficient improvement and benefit (Campbell and Kleiner, 2007). Fernando et al, (2008), Business Process Re-Engineering enables companies to improve productivity and relationships with customers, and reduce time service delivery in terms of cost, quality, and customer satisfaction. However, Radhakrishnan and Balasubramanian (2008) state that Business Process Reengineering is not downsizing, restructuring, reorganization, automation, new technology, but rather dramatic change in the overall organizational processes and structures, management systems, employee responsibilities and performance measurements, incentive systems, skill development, and the use of information technology so that the processes support the organization to realize its goals (Davidson, 2003).

Hammer and Champy (1993) explain Business Process Re-Engineering as the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical contemporary measures of performance such as cost, quality, service, and speed. Davenport (2013) explain Business Process Re-Engineering as the radical redesign of broad, cross-functional business processes with the objective of magnitude performance gains, often with the aid of Information Technology. Teng, Grover and Fiedler (2004) view Business Process Re-Engineering as the critical analysis and radical redesign of existing business processes to achieve break through improvements in performance measures. It does not seek to alter or fix existing processes; but, it forces organizations to ask, whether or not a process is necessary, and then seeks to find a better way to do it (Siha and Saad, 2008). Business Process Re-Engineering integrates all departments into a complete process which have been designed to fulfill a specific business goal (Cheng et al., 2006).

The essential elements of business process re-engineering include; challenging old assumptions and discarding old rules which are no longer applicable, breaking away from conventional wisdom and the constraints of organizational boundaries, letting rigid specialization give way to broad-based and cross functional competences. Using information technology not to automate outdated processes but to redesign new ones (Abolo, 2008). Essentially focus on customers and the generation of greater value for customers. Give customers and users a single and accessible point of contrast through which they can harness whatever resources and people are relevant to their needs and interests (Shin and Jemella, 2012). Internally, focus on harnessing more of the potential of people and applying it to those activities which identify and deliver value to customers (Thomas, 2006), encourage learning and development by building creative working

environments, think and execute as much activity as possible horizontally, concentrating on flows and processes through the organization (Abdolvand et al., 2008).

Successful implementation of Business Process Re-Engineering can help a company achieve effectiveness as well as efficiency. However, it is important to note that not all Business Process Re-Engineering ventures are successful. Masumi (2013) states that findings show that 70% of Business Process Re-Engineering failures are during the implementation stage due to lack of understanding of involved factors by different levels of management in an organization. Masumi (2013) further states that major parameter for such high failure rates is attributed to the mismanagement of the firm during the implementations processes of Business Process Re-Engineering. It has been suggested that Business Process Re-Engineering should be connected to organization goals but it seems most managers have viewed and applied Business Process Re-Engineering at a segregated operational or tactical level, rather than strategic level which has greatly contributed to its failure. These failures may be attributed to; Either implementation process (procedures, process and governance), infrastructure (ITC facilities, technologies), human factors (leadership, employees), and company's characteristics (size and type of business) or a combinations of aforementioned factors.

In addition to the above, O'Neill and Sohal (1999) explains that a big percentage of Business Process Re-Engineering programs fail because reengineering programs have been used as a substitute for strategic thinking. That is, companies undertaking Business Process Re-Engineering have used IT strategy as a substitute for an integrated corporate change strategy. This results in different functions within the same organisation left with IT systems that are incompatible with each other, and not being used to gain or improve cross structural benefits.

In order for an organization to achieve the expected outcomes, it must focus on the key components of Business Process Re-Engineering which are redesigning, retooling and reorchestrating. Each component has actions and resources as presented figure 3 below;

Figure 3:

REDESIGN	**RETOOL**	**REORCHESTRATE** ***(synchronize)***
• Simplify • Standardise • Empowering • Employeeship • Groupware • Measurements	• Networks • Intranets • Extranets • Workflow	• Processes • IT • Human Resources

The 3 Rs of Reengineering

2.2.2 Organisation Culture

Organizational culture gives primacy to the cognitive components, such as assumptions, beliefs, and values as well as behaviors and artifacts, leading to a common distinction between the visible and the hidden levels of organizational culture a distinction basically corresponding to the culture distinction noted (Kotter and Heskett 2012). Fundamental assumptions constitute the core and most important aspect of organizational culture. A pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems (Schein 2012). While the deeper levels may have been somewhat invisible in the past, this may no longer be the case.

As a result of greater attention being directed at managing culture, organizations are recognizing the importance of articulating and stressing their fundamental assumptions (Schein, 2005).

Brown (2008) looks at organizational culture as the pattern of beliefs, values and learned ways of coping with experience that have developed during the course of an organization's history, and which tend to be manifested in its material arrangements and in the behaviours of its members. This suggests that organizational culture is articulated in the organization, in order to shape the way in which organizational members should behave. However, such patterns of values, norms, beliefs, attitudes, principles and assumptions may be unwritten or non-verbalized behavior that describes the way in which things get done, to give the organization its unique character (Brown, 2008).

Although all organizations have cultures, some appear to have stronger, more deeply rooted cultures than others. A strong culture is conceptualized as a coherent set of beliefs, values, assumptions, and practices embraced by most members of the organization (March and Simon 2008). The emphasis is on the degree of consistency of beliefs, values, assumptions, and practice across organizational members; and the pervasiveness of consistent beliefs, values, assumptions, and practices. Many early proponents of organizational culture tended to assume that a strong, pervasive culture was beneficial to all organizations because it fostered motivation, commitment, identity, solidarity, and sameness, which, in turn, facilitated internal integration and coordination. A strong culture could also be a means of manipulation and co-optation (Perrow 2009). It could further contribute to a displacement of goals or sub goal formation, meaning that behavioral norms and ways of doing things become so important that they begin to overshadow the original purpose of the organization (Merton 2007).

Schein (2002) explain that a strong organizational culture has generally been viewed as a conservative force. However, in contrast to the view that a strong organizational culture may be dysfunctional for contemporary business organizations that need to be change-oriented, he argues that just because a strong organizational culture is fairly stable does not mean that the organization will be resistant to change. It is possible for the content of a strong culture to be change-oriented, even if strong organizational cultures in the past typically were not. He suggests that the culture of modern organizations should be strong but limited, differentiating fundamental assumptions that are pivotal and vital to organizational survival and success from everything else that is merely relevant (Collins and Porras, 2004).

Culture therefore gives organizations a sense of identity and determines through the organization's legends, rituals, beliefs, meanings, values, norms and language, the way in which things are done (Grover and Malhotra, 2007). An organizations' culture encapsulates what it has been good at and what has worked in the past. These practices can often be accepted without question by long-serving members of an organisation. One of the first things a new employee learns is some of the organization's legends (Schein, 2004). Legends can stay with an organisation and become part of the established way of doing things. Over time the organisation will develop norms established or normal expected behavior patterns within the organisation. A norm is defined as an established behavior pattern that is part of a culture (Janson, 2003). There are visible and invisible levels of corporate culture; the visible levels of the corporate culture include observable symbols, ceremonies, stories, slogans, behaviors, dress and physical settings. The invisible levels of the corporate culture include underlying values, assumptions, beliefs, attitudes and feelings (Schein, 2004).

Organizational culture is made up of more superficial aspects such as patterns of behavior and observable symbols and ceremonies, and more deep seated and underlying values, assumptions and beliefs (Rousseau, 2010). Some proponents argue that organizational culture can be changed by focusing on the more visible aspects such as rites and rituals, as these help shape behavior. However, others argue that this is a misunderstanding of culture and that the deeper aspects of culture such as beliefs and feelings must be taken into account when considering organizational culture and potential changes to culture (Deal and Kennedy 2012).

2.3 Work Process Redesign And Organisation Culture

Work process redesign in Business Process Re-Engineering has an effect on the culture of the organisation, especially in public service since various aspects are changed in the process of re-engineering. Work process is a controllable set of activities which are carried out by people to transform an input into an output that is of value to the customer. Hammer (1990) defines work process as a flow of work passing from one person to the next, and for a larger process, probably from one department to the next. Processes are thus defined at a number of levels but they will always have a definite beginning, a number of steps in the middle and a defined end. Viswanadham (2012) explains work process as a structured, measured set of activities ordered in time and space, designed to produce a desired outputs. It basically transforms inputs, people and technology into finished products through a series of value-added work process with facilitation of finances. Process-time is the interval between the start and end of a process. Processes are therefore flows of work and the timelines or boundaries that mark beginnings and end (Viswanadham, et al 1998).

In Business Process Re-Engineering there is work process, which explains how work is done in an organization (Anderson and Moore, 2006) and the manner in which this process is done significantly affects the nature of organizational culture. Work process is a set of logically related tasks performed to achieve a defined business outcome (Dhillon and Hackney, 2003). Work process is designed to add value for the customers and therefore should not include unnecessary activities. It has a goal, specific inputs and outputs, uses the resources, has a number of activities that are performed in some order, may affect more than one organizational unit and creates value for the customer (Whitman and Cheraghi, 2008).

Work process re-design implementing requires strong guidelines to ensure that employees and other stakeholders adapt to new culture for effective role continuation (Davenport and Stoddard, 1994). Because of the radical nature of reengineering and the dramatic effect it may have on the employees and culture of the organization, reengineering projects may push the bounds of implementation knowledge and skills (Davenport and Short, 2010). Reengineering has drastic effects on employees' jobs. Many times people are displaced, moved, or fired because of the new job requirements. Joshi (2001) explain that this may hinder effective implementation because user's attitudes toward change are colored by their perceptions of the effect of the change on themselves, on how favorably or unfavorably changes are distributed among employees, and on themselves compared to other employees. Without careful planning, the employees' perception of reengineering projects may be a major inhibitor to successful implementation and culture adoption (Constantinescu, 2008).

Work process re-design allows the organization to move from function-oriented to process oriented work process (Sarkis et al., 2007). This leads to reduced business costs and the

acceleration of business process and, consequently, more competitive organizations (Valentine and Knights, 2008). Redesign means a new beginning, another opportunity to recreate the reconstruction process and working methods (Love and Gunasekaran, 2007).

Work process redesign involves a clean-slate approach which implies disregarding existing structures and procedures in order to invent new ways of accomplishing work without compromising the culture of the organisation (Hammer and Champy, 1993). Business Process Re-Engineering, according to the purists, should be distinguished from less radical approaches designed to improve the performance of existing processes for example continuous business improvement and total quality management. The clean-slate approach presupposes spending little time analyzing current business processes in order not to be influenced by current practices and, ideally, to eliminate the assumptions underlying these actual processes (Carr and Johansson, 2005). Re-engineering design teams cannot remove the mentality members of the organization have, nor can they obliterate the shared understandings and mental models that have accrued over time (Davenport (2005). This fallacy fuels much of the contemporary skepticism regarding Business Process Re-Engineering's claims of effectiveness. Process redesign can proceed using a clean slate, but that process implementation must acknowledge the constraints imposed by existing processes (Davenport and Stoddard, 2004).

Work process redesign is an important aspect in Business Process Re-Engineering which is an objective overview of the processes to be redesigned. Therefore information needs to be obtained from the people directly involved in those processes (Earl and Khan, 2004). People need to be equipped to access, reengineer, and support with the appropriate technology the key processes that contribute to customer satisfaction and corporate objectives (Coulson-Thomas, 2003).

Therefore, Business Process Re-Engineering efforts can involve substantial investment (Petrozzo and Stepper, 2004), but they also require considerable top management support and commitment. Critical to the success of the redesign is the make-up of the reengineering team and organizing must work around people who foster interaction, understanding, and responsibility in order to keep the organizational culture intact among the work force or to enable the work force change their culture to embrace work process redesign.

In the wake of technology, globalization and rapid change in customer's need, it is essential to realize the importance of change in work processes. Work process redesign is an important process used for incorporating change and has proved to be the significant approach due to its features and the results produced by the effective utilization of these approach over decades. Majed et al, (2009) stated that, every firm wants to achieve efficiency and effectiveness in reducing cost of production, improving quality of product and also by providing timely and speedy products and services to the customer.

Archer and Bowker (2005) asserts that markets are changing drastically and these changes are demanding change in production, traditional approach towards innovation, adaptation of latest technology to produce high level of products and services and to adjust business as per market and global needs. Businesses that do not change their approach are going out of competition and soon will be vanished. Zinser et al, (2008) argued that the main cause of change for the firm is mostly customer focused and that change aims to please, to attract and to retain customers.

Work process redesign brings about innovations for the purpose of maintaining competitive position and utilization of advanced technologies is another reason. Institution adopts redesign for quality leadership, cost reduction and very few use this reengineering for creating

differentiation of products and services offered. Marjanovic (2010) explain that business environment is changing rapidly and it requires companies to change their way of doing business to meet the expectations of customers and thus be able to survive.

In the redesign process, the focus of an organization remains of bringing change in the organizational structure, organizational process, policies and procedure (Coulson, Thomas (2005), O'Neill and Sohal, (2009). Subsequently, change can affect employees, system, process, organizational culture, and part of organization or the whole organization.

2.4 IT Enabled Processes And Organizational Culture

One of the most straight forward assertions about Business Process Re-Engineering is that information technology is a key enabler of process redesign that influences organizational culture. It is information technology that permits companies to re-engineer business processes (Hammer and Champy, 1993). Most other Business Process Re-Engineering proponents also adopt an essentially technical model of organizational change in which information technology basically drives the re-engineering effort (Grey and Mitev, 2005; Jones, 2004). These arguments acknowledge the technological determinism inherent to Business Process Re-Engineering; technology determines not only work structure, but also organizational structure, culture, management styles, and beliefs (Grey and Mitev, 2005). Therefore, outmoded organizational designs can be changed through the use of advanced, enabling technologies that support new business processes that respond to changing market needs.

However IT has also become the source of controversy. Rather than being a simple enabler of new organizational processes, information technology paradoxically can also disable an organization's ability to change to a new culture of work (Berrington and Oblich, 2005). When

an organization revises its basic business processes using information technology, it introduces a new structure that may become even more difficult to change in the future. Since the technical backbone of automated processes exists as software routines, a later change in process will require a reconstruction of the software application and its various links to other systems. While all changes require reprogramming of some sort, either to human or machine components, software programs are often virtually inaccessible to the persons nearest to the application. Given the inevitability of business change, hard-wired business processes that are built today may seriously constrain later efforts to redesign them (Benjamin, 2003).

Lucas and Olson (2004) argue that technology provides the capability for more flexible organizational structures by allowing greater variety in the time and place of work while increasing the speed of response. However, they note that information technology also constrains flexibility by embedding routines into software programs that are not easy to change (Gill, 2005). IT enabled systems help to remove unnecessary layers of management. Paradoxically, the same technology applications that enabled the innovative centralized structure that led to corporate success were partly responsible for blinding top management to the need for change (Lucas, 2006).

Gill, (2005) explain that managers should not over program their organizations in search of dramatic productivity gains. To ensure greater flexibility, Lucas (2006) recommends a commitment to continuous investment in new technologies, thereby keeping any programmed routines from becoming calcified in the organization. One of the most important ways to facilitate effective organization redesign through process reengineering in organizations is

through the use of information technology (IT) as an enabler of change. IT is not only a key enabler of change, but also an initiator and a facilitator (Hammer, 1990).

IT can help making the changes promoted by reengineering, and it can be considered as an enabler of Business Process Re-Engineering. IT can be more than a useful tool in business process redesign. It can be said that IT and Business Process Re-Engineering have a recursive relationship. Each is the key to thinking about the other. Thinking about information technology should be in terms of how it supports new or redesigned business processes, rather than business functions or other organizational entities. And business processes and process improvements should be considered in terms of the capabilities information technology can provide (Davenport and Short, 1990).

IT should be viewed as more than an automating or mechanizing force, it can fundamentally reshape the way business is done. It is considered as both a strategic catalyst and enabler of process reengineering (Broadbent et al., 2009). Reengineering is about innovation and it also requires recognition of the new, unfamiliar capabilities of IT for rethinking business process instead of its familiar ones (Whitman, 2006). It therefore serves as one of the major facilitators for reengineering and the expected results are not accomplished without its consideration (Grover and Jeong, 2005).

Information technology (IT) is identified as a critical component and even a natural partner of a Business Process Re-Engineering project, since it has an important role in Business Process Re-Engineering projects (Abdolvand et al, 2008). Successful application of IT is effective in Business Process Re-Engineering success. Contrarily, overlooking the role of IT can result in

failure (Shin and Jemella, 2002). Use of information technology as one of the basic needs of residents is one of basic need of reengineering (Sung and Gibson, 2008).

Information technology (IT) is the most important factor in enabling newly redesigned processes but requires effective management not to adversely affect organizational culture(Grant, 2002). Modern information technology is oriented towards business processes and communications between persons using these processes, and is therefore called process and information technology (Ould, 2005). In that way, Business Process Re-Engineering can be described as organizational process redesign, with the direct influence of IT. Business Renovation (BR) integrates the radical strategic method of Business Process Re-Engineering and more progressive methods of Continuous Process Improvement (CPI) with adequate IT (Kovacic et al., 2001). Process renovation is a reengineering strategy that critically examines current business practices and procedures, re-thinks them through and then redesigns the mission-critical products, processes and services (Prassad, 2009).

Achieving the expected results and maintaining organisation in Business Process Re-Engineering implementation requires appropriate IT infrastructure. In most projects, Business Process Re-Engineering starts from IT department. IT is a natural partner of Business Process Re-Engineering and plays a critical and central role in Business Process Re-Engineering projects (Crowe et al., 2002; Salimifard et al., 2010). IT not only speeds up the process to be carried out but also integrate processes and reduces errors, hence improves productivity (Guimaraes, 2009; Reijers and Mansar, 2005). The role of Information Technology within Business Process Re-Engineering is eminent, not only is IT a facilitator for Business Process Re-Engineering implementations, but it is also an enabler of organizational change. Hammer and Champy (2003)

label this as inductive thinking, the ability to first recognize a powerful solution and then seek the problems it might solve. New technologies rarely have a direct application, but if a function is found it will give a striking competitive advantage. Davenport (2003) adds that IT can be supportive during Business Process Re-Engineering change programs as well. This varies from tools to support the design of new business processes, performance monitoring tools, and collaborative technology such as e-mail and directory services.

Such architecture consists of elements such as applications, networks, and standards. Melling (2004) stresses that Business Process Re-Engineering 'is a key element in the factors driving IT architectural change'. If the business operations of an organization change radically, the IT framework will have to change accordingly. In this respect, Enterprise Application Integration can be put in a wider context provided by the concept of the IT Architecture (Earl, 2009).

Accurate and complete representation and analysis of business processes are crucial to the success of Business Process Re-Engineering. The objectives of using a Business Process Re-Engineering model may be classified as communication, analysis and control. Regarding communication, facilitating the understanding of business processes may be the primary objective of using a Business Process Re-Engineering model (Hussein 2008). According to Cao et al. (2001), Business Process Re-Engineering failure can frequently be traced to ineffective communication. In order to identify the best process, process engineers and designers needed to generate alternative representations, simulate process behavior and measure process performance (Luo and Tung 2009).

Technology is related to organizational forms and performance (Perrow, 2007), that growth rate is a determinant of business strategy. Under a similar logic, technology and growth can also be

related to organizational culture. Technology is one of the most salient factors among firms. Deal and Kennedy (2002) explained that if organizational culture represents how things are done by defining what is being done, that one way to conceptualize the relationship is to associate.

2.5 Employee Empowerment And Organizational Culture

Hammer and Champy (1993) recognize the importance of the human resource. Human resource plays an important role in the daily operations, performance and consequently in the success of organizations. No reengineering effort can succeed without first reeducating and retraining people who will ultimately work the new process. Hence, the success of Business Process Re-Engineering is closely linked to the success of human resources and human resource policies which act as an enabler for business process reengineering. The human resource enablers focus on new process skills, job motivation and human resource policies (Brown, 2004).

Structural changes that occur in Business Process Re-Engineering also involve people and their behavior, the most effective is to organize such people into functional tasks as group-based units or teams (Love and Gunasekaran, 2007). Teams perform better as they integrate cross-functional skills in single work units. Furthermore, a broad set of skills and perspectives increases the likelihood that output will meet multifunctional requirements. One of the benefits of composing teams to aid Business Process Re-Engineering is that working in teams improves the quality of work life. Teams provide opportunities for small talk, development of friendships, social interaction and empathic reactions from other employees (Habib, 2011).

The execution of teams and team building have been underlined as the most important structural enabler of Business Process Re-Engineering. However, it should be recognized by the management that forming teams is not always vital to Business Process Re-Engineering,

considering the work of individuals can also be effective (Gore, 2009). Therefore, the best way of facilitating Business Process Re-Engineering involves fully understanding and analyzing the organizational culture and functional diversity by the top management before carrying out any structural changes (Love and Gunasekaran, 2007).

Empowerment entails sharing information with workers, basing rewards on organizational performance, training employees to contribute to organizational performance, and involving employees in management decision making in Business Process Re-Engineering (Bowen and Lawler, 2002). Re-engineered business processes, it is argued, result in empowered workers with greater access to information, enhanced knowledge, and the freedom to perform their jobs in ways that make sense to them there by enhancing the culture of the organisation. Hammer and Champy (1993) portray empowerment as an unavoidable consequence of Business Process Re-Engineering. They maintain that empowered workers make their own rules and have the authority to make the decisions needed to it get it done. While not denying the empowering potential of some Business Process Re-Engineering programs, skeptics have been quick to challenge the claim that empowerment results inevitably from re-engineering. Changes in the behaviour, values and attitudes of organizational members are not so easily achieved.

It is certainly debatable whether the redesign of business processes can, in and of itself, induce such behavioural changes (McKenna, 2005). Indeed, it seems contradictory for empowerment to be characterized as a gift that can be bestowed by re-engineering. More realistically, empowerment is acquired through active struggle and achievement rather than bestowed (Grey and Mitev, 2005).

Willmott and Wray-Bliss (2006) argue that Business Process Re-Engineering is firmly wedded to a top-down philosophy of organizational change in which experts design the systems which employees are expected to operate. The widespread use of information technologies to enable process change increases the surveillance to which employees are subject whether through hierarchical monitoring or the internalization of control through processes of self-discipline and peer monitoring. The objectives and values promoted by re-engineering, and the methods proposed to instill them, also involve the coercive manipulation of attitudes and beliefs to secure cultural conformity.

In most public organizations Business Process Re-Engineering is often a threatening proposition for members of an organization, and gaining their commitment is not easy. Guimaraes (2006) presents evidence that while Business Process Re-Engineering usually creates a richer overall work environment, lower organizational commitment occurs after business processes are re-engineered. Melone (2005), explain that it is not the redesign of processes per se that frightens people and reduces their commitment, but rather the likelihood that Business Process Re-Engineering can affect the design of these people's jobs, including the way they are evaluated, rewarded, supervised and the way they do things around the organisation. Their whole lives, their sense of worth and their relationships to others are thus at stake when Business Process Re-Engineering is introduced (Petrozzo and Stepper, 2004). Because re-engineering is so frequently associated with the downsizing of employment, people subject to re-engineering have good reason to withhold their commitment to change efforts. Indeed, it is ironic that re-engineering seeks to secure the commitment of those who may ultimately suffer from its outcomes. Willmott, (2005) suggests that obtaining such commitment from doomed yet empowered employees is not practical.

Re-engineering's progress may be impeded by employees unwilling to participate wholeheartedly in a systematic program to terminate their positions or those of their colleagues. Even when a Business Process Re-Engineering effort is restricted to certain areas of the organisation, employees in unaffected areas may witness the realities of re-engineering's effects upon their co-workers in other areas. Their commitment to later re-engineering may as a result diminish (Grey and Mitev, 2005). When confronted with an understanding of the potential irony of participating in their own demise, employees are most unlikely to sustain their commitment to Business Process Re-Engineering efforts.

In Business Process Re-Engineering, the potential impacts of change on employees are significant, on the positive side, change can provide a wealth of opportunities for growth and development; but on the negative side, there can be substantial costs to negotiate new relationships, skills and patterns of activity (Kotter, 2005). In multiple and ongoing changes, such costs are likely to accumulate (Kiefer, 2005). Therefore, it is logical to say that organizational change has a range of beneficial and detrimental consequences for both employees and organizations.

Based on interpretations of and expectations about changes and how they perceive the change employees respond to change differently (Mossholder et al., 2006). In most cases, employees either accept or oppose the change. Positive attitudes toward Business Process Re-Engineering and strong attitude-behavior links are expected to produce behaviors that are focused, persistent and effortful in their attempts to support and facilitate the implementation of the change (Kreitner and Kinicki, 2005). However, a basic assumption is that organizational change is experienced in a negative way (Davy et al., 2008). Many have viewed Business Process Re-

Engineering as negative for individuals, as it is generally expected to cause negative consequences from change at the individual level, because the timing and nature of change is often in the best interest of the organization, resulting in asymmetries of motivation to change and benefits of change between organizations and their members (Wanous et al., 2010) and change tends to be disturbing for employees, particularly until the new order is fully normalized (Oreg, 2003).

The key reason for Business Process Re-Engineering failure is resistance from key persons who would be affected by a Business Process Re-Engineering effort (Stanton et al., 2002). The reengineering involves change of roles, norms, standards, procedures, and work flows encompassed by a person's job in an organization. Every aspect of social organization is now subject to reengineering, including work processes; financial and governance structures; organizational culture; organizational designs; and organizational behavior. The traditional belief is that the basic reason for resistance in Business Process Re-Engineering projects is the fear of layoffs or the modification of power arrangements. Indeed, such factors seem to be part of the problem. It is also necessary to understand the crisis reengineering may generate in individual's ongoing process of sense making (Moreno, 2009). Resistance by workers is also caused by the team-oriented approach, lack of ability to adjust to new technologies and process, vested interests and territorial disputes, skepticism about Business Process Re-Engineering results, and falling short of skill requirements as a result of Business Process Re-Engineering.

Additional reasons for resistance can be managers' losing their power as a result of Business Process Re-Engineering since it flattens management layers, shift responsibility, and disrupts the status quo (Ahadi, 2004). Marjanovic, (2007) suggested the following strategies to be

implemented in order to reduce resistance to Business Process Re-Engineering; employees' attitudes towards the reengineering should be identified and reasons for resistance should be assessed, the threatening nature of Business Process Re-Engineering should be recognized, employees should understand the need for change, employee participation in the reengineering process is crucial and communication should be improved at all organizational levels. Making employees feel they are part of the reengineering process can improve employee morale and soothe negative feelings. Assigning the most talented and strongest employees to the reengineering effort will have positive effect on performance and increase the radical redesign of business processes. Also a good mix of team members from both inside and outside the process, as well as from outside the organization provides an ideal balance for success (Attaran, 2005).

Reengineering forces managers to reevaluate not only what they do, but also who they are. Management must change the way it thinks, organizes, plans, deploys, inspires and rewards performance. They must learn to organize work in a holistic and integrated way (Attaran, 2006). In conclusion, any significant Business Process Re-Engineering requires a strategic initiative where top managers act as leaders in defining and communicating a vision of change. The organizational environment, with a ready culture, a willingness to share knowledge, balanced network relationships and a capacity to learn should facilitate the implementation of prescribed process management and change management practices (Guha et al., 2007).

People are one of the most important elements in the business process change since processes are conducted by the people themselves in the organisation. If people were not encouraged and would not agree with the change, then resistance would emerge (Paper and Chang, 2005). Change resistance can influence the failure of the Business Process Re-Engineering project.

Based on the process-oriented concept, peoples' attitudes in organization should change and they should learn how to work across functional boundaries and accept the responsibilities. In addition, people should learn to integrate their work to other efforts to achieve process outcomes (Jeston and Nelis, 2008). All of these softer human attitude or behavior changes are essential, in addition to trainings in new tools and procedures in new processes (Riley and Brown, 2001).

Despite arguments against a significant link between work process reengineering and culture, most of the common features of re-engineering processes identified by Hammer and Champy (1993), such as worker empowerment and job enrichment are typical organizational culture terms. This equally applies to a number of characteristics of processes of re-engineering described by Hammer and Champy (1993), work becomes multi-skilled, activities are carried out in teams, structures become flatter, and traditional management is replaced by principles of leadership. Similarly, Ogbonna and Wilkinson (2003) place greater emphasis on the negative outcomes of the re-engineered role of managers during change, particularly with regard to reduced autonomy, close monitoring and control, and resultant perceived career insecurity.

The results oriented approach to change management encapsulated in the dynamics of re-engineering is characterized by two basic principles (Buchanan, 2007). The target of organizational change is the business process, and not the organizational culture. The effectiveness of the change effort should thus be assessed in terms of the performance of those processes, and not with respect to changes in attitudes, beliefs, and values that may have an insignificant immediate impact on organizational effectiveness. Also, the pace of re-engineering is ambitious in comparison with the more conventional culture based change programs. If culture

change is a high effort, medium risk, long-term prospect, then re-engineering seems to be much more appropriate to the organization seeking rapid changes or improvements (Buchanan, 2007).

Employee empowerment is one of the effective techniques for increasing productivity in employee and optimal use of capacity of individual and group abilities in order to achieve organizational objectives. Empowerment is a process through which development and influence expand the capabilities of individuals and teams which will help to improve performance. In other words, empowerment is a strategy for development and organizational prosperity (Gilaninia, 2012).

Employee empowerment relates to delegating and the power from top to bottom with clear boundaries and limits and also strict accountability which increases managerial control (Boula, 2004). In this approach, empowerment is a process during which senior management has developed a clear vision, and paint programs and specific tasks to achieve in the organization. It provides information and resources needed for employees to perform their duties and allows them as needed to practice change and processes improvement. In summary, this empowerment approach involves decision making in a particular range (Abdollahi and Nave Ebrahim, 2006).

Organizations work in competitive environment and need employee empowerment for survival because it improves productivity and employee morale. Appelbaum et.al, (1999) argues that one of most important component which helps with human resource empowerment is culture. Unfortunately, today's organizations don't pay attention to it and yet without culture, empowerment is impossible. Organizational culture is related to social public culture and plays an important role in the organization and behavior of employees (Feghhi, 2002). Organizational culture facilitates encounter to organizational issue and forms a way of explanation what is

happening around the organisation. Culture is so imbued with the spirit and the idea that each behavior and speech is directed (Alvani, 2004). Empowered employees feel the need to be responsible for better performance of the whole organization. Team work and working together continuously in order to improve performance are key in culture. The structure is designed so that employees could find that they work to achieve their desired results (Dennise, et al, 2013). Empowerment is the key to exploiting the full potential of human resources and realizing this empowerment requires effort and patience. Organizations need to enable employees to meet the needs of the organization.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter looks at the methods and general approach that were used in the research. The chapter covers research design, area of the study, study population, sampling procedure, data collection methods and instruments, quality control methods, data management and analysis, ethical considerations and limitations of the study.

3.1 Research Design

The study employed a cross sectional survey design. A research design is the strategy, plan and structure of the research project (Hayward, 2005). The researcher believed that the cross-sectional study would help provide a snapshot of the outcome and the characteristics associated with it, at a specific point in time and hence enable the drawing of inferences from existing differences between respondents' viewpoints about Business Process Re-Engineering and its possible influence on Organisation Culture in public institutions.

The study further used a case study design where the causal relationship between variables was investigated. Business Process Re-Engineering was the independent variable while organisation culture was the dependant variable. The study took Ministry of Public Service as the case study because it is mandated to develop, manage and administer Human Resource Policies, Management Systems, Procedures and Structures for the Public Service. The researcher believed that the case study would provide an opportunity for the intensive analysis of many specific details that are often disregarded by other methods. The results from this individual case were used to generalize for other similar cases.

The study used both qualitative and quantitative research approaches which complemented each other in order to ensure that they produced the best outcomes. The qualitative techniques involved use of interview guides which were used to analyse information in a systematic way so as to come up with useful conclusions and recommendations. The quantitative techniques mainly involved the use of a Likert scale to measure responses such as strongly disagree, disagree, not sure, agree and strongly agree respectively. Quantitative techniques on the other hand basically involved logical presentation and interpretation of the statistical data obtained from the field particularly using Statistical Package for Social Scientists (SPSS) computer package.

3.2 Area Of The Study

The study was conducted at the Ministry of Public Service in Wandegeya, Kampala. The selection of the area of study was influenced by the availability of an adequate number of potential informants about Business Process Re-Engineering and how it has affected organizational culture.

3.3 Study Population

The population was comprised of 230 employees at Ministry of Public Service and these included senior management, middle management, lower level management, support staff and Ministry contract staff. These employees were considered because they had knowledge on how the new work processes have influenced organizational culture in the organization. (Ministry of Public Staff list as at 31st March, 2016)

3.4 Sampling Procedures

The sampling procedures included sample size and sampling techniques.

3.4.1 Sample Size

The sample size of the study was 144 and it was selected using the totals of Krejcie and Morgan, (1970) standard sample size determination table from the study population of 230 as presented in table 1 below. The study further determined the sample size per category of staff.

Table 1: Sample size

Category of Population	**Population Size**	**Sample**	**Sampling Technique**
Senior management	11	7	Purposive sampling
Middle management	41	26	Stratified random/Simple random sampling
Lower management	95	59	Stratified random/Simple random sampling
Support staff	62	39	Stratified random/Simple random sampling
Ministry Contract Staff	21	13	Purposive sampling
Total	**230**	**144**	

Source: Krejcie and Morgan, (1970)

3.4.2 Sampling Techniques

The study employed both non-probability and probability sampling techniques. These included the following;

3.4.2.1 Purposive sampling

Purposive sampling technique, also called judgment sampling, is the deliberate choice of an informant due to the qualities the informant possesses. It is a non-random technique that does not need a set number of informants. The researcher decides what needs to be known and sets

out to find people who can and are willing to provide the information by virtue of knowledge or experience (Bernard 2002, Lewis and Sheppard 2006).Here the researcher used her judgment in regard to some participants. This was particularly used for the Directors, Heads of Department (senior managers) and Ministry contract staff. This was because participants in those categories were few and could be selected purposively because they are known and they are believed to have more information necessary for the study.

3.4.2.2 Stratified random sampling

The study used stratified random sampling because of the heterogeneity of the elements. The population was divided on the basis of the levels of management which formed the strata. The technique was used on middle managers, lower level managers and support staff.

3.4.2.3 Simple random sampling

The study used simple random sampling to further select the members within the different strata and each member was given an equal opportunity of being selected thus making the research findings representative.

3.5 Data Sources

The study got its data through primary sources as well as secondary sources.

3.5.1 Primary data

The study used primary data that was sourced from the use of questionnaires and interview guides to respondents to fetch their perceptions on the topic understudy.

3.5.2 Secondary Data

The study also used secondary data that was sourced from secondary sources like use of

journals, books, reports from the organization, performance reviews among others. This helped to capture what other scholars had written about Business Process Re-Engineering and organizational culture.

3.6 Data Collection Methods And Instruments

3.6.1 Questionnaire

The study used a questionnaire method in the research process. A questionnaire was used because it allowed in-depth research, to gain firsthand information and more experience over a short period of time (Creswell, 2003). A questionnaire was further used because it increased the degree of reliability due to the many items in it and it was well enhanced the chances of getting valid data, (Kothari, 2008). The questionnaire consisted of closed-ended questions. The questionnaires were cheap and fast to administer. A large group of respondents were covered within a short time and in this cases questionnaire were distributed and answered in a very short period of time.

3.6.2 Interviewing Method

This method was used to collect qualitative data through purposeful discussion between the researcher and the respondents. This helped the researcher to get deep exploration of opinions of the respondents. Using an interview schedule, open-ended questions were asked by the interviewer to give respondents a chance to express their views and opinions about the relationship between variables. Probing was done to seek clarification on the responses. This method ensured that respondents give accurate and complete answers to the questions.

3.6.3 Research Instruments

3.6.3.1 Self-Administered Questionnaire

Self-administered questionnaires were given to all respondents. The questionnaires were sectioned according to the objectives of the study. Ordinarily, these were interspersed, distantly placed and the nature of their engagement was not practical for interview given the time available to complete the field study and subsequently the entire study. These samples were suggested because they made the results more dependable and reliable. The questionnaire contained of items aimed at obtaining responses about opinions and preferences in open questions. The closed ended questions allowed the respondents to agree or disagree with the items in the questionnaire. This tool was believed to be the most appropriate in terms of convenience to both the researcher and the respondents.

3.6.3.2 Documentary Review

A documentary review checklist was used to source for secondary data in form of literature review as guided by the conceptual frame in the study. This helped to identify and synthesize all the literature required in the study.

3.6.3.3 Interview Guide

To supplement the few open-ended questions in the questionnaire, more questions designed in that format were included in the interview guide targeting key informants. These mainly included Ministry contract staff and senior managers. This category of the sample was appropriate for interview since they have a wide knowledge about the variables of the study given their role in the organization. The open ended questions would provoke discussions and

many other relevant issues would come up and this helped to enrich the results of this study with more facts on the ground. Each respondent was free to give his/her own opinion from their experiences.

3.7 Quality Control Methods

Quality control methods basically addressed issues of validity and reliability of the research instruments.

3.7.1 Validity

The study adopted content validity to test and ascertain the validity of instruments. Validity refers to how well a test measures what it is purported to measure (Carmines and Zeller, 1979). Validity of the research tools used for data collection was achieved by repeated reviews with fellow students and with guidance from supervisor. The researcher asked them to evaluate the items on the questionnaires for their relevance to the stated objectives of the study. The researcher further ensured content validity of the instruments by making sure that questions or items in them conform to the study's conceptual framework and research questions. Then, she assessed their content validity by using the content validity index (CVI) to further ascertain their validity. A formula whereby the number of items rated as relevant was divided by the total number of items on the questionnaire was adopted to achieve the content validity index (CVI) to compute content validity thus:

$$CVI = \frac{\textit{Total of items rated as relevant}}{\textit{Total number of items in the questionnaire}}$$

When the outcome was 0.7 and above, then the instrument was regarded as valid.

3.7.2 Reliability of Research Instruments

In testing the reliability of instruments, the study adopted Cronbach's Alpha coefficient value analysis. According to Dobson (2002), Reliability refers to the measure of the degree to which research instruments yield consistent results after repeated trials. When the coefficient is 0.6, the instrument is considered reliable. In the study, the coefficient was 0.74 meaning the instrument was considered reliable.

3.8 Data Management And Processing

Data collected was arranged, edited and checked to ensure that it covered and satisfied the objectives of the study for purposes of completeness and accuracy. Data was coded to enable processing using SPSS version 21.

3.9 Data Analysis

Quantitative data got from the questionnaires was computed into descriptive and inferential statistics in form of frequencies, percentages, correlations and regressions. Further, the researcher coded all the questionnaires and entered the results in computer software called Statistical Package for Social Scientists (SPSS version 21) for analysis in order to generate the correlation results and establish the relationships of each variable and regression analysis. SPSS is computer software designed for researchers to analyze data in order to develop meaningful figures.

3.10 Ethical Considerations

A letter of authorization was obtained from the university and was presented to all organizations in the data collection process. Getting letters of support to the research project was intended to enhance the confidence and freedom for participants to actively participate or to withdraw from

the study anytime they so wished. The researcher endeavored to obtain any form of authorization that was necessary for the study to take place.

Throughout the study, the researcher refrained from any practice deemed inconsistent with research ethics.

The researcher accorded due respect to all respondents and, she acknowledged all scholarly works to which the study referred.

The researcher further desisted from any tendencies towards plagiarism and imposition of personal viewpoints in the data.

The researcher endeavored to protect the respondents by keeping the information they gave her confidential especially since she promised confidentiality.

The final document of the research was disseminated to the parent University and the authorities of the parent company concerned.

3.11 Limitations of the Study

The research was carried out in Ministry of Public Service which is considered a sensitive place and hence the researcher encountered some problems in obtaining authentic information from some respondents who were skeptical about the motives of the research.

Time constraints; the researcher is employed and therefore found problems allocating enough time to do the researcher. She however managed to utilize the limited time available to do the research.

In regard to skepticism of respondents, the researcher used letters of introduction from Uganda Martyrs University to assure respondents of the ultimate motives underlying the study. Time constraints were overcome by effectively utilizing weekends and public holidays and also use of e-mail means in collection of data. At critical times of the study, it was necessary to apply for a reasonable study leave from the employer.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.0 Introduction

The study examined the influence of business process re-engineering on organization culture with specific reference to Ministry of Public Service in Uganda. The study adopted three research objectives which looked at establishing the influence of work process redesign, IT enabled processes and employee empowerment on organization culture. The study presents descriptive results from questionnaire in form of means and standard deviations. Also the study presents qualitative results from interviews, in form of quotations and narrative themes as per respondents' views in regard to each objective of the study, the study also presents correlations and regressions to show the nature of relationship and magnitude effect the independent variable has on the dependent variable. The chapter also presents the response rate, which shows the number of participants that actually participated in the study. The study also presents the background information of respondents which shows the common demographic characteristics of respondents that participated in the study.

4.1 Response Rate

The study sample size was 144 but 105 respondents actually participated representing a response rate of 73% in both questionnaires and interviews, others did not participate in study with claims of being busy. This response rate was well above the recommended 60% response rate as per Guttmacher Institute, (2006) which asserts that for a study to be considered with satisfactory results it should have a response rate above 60% in the overall study. Therefore, the study results can be relied upon for academic and non-academic purposes by readers and users.

4.2 Background Information of Respondents

To establish the background characteristics of the respondents, the study focused on gender of respondents, highest level of education, age bracket, marital status and duration in service at Ministry of Public Service. The study looked at the gender of respondents as this helped to establish the majority sex of respondents that participated in the study and the level of education helped to establish whether respondents would give views that are relevant and useful to the study and age group gave an overview on peoples' experience over time how business re-engineering process has influenced the culture of the organization.

4.2.1 Gender of Respondents

The study sought to establish the gender of respondents which was categorized as male and female. The Respondents were asked about their gender and the findings were analyzed using descriptive statistics as presented below.

Table 4.1: Gender of Respondents

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	56	53.3	53.3	53.3
	Female	49	46.7	46.7	100.0
	Total	105	100.0	100.0	

Source: Primary Data (2016)

The study findings in table 4.1 above show that 53.3% of the respondents were male and 46.7% were females. The means that Ministry of Public Service has more male staff than female staff.

4.1.2 Highest level of education of the respondents

The study sought to ascertain the education level of respondents which is categorized as secondary level, diploma, degree, masters' degree and any other. The respondents were requested to indicate their education level and the findings were analyzed using descriptive statistics and are presented as below

Table 4.2: Education Level of Respondents

Level of education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Secondary level	3	2.9	2.9	2.9
	Diploma	12	11.4	11.4	14.3
	Degree	53	50.5	50.5	64.8
	Masters degree	35	33.3	33.3	98.1
	Other	2	1.9	1.9	100.0
	Total	105	100.0	100.0	

Source: Primary data (2016)

The results in table 4.2 above shows that a big number of respondents are degree holders at 50.5%, followed by masters holders at 33.3%, followed by diploma holders at 11.4%, followed

by those with secondary level at 2.9% and other qualification at 1.9%. The implication for the above results is that a big number of respondents are degree holders and masters holders meaning they were able to understand the research instrument very well hence giving accurate answers.

4.1.3 Age bracket of respondents

The research wanted to ascertain the age of respondents which is categorized as; 20 and below years, 21 - 30 years, 31 - 40 years, 41 – 50 years, 51 – 60 years and above 60 years. The respondents were requested to indicate their age bracket and the findings were analyzed using descriptive statistics and are presented below.

Table 4.3: Age bracket of Respondents

Age of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 and below	3	2.9	2.9	2.9
	21-30	28	26.7	26.7	29.6
	31-40	46	43.8	43.8	73.6
	41-50	19	18.0	18.0	91.6
	51-60	9	8.6	8.6	100.0
	Total	105	100.0	100.0	

Source: Primary Data (2016)

The study findings in table 4.3 above, show that the highest percentage of the respondents (43.8%) fall in the age bracket of 31 – 40 years followed by 21 - 30 years at 26.7%, followed by 41 – 50 years at 18.0%, followed by 51 – 60 years at 8.6% and those above 60 years at 2.9%. This implies that the Ministry has a big number of energetic staff who are able to perform and produce good results and they are more willing to adopt to changes.

4.1.4 Marital Status of Respondents

The research examined the marital status of respondents which was categorized as single, married, divorced and widowed. The respondents were requested to indicate their marital status and the findings were analysed using descriptive statistics and are presented below.

Table 4.4: Marital Status of Respondents

Marital status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	33	31.4	31.4	31.4
	Married	63	60	60	91.4
	Divorced	6	5.7	5.7	97.1
	Widowed	3	2.9	2.9	100.0
	Total	105	100.0	100.0	

Source: Primary Data (2016)

The study findings in table 4.4 above shows that 60% are married, 31.4% are single, 5.7% are divorced and 2.9% are widowed. This therefore shows that the majority of the respondents from the ministry are married.

4.1.5 Duration in service at the Ministry of Public Service

The study sought to establish the duration in service of respondents at the Ministry of Public Service which was categorized as less than 2 years, 2 - 6 years, 6 – 10 years, 10 – 14 years and 14 years and above. The respondents were requested to indicate the duration in service at Ministry of Public Service and the findings were analyzed using descriptive statistics and are presented below.

Table 4.5: Period served in at Ministry of Public Service

Period of working at MoPS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 2 years	12	11.4	11.4	11.4
	2-6years	55	52.4	52.4	63.8
	6-10years	22	21	21	84.8
	10-14years	9	8.6	8.6	93.4
	14years and above	7	6.6	6.6	100.0
	Total	105	100.0	100.0	

Source: Primary Data (2016)

From table 4.5 above, the highest number of respondents have worked for 2 – 6 years at 52.4%, followed by 6 – 10 years at 21%, followed by less than 2 years at 11.4% and lastly 10 – 14 years had 8.6% and 14 years and above at 6.6%. The findings show that most of the respondents had served the Ministry between 2 - 6 years. This implied that majority of the employees have worked at the Ministry for a good number of years and therefore can be able to use their experience to respond to the instrument.

4.2 Organizational culture

The study sought to establish the respondent's opinion on the culture in the organisation. The following were the findings;

Table 4.6: Respondents opinion on Organisation culture

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
1. The response rate has improved since the introduction of new work methods	105	1	5	3.82	.989
2. Clients are happy about the levels of service delivery given the introduction of new work methods	105	1	5	3.40	1.073
3. The work ethics of the organisation have greatly improved	105	1	5	3.46	1.123
4. Time keeping and attendance to duty in the organisation have improved	105	1	5	3.45	1.167
5. The complaints about the organisation have changed since there is improved services	105	1	5	3.46	1.058
6. The clients' are happy and satisfied with the new ways of doing work in the organization	105	1	5	3.45	.957
Valid N (listwise)	105				

Source: Primary Data (2016)

The respondents were requested to state whether the response rate has improved since the introduction of new work methods. The findings indicated a mean of 3.82 which implied that the majority of the respondents agreed with the statement and a standard deviation of 0.989 which

implied that there were varying views among the respondents. This means that the majority of the respondents agreed that the response rate had improved. However there were some respondents that disagreed to the statement.

During a transcribed interview, it was revealed that the response rate has improved in a way that there is faster and more efficient service delivery for example timely payment of salaries and pensions, faster decision making because information can be easily accessed and there is an improved work ethic. However one of the respondents stated that much as the response rate has improved, at the beginning the introduction of new work methods caused delays because people were not familiar with the way the system operates but with increased training and user involvement, the response rate improved.

The respondents were asked to state whether clients are happy about the levels of service delivery given the introduction of new work methods. The findings indicated a mean of 3.40 which implied that the majority of the respondents agreed to the statement and a standard deviation of 1.073 which implied that the respondents had differing views about the statement.

The respondents were further requested to state whether the work ethics of the organisation have greatly improved. The findings indicated a mean of 3.46 which implied that many of the respondents agreed to the statement and a standard deviation of 1.123 which implied that the respondents had varying views on the statement. This means that majority of the respondents agree to the working ethics to have improved but some respondents did not agree.

Respondents were requested to state whether time keeping and attendance to duty in the organisation have improved. The findings indicated a mean of 3.45 which implied that the

majority of the respondents agreed with the statement and a standard deviation of 1.167 which showed that the respondents had varying views about the statement. This means that much as the majority of the respondents agreed, some respondents disagreed.

The study wanted to establish whether the complaints about the organisation have changed since there is improved services. The findings indicated a mean of 3.46 which implied that many of the respondents agreed to the statement and a standard deviation of 1.058 implied that there were varying views about the statement among the respondents. This means that much as the respondents agreed to the complaints having reduced since the introduction of improved services, some totally disagreed with it.

In interviews it was revealed that complaints about the organization have reduced greatly because the work is done in a timely manner, there is flexibility in the way work is done and the users of the system are more conversant with it.

The researcher also wanted to find out whether the clients are happy and satisfied with the new ways of doing work in the organisation. The findings indicated a mean of 3.45 which implied that the respondents agreed to the statement and a standard deviation of 0.957 which implied that the respondents also had varying views about the statement. This means that much as a big number of the respondents agreed to the statement, there were respondents that totally disagreed.

4.3 The influence of Work Process Redesign on Organisation culture

The study sought to establish influence of work process redesign on organization culture. Findings from questionnaires were computed to obtain means, standard deviations, correlations and regressions. Also findings from interviews were obtained and are presented in thematic

statements or quotations and results are presented below. Respondents were required to respond to a number of statements on work process redesign used in the ministry. The following were the results;

Table 4.7: Descriptive statistics on work process redesign

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
1. Making new steps of doing work has influenced the way people behave	105	1	5	4.09	.830
2. The new steps of doing work have changed the way things are being done in the organisation	105	1	5	4.11	.863
3. The new steps of doing work have added value	105	1	5	3.93	.924
4. Clients are happy with the results of new steps of doing work	105	1	5	3.46	1.058
5. In the new steps of doing work all activities are connected	105	1	5	3.47	1.058
6. Relating of task eases work and makes it faster	105	1	5	4.00	.921
Valid N (listwise)	105				

Source: Primary Data (2016)

Respondents were required to state whether making new steps of doing work has influenced the way people behave and the findings indicated a mean of 4.09 which implied that majority agreed to this statement. The standard deviation of these responses was 0.830 which indicated

that respondents had varying responses on the statements. This implies that much as the majority agreed to new steps of doing work influences the way people behave, there are a number of employees that disagreed because their behavior is not affected by the introduction of new steps of doing work. This finding is in line with Hammer (1990) who assert that work process redesign in Business Process Re-Engineering has an effect on the culture of the organisation, especially in public service since various aspects are changed in the process of re-engineering. Work process is a controllable set of activities which are carried out by people to transform an input into an output that is of value to the customer.

During a transcribed interview with a key respondent, it was revealed that making new steps of work affects the way people behave in an organization as one of the respondents explained that

> *"…when the new steps of doing work are based on the organizational needs, the adaptation rate of the employees is high hence people appreciate the new methods and this affects the way they behave considering that they are usually more involved…"*

This may therefore imply that new methods of doing work bring about realignment of roles and people are given more responsibilities, a factor which they appreciate because they feel valuable to the organization which in turn changes the way they behave. Viswanadham, (2012) explains that work process is a structured, measured set of activities ordered in time and space, designed to produce a desired outputs. It basically transforms inputs, people and technology into finished products through a series of value-added work process with facilitation of finances. Process-time is the interval between the start and end of a process. Processes are therefore flows of work and the timelines or boundaries that mark beginnings and end.

The research wanted to ascertain whether the new steps of doing work have changed the way things are being done in the organisation and the findings indicated a mean of 4.11 which implied that the majority agreed to the statement. Standard deviation was 0.863 which implied that respondents had varying views on the statement. This means that much as the majority agreed to the statement, some employees disagreed because the new steps of doing work have not changed the way they get their work done.

The study sought to find out whether the new steps of doing work have added value to the respondents. The findings indicated a mean of 3.93 which implied that a big number agreed to the statement. Standard deviation was 0.924 which implied that respondents had wide varying views on the statement. Whitman and Cheraghi, (2009) state that work process is designed to add value for the customers and therefore should not include unnecessary activities. It has a goal, specific inputs and outputs, uses the resources, has a number of activities that are performed in some order, may affect more than one organizational unit and creates value for the customer.

During a transcribed interview, it was revealed that the new methods of doing work add value to the organisation in terms of the ease and flexibility with which the work tasks can be executed and the organisation is able to integrate all the necessary data on one platform which eases decision making and reduces on costs in the long run. On e of the respondents said

> *"....given the introduction of new work methods, the organization is in possession of valuable information and it is possible to make interconnections between various ministries which adds value to the organization..."*

The researcher wanted to establish whether the clients are happy with the results of new steps of doing work at the ministry. The findings indicated a mean of 3.46 which implied that a big number of the respondents agreed to the statement. The standard deviation was 1.058 which implied that respondents had varying views on the statement. This means that much as the majority respondents agreed to the statement, a number of employees also disagreed with the statement because the clients are only interested in the work getting done and not how the steps are changed or modified. This finding is in line with Valentine and Knights, (2008) Work process re-design allows the organization to move from function-oriented to process oriented work process (Sarkis et al., 2007). This leads to reduced business costs and the acceleration of business process and, consequently, more competitive organizations. Redesign means a new beginning, another opportunity to recreate the reconstruction process and working methods.

During an interview with a key respondent, it was revealed that majority of the clients are happy with the new steps of doing work while some are not. However, the respondent clarified that the clients should be looked at from two perspectives, the internal clients and the external clients. He went ahead to say that

> *"……the external clients are happy because given the new steps of doing work, services have been brought closer to them through decentralization and the services are timelier than before. The internal clients are happy because they have been given more responsibilities and are more involved in the activities of the organization since the activities are connected and every party has a role to play. On the other hand, some external clients are unhappy because the new ways of doing work empowers employees*

who sometimes misuse their power at the detriment of the clients. Some internal clients are unhappy because the new steps of doing work have rendered the redundant because some processes have been merged to reduce on cycle time…."

This implies that when introducing new steps of doing work, attention should be paid to both the internal and external clients to determine how they will be affected by the changes whether positively or negatively.

Respondents were required to state whether in the new steps of doing work all activities are connected, the findings indicated a mean of 3.47 which implied that majority of the respondents agreed to the statement. Standard deviation was 1.058 which implied that respondents had varying views on the statement, meaning that much as many of the respondents agreed to the statement, a big number of the respondents also disagreed. This is because most of them did not see much connection between the different new steps of doing work. This is in line with what Carr and Johansson (2005) suggest that the clean-slate approach presupposes spending little time analyzing current business processes in order not to be influenced by current practices and, ideally, to eliminate the assumptions underlying these actual processes.

Respondents were further required to state whether relating of tasks eases work and makes it faster. The findings indicated a mean of 4.00 which implied that the majority of the respondents agreed to the statement and a standard deviation of 0.921 which implied that the respondents had varying views on the statement. This means that much as the majority agreed to the statement, there are some few respondents that disagreed given that they find relating of tasks a disadvantage that can lead some employees to be redundant because someone else can do the

related task. This is related to Marjanovic (2010) who explain that work process redesign brings about innovations for the purpose of maintaining competitive position and utilization of advanced technologies. Institution adopts redesign for quality leadership, cost reduction and very few use this reengineering for creating differentiation of products and services offered.

Table 4.8: Correlation analysis between work process redesign on organisation culture

Correlations

		Work Process Redesign	Organisation Culture
Work process redesign	Pearson Correlation	1	.220
	Sig. (2-tailed)		.000
	N	105	105
Organisation culture	Pearson Correlation	.220	1
	Sig. (2-tailed)	.000	
	N	105	105

**. Correlation is significant at the 0.01 level (2-tailed).

Correlation analysis showed a positive significant relationship ($r = 0.220$, $p < 0.01$) between work process redesign and organisation culture. This means that organisation culture is positively affected by work process redesign for example the new steps of doing work have changed the way things are done in the organisation. This means that the work process redesign is important because they determine how the organisation culture will be. These findings are also in agreement with Ross and Moore (2006) who said that in Business Process Re-Engineering there is work process redesign, which explains how work is done in an organization and the manner in which this process is done significantly affects the nature of organizational culture.

4.4 IT Enabled Processes and Organisation Culture

The study established how information technology enabled processes influence organization culture. Respondents were engaged in answering questionnaires and interviews and results are presented below from questionnaires and interview results. Results from questionnaires were computed to obtain frequencies and percentages, correlations and regressions and findings from interview are presented in themes and quotation and results are presented below.

Table 4.9: Descriptive statistics on IT enabled processes

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
1. Work processes supported by systems/computers have changed the way of doing things in the organization	105	1	5	4.29	.946
2. Introduction of work tasks supported by systems/computers has improved on service delivery in the organisation	105	1	5	4.17	.817
3. Work tasks supported by systems/computers make work faster	105	2	5	4.28	.911
4. Work tasks supported by systems/computers are more flexible	105	1	5	4.09	.854
5. Clients are happy due to the flexibility of the tasks done using systems/computers	105	1	5	3.84	.884
6. There are strict controls in the working process as a result of work tasks supported by systems/computers	105	1	5	3.89	1.053
Valid N (listwise)	105				

Source: Primary Data (2016)

Respondents were required to state whether work processes supported by systems/computers have changed the way of doing things in the organisation. The findings indicated a mean of 4.29 which implied that the majority of the respondents agreed to the statement and a standard deviation of 0.946 which implied that the respondents had varying views on the statement. This

means that much as the majority of the respondents agree to work processes supported by computers having changed the way they do their work in the ministry while some respondents disagreed to the statement because the work processes supported by computers do not affect their work. This is related to Lucas and Olson (2004) who argue that technology provides the capability for more flexible organizational structures by allowing greater variety in the time and place of work while increasing the speed of response. However, they note that information technology also constrains flexibility by embedding routines into software programs that are not easy to change (Gill, 2005). IT enabled systems help to remove unnecessary layers of management. Paradoxically, the same technology applications that enabled the innovative centralized structure that led to corporate success were partly responsible for blinding top management to the need for change.

During a transcribed interview, a key respondent revealed that work processes supported by systems/computers have changed the way of doing things in the organization due to the ease with which information can be accessed which has guided and made decision making easier. This is related to Davenport and Short, (1990) who explain that IT can help making the changes promoted by reengineering, and it can be considered as an enabler of Business Process Re-Engineering. IT can be more than a useful tool in business process redesign. It can be said that IT and Business Process Re-Engineering have a recursive relationship. Each is the key to thinking about the other. Thinking about information technology should be in terms of how it supports new or redesigned business processes, rather than business functions or other organizational entities. And business processes and process improvements should be considered in terms of the capabilities information technology can provide.

The researcher also wanted to establish whether the introduction of work tasks supported by systems/computers has improved on service delivery in the organisation. The findings indicated a mean of 4.17 which implied that a big number of the respondents agreed to the statement and a standard deviation of 0.817 which implied that the respondents had varying views on the statement. This means that much as the majority of the respondents agreed to the statement, there was also a number of respondents that disagreed to the statement because the introduction of work tasks supported by systems did not necessarily improve the service delivery at the ministry. This is in line with Broadbent et al., (2009) who explain that IT should be viewed as more than an automating or mechanizing force, it can fundamentally reshape the way business is done. It is considered as both a strategic catalyst and enabler of process reengineering.

Respondents were further required to state whether work tasks supported by systems/computers make work faster. The findings indicated a mean of 4.28 which implied that the majority of the respondents agreed to the statement and a standard deviation of 0.911 which implied that the respondents had varying views on the statement. This means that the majority of the employees agree that work tasks supported by computers make work faster, but there are some employees that think otherwise. This is in line with Salimifard et al., (2010) who explain that achieving the expected results and maintaining organisation in Business Process Re-Engineering implementation requires appropriate IT infrastructure. In most projects, Business Process Re-Engineering starts from IT department. IT is a natural partner of Business Process Re-Engineering and plays a critical and central role in Business Process Re-Engineering projects. IT not only speeds up the process to be carried out but also integrates processes and reduces errors, hence improves productivity (Guimaraes, 2009; Reijers and Mansar, 2005). The role of Information Technology within Business Process Re-Engineering is eminent, not only is IT a

facilitator for Business Process Re-Engineering implementations, but it is also an enabler of organizational change.

Respondents were also required to state whether work tasks supported by systems/computers are more flexible. The findings indicated a mean of 4.09 which implied that the majority of the respondents agreed to the statement and a standard deviation of 0.854 which implied that the respondents had varying opinions about the statement. This means that much as many respondents agree to the statement, there is a number of few respondents that disagree with it because they don't think computers to make work more flexible especially if they are not computer literate. This is related to Hammer and Champy (2003) new technologies rarely have a direct application, but if a function is found it will give a striking competitive advantage. Davenport (2003) adds that IT can be supportive during Business Process Re-Engineering change programs as well. This varies from tools to support the design of new business processes.

During a transcribed interview, a key respondent revealed that use of systems has actually made work flexible because the employees can work from anywhere as long as they have access to the system. The respondents gave an example as stated below

> *"….. when a user of the system for example the accounting officer is away from his duty station attending to other official duties, he/ she can log onto the system at a place that has internet and be able to do what is required of him as opposed to the clients having to wait for him to return to the duty station…."*

This implies that the adoption of new work methods brings about flexibility of the system, people have changed the way they execute their duties

The researcher wanted to ascertain whether the clients are happy due to the flexibility of the tasks done using systems/computers. The findings indicated a mean of 3.84 which implied that the greater percentage of the respondents agreed with the statement and a standard deviation of 0.884 implied that there were some varying options of the respondents. This means that most of the respondents agreed that clients were happy with the flexibility, however there are some few respondents that did not find it viable.

Respondents were required to state whether there are strict controls in the working process as a result of work tasks supported by systems/computers. The findings indicated a mean of 3.89 which implied that the majority of the respondents agreed with the statement and a standard deviation of 1.053 which implied that there were some varying opinions among the respondents about the statement. This means that many of the respondents agreed that there are strict controls in the working process but there are some respondents that do not respond to them.

In the interviews, it was revealed that the use of systems and computers has brought about strict controls in the working process as one of the respondents explained that

> *"…….the system provides audit trails therefore it is easy to know which employee performed a certain action, when and where. In addition to that, system users have passwords which are changed every month and there is restricted access in regard to who has rights on the system to perform certain actions…."*

This implies that because of the strict controls brought about by the system, there is more transparency in the work processes and it is important to ensure that the controls are adhered to.

Table 4.10: Correlation analysis between IT enabled processes on organisation culture

Correlations

		IT enabled processes	Organisation culture
IT enabled processes	Pearson Correlation	1	.336**
	Sig. (2-tailed)		.000
	N	105	105
Organisation culture	Pearson Correlation	.336**	1
	Sig. (2-tailed)	.000	
	N	105	105

**. Correlation is significant at the 0.01 level (2-tailed).

Correlation analysis showed a significant positive relationship ($r = 0.336$, $p < 0.01$) between IT enabled processes and organisation culture. This means that organisation culture is positively affected by IT enabled processes for example work processes supported by systems/computers have changed the way things are done in the organisation. These findings are in tandem with Grey and Mitev (2005) who suggested that information technology determines not only work structure, but also organizational structure, culture, management styles, and beliefs. Berrington and Oblich, (2005) also explains IT has also become the source of controversy. Rather than being a simple enabler of new organizational processes, information technology paradoxically can also disable an organization's ability to change to a new culture of work. When an organization revises its basic business processes using information technology, it introduces a new structure that may become even more difficult to change in the future. Since the technical

backbone of automated processes exists as software routines, a later change in process will require a reconstruction of the software application and its various links to other systems.

4.5 Employee empowerment and Organisation Culture

Respondents were required to respond to a number of statements on employee empowerment used in the organization. The following were the findings;

Table 4.11: Descriptive statistics on Employee empowerment

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
1. Giving people power to do their work affects the way they behave	105	1	5	4.04	1.014
2. Employees have been trained to be able to change to the new steps of doing work	105	1	5	3.25	1.218
3. Employees have more freedom within which to do their work	105	1	5	3.30	1.176
4. The new steps of doing work encourage team work among employees	105	1	5	3.59	1.036
5. The ways of doing things in the organisation have improved because of team work	105	1	5	3.47	1.141
6. There is more commitment because of the new work processes	105	1	5	3.42	1.165
Valid N (listwise)	105				

Source: Primary Data (2016)

The respondents were asked to state whether giving employees power to do their work affects the way they behave. The findings indicated a mean of 4.04 which implied that the majority of the respondents agreed with the statement and a standard deviation of 1.014 which implied that

there were varying views among the respondents. This means that the majority of the respondents agreed that giving employees power to do their work affects them positively. However there were some respondents that disagreed to the statement. Hammer and Champy (1993) portray empowerment as an unavoidable consequence of Business Process Re-Engineering. They maintain that empowered workers make their own rules and have the authority to make the decisions needed to it get it done. While not denying the empowering potential of some Business Process Re-Engineering programs, skeptics have been quick to challenge the claim that empowerment results inevitably from re-engineering.

During a transcribed interview, a key respondent revealed that indeed giving employees power to do their work affects the way they behave. The respondents stated that

> *".....empowering employees makes them feel valued and therefore they perform their duties with more commitment which in turn leads to better service delivery and client satisfaction. However, in certain cases, some empowered employees tend to feel indispensible and this negatively affects the way they behave and execute their duties....."*

This may imply that employees should be empowered because it motivates them and affects organizational culture in a positive way but they should be sensitised on how best to use the power that has been given to them so as not to misuse it to disadvantage others. This relates to Attaran, (2005) who explain that making employees feel they are part of the reengineering process can improve employee morale and soothe negative feelings. Assigning the most talented and strongest employees to the reengineering effort may have a positive effect on performance and increase the radical redesign of business processes. Also a good mix of team members from

both inside and outside the process, as well as from outside the organization provides an ideal balance for success.

The respondents were requested to state whether employees have been trained to be able to change to the new steps of doing work. The findings indicated a mean of 3.25 which implied that the majority of the respondents agreed to the statement and a standard deviation of 1.218 which implied that the respondents had varying views about the statement. This means that much as the majority of the respondents agreed to the statement, there are some respondents that did not agree to it.

In the interviews, it was revealed that employees were trained to be able to change to the new steps of doing work. One of the respondents stated

> *"……employees were trained in business process training, system navigation training and change management training. Refresher trainings are conducted quarterly for all users and change management sessions were conducted before introduction of the new steps of doing work….."*

This implies that the employees were equipped with the skills to be able to adapt to the new steps of doing work.

The respondents were further requested to state whether employees have more freedom within which to do their work. The findings indicated a mean of 3.30 which implied that many of the respondents agreed to the statement and a standard deviation of 1.176 which implied that the respondents had varying views on the statement. This means that majority of the respondents agree to employees having more freedom within which they do their work but some respondents

did not agree. This relates to Paper and Chang, (2005) who explain that people are one of the most important elements in the business process change since processes are conducted by the people themselves in the organisation. If people were not encouraged and would not agree with the change, then resistance would emerge.

Respondents were asked to state whether the new steps of doing work encourage team work among employees. The findings indicated a mean of 3.59 which implied that the majority of the respondents agreed with the statement and a standard deviation of 1.036 which showed that the respondents had varying views about the statement. This means that much as the majority of the respondents agreed to the new steps encouraging team work, some respondents disagreed.

The study sought to establish whether the ways of doing things in the organisation have improved because of team work. The findings indicated a mean of 3.47 which implied that many of the respondents agreed to the statement and a standard deviation of 1.141 implied that there were varying views about the statement among the respondents. This means that much as the respondents agreed to improvement work due to team work, some totally disagreed with it.

The study also wanted to find out whether there is more commitment because of the new work processes. The findings indicated a mean of 3.42 which implied that the respondents agreed to the statement and a standard deviation of 1.165 which implied that the respondents also had varying views about the statement. This means that much as a big number of the respondents agreed to the statement, there were respondents that totally disagreed because employees should always be committed to their work even without new work processes.

Table 4.12: Correlation analysis between employee empowerment on organisation culture.

Correlations

		Employee empowerment	Organisation culture
Employee empowerment	Pearson Correlation	1	.503**
	Sig. (2-tailed)		.000
	N	105	105
Organisation culture	Pearson Correlation	.503**	1
	Sig. (2-tailed)	.000	
	N	105	105

**. Correlation is significant at the 0.01 level (2-tailed).

Correlation analysis showed a highly significant positive relationship ($r = 0.503$, $p < 0.01$) between employee empowerment and organisation culture. This means that organisation culture is very positively affected by employee empowerment for example giving employees power to do their work has affected the way they behave at work. These findings are in agreement with Appelbaum et,al (1999) who said that one of most important component which helps with human resource empowerment is culture. Unfortunately, some organizations don't pay attention to it and yet without culture, empowerment is impossible. The findings are also in line with Bowen and Lawler, (2002) who explain that empowerment entails sharing information with workers, basing rewards on organizational performance, training employees to contribute to organizational

performance, and involving employees in management decision making in Business Process Re-Engineering.

4.6 Regression Analysis.

It was necessary to determine which of the three dimensions of business process re-engineering (work process redesign, IT enabled processes and employee empowerment) predicts organisation culture more than the other. This was achieved through conducting regression analysis. The following were the results;

Table 4.13: Regression analysis of the three dimensions (work process redesign, IT enabled processes and employee empowerment) on organization culture

Model	R	R Square	Adjusted R Square				
	.[a]	.331.	.				
						t	Sig.
			B	Std. Error	Beta		
	(Constant)		1.760	.244		7.213	.000
	Work Process Redesign		.112	.059	.146	1.906	.059
	IT Enabled Processes		.135	.071	.172	1.900	.060
	Employee Empowerment		.331	.066	.470	5.057	.000

a. Dependent Variable: organisation culture

Results from the table above show a combination of work process redesign, IT enabled processes and employee empowerment in assessing the level to which they can predict organizational culture. These variables can explain 74.5% of the variance in organization culture (R Square =.331). Most influential predictor of firm organizational culture was employee empowerment (Beta = .470) with a relative importance of 5.057 (in t-test). Also, IT Enabled Processes

(Beta=.172) is a minor predictor of organizational culture with a relative importance of 1.900 (in t-test). Also, work process redesign (Beta=.146) is another minor predictor of organizational culture with a relative importance of 1.906 (in t-test). The implication in this model is that employee empowerment is a big predictor of organizational culture meaning that in a situation where employees are effectively empowered to do their work in the business re-engineering process there is more likelihood of improvement in organizational culture. These findings are in agreement with Linjuan (2010), who states that previous studies have shown a significant positive relationship between employee empowerment and work attitudes and performance. Linjuan (2010), further quotes that empowered employees who have more autonomy in decision making are more satisfied with their jobs, and more committed to the team and organization.

In summary, the high positive correlation coefficients between the dimensions of the study and the value of R^2 = .331 indicate that employee empowerment is strongly correlated with organisational culture.

In addition to the above, it is argued that Re-engineered business processes result in empowered workers with greater access to information, enhanced knowledge, and the freedom to perform their jobs in ways that make sense to them there by enhancing the culture of the organisation (Willmott, 1995).

Conclusion

This chapter presented, discussed and interpreted the findings as collected during the study. Both correlation analysis and regression showed that there was a relationship between the business process re-engineering and organisation culture.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The study examined the influence of business process re-engineering on organization culture with specific reference to Ministry of Public Service in Uganda. The study adopted three research objectives which looked at establishing the influence of work process redesign, information technology enabled processes and employee empowerment on organization culture. This chapter presents the summary of findings, conclusions and recommendations of the study and these are presented according to the findings in objective in chapter four.

5.2 Summary of key findings

5.2.1 Effect of work process redesign on organizational culture

The study findings showed that there is a positive and significant relationship ($r = 0.220$, $P < 0.01$) between work process redesign and organizational culture at Ministry of Public Service. This implies that work process redesign is very important because it determines how the culture of the organization will be considering that organizational culture is positively affected by work process redesign for example the new steps of doing work have changed the way things are being done in the organization. The regression analysis showed that work process redesign (Beta=.146) is another minor predictor of organizational culture with a relative importance of 1.906 (in t-test).

The new methods of doing work bring about realignment of roles and people are given more responsibilities, a factor which they appreciate because they feel valuable to the organization which in turn changes the way they behave.

The clients are happy with the new steps of doing work while some are not. However, the respondents clarified that the clients should be looked at from two perspectives, the internal clients and the external clients.

5.2.2 Effect of IT enabled processes on Organisation Culture

The study findings showed that there is a positive and significant relationship ($r = 0.336$, $P < 0.01$) between IT enabled processes and organizational culture at the Ministry of Public Service. This implies that organisations should put emphasis work processes supported by IT if they want to change the way things are done in the organization. The regression analysis showed that IT Enabled Processes (Beta=.172) is a minor predictor of organizational culture with a relative importance of 1.900 (in t-test).

The work processes supported by systems or computers have changed the way of doing things in the organization due to the ease with which information can be accessed which has guided and made decision making easy.

The system provides audit trails therefore it is easy to know which employee performed a certain action, when and where. In addition to that, system users have passwords which are changed every month and there is restricted access in regard to who has rights on the system to perform certain actions.

5.2.3 Effect of employee empowerment on organizational culture

The study findings showed that there is a positive and significant relationship ($r = 0.503$, $P < 0.01$) between employee empowerment and organizational culture at Ministry of Public Service. This implies that organisations should put much strength on empowering their employees if they

are to change the ways employees behave and the way things are done in the organization. The regression analysis showed that the most influential predictor of firm organizational culture was employee empowerment (Beta = .470) with a relative importance of 5.057 (in t-test).

Employees should be empowered because it motivates them and affects organizational culture in a positive way but they should be sensitized on how best to use the power that has been given to them so as not to misuse it to disadvantage others.

5.3 Conclusions

Since all the dimensions of Business Process Re-Engineering (work process redesign, IT enabled processes and employee empowerment) showed a positive and significant relationship with organisation culture, the study therefore concludes that Business Process Re-Engineering has a positive and significant relationship on organizational culture.

The discussion of the study is presented according to the objectives of the study with back up of reviewed literature to make the discussion more authentic. In regard to Business Process Re-Engineering, it was concluded that since the respondents seem to agree that it affects the way things are done in the organization, it is therefore important for Business Process Re-Engineering to be strengthened so as to be able to achieve the goals and objectives of the Ministry of Public Service.

The findings of the study therefore empowered the researcher to conclude that Business Process Re-Engineering alone is not enough to affect the way people behave in the organisation but top management support coupled with the policies and procedures of the organisation can be used to

ensure that Business Process Re-Engineering is properly implemented and adopted so as to achieve the goals and objectives of the organisation through an improved organisation culture.

On testing the relationship between Business Process Re-Engineering and organizational culture, the study revealed that they have a significant and positive relationship. It is therefore concluded that Business Process Re-Engineering has a direct relationship with organizational culture at Ministry of Public Service.

Therefore before undertaking any re-engineering project, the culture of the organization must be considered for example according to the Denison model (1990), it is important to determine the level of involvement of employees which usually creates a sense of ownership and responsibility, employees should be empowered to perform their duties, encouraged to work in teams where creative ideas are captured and they should be trained to be able to take the new responsibilities brought by Business Process Re-Engineering.

5.4 Recommendations

On the basis of study findings, discussions and conclusions, the following recommendations in relation to the observations were made;

Top management of the organisation should ensure that it involves employees in the reengineering process so as to ensure employee buy in right from the start which in turn contributes to a positive attitude towards the changes brought about by reengineering hence a change in the culture of the organization.

Top management should also ensure that an open communication system in the organization is upheld in a bid to manage change in the organization.

A manual on the new steps of work as a result of Business Process Re-Engineering should be formulated to help employees when adjusting to the new systems so they can be able to refer to them when they meet certain challenges.

Organization must ensure that different types of on-job as well as off-job training for system users, employees and other stakeholders in order to understand that Business Process Reengineering has become useful in improvement of organization performance and service delivery.

Employees should be sensitized on the benefits of empowerment and how it can be used to produce best results for the organizations to avoid misuse of the power and freedom that has been given to the employees.

The management of the organization needs to hire a consultant to offer further training in the business processes that have been changed for them to adopt more easily and ensure that there is service efficiency. This will improve the known culture of the organization as an effective and efficient organization in service delivery.

5.5 Areas for further research

The study was carried out at Ministry of Public Service and yet other public institutions have also adopted Business Process Re-Engineering for example Ministry of Finance, Planning and Economic Development, Uganda Registration Services Bureau. Therefore a similar study may also be needed to be undertaken in these different public institutions.

There is also need to conduct a study on developing an Organisation culture supportive of Business Process Reengineering.

REFERENCES

Abdollahi, Bijan. Nave Ebrahim, Abdolrahim. 2006. *Employees Empowerment, Golden Key of Management*. Publication Virayesh. Tehran

Abdolvand, N, Albadvi, A & Ferdowsi, Z (2008, 'Assessing readiness for business process reengineering', *Business Process Management Journal*, vol. 14, pp. 497–511.

Abolo, M. E. (2008). *Team Building and Reengineering.* First Bank of Nigeria Review.

Ahadi, H.R., (2004). *An examination of the role of organizational enablers in business process reengineering and the impact of information technology*. Information Resource Management Journal, 17(4): 1-19.

Al-Mashari, M. and Zairi, M. (2006), *BPR implementation process: an analysis of key success and failure factors*, Business Process Management Journal, Vol. 5 No. 1, pp. 87-112.

Anderson, R. and Moore, T., 2006. The economics of information security.Science, 314(5799), pp.610-613.

Antonio Kappos (2000) *Organizational Culture and the Achievement of ERP Strategic Advantages and BPR Performance Improvements*. Concordia University Montreal, Quebec, Canada

Appelbaum, S.H., Hébert, D. and Leroux, S., 1999. *Empowerment: Power, culture and leadership-A strategy or fad for the millennium?*. Journal of Workplace Learning, 11(7), pp.233-254.

Aquilano Jacobs, (2004). *Organizational processes and nuclear power plant safety*. Reliability Engineering and Systems Safety 45, 75.83.

Archer, R., and Bowker, P. (2005). *BPR consulting: an evaluation of the methods employed.* Business Process Re-engineering and Management Journal, 01(02), 28-46.

Arnold .W. (2005), *The design and implementation of business process reengineering in the Ethiopian public sector: an assessment of four organizations*, African Books Collective Limited.

Attaran, M., and Wood, G. (2009). *How to succeed at reengineering*, MCB University Press. Management Decision, 37(10), 752-757.

Bashein, B., Markus, M., Riley, P (2004). *Precondition for BPR success and how to prevent failures*, Information Systems Management, pp.7-13.

Benjamin, L (2003), *A framework for managing IT-enabled change*, Sloan Management Review, 1993, pp.23-33.

Berrington, C., Oblich, R (2005)., *Translating reengineering into bottom-line results*, Industrial Engineering. pp.24 27.

Beugré, C.D., 1998. *Implementing Business Process Reengineering The Role of Organizational Justice*. The Journal of Applied Behavioral Science,34(3), pp.347-360.

Bibi, S. and Hassan, M.S., (2014) *Factors Affecting Business Process Reengineering in ERP implementation*: A Literature Review. [Online] Volume 2 Issue 8 Available from: www.irbas.academyirmbr.com [Accessed: 10th December, 2015]

Boula, Harintz. 1994. *Process of developments and adult education issues in the world*. Journal Talim and Tarbiat. eleventh years. No. 1

Brown, A. L. (2008). Design Experiments: *Theoretical and Methodological Challenges in Creating Complex Interventions in Classroom settings*. The Journal of the Learning Sciences 2(2): 141-178.

Buchanan DA (2007). *The limitations and opportunities of business process re-engineering in a politicized organizational climate*. Hum. Relation 50(1):51-73.

Caldwell, Bruce (2004). *Missteps, Miscues: Business Reengineering Failures Have Cost Corporations Billions, and Spending is Still on the Rise*. Information Week (June 20):50-60.

Campbell S., Kleiner B. H (2007). *New developments in re-engineering organizations*". Work Study 46: 99 – 103

Carmines, E.G. and Zeller, R.A., 1979. Reliability and validity assessment(Vol. 17). Sage publications.

Castro, M., and Martins, N. (2010). *The relationship between organisation climate and employee satisfaction in a South African information and technology organization*, SA Journal of Industrial Psychology/SA TydskrifvirBedryfsielkunde, 36(1), A., 1-11.

Cheng, M.Y., M.H. Tsai and Z.X. Xiao, (2006). *Construction management process reengineering: Organizational human resource planning for multiple projects*. Automation in Construction, 15(3): 785–799.

Collins, J. D., & Porras, J. I., (2004). Built to last: Successful habits of visionary companies. New York: Harper Business.

Constantinescu, M., 2008, October. Knowledge Management and Business Process Reengineering for Business Performance Improvement. In The 2nd International Conference on „Business and Information Technologies. New Approaches (pp. 25-26).

Coulson-Thomas, C. J. (2005). *Business process re-engineering: the development requirements and implications*. Executive Development, 8(2), 3-6.

Davenport .T.H. and short .D. 2010, *Process management for knowledge work', in J vom Brocke and M Rosemann (eds.),* Handbook on business process management, vol. 1, Springer, Heidelberg, pp. 3–16.

Davenport T.H., Short J.E. "*The new industrial engineering: information technology and business process re-design*". Sloan Management Review 31 (1990): 411-27.

Davenport, T. and Stoddard, D. (1994). Reengineering: business change of mythic proportions? MIS Quarterly, June, 18 (2), 121-128.

Davenport, T.H., 2013. Process innovation: reengineering work through information technology. Harvard Business Press.

Davidson, D. R. (2003). *Corporate culture and organizational effectiveness.* New York: Wiley

Deal, Terrence E., and Allan A. Kennedy. 2002. *Corporate Cultures: The Rites and Rituals of Corporate Life. Reading,* MA: Addison-Wesley Publishing Co.

Debela, T., 2010. *Business process reengineering in Ethiopian public organizations: the relationship between theory and practice*. Journal of Business and Administrative Studies, 1(2), pp.20-59.

Denison, D. R. 2010. Denison Model. [online] http://www.denisonconsulting.com/home.aspx

Denison, D.R., Janovics, J., Young, J. and Cho, H.J., 2006. *Diagnosing organizational cultures: Validating a model and method*. *Documento de trabajo. Denison Consulting Group*.

Denison, D.R. and Neale, W., 1996. Denison organizational culture survey.Ann Arbor, MI: Aviat.

Dennise, T.Jeff. Scott D. Sindya (2013) *Premier management skills, employees empowerment field to Formidable management.* Publication Dayere. Arabian Journal of Business and Management Review (OMAN Chapter) Vol. 3, No.2;Sep. 2013

Dhillon, G and Hackney, R. (2003) "Positioning IS/IT in networked firms". International Journal of Information Management. Vol 23, No 2..

Eke, Gift Juliet and Adaku Ngozi Achilike (2014) *Business Process Reengineering in Organizational Performance in Nigerian Banking Sector*. Academic Journal of Interdisciplinary Studies Vol 3 No 5 July 2014. Available from: http://www.mcser.org/journal/index.php/ajis/article/viewFile/4384/4287 [Accessed 10th December, 2015]

Ezigbo H (2011) Business process re-engineering projects in Finland', *Business Process Re engineering & Management Journal*, vol. 2, pp. 10–25.

Fernando Sentanin, O., César Almada Santos, F. and José Chiappetta Jabbour, C., 2008. Business process management in a Brazilian public research centre. Business Process Management Journal, 14(4), pp.483-496.

Garnett, J. and Kouzmin, A. (1997) *Handbook of Administrative Communication*. Marcel Dekker, Inc: New York. Available from:https://books.google.co.ug/books?id=5ZRZFDMJoAICandpg=PA472andlpg=PA472anddq

Gilaninia, Shahram. Et al. 2012. *Determine the Effectiveness of Assertiveness Training on StudentAchievement and Happiness*. Journal of Basic and Applied, Scientific Research. Secound years. No. 1. Pages of 141-144

Gore, E.W. Jr. (2009), *Organizational culture, TQM, and business process reengineering, Team Performance Management*: An International Journal, vol. 5, no. 5, 164-170.

Grau, C. and Moormann, J., 2014. *Investigating the Relationship between Process Management and Organizational Culture:* Literature Review and Research Agenda. Management and Organizational Studies, 1(2), p.p1.

Grover and ML Markus (eds.), *Business process transformation: advances in management information system*, Volume 9, ME Sharpe, Armonk, NY, pp. 23–40.

Grover V., Malhotra M.K. (2007). *Business process reengineering: A tutorial on the concept, evolution, method, technology and application*". Journal of Operations Management 15: 193–213.

Grover, V, Fiedler, KD & Teng, JTC (2004), Exploring the success of information technology enabled business process reengineering', *Engineering Management*, IEEE Transactions, vol. 41, no. 3, pp. 276–284.

Habib, N. M. (2011). *Role of training and teamwork in the successful implementation of BPR, Business Process Reengineering: A case of public sector of Khyber Pakhtunkhwa* (KPK): VDM Verlag Dr. Müller

Hall G., Rosenthal, J., Wade, J., (2013). *How to make Reengineering really work*. Harvard Business Review November–December, 119–131.

Hammer, M. and J. Champy, (1993). *Reengineering the corporation: A manifesto for business revolution.* London: Harper Collins. Asian Economic and Financial Review, 2014, 4(12): 1849-1864.

Hammer, M. Champy J (1993). *Reengineering the Corporation*. Haper Collins. New York.

Hammer, M., 1990. Reengineering work: don't automate, obliterate. Harvard business review, 68(4), pp.104-112.

Herzka, P. and Turáková, A., 2010. The applying Denison model for the analysis of corporate culture.

Hindle, T. (2008). *Guide To Management Ideas and Gurus.* The Economist In Association With Profile Books Ltd.

Integrated Personnel and Payroll System, Project Charter. 2007. Ministry of Public Service.

Irani, Z, Al-Mashari, M, Zairi, M (2007), *Business process reengineering: a survey of international experience*', *Business Process Management Journal*, vol. 7, no. 5, pp. 437–455.

Jacobs, F.R., Chase, R.B. and Aquilano, N., 2004. *Operations management for competitive advantage*. Boston: Mc-Graw Hill, 64, p.70.

Janson, R (2003). *How Reengineering Transform Organizations to Satisfy Customers*?. National Productivity Review 12 (1993): 45-53.

Janssen, M Weerakkody, V & Dwivedi, YK (2011), '*Transformational change and business process reengineering (BPR): lessons from the British and Dutch public sector'*, *Government Information Quarterly*, vol. 28, pp. 320–328.

Kappos, A. (2000) *'Organizational culture and the achievement of ERP strategic advantages and BPR performance improvements'*, Unpublished MSc Thesis, Concordia University, Montréal, Canada.

Kokina, I. and Ostrovska, I., 2013. *The Analysis Of Organizational Culture With The Denison Model*. *European Scientific Institute, ESI (publishing)*, p.362.

Kotter, J. P., & Heskett, J. L. (2012). *Culture and performance.* New York: Free Press.

Kumar, D. and Bhatia, A (2012) BPR – O*rganization Culture, Best Practices and Future Trends.* International Journal of Computer Applications (0975-8887) Volume 44 – No.23, April 2012 Available from: http://research.ijcaonline.org/volume44/number23/pxc3878653.pdf [Accessed 23rd December, 2015]

Leavitt, H. J. (2005). *Corporate pathfinders.* Homewood, IL: Dow Jones-Irwin.

Linjuan, R.M., 2010. *Measuring the impact of leadership style and employee empowerment on perceived organizational reputation.*

Majed Al-Mashari and Mohamed Zairi (2009) *BPR implementation process: an analysis of key success and failure factors*, Bradford University Management Centre, Bradford, UK.

Manetje, O. and Martins, N., 2009. *The relationship between organisation culture and organisation commitment*. Southern African Business Review,13(1), pp.87-111.

Marjanovic, O. (2010). Supporting the soft side of business process reengineering. Business Process Management Journal, (6), 1, 43-53.

Martins, E.C. and Terblanche, F., 2003. *Building organisational culture that stimulates creativity and innovation*. European journal of innovation management, 6(1), pp.64-74.

Martins, J. (2009). *Organizational culture: Mapping the terrain*. Thousand Oaks, CA: Sage.

Masumi, M., 2013. *The CSFs, Quality Governance, BPR Performance and Gaining Competitive Advantage*. International Journal of Business and Management, 8(24).

Ministry of Public Service [online] http://www.gov.ug/ministry/ministry-public-service [Accessed: 9th February, 2016]

Mlay, Samali Violet, Irina Zlotnikova, and Susan Watundu. "*A Quantitative Analysis of Business Process Reengineering and Organizational Resistance: The Case of Uganda."* The African Journal of Information Systems 5.1 (2013): 1._ [Accessed: 9th December, 2015]

Moorhead & Griffin, W. 1995. Organizational Behavior, Managing People and Organizations, Fourth Edition, Houghton Mifflin Company, pp. 440.

Nzewi, H.N., Nzewi, U.S. and Moneme, P.C., 2015. *Business Process Reengineering and Performance of Courier Service Organizations in Anambra State*, Nigeria. American Journal of Social and Management Sciences, ISSN, pp.2156-1540.

O'Neill, P., and Sohal, S. A. (2009). *Business Process Re-engineering A review of recent literature.* Technovation, 19(09), 571-581.

Ogbonna E, Wilkinson B (2003). *The false promise of organizational culture change: A case study of middle managers in grocery retailing*. J. Manag. Stud. 40(5):1151-1178.

Peppard, W. and Fitzgerald, 2007, P. *The essence of business process reengineering*. New York:Prentice-Hall Editions.

Perrow, C. (1967). *A framework for the comparative analysis of organizations*. American Sociological Review, 32(2), 194-208.

Pirayesh, A.E., Narges Sardari, N. and Imani, S., 2009. *A model to evaluate organization capability for business process reengineering with respect to organizational culture*. *International Journal of Business Research*, pp.87-93.

Radhakrishnan, R. and Balasubramanian, S., 2008. Business Process Reengineering: Text and Cases. PHI Learning Pvt. Ltd..

Salimifard, K., Abbaszadeh, M.A. and Ghorbanpur, A., 2010. *Interpretive structural modeling of critical success factors in banking process re-engineering.* International Review of Business Research Papers, 6(2), pp.95-103.

Schein .G. (2007), *what killed BPR, Some evidence from the literature', Business Process Management Journal*, vol. 3, p. 81. 328.

Schein, E. H. (2005). *Career survival.* San Francisco, CA: Jossey-Bass.

Schein, E. H. (2012). *Professional education: Some new directions.* New York:

Schein, E. M. (2004). Organizational culture and leadership. (3rd. ed.). Jossy-Bass.

Schein, E.H., 2010. Organizational culture and leadership (Vol. 2). John Wiley & Sons.

Scott F. Marshall, T. (2006) I*deas at Work, Essays in honour of Geoffrey MacKechnie*, Dublin:A&A Farmar Ltd.

Shahzad F., Rana A., Ayesha Rashid, Lalarukh S. (2012). *Impact of Organizational Culture on Organizational Performance: An Overview in the interdisciolinary*, Journal of contemporary research in business January 2012 vol 3, no 9, 975-985.

Shin, N and Jemella, D.F. "Business Process Reengineering and Performance Improvement: The Case of Chase Manhattan Bank," Business Process Management Journal, vol. 8, no. 4, 2002, pp. 351-363.

Shin, N. and D.F. Jemella, (2012). *Business process reengineering and performance improvement, the case of chase Manhattan Ban*. Business Process Management Journal, 8(4): 351-363.

Siegel, D., & Slocum, J. W., John .L. (2010). *Organizational climate: Measures, research, and contingencies*. Academy of Management Journal, 17, 255-280.

Siegel, J.I., Licht, A.N. and Schwartz, S.H., 2010. *Egalitarianism and international investment*$.

Siha, S & Saad, G (2008), '*Business process improvement empirical assessment and extensions'*, *Business Process Management Journal*, vol. 14, no. 6, pp. 778–802.

Škerlavaj, M., Štemberger, M.I. and Dimovski, V., 2007. *Organizational learning culture—the missing link between business process change and organizational performance*. International Journal of Production Economics,106(2), pp.346-367.

Slack, Chambers and Johnston, (2007), *The Measurement of Organizational Effectiveness: A Review of Relevant Research and Opinion.* Minneapolis: Final Report, Navy Personnel Research and Development Center, Personnel Decisions.

Smith, P (2003), 'An applied introductory course in structural equation modelling using AMOS', in SREAM.

Stoddard, Donna B. Sirkka L. Jarvenpaa and Michael Littlejohn (2006). *California Management Review*, Spring.

Sturdy, G. R. (2010). *Business Process Reengineering: Strategies for Occupational Health and Safety.* Cambridge Scholars Publishing.

Subramanian, A. (2010). *Innovativeness: Redefining the concept.* Journal of Engineering Technology and Management, 13(3–4), 223–243.

Talwar, R. (2003), *Business re-engineering a strategy-driven approach''*, Long Range Planning, Vol. 26 No. 6, pp. 22-40.

Thomas G. C (2006). How BPR Can Go Awry**:** Enterprise Reengineering. McGraw-Hill.

Van der Aalst, W.M. and van Hee, K.M., 1995, April. *Framework for business process redesign*. In wet-ice (p. 36). IEEE.

Viswanadham, N., 2012. Analysis of manufacturing enterprises: an approach to leveraging value delivery processes for competitive advantage (Vol. 12). Springer Science & Business Media.

Viswanadham, N., Narahari, Y. and Raghavan, N.R.S., 1998. Design/Analysis of Manufacturing Systems: A Business Process Approach. In Group Technology and Cellular Manufacturing (pp. 221-238). Springer US.

Whitman, L., Cheraghi, H. and J. Twomey (2008). "Production Systems Simulator: A Learning Tool," Proceedings of the Industrial Engineering Research Conference, Vancouver, CAN, May 18- 20, 2008.

Williams, B.L., 2005. *Models of organizational change and development*.Futurics, 29(3/4), p.1.

Willmott, H., 1995. *The odd couple?: re-engineering business processes; managing human relations*. New Technology, Work and Employment, 10(2), pp.89-98.

Zargar, .C. (2002). *Business process redesign: is IT still relevant in today's business environment? SAIS 2010 Proceedings*, Paper 30.

Zinser, S., Baumgärtner, A., and Walliser, F.-S. (2008). *Best practice in reengineering: a successful example of the Porsche research and development center.* Business Process Management Journal, 4(2), 154-167.

APPENDICES

APPENDIX 1: QUESTIONNAIRE FOR RESPONDENTS

Dear respondent,

I am **Kinalwa Martha** a student of Uganda Martyrs University requesting you to fill this questionnaire, which is aimed at collecting data on the influence of business process re-engineering on organization culture among public institutions with specific reference to Ministry of Public Service in Uganda. You have been selected to be one of my respondents in this study. This research is being undertaken as partial fulfillment of a Masters Degree in Business Administration. The information provided will be treated with strict confidentiality and shall not be used for any other purpose except for academic purposes. The study will ensure your anonymity and confidentiality.

Thank you very much for your cooperation

SECTION A

Background information of Respondents

Please tick the appropriate answer

Respondent's Gender

1. Male ☐ 2. Female ☐

Level of education

1. Secondary level ☐ 2. Diploma ☐ 3. Degree ☐ 4. Masters degree ☐
5. Others specify……

Age of respondent

1. 20- & below ☐ 2. 21-30 ☐ 3. 31-40 ☐ 4. 41-50 ☐
3. 51-60 ☐ 6. 61-above ☐

Marital Status

1. Single ☐ 2. Married ☐ 3. Divorced ☐ 4. Widowed ☐

Period working at Ministry of Public Service

1. Less than 2 year ☐ 2. 2-6 years ☐ 3. 6-10 years ☐

4 10-14 years ☐ 5. 14 years and above ☐

For the following questions please tick the number of your choice

Key

1. **Strongly Disagree (SD)**
2. **Disagree (D)**
3. **Not Sure (NS)**
4. **Agree (A)**
5. **Strongly Agree (SA)**

SECTION B

Work Process Redesign

Work Process Redesign refers to the activities involved in when changing the workflow, equipment needs and implementation requirements for a particular process.

		SD	**D**	**NS**	**A**	**SA**
1.	Making new steps of doing work has influenced the way people behave	**1**	**2**	**3**	**4**	**5**
2	The new steps of doing work have changed the way things are being done in the organisation	**1**	**2**	**3**	**4**	**5**
3.	The new steps of doing work have added value	**1**	**2**	**3**	**4**	**5**
4.	Clients are happy with the results of new steps of doing work	**1**	**2**	**3**	**4**	**5**
5.	In the new steps of doing work all activities are connected	**1**	**2**	**3**	**4**	**5**
6.	Relating of tasks eases work and makes it faster	**1**	**2**	**3**	**4**	**5**

SECTION C

IT Enabled Processes

This refers to a set of related activities for a particular purpose that are supported by IT.

		SD	D	NS	A	SA
1	Work processes supported by systems/computers have changed the way of doing things in the organisation	**1**	**2**	**3**	**4**	**5**
2.	Introduction of work tasks supported by systems/computers has improved on service delivery in the organization	**1**	**2**	**3**	**4**	**5**
3.	Work tasks supported by systems/computers make work faster	**1**	**2**	**3**	**4**	**5**
4.	Work tasks supported by systems/computers are more flexible	**1**	**2**	**3**	**4**	**5**
5.	Clients are happy due to the flexibility of the tasks done using systems/computers	**1**	**2**	**3**	**4**	**5**
6.	There are strict controls in the working process as a result of work tasks supported by systems/computers	**1**	**2**	**3**	**4**	**5**

SECTION D

Employee empowerment

This refers to giving employees a certain degree of independence and responsibility for decision making regarding their specific organizational tasks.

		SD	D	NS	A	SA
1.	Giving people power to do their work affects the way they behave	**1**	**2**	**3**	**4**	**5**
2.	Employees have been trained to be able to change to the new steps of doing work	**1**	**2**	**3**	**4**	**5**
3.	Employees have more freedom within which to do their work	**1**	**2**	**3**	**4**	**5**
4.	The new steps of doing work encourage team work among employees	**1**	**2**	**3**	**4**	**5**
5.	The ways of doing things in the organisation have improved because of team work	**1**	**2**	**3**	**4**	**5**
6.	There is more commitment because of the new work processes	**1**	**2**	**3**	**4**	**5**

SECTION E

Organizational Culture

This is the way in which members of an organization relate to each other, their work and outside world, in comparison with other organizations.

		SD	D	NS	A	SA
1.	The response rate has improved since the introduction of new work	**1**	**2**	**3**	**4**	**5**

	methods					
2.	Clients are happy about the levels of service delivery given the introduction of new work methods	**1**	**2**	**3**	**4**	**5**
3.	The work ethics of the organization have greatly improved	**1**	**2**	**3**	**4**	**5**
4.	Time keeping and attendance to duty in the organization have improved	**1**	**2**	**3**	**4**	**5**
5.	The complaints about the organization have changed since there is improved services	**1**	**2**	**3**	**4**	**5**
6.	The clients' are happy and satisfied with the new ways of doing work in the organisation	**1**	**2**	**3**	**4**	**5**

APPENDIX 2: INTERVIEW GUIDE FOR RESPONDENTS

Dear respondent

I am **Kinalwa Martha** a student of Uganda Martyrs University requesting you to participate in this interview, which is aimed at collecting data on the influence of Business Process Re-engineering on Organisation Culture with specific reference to Ministry of Public Service. You have been selected to be one of our respondents in this study. This research is being undertaken as partial fulfillment of a Masters Degree in Business Administration. The information provided will be treated with strict confidentiality and shall not be used for any other purpose except for academic purposes. Thank you very much for your cooperation.

1. In your opinion, have new steps of doing work changed the way people behave in the organization?
2. Are clients happy with the new steps of doing work?
3. Has the introduction of computers and systems changed the way of doing things in the organization?
4. Use of systems and computers has brought about strict controls in the work process.
5. Empowering employees affects the way people in the organization behave and carry out their duties.
6. Employees have been trained to be able to change and adopt to the new steps of doing work.

7. In your opinion, has the response rate towards work related tasks improved since the introduction of new methods of work

8. Have the complaints about the organization changed since the introduction of Business Process Re-Engineering?

9. Does using systems to do work make work flexible?

10. Do new methods of doing work add value to the organization?

APPENDIX 3: KREJCIE AND MORGAN TABLE

Table 3.1

Table for Determining Sample Size of a Known Population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384

Note: N is Population Size; S is Sample Size *Source: Krejcie & Morgan, 1970*